



2025 Sustainability Progress Report



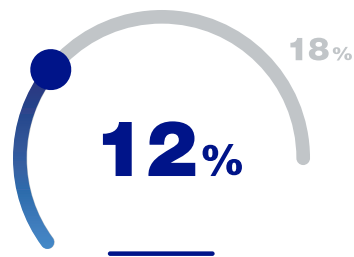


Introduction

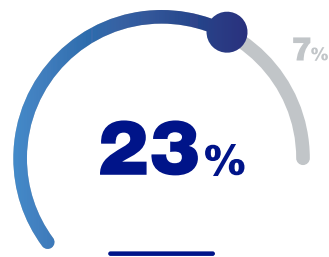
At Hexcel, sustainability is a foundation of our purpose, our products, and the value we create for customers. Our advanced composite materials enable strength, durability, and lightweight performance to strengthen our customer relationships and earn the trust of the world's leading aerospace and defense manufacturers. We recognize that creating long-term value requires responsible management of our environmental footprint, unwavering commitment to employee health and safety, strong governance practices, ethical business conduct, and active engagement with the communities where we operate. Sustainability considerations are integrated into how we innovate, invest, manage risk, and operate our business, helping to position Hexcel for long-term success in an evolving global marketplace.

This report provides transparency into our sustainability performance through 2025 and our progress toward the goals established within our 2030 sustainability framework. Across several key areas, including waste reduction, supplier engagement, compliance, charitable giving, and sustainability-focused innovation, we continued to achieve meaningful results and advance our long-term objectives. At the same time, changing business conditions, post-pandemic operational recovery, production growth, workforce expansion, and evolving external market factors influenced performance against our environmental and safety goals. These experiences reinforce the importance of regularly evaluating our assumptions, priorities, and pathways to ensure our sustainability strategy remains aligned with both business realities and stakeholder expectations. Through transparent reporting and a commitment to continuous improvement, we aim to provide a balanced view of our progress, challenges, and opportunities as we continue our sustainability journey.

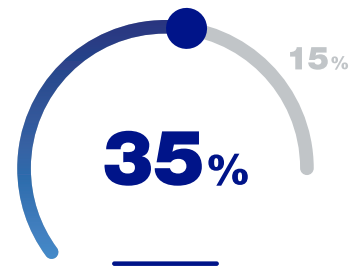
2025 Target Progress



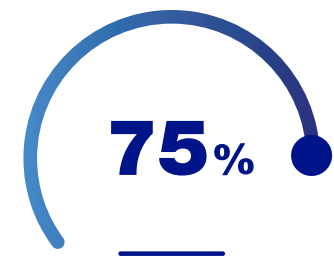
30% Reduction in
Scope 1 & 2 GHG
Emissions Intensity
Between 2023 to 2035



30% Reduction in
Waste-to-Landfill Intensity
Between 2019 to 2030



50% Improvement in Total
Recordable Incident Rate
Between 2019 to 2030



75% Product Innovation in
Sustainable R&T Products
Achieved Annually

**Achieved
Annually**

100% Acceptance of Hexcel
Supplier Code of Conduct

80%

100% Engagement in
Ethics, Engagement, and
Compliance Survey

**Achieved
Annually**

10% Increase in Giving through
Hexcel Foundation Each Year

**Achieved
Annually**

100% Promotion
of Compliance

2025 Target Progress

Reduction in GHG Emissions Intensity

Emissions Reduction Target Update

Hexcel is committed to reducing its greenhouse gas emissions and operating its business in a more sustainable and resilient manner.

As part of its sustainability strategy, Hexcel previously set a goal to reduce its Scope 1 and 2 greenhouse gas (GHG) emissions (measured on a revenue intensity-based basis) by 30% by 2030.

Since that target was established, market and operating conditions have markedly changed. The pandemic's impact on the commercial aerospace industry was severe, and the industry's recovery has been very slow. Today, aircraft production rates are still below pre-pandemic levels for many commercial aircraft platforms. The delayed production ramp has slowed progress on the industry's overall decarbonization efforts. For Hexcel, lower sales and idled manufacturing assets directly impact its intensity-based emissions reduction goal.

Further, changing renewable energy policies and regulations along with volatility in energy markets and supply chains have affected the timing, economics, and availability of impactful emissions-reduction initiatives. In particular, the slower adoption of grid-greening in certain regions negatively impacts progress on emissions reduction.

Despite these challenges, Hexcel has continued to make progress on its emissions reduction objectives. Hexcel achieved a 6% year-over-year improvement in emissions intensity in 2025 compared to 2024, which is noteworthy as 2025 sales were nominally lower than 2024. Hexcel has also continued to mature and strengthen its emissions reduction program, and recently achieved limited assurance for 2025 Scope 1 and 2 emissions.

To ensure Hexcel's targets remain aligned with current operating conditions and achievable pathways for reduction, Hexcel is updating its emissions roadmap and target while maintaining its long-term commitment to emissions reduction.

Updated Mid-Term Target

30% reduction in intensity-based Scope 1 and 2 GHG emissions by 2035, using 2023 as the baseline year.

The percentage reduction remains unchanged while the revised target year reflects the slower pace of recovery in the commercial aerospace industry and the expected timeline for implementation of key emissions-reduction initiatives by utilities and energy providers. The 2023 baseline year also provides a post-pandemic reference point that offers a more representative and measurable basis for tracking long-term emissions performance.

Near-Term Ambition

15% reduction in intensity-based Scope 1 and 2 GHG emissions by 2030, using 2023 as the baseline year.

This interim aspiration reflects Hexcel's commitment to continue progress toward its 2035 target. To support achievement of this ambition, Hexcel is focused on:

- Expanding energy-efficiency initiatives across key sites;
- Increasing renewable energy opportunities where feasible;
- Expanding site-specific energy and emissions-reduction objectives;
- Strengthening energy-management and risk-management programs;
- Pursuing additional energy management site certifications; and
- Incorporating sustainability considerations into major capital investment decisions.

Hexcel is also enhancing governance, accountability, and performance tracking processes to support transparent reporting and execution of its emissions reduction strategy.

Looking Forward

Hexcel believes transparency is essential to maintaining credibility and accountability. By updating its targets to reflect current operating conditions, the Company is establishing a practical and achievable pathway for continued emissions reductions while supporting the long-term sustainability of its business, its customers, and the industry.

2025 Target Progress

Improvement in TRIR

Safety is a core principle at Hexcel and is reflected in our first corporate value: ***“Putting Safety First, Always.”***

Hexcel's safety record reflects years of ongoing focus, driven by a strong safety-first culture across its global operations, employee training and engagement, and operational risk reduction efforts.

In 2025, Hexcel experienced an increase in recordable incidents during a period of significant business recovery and growth, expanded manufacturing activity, and significant hiring. As production volumes increased, Hexcel identified opportunities to reinforce consistent safety practices across its operations.

Hexcel continues to strengthen safety programs, enhance training programs, improve hazard identification, and advance site-level controls. These actions are intended to support proactive risk identification, injury prevention, and disciplined execution as the business continues to grow.

Hexcel's safety performance is consistently below industry benchmark levels, and remains steadfast in its commitment to reducing risk, advancing its safety culture, and supporting safe, sustainable growth.

Reduction in Waste to Landfill Intensity

Hexcel continues to make strong progress toward its 2030 waste-to-landfill intensity reduction goal. This achievement reflects ongoing investments in operational scrap reduction, process optimization, and recycling initiatives designed to improve material efficiency across our manufacturing operations.

Product Innovation

Through 2025, over 75% of R&T projects delivered an enhanced sustainability benefit to us or our customers through product innovation or operational improvements. We consider these sustainability benefits to cover a range of improvements from performance enhancement enabling additional lightweighting gains, reduced aerodynamic drag and various improved efficiencies, to process

waste avoidance and recycling, increase of recycled content and bio derived materials into next generation solutions, circular compatibility, among other operational efficiency improvements and product design enhancements.

Charitable Giving

In 2025, Hexcel achieved its annual goal of increasing charitable giving by 10%, reflecting our continued commitment to supporting the communities where we live and work through strategic philanthropy and community partnerships.

Employee Engagement

We have achieved almost 80% participation in our Code of Conduct survey, aimed at monitoring and assessing employee engagement, ethics, and compliance. This 2025 survey is still open for a portion of our workforce, and our goal is to achieve 100% completion through end of the year.

Promotion of Compliance

We continuously promote compliance with 100% of all applicable laws and company policies. Hexcel maintains comprehensive ethical conduct and legal compliance policies and procedures. Our policies and procedures cover a range of topics, including but not limited to anti-corruption, anti-trust and competition law, conflict of interest, trade compliance, labor and human rights and discrimination and harassment.

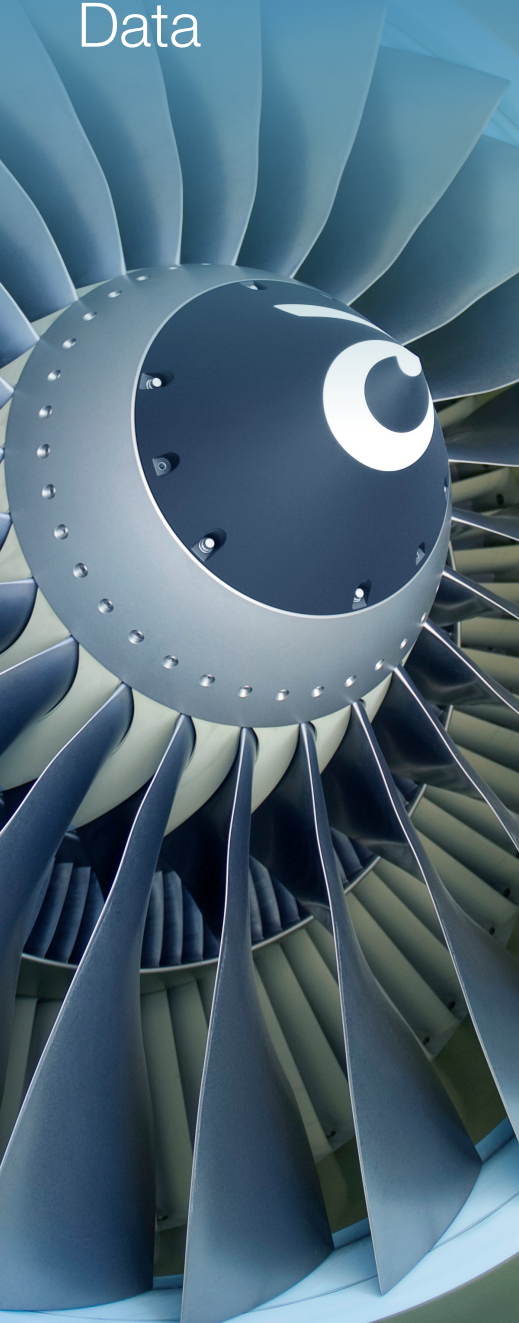
Code of Conduct

100% of our critical direct suppliers accepted our Supplier Code, reinforcing our commitment to ethical sourcing. In 2026, we are onboarding suppliers to the EcoVadis assessment platform, enabling deeper insights into their sustainability practices and helping us drive continuous improvement across our supply chain.

Environmental Data

ENERGY (KILOWATT-HOURS (KWH))	2025	2024	2023	2022	2019 ³
Total energy use	1,443,054,673	1,558,297,545	1,577,120,336	1,579,606,648	1,743,489,456
Total electricity	472,171,015	521,626,127	534,166,843	518,443,795	598,255,538
Purchased electricity – renewable ¹	46,921,437	48,154,838	47,644,962	47,011,447	-
On-Site generated electricity - renewable	51,023	410,539	15,799	227,317	-
Purchased electricity – non-renewable	425,198,555	473,060,750	486,506,082	471,205,031	598,255,538
Purchased Steam, Heat, Cooling	18,722,900	44,781,800	25,139,800	54,657,400	68,133,800
Fuel	952,160,758	991,889,619	1,017,813,694	1,006,505,454	1,077,100,118
Diesel Fuel	540,345	430,222	522,226	842,743	76,199
LPG	386,376	375,729	317,055	294,894	100,320
Motor Gasoline	121,599	137,445	141,070	142,920	13,544
Natural Gas	951,112,438	990,946,223	1,016,833,343	1,005,224,897	1,076,910,055
Percent direct renewable energy use²	3.3%	3.1%	3.0%	3.0%	-
Percent non-renewable energy use	96.7%	96.9%	97.0%	97.0%	-

Environmental Data



GREENHOUSE GAS (GHG) EMISSIONS (METRIC TONS (MT) CO ₂ e)	2025	2024	2023	2022	2019
Total Scope 1 + 2 (Location-based)⁴	312,417	335,329	335,349	338,142	395,773
Scope 1	174,761	180,594	185,455	188,140	196,449
Scope 2 (Location-based)	137,656	154,735	149,894	150,002	199,323
Scope 2 (Market-based)	144,119	161,233	164,115	167,876	205,750
GHG emissions intensity (Scope 1 + 2 Location-based/revenue)⁵	0.165	0.176	0.187	0.214	0.168
Reported Revenue (USD)	\$1,893,938,010	\$1,902,990,309	\$1,789,035,819	\$1,577,719,551	\$2,355,683,267
Scope 3⁶					
Category 1 (Purchased goods & services)	447,532	492,231	478,888	-	-
Category 2 (Capital goods)	12,667	13,590	13,079	-	-
Category 3 (Fuel & energy related activities)	64,647	67,595	71,054	-	-
Category 4 (Upstream transmission & distribution)	23,827	13,431	14,127	-	-
Category 5 (Waste generated in operations)	12,303	12,924	12,430	-	-
Category 6 (Employee business travel)	1,329	1,879	1,990	-	-
Category 7 (Employee commuting)	7,751	7,921	7,625	-	-
Category 13 (Downstream leased assets)	0	0	0	-	-
Category 14 (Franchises)	0	0	0	-	-
Category 15 (Investments)	0	0	0	-	-

1. Purchased electricity includes purchased renewable electricity through renewable energy credits (RECs) at six sites (Dagneux, Illescas, Les Avenieres, Neumarkt, Parla, and Vert-le-Petit) and electricity generated on-site using renewable sources (e.g., solar) at two sites (Casa Grande and Leicester).
2. Percent renewable energy use includes purchased RECs and electricity generated on-site using renewable sources (e.g., solar). The percentage is calculated using energy from renewable sources and all energy purchased (e.g., natural gas, electricity, steam, etc.) for Hexcel operating sites. Note: purchased renewable electricity does not include renewable energy mix that is inherently available in the electricity supplied by the utility provider – i.e., the percentage reflects only the procured RECs and on-site solar energy generated that are above and beyond renewable mix in the energy procured from the utility providers.
3. Baseline operational data exclude data from Dublin (closed in 2023), Nantes (divested in 2022), and Windsor (closed in 2021/2022).
4. 2025 Scope 1 and Scope 2 emissions received limited assurance. Scope 1 and 2 GHG emission intensity reduction target uses a baseline year of 2023.
5. Intensity normalized as kgs in CO₂e, rather than metric tons, for visual/display purposes.
6. Scope 3 emissions were calculated in accordance with the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Reported emissions include categories determined to be relevant to Hexcel's operations based on available data and current business activities. These categories have not yet been determined as material. Certain emissions are estimated using assumptions, industry averages, sectoral guidance, and secondary data where primary supplier-specific information is unavailable. Hexcel continues to enhance data quality and calculation methodologies as additional information becomes available, which may result in updates to historical estimates. Scope 3 emissions data have not been externally assured.

Environmental Data

WATER (CUBIC METER)	2025	2024	2023	2022	2019 ⁷
Total water use	6,009,656	6,106,610	6,011,492	6,004,596	7,384,131

7. Baseline operational data exclude data from Dublin (closed in 2023), Nantes (divested in 2022), and Windsor (closed in 2021/2022). The water data also excludes data from Amesbury due to lack of availability of data.

WASTE (METRIC TONS (MT))	2025	2024	2023	2022	2019 ¹⁴
Total waste generated	26,883	30,116	27,915	27,408	37,759
Non-hazardous	22,484	25,208	23,383	22,443	30,654
Hazardous	4,399	4,908	4,533	4,965	7,105
Total waste reused	1,439	1,922	1,290	655	3,924
Non-hazardous	1,437	1,918	1,262	654	3,882
Hazardous	2	3.6	28	1.7	42
Total waste recycled	11,217	12,356	11,555	10,393	11,726
Non-hazardous	10,844	11,724	10,981	9,785	11,322
Hazardous	373	632	574	608	405
Total waste recovery (heat/power generation)	3,974	3,788	3,662	3,781	6,216
Non-hazardous	1,377	1,512	1,373	1,655	3,137
Hazardous	2,597	2,276	2,290	2,126	3,079
Total waste landfilled	9,169	10,760	10,096	11,610	14,737
Non-hazardous	8,646	9,765	9,540	10,110	12,252
Hazardous	523	996	556	1,500	2,485
Total waste incinerated	855	1,018	1,022	862	1,102
Non-hazardous	59	104	91	212	60
Hazardous	796	914	931	650	1,042
Total waste recovered or diverted from landfill ⁸	16,630	18,066	16,508	14,829	21,867
Percent of waste recovered or diverted from landfill ⁹	62%	60%	59%	54%	58%
Percent of waste recycled ¹⁰	42%	41%	41%	38%	31%
Percent of non-hazardous waste recycled ¹¹	40%	39%	39%	36%	30%
Percent of waste landfilled ¹²	34%	36%	36%	42%	39%
Reported Revenue (USD)	\$1,893,938,010	\$1,902,990,309	\$1,789,035,819	\$1,577,719,551	\$2,355,683,267
Waste to Landfill intensity¹³	4.84	5.65	5.64	7.36	6.26

8. Total recycled + recovery + reuse

9. (Waste recycled + recovered + reused) / total waste

10. Total recycled waste / total waste

11. Recycled non-hazardous waste / total waste

12. Total landfilled waste / total waste

13. Intensity normalized as grams, rather than metric tons, for visual/display purposes.

14. Waste to landfill intensity reduction target uses a baseline year of 2019. Baseline operational data exclude data from Dublin (closed in 2023), Nantes (divested in 2022), and Windsor (closed in 2021/2022).

Health & Safety Data

Other Employee Metrics

CERTIFICATIONS	2025	2024	2023	2022
Percent of ISO 14001 certified facilities	100%	90%	90%	90%
Percent of ISO 45001 certified facilities	100%	61%	58%	50%

EMPLOYEES	2025	2024	2023	2022	2019
Total Recordable Incident Rate (TRIR) ¹⁵	0.51	0.34	0.38	0.56	0.79
Lost Time Injury Frequency Rate (LTIFR)	0.12	0.11	0.14	0.32	0.42
Number of fatalities	0	0	0	0	0

¹⁵ TRIR improvement goal uses a baseline year of 2019

CONTRACTORS	2025	2024	2023	2022	2019
Total Recordable Incident Rate (TRIR)	0.97	0.41	0	not tracked	not tracked
Lost Time Injury Frequency Rate (LTIFR)	4.87	0.41	0	not tracked	not tracked
Number of fatalities	0	0	0	0	0

TOTAL WORKFORCE	2025	2024	2023
Total Number of Employees	5,563 ¹⁶	5,894	5,675

¹⁶ Employee count as of Dec. 31, 2025

GENDER	2025	2024	2023
Workforce			
Female	24.30%	23.50%	23.80%
Male	75.70%	76.50%	76.20%
Senior Executives			
Female	20.00%	28.60%	33.30%
Male	80.00%	71.40%	66.70%
Board of Directors			
Female	32.33%	33.30%	37.50%
Male	67.67%	66.70%	62.50%

Health & Safety Data | Other Employee Metrics



AGE	2025	2024	2023
Workforce			
< 30 years old	21.85%	24.40%	21.90%
30-50 years old	48.68%	46.50%	48.10%
> 50 years old	29.46%	29.10%	30%
Senior Executives			
< 30 years old	0.00%	0%	0%
30-50 years old	10.00%	14.30%	16.70%
> 50 years old	90.00%	85.70%	83.30%
Board of Directors			
< 30 years old	0.00%	0%	0%
30-50 years old	0.00%	0%	12.50%
> 50 years old	100.00%	100%	87.50%

RACE (US ONLY)	2025	2024	2023
Workforce			
People of Color	39%	39%	38%

METRIC DESCRIPTION	2025	2024	2023
Total rate voluntary turnover	10%	9%	10%
Total rate involuntary turnover	8%	3%	4%

Governance

CORRUPTION & WHISTLEBLOWING	2025	2024	2023	2022
Number of confirmed corruption cases	0	0	0	0
Number of speak-up reports¹⁷	56	37	32	26

¹⁷ Includes reports made to the company's helpline and through other reporting channels.