



ONE HEXCEL, ONE PLANET

2024 SUSTAINABILITY REPORT

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OUR PURPOSE

We propel the future of flight and transportation through excellence in providing innovative, high-performance material solutions that are lighter, stronger and tougher — helping create a better world for us all.

Message from Leadership

At Hexcel, sustainability is a foundation of our purpose and the lens through which we innovate, operate and grow. From our advanced composite materials to our global business operations, sustainability is embedded in our culture and reflected in our long-term strategies.

Since our founding over 75 years ago, Hexcel has delivered high-performance materials that enable lighter, stronger and more efficient solutions for our customers. Our lightweighting value proposition and our positioning as a strategic innovator in our industries is central to our impact by helping reduce fuel consumption, eliminate emissions, extend product lifespans and improve operational efficiency across the commercial aerospace, defense and space and industrial sectors. We are proud to be a trusted partner in driving transformative change for next-generation aviation.

Sustainability at Hexcel also extends into the conduct of our operations. Our core values of Accountability, Responsibility, Innovation and **One Hexcel** are reflected in our world-class safety performance and our culture of continuous improvement. These values are embedded in everything we do, and our **One Hexcel** principle fosters a culture where the contributions of each person drive our continued success and excellence.

Guided by our four pillars of sustainability — **doing the right thing with transparency, caring for people, stewarding resources responsibly and innovating for the future** — we are advancing the performance and environmental impact of Hexcel, our industries and the world around us. We view

sustainability as a journey — one that requires continuous improvement, bold innovation and unwavering accountability.

I am proud to introduce our 2024 Sustainability Report, which reflects this journey of progress and our path forward. This report exemplifies our pride in the achievements we’ve made towards our 2030 milestone goals and our ambition for the future of sustainable aviation. “One Hexcel, One Planet” reflects our belief that our collective actions across teams, industries and geographies are key to driving meaningful change in our sustainability journey.

Thank you for joining us on this journey.

Sincerely,



GAIL LEHMAN
EVP Chief Legal & Sustainability Officer





Our Sustainability Journey

Image courtesy of Archer

LIGHTWEIGHTING THE FUTURE

At Hexcel, lightweighting is more than a product feature — we know it is a pivotal step in innovation that is shaping the future of flight. Our commitment to developing high-performance material solutions is leading the way to more efficient and more sustainable aviation.

About Hexcel

Hexcel is a global leader in advanced lightweight composites technology.

Since our founding in 1948, Hexcel has been pioneering innovative high-performance solutions for aerospace that are lighter, more efficient and stronger, helping to drive sustainability improvements within our operations and throughout our industries. Today, Hexcel has manufacturing and research & development facilities, sales offices and representatives located in the Americas, Europe, Asia Pacific and Africa.

Our broad and unrivaled product range includes carbon fiber, specialty reinforcements, prepregs and other fiber-reinforced matrix materials, honeycomb, resins, engineered core and composite structures for use in commercial aerospace, defense and space and industrial applications.



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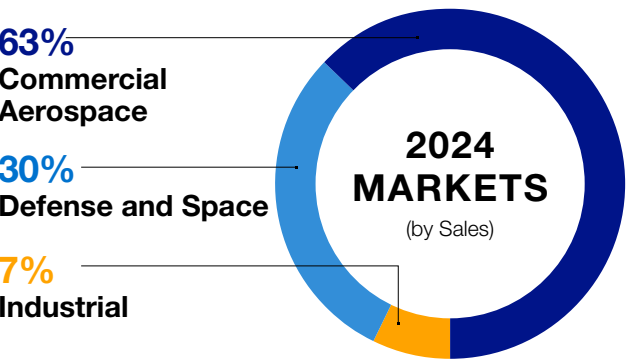
Manufacturing Sites in 2024

~5,900

Employees Worldwide

#1

in Aerospace Composites by Sales & Production Capacity



Our Sustainability Foundations

Hexcel is advancing its role as a strategic innovator by embedding its core values — Innovation, Responsibility, Accountability and One Hexcel culture — into all business decisions. Through focused product innovation, process optimization and strategic partnerships, Hexcel continues to be a trusted partner in shaping the future of sustainable aviation. This integrated approach ensures that Hexcel remains aligned with customer and industry goals while driving meaningful progress across its operations.

Our Four Pillars of Sustainability

Innovating for the Future

- Product Innovation
- Process Optimization

Doing the Right Thing with Transparency

- Business Integrity
- Performance & Profitability



Stewarding Resources Responsibly

- Impact Minimization
- Operational Efficiency

Caring for People

- Social Responsibility
- Health & Safety

Materiality & Stakeholder Engagement

In 2024, we engaged a broad range of stakeholders across our value chain to better understand the environmental, social and governance topics most critical to our business and industry. These insights directly informed our preliminary double materiality assessment, helping us prioritize topics that present the greatest opportunities for innovation and impact.



Top Material Topics

Double Material

- Product Innovation
- Workplace Health & Safety
- GHG Emissions
- Energy Management
- Employee Training & Development
- Supply Chain Management

Financially Material

- Climate Change
- Data Privacy & Cybersecurity

Impact Material

- Ethics & Compliance
- Human Rights



Stakeholders Engaged

- Employees
- Customers
- Investors
- Suppliers
- Industry Associations
- Regulators

Our Sustainability Strategy: From Lightweighting and Beyond

Lightweighting is the centerpiece of Hexcel's sustainability strategy, and represents our past, present and future.

While lightweighting is the heart of our value proposition, our approach to sustainability exceeds far beyond. From encompassing a safety-first culture to integrating ethical conduct in all that we do, Hexcel is on a journey to support a healthier, safer and more sustainable future for our people and the planet.

Lightweighting: Hexcel's Advanced Composite Solutions

Five times stronger and 30% lighter than aluminum, Hexcel's lightweight composite solutions are vital for the design and production of modern and more efficient aircraft.

Each new generation of commercial aircraft has used increasing quantities of advanced composites to replace metals and reduce weight. This adoption of lightweighting solutions propels more fuel-efficient aircraft with lower CO₂ emissions — ultimately reducing global emissions and supporting the aerospace industry's journey to net zero.

COMPOSITES VALUE PROPOSITION



**STRENGTH-TO-WEIGHT
RATIO SUPERIOR
TO METALS**



**ENABLES LEADING-EDGE
PRODUCT DESIGN**



**REDUCES FUEL USE AND
EMISSIONS FOR TRANSPORTATION
APPLICATIONS**



**LOWER LIFECYCLE
COSTS THAN METALS**

Governance & Risk Management

From the highest level of oversight at Hexcel — our Board of Directors (board) — to the teams across our organization, sustainability is integrated into the roles, responsibilities and actions of our people.

Sustainability Oversight

Hexcel is committed to maintaining high standards of corporate responsibility, integrity and accountability to our stockholders. As the framework for that commitment, we have adopted charters for our standing committees of the Board of Directors and corporate governance guidelines.

At the highest level, the integration of sustainability into our business strategy is actively overseen by the entire board. The Nominating, Governance and Sustainability Committee supports the board in its sustainability oversight responsibility by regularly reviewing the company’s strategy, inclusive of environmental and social initiatives, goals, policies and disclosures.

At the management level, Hexcel’s Executive VP, Chief Legal and Sustainability Officer serves as our Corporate Sustainability Lead (CSL). In this role, the CSL chairs our Sustainability Strategy Team and regularly reports on progress and programs to senior leaders and the Board of Directors.

Within Hexcel’s Sustainability Strategy Team, sub-teams led by technical experts provide insights and recommendations aimed at maximizing our impact and optimizing our resources. These sub-teams drive progress on specific topics of interest to our customers and other stakeholders, including circularity and product innovation.

SUSTAINABILITY OVERSIGHT STRUCTURE

Board of Directors

LEAD: CHAIRMAN,
CEO & PRESIDENT

Oversees the integration of sustainability into Hexcel’s business strategy to advance long-term financial and sustainability objectives.

Nominating, Governance and Sustainability Committee

LEAD: CHAIR, NOMINATING,
GOVERNANCE AND SUSTAINABILITY

Supports the board in its oversight of sustainability by regularly reviewing the company’s sustainability strategy, including initiatives, goals, policies and disclosures in the company’s key areas of focus.

Executive Leadership Team

LEAD: CHAIRMAN,
CEO & PRESIDENT

Oversees our sustainability program and enables business functions to implement projects to drive continuous improvement and value creation.

Sustainability Strategy Team

LEAD: EVP, CHIEF LEGAL &
SUSTAINABILITY OFFICER

Cross-functional team of global Hexcel leaders responsible for driving our sustainability strategy and executing sustainability initiatives, goals, policies and disclosures.

Sustainability Targets: Progress, Purpose and Future Vision

In 2024, we progressed our ambitious goals that aligned with our business strategy and the priorities of our industries. These targets were designed to drive measurable impact across environmental stewardship, social responsibility and ethical governance — ensuring that our innovation not only propels our performance but also contributes to a more sustainable future of flight.



RATINGS & ACHIEVEMENTS



EcoVadis **Silver** Sustainability Recognition
Recognized in the top 15% of our industry



CDP **Climate Change B** Rating



MSCI **A Rating**
Recognized as an industry leader in managing the most significant ESG risks and opportunities



Sustainalytics **28.9 Rating**

* - See page 9
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Progress in 2024

Our 2030 sustainability targets were intentionally crafted to support both Hexcel’s long-term sustainability strategy and the broader goals of our customers and industry partners. We are proud to report strong progress across many of our targets.

GHG EMISSIONS INTENSITY

We remain on track to achieve our 30% reduction goal by 2030. Progress on our intensity-based target has been challenging during this time as it is influenced by fluctuations in production volumes — particularly during the COVID-19 pandemic when operations disruptions and demand variability impacted our emissions-to-output ratio. We continue to focus on emissions reduction as a key driver of sustainable impact and are refining our strategy to ensure long-term progress through our 2030 target.

LANDFILLED WASTE

Our waste reduction initiatives have kept us on track toward our 30% reduction goal.

FRESHWATER USE

We are actively advancing our water conservation roadmaps locally at site level and continuing to monitor performance internally. Based on our double materiality assessment, freshwater use is not considered a material priority for Hexcel globally as a very small percent of our operations are water intensive. We will focus our sustainability efforts where we can drive the most significant and measurable impact.

WORKPLACE SAFETY

In 2024, we surpassed our goal with a 57% reduction in Total Recordable Incident Rate (TRIR) since 2019.

SUPPLIER CODE OF CONDUCT

100% of our critical direct suppliers accepted our Supplier Code, reinforcing our commitment to ethical sourcing. To further enhance transparency and performance tracking, we will begin rolling out the EcoVadis assessment platform to our critical suppliers, enabling deeper insights into their sustainability practices and helping us drive continuous improvement across our supply chain.

CHARITABLE DONATIONS

We achieved a 10% increase in charitable giving contributions through the Hexcel Foundation and will extend this target through 2030.

HUMAN RIGHTS & COMPLIANCE

We maintained compliance with all applicable laws and company policies.

Advancing Impact Through Refined Priorities

As a strategic innovator in advanced composites and materials, Hexcel is refining its sustainability strategy to stay ahead of industry expectations and deliver meaningful results. Our goals are evolving not just to keep pace with change, but to lead it. Informed by our double materiality assessment, global sustainability frameworks and direct feedback from our customers and stakeholders, we are sharpening our focus on the areas where Hexcel can drive the greatest long-term value.

To ensure our efforts are aligned with our most material priorities, we are retiring two of the targets set in 2019: freshwater use, which as noted above is not a material topic for the company as a whole, and diversity sourcing, to prioritize more sustainability-oriented goals such

as employee engagement and satisfaction. While these targets will no longer be publicly reported, our commitment to responsible resource stewardship and fostering an inclusive workplace remains deeply embedded in our culture and values.

Looking ahead to 2025 and beyond, we are introducing a new generation of sustainability targets that reflect our refined strategy and our ambition to support industry-wide progress. These goals are designed to accelerate innovation, strengthen our culture and deliver measurable impact across our operations and value chain. As a preview of this strategic evolution, we are sharing two of our upcoming targets that exemplify how we are aligning our efforts with the most material opportunities for impact:

PRODUCT INNOVATION TARGET

75%

of R&T projects will provide a sustainability benefit to us or our customers through product innovation or operational improvements.

EMPLOYEE ENGAGEMENT TARGET

100%

employee participation in our ethics, engagement and compliance survey.

These targets represent just a portion of our broader sustainability roadmap. Additional goals will be introduced in future sustainability reporting as part of our continued commitment to transparency, stakeholder value and industry leadership.

Product Innovation

OUR SUSTAINABILITY STRATEGY CENTERPIECE

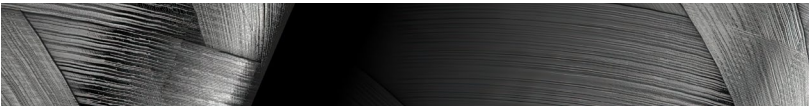
The future of aerospace requires Hexcel's lightweight solutions that provide enhanced efficiency gains that traditional metals cannot provide.

Hexcel challenges the status quo by developing remarkable and impactful products for our customers that create value through a sustainable competitive advantage.

Innovation Across Products

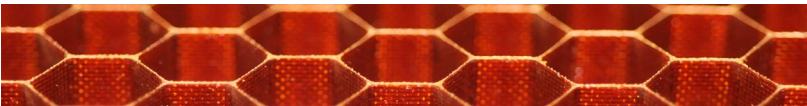
Our Innovation Journey

Hexcel advanced composite materials play an essential role in enabling our customers and industries in achieving their goals to lower emissions, reduce noise and help sustain the planet for generations to come. Hexcel manufactures an unrivaled range of composite materials and engineered products, including:



CARBON FIBER

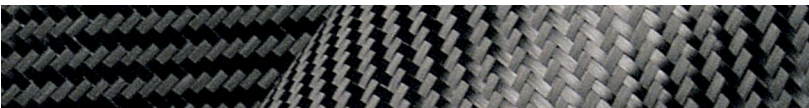
The primary building blocks for carbon fiber composite materials begin with lightweight Hexcel HexTow® carbon fiber, which is the preferred carbon fiber for the world's most advanced aerospace and industrial applications due to its strength, stiffness, durability and processability.



HONEYCOMB

We are the world leader in honeycomb manufacturing for the commercial aerospace market.

Hexcel honeycomb provides exceptional stiffness yet is extremely lightweight, supporting our customers' goals to improve fuel efficiency and reduce emissions.



FABRICS/REINFORCEMENTS

We manufacture a complete line of reinforcements for aerospace and industrial markets and offer globally certified aerospace products in carbon, glass and aramid and specialty fibers.



PREPREGS & RESINS

We formulate innovative resins to provide a leading range of impregnated reinforcements for aerospace and select industrial applications that provide high strength, toughness and structural performances across demanding environments.

Serving Our Industry

Increased use of advanced composites by the aerospace industry reduces weight, thereby leading to greater fuel efficiency.

Over the lifetime of an aircraft, 1 kilogram reduction in weight will avoid between 3000 – 6000 metric tons of CO₂ emissions.

Composites also enable advancements in flight and transportation by allowing for complex and innovative aerodynamic designs that cannot be replicated through metal. This includes longer, thinner and more wind-swept wing designs.

Serving Our Customers

Hexcel's lightweight composites help customers create value while achieving sustainable goals by reducing fuel consumption, minimizing total lifecycle operating and maintenance costs or lessening engine noise.

Hexcel's design and technology innovations also create value for our customers in their operations. New curing technologies, which enable faster resin curing at lower temperatures, enable our customers to make composite parts faster.

Serving the Future

At Hexcel, we are constantly evaluating the future trajectory of the aerospace industry.

For example, hydrogen-fueled aircraft are expected to play a role in the industry's transition to net zero emissions. Lightweighting and lightweight liquid hydrogen tanks are critical for these future aircraft, and as such, we are currently advancing specialty composites, and actively modelling material capabilities for composite pressure tanks.

Our Strategy to Innovate

As Hexcel prepares for the future through innovation, we continuously evaluate opportunities to drive excellence across our value chain. Our strategy has been focused on the following key areas and actions:



RECYCLING INITIATIVES

- Support the development of networks with composite recycling solution providers.
- Demonstrate feasibility of recovering carbon fibers from cured composites.
- Assess recycled carbon fiber reinforcements for future aerospace and automotive applications.
- Identify key customer initiatives to mature composite recycling and “greener composite sourcing.”
- Pursue opportunities to contribute to end-of-service aircraft management and recycling.



ECO-PRODUCT DESIGN

- Develop the Nature Range™ with bio-based epoxy resins and reinforcements made from recycled carbon fibers.
- Conduct strategic research on bio-based and recycled component use in aerospace and industrial applications.



MATERIALS SOURCING

- Engage in advanced sourcing for sustainable feedstocks.
- Explore bioderived alternatives and mass balance certified solutions.
- Leverage key supplier relationships through Joint Development Agreements (JDA) and Collaborative Framework Agreements (CFA) to develop new capabilities and sustainable materials.

ACHIEVING NOISE REDUCTION THROUGH INNOVATION

Hexcel’s JEC Innovation Award-winning HexWeb® Acousti-Cap® sound attenuating honeycomb provides dramatic noise reduction during takeoff and landing without a structural weight penalty, such as a 40% noise reduction in the engine of the Boeing 737 MAX compared to its predecessor.

Source: <https://boeing.mediaroom.com>

HexWeb® Acousti-Cap® honeycomb is also used by GE and Rolls-Royce to save weight and reduce engine noise by up to 30%.

ACHIEVING CIRCULAR SOLUTIONS OF PREPREG WASTE

Hexcel entered into an agreement with Fairmat to recycle carbon prepreg waste, transforming end-of-life composite materials into high-performance products for sports, mobility, energy and electronics applications. Through this collaboration, we actively support Fairmat’s mission to build a circular ecosystem that keeps valuable materials out of landfills and inspires innovative product design across industries. In 2024, over 100 metric tons of our prepreg waste was recycled into new applications.

Our Actions to Innovate

As Hexcel continuously invests in the future, we actively look for opportunities to engage with our stakeholders and expand our capabilities.

INDUSTRY
COLLABORATION

AIRCRAFT FLEET RECYCLING ASSOCIATION

We are the first and remain the only composites supplier to join the Aircraft Fleet Recycling Association (AFRA) to support end of service management of aircraft materials.



AIRBUS SUPPLIER SUSTAINABILITY COUNCIL

As a select member of the exclusive Airbus Supplier Sustainability Council (ASSC), Hexcel collaboratively engages to accelerate sustainability initiatives across the industry.



INTERNATIONAL AEROSPACE ENVIRONMENTAL GROUP

Hexcel is a proud member of the International Aerospace Environmental Group (IAEG), where we collaborate with peers to promote responsibility and sustainability within the aerospace industry.



CUSTOMER
COLLABORATION

ARCHER

Hexcel is proud to support Archer in their mission to revolutionize urban mobility through the development of the electric eVTOL aircraft, Midnight, which will help address traffic congestion in cities with quieter and cleaner flights. As Archer advances toward FAA certification and market adoption, Hexcel's materials and expertise play a vital role in shaping the future of sustainable aerospace innovation.



NEXT GENERATION SINGLE AISLE AIRCRAFTS

We engage with key OEMs through their development programs, aimed at establishing new ways to design and manufacture composite aircrafts (wings and other structures). These projects use Hexcel products, including newly developed prepreg solutions, as well as HiMax® non-crimp fabric and HiTape® unidirectional reinforcement in combination with new liquid resin systems.

JETZERO

Hexcel is advancing a strategic partnership with JetZero through the FAA's Fueling Aviation's Sustainable Transition (FAST) program, qualifying composite materials for JetZero's all-wing design aircraft development program. This design produces greater lift and significantly reduces drag, with an estimated 50% improvement in fuel efficiency compared to conventional aircraft.



Image courtesy of JetZero



Our Actions to Innovate

Hexcel's advanced composites power sustainable innovations in air, land and sea transportation.

FLYING WHALES AIRSHIP

Hexcel's advanced lightweight composite materials are central to Flying Whales' LCA60T airship, enabling a more fuel-efficient and lower-emission cargo transport solution to access isolated territories without the associated environmental externalities of traditional transportation.

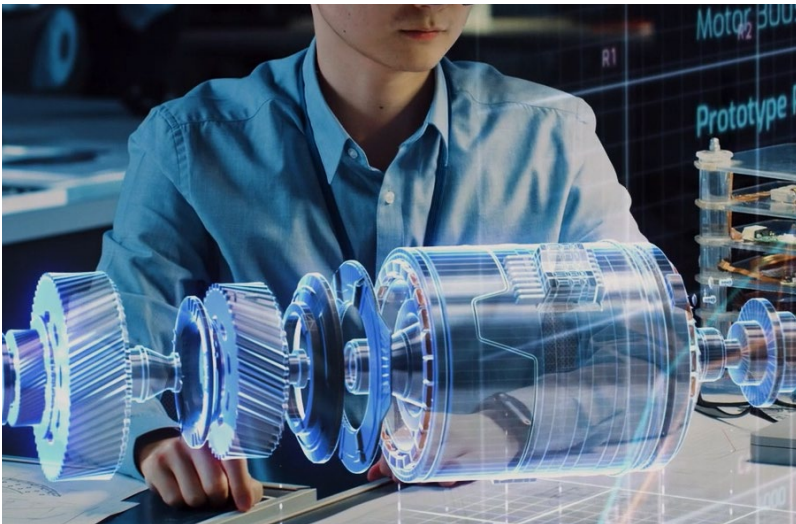
By partnering with Flying Whales, Hexcel supports the development of sustainable aviation technologies that reduce lifecycle emissions and promote responsible innovation in transportation.



CARBON SLEEVES FOR ELECTRIC VEHICLE ENGINES

Our advanced carbon prepreg developments can enhance the power output of electric engines, enabling the electrification of higher performance vehicles.

Additionally, the integration of carbon materials into electric engine designs reduce the usage of electrical steel and contributes to more sustainable and resource-efficient transportation solutions.



CANOPEE HYBRID INDUSTRIAL CARGO SHIP

Canopée is a custom-built hybrid vessel supporting Ariane 6 launch operations, engineered to transport all subassemblies of the launcher in a single trip from Europe to French Guiana. Canopée represents a major step forward in sustainable maritime logistics.

Our advanced composite materials contribute to the development of a new generation of wind assisted propulsion systems that will reduce fuel usage by an average of 30%. We are proud to contribute to the decarbonization of our customers' programs across every stage of the product lifecycle.



Achieving Impactful Results for Our Customers and Their Customers



The 787 Dreamliner family delivers unmatched fuel efficiency, using 25% less fuel and creating

25%

fewer emissions than the airplanes they replace.*



The composite-rich A350 requires

50%

fewer structure maintenance tasks, compared to the A380, which has a metal fuselage and metal wings (as composites do not erode or suffer metal fatigue).

Source: <https://www.airbus.com>



The innovative composite-rich A350 results in a

25%

lower fuel burn and CO₂ emissions compared to the previous generation of aircraft.

* Statistic from Boeing

Supporting Global Goals

>90%

of 2024 Hexcel sales directly contributed to reducing global emissions by lightweighting aircraft and other forms of transportation.²



Hexcel supports UN Sustainable Development Goal 13, Climate Action, through the energy efficiency and decarbonization gains of our innovative lightweight aircraft solutions.

Product Safety & Quality

As we propel the future of flight, our commitment to safety and quality standards is essential to customer satisfaction, and our obligations and commitments as part of a global aerospace supply chain.

Operational and Product Quality Management

Hexcel's product safety and quality management approach is centered around transparency, compliance and excellence. Risk management processes are fully integrated at both a site-level and Global Quality Function level. The entire organization is subject to Hexcel's Global Risk Management Procedure, and **100% of Hexcel's manufacturing sites have achieved** international third-party certifications for quality management systems including ISO9001.

PRODUCT QUALITY & SAFETY MANAGEMENT PROGRAM

SITE-LEVEL CERTIFICATIONS

Each of our sites has a specific Quality Management System (QMS) that follows industry standard compliance requirements.

SITE-LEVEL RISK ASSESSMENTS

We maintain a centrally operated Global Quality Audit program as well as site-level internal audit programs. The entire program, including all sites, is audited over a three-year cycle.

PRODUCT-LEVEL RISK ASSESSMENTS

Risk assessments are carried out throughout the product lifecycle, including through product design, process development and during change management once in series production.

PRODUCT CERTIFICATIONS/TESTING

Product certificates of conformance align with our customers' specification and testing requirements prior to dispatch of our products.

INTERNAL SAFETY TRAINING

Product safety training is conducted for hazardous products and raw materials as part of each site's hazard communication and chemical safety assessment programs.

QUALITY TRAINING

Product quality training is completed by sites against role-specific requirements for each employee.

EMERGENCY RESPONSE

Each of our sites has an emergency response program. For potential external emergencies, third-party emergency response service providers are contracted to provide product-specific information to emergency responders.

CUSTOMER COMMUNICATIONS

We aim to actively respond to customer requests for product safety information and update product Safety Data Sheets (SDSs) after receiving information from our upstream suppliers.

Our Results & Customer Recognitions

Hexcel is committed to integrating a zero defect culture across our sites. On an annual basis, a Quality Improvement Plan is developed and executed at each site with alignment to company-level quality goals.

Since 2017, Hexcel has achieved a 66% reduction in external defective parts per million (PPM) overall, which is a measure of defective parts per million shipped to our customers. This milestone was achieved through the successful implementation of strategic continuous improvement programs to increase the maturity of our processes and improve the effectiveness of our quality management systems.

In addition to record low PPM, Hexcel achieved outstanding quality performance across a variety of other Quality Key Performance Indicators (KPIs), such as Quality Scrap Target, which measures the ability for our manufacturing processes to deliver products meeting our internal and external quality specifications. These robust goals are set by the Hexcel quality team annually and incorporated into each site’s Quality Improvement Plan. In 2024, 11 of our sites had record low PPM, 10 of our sites exceeded the Quality Scrap Target and five locations exceeded all Quality KPIs.



66%
reduction in external
defective parts per million
(PPM) overall since 2017

11
of our sites had record
low PPM

10
of our sites exceeded the
Quality Scrap Target

5
of our sites exceeded all
Quality KPIs

Hexcel’s exceptional quality performance has been recognized by our customers. In 2024, Hexcel received numerous accolades focused on quality:



ELITE SUPPLIER
award status by Lockheed Martin



“BEST IMPROVER”
award at the Airbus SQIP
(Supplier Quality Improvement
Program) day



“BEST SUPPLIER OF
THE YEAR”
awarded by Embraer



Sustainability Within Hexcel

OUR RESPONSIBLE OPERATIONS

Sustainability at Hexcel begins with our commitments to operate responsibly, improve our impacts and drive meaningful progress towards our targets.

Our employees are the key drivers executing on these commitments at our sites around the globe. From investing in renewable energy and reducing our emissions, to implementing water efficiency measures and supporting our waste management strategies, these individuals and teams advance our sustainability journey each day.

Our Operational Approach to Sustainability

Our strategic and operational decision making is influenced by Hexcel's commitment to improve the environmental impacts of our operations and manage climate risks.

Hexcel's integrated Environmental, Health & Safety (EHS) Management System serves as a compass towards continuous improvement across our global sites. As of year-end 2024, 90% of our global manufacturing sites were ISO 14001 certified. Beyond annual risk assessments conducted at 100% of our operational facilities globally, these certified sites are subject to an additional audit by our third-party ISO registrar, which typically occurs on a three-year cycle.

All of our global sites are required to develop site-specific environmental management plans. This requirement not only supports operational excellence, but also mitigates climate impacts, including physical risks based on geographical location.

In 2024, to further integrate sustainability into the actions of our employees, 100% of our workforce received environmental, health & safety training, which include topics such as environmental compliance and resource efficiency, with required employees receiving additional training on GHG emissions management. Select employees are also required to complete additional environmental training to comply with our ISO 14001:2015 certificate and maintain job competency.



Climate Risk & Resiliency

Hexcel recognizes the importance of proactively assessing climate-related risks and opportunities across our operations and supply chain. Through our Enterprise Risk Management (ERM) process, we evaluate a range of climate risk scenarios that could impact our global manufacturing footprint and sourcing strategies. These assessments inform our long-term strategic planning and decision making, helping us build resilience and align with stakeholder expectations.

Our Decarbonization Strategy

We strive to improve our climate impact and reduce our GHG emissions through continuous improvement of our processes and technologies. Our sites regularly evaluate and implement opportunities to increase our operational efficiency. We also require capital expenditures above a certain threshold to receive sustainability assessments to enable the implementation of more sustainable alternatives where feasible. Further, to ensure our actions are achieving the intended emissions reductions, we collect Scope 1 and 2 GHG emissions data for all manufacturing sites on a monthly basis in alignment with GHG Protocol recommendations. We utilize this data to identify any trends and adjust our strategy as required to minimize our GHG emissions.

Hexcel's decarbonization strategy is based on a two-prong approach, starting with innovation in lightweighting to reduce downstream carbon emissions. The second part of our strategy is focused on evaluating and investing in opportunities that minimize Hexcel's environmental impact at our manufacturing sites around the globe and throughout our upstream value chain.

CUSTOMER ENGAGEMENT
We engage with customers to innovate and advance our lightweight composite solutions.

ENVIRONMENTAL MANAGEMENT SYSTEMS
We implement internationally recognized environmental systems and conduct energy audits to support continuous environmental improvements across our operations.

ENERGY EFFICIENCY INITIATIVES
We optimize our equipment through upgrades and investments across our sites globally.

RENEWABLE ENERGY INVESTMENTS
We invest in low-emission energy sources through procurement of renewable energy certificates (RECs) and on-site renewable energy installations.

CLIMATE IMPACT ASSESSMENTS
We assess and document the resiliency of our major capital expenditures to support risk mitigation and prioritize projects with the largest positive impacts.

SUPPLIER ENGAGEMENT
We set expectations for our suppliers, including the implementation of emissions reduction initiatives to reduce our overall value chain emissions.

SUSTAINABILITY TARGET
30% reduction in GHG emissions intensity between 2019 – 2030

PROGRESS IN 2024
4.8% increase in GHG emissions intensity between 2019 – 2024 (see page 9)

Managing Emissions

Air emission sources within Hexcel operations are inventoried and managed to support compliance with site-specific operating permits and local regulations.

All Hexcel sites are required to maintain facility-specific procedures on air emission monitoring for proper testing, data collection and inventory management based on site operations.

Other types of emissions, including noise and odor, are managed through Hexcel’s internal EHS standards and regulatory compliance systems. Hexcel sites are required to conduct noise exposure assessments to identify potential hazards and implement management controls, including dampeners, barriers and other noise-canceling engineering solutions. Where noise levels cannot be lowered by engineering controls, we utilize clear and visible signage or other indicators to notify individuals that hearing protection is required. Hexcel employees also receive training on the types of hearing protection available, and the proper selection, use and care of hearing protection devices.

Evaluating Our Supply Chain Emissions

Beyond our operations, we recognize the importance of understanding the GHG emissions across our value chain. As a result we have initiated an investigation of Scope 3 categories relevant to our business.

To further evaluate our supply chain-related emissions, we leverage the Hexcel supplier sustainability survey to evaluate the maturity of our suppliers’ GHG emissions management strategy. This survey includes several questions to understand:

1

Whether the supplier is publicly reporting emissions data

2

If GHG emission reduction targets have been publicly disclosed

3

Whether data collection complies with relevant management systems or standards

4

Whether life cycle assessments have been conducted

Energy Efficiency

From process optimization techniques to on-site renewable energy strategies, we are committed to evaluating our impacts, investing in our energy efficiency and conservation journey and measuring progress across our global portfolio of sites.

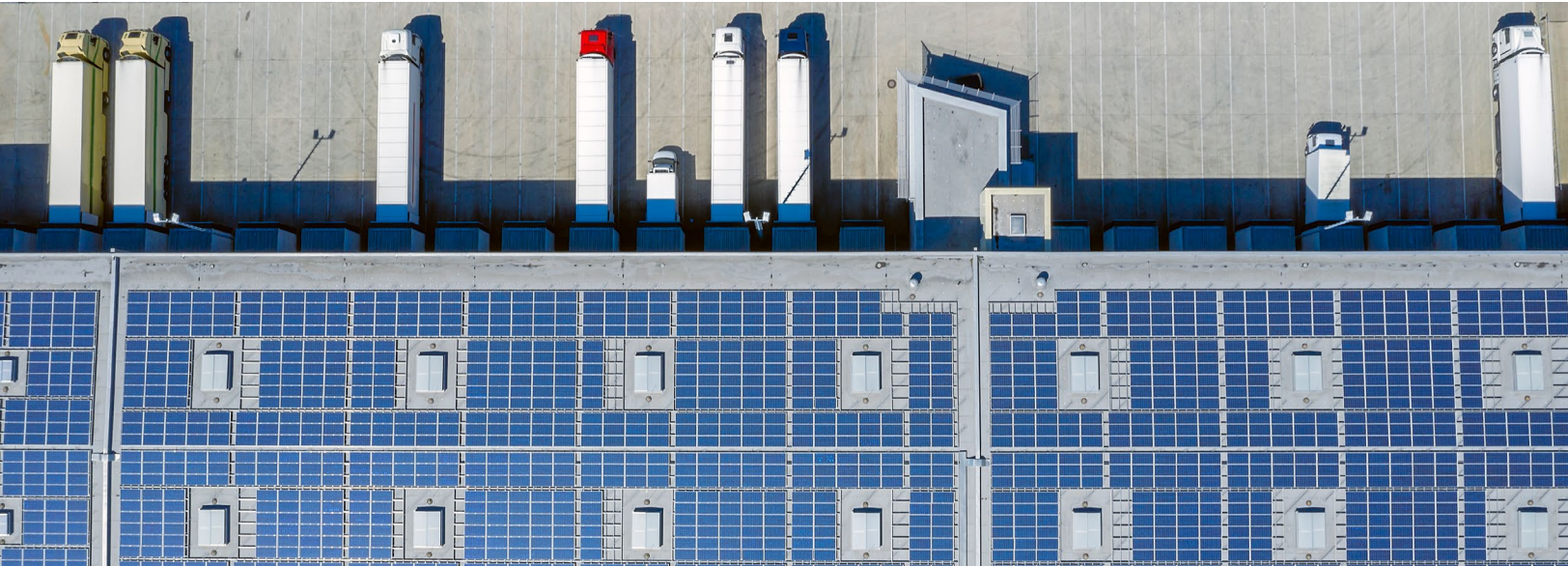
Energy Efficiency Opportunities

As we work to reduce Hexcel's GHG emissions and energy consumption, we conduct periodic, site-specific energy audits to identify opportunities to optimize processes, improve yields and reduce energy use. Based on these audits, we are implementing projects to capitalize on energy reduction opportunities, with a focus on our most energy intensive sites.

Investing in Renewable Energy

Beyond efficiency opportunities, we aim to reduce our energy consumption from non-renewable sources. As such, we continue to increase renewable electricity sourcing and increase our on-site renewable energy generation where feasible.

As of year-end 2024, six of our sites operate on or procure 100% renewable energy through the assistance of renewable energy certificates (RECs), and one site generates on-site solar power.



ENERGY EFFICIENCY IN PRACTICE

We deliver periodic communications to all employees on energy conservation to promote awareness of the best practices that they are expected to maintain. Such practices include optimizing HVAC units and upgrading to energy-efficient LED lighting where feasible.

INTEGRATING RENEWABLE ENERGY INTO OUR PRODUCTION PROCESSES

AS OF YEAR-END 2024

90%
of our global
manufacturing sites were
ISO 14001 certified

HEXCEL MANUFACTURING SITES

6
Operated on or procured
100% renewable electricity

Resource Management Practices Across the Globe

Electrifying Our Systems

As Hexcel evaluates opportunities to improve energy efficiency, we leverage technologies that have cascading benefits.

We are undertaking a significant electrification project at one of our French sites (Les Avenieres). The initiative involves the conversion of two key gas-powered systems to electric operation: HVAC system and a gas-driven cooling system. This project represents a major investment to reduce natural gas consumption across the plant. Importantly, the electricity used to power these systems is sourced entirely from renewable energy. Those projects represent a reduction of more than 350MWh/year.

Operational Efficiency/Process Improvement

At one of Hexcel's largest sites, Decatur (Alabama, U.S.), the company conducted a comprehensive and systematic survey of steam leaks. As a result of this analysis, we aim to implement measures to eliminate steam loss, which is estimated to result in an annual savings of approximately 1,500 metric tons of CO₂ emissions.

State of the Art Technology

At our Roussillon (France) site, we installed equipment to cool temperatures in our working areas during the summer and heat the building in the winter by re-using energy from the cooling towers. This initiative is estimated to reduce our emissions by 2,000 metric tons of CO₂ emissions each year.

Water Conservation Approach

Hexcel's water conservation strategy is centered around identifying water risks and managing water use at our largest consuming sites.

Between 2023 and 2024, we conducted a water risk assessment utilizing the World Resources Institute's Aqueduct tool. Based on this analysis and internal operational data, we prioritized sites to identify strategic reduction opportunities and activities.

Over the past year, Hexcel also developed a water screening process to identify operational water use risks, and potential water reduction and optimization projects. In 2025, comprehensive water assessments were completed across all key sites to identify targeted opportunities to optimize water usage and enhance efficiency.

Wastewater Management

To support the management of water resources, 100% of Hexcel sites are required to implement a corporate water standard to assess water use, management, treatment and discharge of water including identification of activities, risks and associated controls.

As part of this standard, we utilize several techniques to treat wastewater before it leaves our facilities, including purification units, chemical adjustments to balance pH levels and discharge flow control systems. Hexcel manufacturing facilities also conduct periodic risk assessments to evaluate the effectiveness of our controls for water and wastewater management and identify opportunities for improvement. For example, our Salt Lake City (Utah, U.S.) site engages with the local community to recycle reclaimed water. Through this water reclamation program, our water is reused by the site's neighboring golf course.



Waste Management

Hexcel’s journey to reduce operational waste begins with our objective to prevent or minimize waste at its origin. From there, our waste reduction strategy is focused on improving processes to better sort and manage waste, with a focus on landfill diversion.

Understanding Our Waste Streams

We understand that the complexity of our waste streams can impact our waste diversion progress and overall waste management approach. Hexcel’s waste management strategy is centered around three key objectives:

- 1

SOURCE WASTE
Identify opportunities to eliminate waste during the procurement and delivery of raw materials.
- 2

PRODUCTION WASTE
Identify opportunities to improve material use efficiency and reduce or eliminate scrap waste.
- 3

SCRAP WASTE
Collaborate to identify purposeful reuse and recycling scrap material opportunities.



Managing Our Waste Streams

Between 2023 and 2024, 100% of Hexcel’s manufacturing sites conducted waste audits to assess their operational processes. Based on the results on this assessment, each site developed and implemented waste-specific reduction plans.

Beyond our programmatic guidance, Hexcel provides waste-specific training to 100% of our employees through our mandatory EHS training. Select employees are also required to complete annual hazardous training or job-specific waste management training based on their specific roles and responsibilities.

As a result of Hexcel’s efforts across our global facilities, three sites achieved landfill-free operations as of year-end 2024.

Hazardous Waste

Hexcel takes a comprehensive and collaborative approach to managing hazardous materials and waste across our upstream and downstream value chain. In alignment with our corporate waste standard, all sites are required to identify and, where feasible, replace hazardous raw materials with safer alternatives and eliminate potential exposures to our employees. For example, we continue to reduce the use of hazardous solvents in cleaning operations by implementing measures such as replacing solvent storage cans, diluting solvents and reusing them when possible. To ensure responsible off-site waste management, Hexcel maintains formal vendor approval processes with minimum qualification requirements, and all sites are required to comply with these procedures to promote consistent and safe handling of hazardous waste.

Complementing these efforts, Hexcel’s hazards of concern programs proactively monitor global product safety regulations and guide action planning to address hazardous substances. This begins with regular reviews of key materials in the supply chain, which are assessed against multiple compliance and scientific bodies to identify new risk indicators that may prompt restriction or elimination. Our robust risk assessment process helps mitigate exposure throughout manufacturing and the supply chain, and when necessary, we collaborate with affected customers to implement safer alternatives while maintaining consistent product quality. To further protect our employees and communities, Hexcel’s industrial and occupational hygiene programs identify potential chemical, physical and biological exposures in the workplace, applying rigorous risk assessments and sampling strategies informed by best practices from leading global scientific organizations, including the American Industrial Hygiene Association.

Properly sorting and disposing of waste is a key to supporting waste diversion. Our Duxford (U.K.) site implemented a project to separate waste streams at their source. All recyclable and reusable waste is separated, repurposed or sent off-site for energy recovery. As a result of these efforts, this site diverts approximately 800 metric tons of waste from landfills each year.

Training our employees is crucial for the continued safety of our people as well as the successful execution of our waste management programs.

GENERAL WASTE MANAGEMENT TRAINING

100% of Hexcel’s employees receive EHS training upon hire, which includes detailed content on waste management.

HAZARDOUS WASTE MANAGEMENT TRAINING

All applicable employees receive training on hazardous waste management annually, in compliance with regulatory requirements and best practices.

JOB-SPECIFIC WASTE MANAGEMENT TRAINING

Applicable employees also receive training on specific topics, such as hazardous materials shipping, each year to support job competency and workplace safety.

Driving Circularity: Designing for Longevity, Recovery and Reuse

At Hexcel, we are committed to advancing a circular economy where materials are thoughtfully designed, efficiently used and purposefully recovered. Circularity is a strategic imperative that aligns with our value of innovation and responsibility to steward resources wisely.

Our composite materials are designed for durability, strength and lightweighting properties, which extend product lifespans and reduce the need for frequent replacements. This inherently sustainable design reduces fuel consumption and emissions, and minimizes waste across the lifecycle of aerospace and industrial applications.

We are actively scaling circular solutions through strategic partnerships and innovation. In 2024, we expanded our collaboration with **Fairmat**, a leading carbon fiber recycler, through a 10-year agreement to recycle composite scrap from our Salt Lake City site. Fairmat’s new U.S. facility will process Hexcel’s carbon fiber scrap into high-value, second-life applications. This builds on our successful European partnership for carbon fiber prepreg recycling and represents a major step forward in circularity for North America.

Over 100 metric tons of prepreg materials were recycled in 2024 through our Fairmat partnership.

Our circularity strategy also includes:

ECO-PRODUCT DESIGN

Developing bio-based resins and recycled reinforcements, including our Nature Range™.

END-OF-LIFE INNOVATION

Supporting aircraft decommissioning and recycling through our membership in the Aircraft Fleet Recycling Association (AFRA).

LIFE CYCLE ASSESSMENTS LCA’S

Guiding innovation with data-driven insights to reduce environmental impact.

OPERATIONAL WASTE REDUCTION

Conducting waste audits at 100% of manufacturing sites and implementing site-specific landfill diversion plans.

Circularity is a critical strategy embedded in how we design, operate and innovate. As we look toward our 2030 goals and beyond, we remain committed to scaling circular solutions that benefit our customers, our industry and the planet.



One Hexcel

OUR CULTURE & PEOPLE

One Hexcel fosters a culture where the contributions of each person drive our continued success and excellence.

Our commitment to people begins with health and safety and extends further to encompass the well-being and development of our employees, as well as support for communities where we live and work.

Health & Safety

Our goal is simple — zero injuries in the workplace. To meet this aspirational target, we instill a culture of safety in everything we do. From utilizing leading indicators, improving our processes and proactively addressing workplace hazards, to driving engagement with our entire workforce, we make safety a priority — and in 2024 we achieved our safest year on record.

Safety Approach & Governance

At Hexcel, EHS operational accountability and governance are fully embedded into the organization, with engagement, visibility and input at the executive level. All Hexcel facilities maintain dedicated on-site EHS professionals, including an EHS committee, with the number and expertise determined by facility size, risk, culture and performance.

Our health and safety management system operates under an umbrella ISO 45001:2018 certification, which focuses on safety and health management systems. This certification requires that our corporate office and systems be audited annually, all sites adhere to these industry standards — often far beyond local regulations and requirements, and the fundamental systems we have in place holistically satisfy ISO 45001 and its plan-do-check-act philosophy. The management system results in similar processes, tools and expectations for all workers across Hexcel’s global sites.

By the end of 2025, Hexcel will achieve ISO 45001 certification across 100% of our sites — up from 61% in 2024.

100% of Hexcel manufacturing sites undergo a compliance audit at least every three years as part of our corporate EHS and ISO audit processes. In addition, we routinely conduct internal audits, and in 2024, 10 sites completed internal audits in preparation for ISO 14001 and 45001 external certification audits.

Risk Management & Assessments

Beyond Hexcel’s ISO-focused audits, we continuously assess opportunities to improve performance and manage risks through our internal safety risk assessments. These assessments support the identification of emergency preparedness and response planning and are conducted against Hexcel’s internal EHS standards and compliance obligations.

2024 EHS Excellence Awards

Each year, Hexcel identifies two operating facilities that performed exceptionally well against our corporate EHS policies, standards and performance metrics.

For 2024, Hexcel’s Duxford (U.K.), and Pottsville (PA, U.S.) sites were recognized for tremendous safety performance and cultures, the highest level of compliance, worker engagement in support of EHS systems and behaviors, and certification to the requirements of ISO 14001 and 45001. Led by strong site leadership and best in class culture, the winning teams also supported other sites in the spirit of One Hexcel by facilitating the implementation of transformational best practice tools and technologies to drive continuous improvement beyond their purview.

SAFETY TARGET

50% reduction in Total Recordable Injury Rate (TRIR) between 2019 – 2030

PROGRESS IN 2024

57% In 2023, Hexcel achieved this target, and as of year-end 2024, the company further surpassed this reduction, achieving a 57% reduction in TRIR compared to 2019.

EHS Training & Operational Procedures

Throughout Hexcel's operations, our EHS standards, along with applicable regulations require specified, mandatory health and safety training across our workforce. In addition to this mandatory training, Hexcel is also implementing a global training standard to improve consistency of EHS-related trainings for employee on-boarding, refresher courses and content review.

Beyond our corporate training requirements, each site identifies workers that require specific training based on their job scope and associated risks. This additional training typically occurs annually. In 2024, we also deployed global Frontline EHS Leadership Training to 99% of our operational staff leaders to better equip these individuals with additional knowledge and resources.

Hexcel also implements robust operational procedures to support a strong safety culture. For example, each site has a local emergency response plan, which includes risk identification, communication processes, training and drills. The company's comprehensive ergonomics program incorporates standards for material handling, along with specialty software for assessing and mitigating risks.



HAZARD IDENTIFICATION & REPORTING

As a foundational element of the ISO 45001 process, Hexcel has a robust hazard identification and reporting process.

- All sites globally are required to report hazards into our global EHS software, Cority, which assigns and tracks actions to closure. Using the same system, sites can also record their Positive Safety Interactions — an essential leading indicator that reflects and helps measure our Safety Culture.

In 2024, we achieved 100% adoption of the Cority system across our operations, with nearly 120,000 mostly positive events reported.

- Employees, suppliers, customers and any other stakeholder can report concerns through the public SafeTalk Helpline.
- Hazards are tracked and reported monthly and incorporated into the safety pyramid — a tool used to emphasize the importance of hazard reporting to prevent future incidents.
- All significant incidents are escalated to leadership within 24 hours, and corporate-level reviews are performed.
- EHS Alerts are distributed globally following significant events to provide additional context, preliminary root causes and immediate actions taken to prevent reoccurrence.

Our Safety Efforts & Results

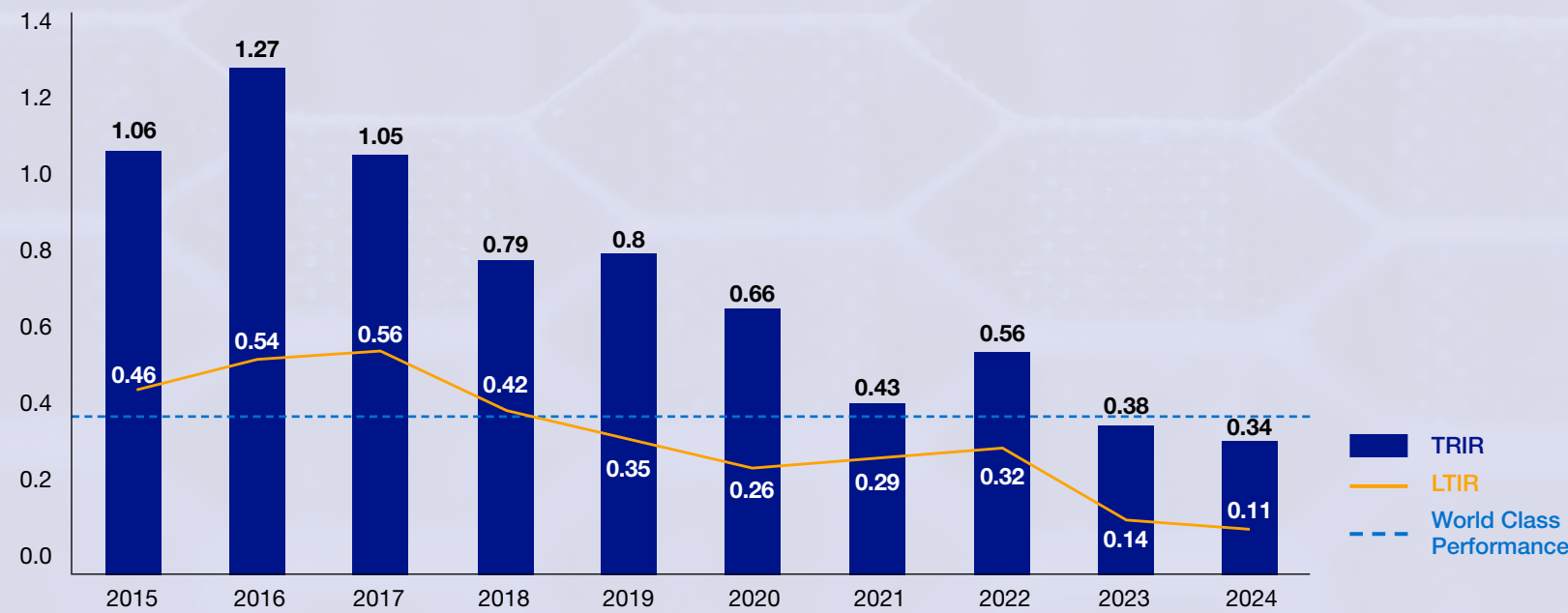
As a culmination of our efforts over the past 10 years, Hexcel has seen steady safety performance improvement, resulting in the achievement of our safety target and producing world class safety performance.

For example, in 2023, we launched a global hand and finger safety campaign focused on improved tools and hand protection, increased accountability and other resources to raise awareness of this safety hazard. This initiative was key to supporting Hexcel’s year-over-year safety performance improvement.

In 2024, Hexcel launched an effort to eliminate laceration risks, while also implementing a global Frontline EHS Leadership Training session, specifically aimed at helping to improve supervisor and worker safety interface and accountability. As more sites were added to our global ISO 14001 and 45001 certificates, we also leveraged learnings and corrective actions more vigorously to prevent potential repeat circumstances and events throughout our network of operating sites.

Looking at 2025 and beyond, Hexcel will continue to emphasize the importance of our safety culture and deliver continued progress towards our safety goals. Our focus remains centered around maintaining high engagement rates; targeting root causes to eliminate hazards; conducting enhanced, robust risk assessments and eliminating key laceration and ergonomic risks.

10-YEAR SAFETY PERFORMANCE IMPROVEMENT



68%

decrease in Total Recordable Injury Rate
(TRIR) based on OSHA criteria and 76% decrease in Lost Time Incident Rate (LTIR) over the past 10 years.

25%

increase in employee engagement
through proactive safety actions across multiple sites.

14

sites achieved zero recordable injuries
in 2024, with 7 of these sites achieving zero recordables for multiple years in a row.

Developing Talent

Investing in our workforce and future talent drives innovation as we aim to exceed customer expectations and execute on our sustainability vision.

At Hexcel, we meet our employees where they are along their career journey. This includes providing employees with a wide range of development opportunities to support each individual’s career goals, along with our company’s own strategic workforce needs.

Our career management strategy focuses on two key drivers — performance reviews and development goal setting, providing employees with individual plans that can be tracked and developed over time. Performance and development are reviewed annually to support each employee’s career progression. Indirect employees are communicated to regularly about professional and business training and are encouraged to set an individual development goal of completing at least one professional skills learning activity in a calendar year.

Growing Our Talent Through Structured Learning

In 2024, Hexcel introduced several new programs to support career development opportunities for our workforce:

- Hexcel regularly offers formal and informal mentoring, pairing senior leaders with mentees. For example, in 2024, two cohorts were organized with 22 mentors and 40 mentees participating in a nine-month program with regularly scheduled mentoring and structured keynote learning events.
- The Buddy Program pairs a new hire with a mentor to provide informal support, guidance and a sense of camaraderie during a new hire’s onboarding experience.
- Hexcel’s Early Career Program (ECP) is a two-year rotation program aimed at accelerating understanding of our business through cross team/functional experiences. The program broadens and deepens skills through structured learning and collaboration; and provides an opportunity for program participants to serve as a role model.
- Hexcel’s flagship Advanced Leadership Program (ALP) is our company’s longest-running management development program. For over 15 years, this transformational middle manager training program has helped more than 200 Hexcel leaders globally to develop the skills and deepen understanding and clarity needed to succeed and advance in their careers.
- In 2025, Hexcel is expanding online learning resources for both personal and business use to 100% of eligible employees as part of their skills, career and professional development journey. All global employees have access to these resources via their personal mobile devices or company-provided equipment during regular business hours of operation.

HEXCEL’S TALENT DEVELOPMENT FRAMEWORK



Promoting Internal Growth

At Hexcel, we understand internal mobility is a key tool in enabling our employees to pursue their career aspirations, while also contributing to the company’s broader success.

- Career planning is integrated into our annual performance review process, allowing employees to express their interest in future roles and their willingness to travel or relocate for both short-term and long-term assignments.

This performance review strategy is designed to motivate, measure and develop the performance of our employees to support the company’s objectives and goals.
- Hexcel’s internal job board allows our employees to view job openings and transfer across our business to other Hexcel functions, locations or sites.
- Indirect employees at the senior professional-level and above are included in our management development talent review (MDR) process. This process identifies critical positions within Hexcel and develops succession plans for those roles by developing action plans for key talent, including individuals in the succession pipeline. This allows Hexcel to avoid talent gaps and efficiently adapt to changes in leadership.
- In 2024, our global talent review process specifically addressed the career path of more than 500 senior professionals.

Advancing Skills Through Continuous Improvement & Opportunities

At Hexcel, we are deeply committed to empowering our employees with the skills and knowledge needed to thrive today and prepare for tomorrow. Through targeted learning opportunities and continuous development, we ensure our workforce is equipped to meet evolving business demands and drive innovation across our operations.

Employees seeking to advance their skill set can complete training such as Six Sigma and Statistical Foundations through our continuous improvement training program.

For example, Yellow Belt Training was conducted at Hexcel Roussillon (France), Duxford (U.K.) and Parla (Spain), which focused on foundational problem-solving techniques that Six Sigma and Lean offer. The training supported engineers, production and technical staff with everyday problem-solving skills. In 2024, 22 training sessions were conducted, reinforcing our culture of “continuous improvement at all levels.”

At Hexcel’s Stade (Germany) site the company hosted 9P training, which follows a blended learning approach, through the combination of traditional classroom-based instruction and digital and virtual methods. The 9Ps consist of several key components that are instrumental in addressing the true root cause of existing customer grievances.

Beyond internal learning and development opportunities, Hexcel also offers tuition reimbursement to eligible employees at both the graduate and undergraduate level to encourage and facilitate career progression and skill and knowledge development. In 2024, over 60 participants were provided more than \$200,000 in tuition reimbursement funds.

2024 KEY PERFORMANCE METRICS

99% of eligible employees received regular performance/career development reviews

97% of our indirect workforce established career goals as part of the performance review process

Employee Experience and Engagement

At Hexcel, we continuously monitor the employee experience and engagement across our global workforce.



- This is done through the management reporting line with strong support from local HR teams collocated at each site.
- In addition to regular check-ins, we remain committed to listening, learning and making meaningful improvements to ensure our workplace continues to evolve in alignment with employee needs and business goals.
- In 2026, we will introduce employee experience metrics into our Global Ethics, Engagement and Compliance Code of Conduct survey, a globally recognized and trusted platform with strong utilization and adoption across our workforce. These surveys provide a confidential channel for employees to share honest feedback anonymously about their engagement and satisfaction in the workplace, enabling us to identify areas for continuous improvement and strengthen our organizational culture of transparency and accountability.

Each year, Hexcel recognizes two sites for EHS excellence to encourage and reward safe work practices. Recognized for excellence in 2024 were Hexcel’s Duxford (U.K.), and Pottsville (PA, U.S.) sites.

Employee Retention

At Hexcel, we view employee retention as one important indicator of the overall employee experience and engagement. Voluntary attrition is closely monitored each quarter, both locally and globally, with trends regularly analyzed to identify areas of concern or opportunity.

- Local management teams, supported by their local HR partners, are responsible for developing and implementing action plans to mitigate business disruption and foster a positive work environment.
- As of year-end 2024, Hexcel’s global voluntary attrition rate is below 10%, and we have continued to have stable voluntary turnover since 2019, reflecting our ongoing commitment to employee engagement, retention and workplace satisfaction.
- While attrition rates may vary due to internal and external market dynamics, Hexcel aims to maintain levels below the external peer average across the sectors, industries and geographies where our workforce is most concentrated.

Well-Being at Hexcel & Beyond

By embracing employee well-being through our sustainability initiatives, Hexcel cultivates a resilient and dedicated workforce that is essential to driving progress on our journey.

Well-being Beyond the Workplace

Hexcel offers a competitive benefits plan to address the diverse needs of our workforce. At applicable U.S. sites, offerings include but are not limited to, employer-sponsored healthcare, disability coverage, family care, retirement plans, life insurance, flexible spending accounts and financial management support.



PHYSICAL

With Hexcel’s Health Advocate platform, eligible Hexcel employees and their spouses have the opportunity to complete wellness activities, including annual exams and flu shots to win points for gift cards or merchandise.

In 2024, 65% of eligible participants took part in the program.



MENTAL

Hexcel offers an Employee Assistance Program (EAP) that provides U.S. employees and their dependents with access to resources for support with mental health and other challenges.

Through EAP, five free counseling visits are also provided to employees and/or family members.



FINANCIAL

Hexcel’s Employee Stock Purchase Plan rewards employees for their efforts in driving Hexcel’s successes with opportunity to purchase shares of company stock at a discount of 15%. Eligibility to participate varies by country.

In certain jurisdictions, we offer profit sharing and other monetary awards to recognize superior performance in categories such as attendance, safety or quality.

Promoting Health & Wellness Within Our Hexcel Family

Across Hexcel’s global sites, employees participate in local physical fitness challenges and events that promote wellness, while also building team camaraderie.

Employees from Hexcel Parla and Illescas (Spain) participated in the “Carrera de la Empresas” (Company Race) held in the heart of Madrid. Hexcel employees competed in team races, providing an opportunity for our teams to bond, while promoting physical fitness.

Sixty runners from Hexcel sites in France (Dagneux, Les Avenières and Roussillon), Stade (Germany) and Duxford (U.K.) participated in the 14th edition of the Run in Lyon. Hexcel participants tackled the Corporate Challenge, competing in the 10-kilometer race, half-marathon and marathon.

Community Engagement & Investments

Hexcel is committed to strengthening our communities to help make a better world. We engage in volunteer activities across our global communities and contribute charitable donations through our Hexcel Foundation.

Local Engagement, Global Impact

At every one of our locations, Hexcel Community Involvement Councils work to foster deep relationships within the communities where our employees live and work. As part of the engagement activities driven by the councils, Hexcel’s sites around the world have been challenged to donate at least \$50 per employee and coordinate local community volunteerism.

The Hexcel Foundation

The Hexcel Foundation exists to make charitable contributions, donations and grants to designated organizations on a global basis. The mission of the Foundation is focused on three primary areas: Education, Health and Hunger and Homelessness. The Foundation’s activities are managed through a Board of Trustees appointed by the company’s executive leadership. The Board’s charitable giving is guided by company policy.

In 2024, the Foundation made grants in excess of \$150,000 to three charitable organizations, including the Smithsonian National Air and Space Museum’s STEM in 30 Program, the Cancer Research Institute and Convey of Hope’s Children’s Feeding Initiative.

SUSTAINABILITY TARGET

10% increase in our giving per year, 2022 through 2030, through the Hexcel Foundation

PROGRESS IN 2024

10% annual increase in giving

COMMUNITY INVESTMENT PROGRAMS

STUDENT RESEARCH SUPPORT

We provide sample raw material products to colleges and universities globally to support research and other student-led projects.

NATURAL DISASTER RELIEF

Whenever a natural disaster affects a community in which we live and work, it affects our employees, their families and their friends, as well. At Hexcel, we believe in strengthening communities and contribute to disaster relief efforts in our impacted communities.

HEXCEL FOUNDATION SCHOLARSHIP

We annually award a number of different scholarships to the children of Hexcel employees in the U.S. who pursue educational opportunities at accredited post-secondary institutions. In 2024, more than \$70,000 was awarded to nearly 30 students.

EDUCATIONAL GIFT MATCHING

We match contributions made by employees, from \$25 to \$500, to accredited nonprofit institutions of higher learning in the U.S.

Global Community Outreach

At a local level, each Hexcel site provides employees with a calendar of events to promote inclusion and foster a sense of belonging among our One Hexcel team. The activities range from celebrating local events, to volunteering activities. The following activities are examples of how Hexcel supports and engages with its local communities.

BURLINGTON, WASHINGTON, U.S.

Nearly 20 employees collected 70 pounds of waste and debris along approximately 12 miles of trails in their local community.

SALT LAKE CITY, UTAH, U.S.

Employees raised more than \$20,000 to pay for students’ overdue lunch fees at high schools in their local community.

CASA GRANDE, ARIZONA, U.S.

More than 700 pounds of electronics were collected by employees as part of a local electronic recycling community event.

SEGUIN, TEXAS, U.S.

Since 2022, more than 1,200 lbs. of food were collected through participation with local food drives.

POTTSVILLE, PENNSYLVANIA, U.S.

For the fourth consecutive year, more than 40 employees participated in cleaning up the area surrounding the plant, collecting and disposing of two pickup truckloads of debris.

CASABLANCA, MOROCCO

Employees and their children celebrated Earth Day by cleaning up the forest of Bouskoura.

DAGNEUX, FRANCE

This site signed a new agreement with the local fire and rescue service department, allowing our volunteer firefighter employees to assist SDIS rescue centers during their working hours.

FRANCE

In collaboration with an electricity and industrial automation company, Hexcel supported a medical rehabilitation center to produce specialized masks for children with severe burns, aiding their recovery and improving their quality of life.

DUXFORD, U.K.

Employees supported the donation of more than 200 food items to support a local charity.

LEICESTER, U.K.

Employees converted an unused area at the back of the site into a wildlife meadow, with fruit trees and insect hotels.

STADE, GERMANY

Employees participated in an extreme obstacle course fundraiser and collected more than 1,300 € for the German Maritime Search and Rescue Service which supports the German areas of the North Sea and Baltic Sea (image at right).





Transparent & Ethical Conduct

OUR FUNDAMENTAL BUSINESS ELEMENTS

Responsible governance is the cornerstone of everything we do at Hexcel. Each day, we work to promote transparency, act with integrity and do the right thing.

Our commitment to transparency and ethical conduct supports our business operations and it helps us achieve meaningful progress across our sustainability programs.

Ethics & Compliance

Rooted in our most fundamental values, our ethics and compliance program promotes excellence and uncompromised integrity in all aspects of our business.

Accountability at the Top

Hexcel’s robust ethics and compliance program is directly overseen by our board. This oversight supports compliance with the laws and regulations that govern ethical business practices.

To guide our employees, 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.

We actively promote 100% compliance with all applicable laws, regulations and company policies governing human trafficking, forced and child labor, discrimination, harassment, privacy rights, fair labor practices and freedom of association.

Code of Business Conduct

Hexcel’s Code of Business Conduct (Code) outlines ethical standards and expected behaviors for our employees to promote accountability and continue delivering impactful and transparent results for our stockholders.

Training & Awareness

All Hexcel employees are required to complete training on our Code upon hire, and refresher courses are typically completed at least every three years. In addition to the Code training, employees receive additional training on specific, risk-based compliance areas and topics relevant to their role, including anti-corruption, information security, data privacy, trade compliance and insider trading.

Each year, we identify employee groups by region and function who are required to complete anti-corruption training. Specific training is also provided to the managers responsible for overseeing third-party intermediaries.

100% of officers, directors and salaried employees were required to certify compliance with the Code annually via our internal human resources platform in 2024.

Risk Management & Business Continuity

Hexcel’s active enterprise risk management program is designed to measure, manage and aggregate risks on a company-wide basis, and provide a systemic approach to risk mitigation. Hexcel’s board is actively involved in overseeing our risk management, both directly and through its standing committees. The board and each committee regularly receive updates from senior management and business leaders concerning the material risks facing the company.

Management, in turn, is responsible for identifying and assessing internal and external risks, and developing appropriate action plans to eliminate, mitigate or monitor such risks, considering likelihood and potential impact.

Fiscal Transparency & Reporting

We are committed to transparently reporting in alignment with leading standards and regulations. As of fiscal year-end 2024, more than 95% of our long-lived assets and more than 90% of our employees were located in the U.S., France, U.K., Spain, Germany and Austria, all countries with robust laws and regulations, inclusive of human rights protections and anti-corruption and bribery laws. Further, greater than 85% of our purchasing and more than 95% of our tax payments were paid to these countries in 2024.

Each of these above countries also maintain robust anti-corruption enforcement policies and strong values in protecting human rights. The scope of Hexcel’s operations coupled with our own comprehensive ethics and compliance program create what we believe is a lower-risk environment for cases of corruption or human rights-related incidents.

Public Policy & Advocacy

Hexcel operates a political action committee (PAC) to allow its eligible U.S. employees to make voluntary contributions that are used to contribute to U.S. political candidates. The PAC donated \$7,530 in 2024, \$18,000 in 2022 and \$5,000 in 2020. No donations were made in 2021 or 2023.

Human Rights

Hexcel’s human rights approach is integrated into our overall ethics and compliance program. We do not tolerate the infringement of human rights, and we do not conduct business with those who do. These commitments are outlined in our company policies and incorporated into our supplier and other third-party contracts.

In 2024, Hexcel did not identify significant risks related to human rights in our direct operations or through our direct suppliers. The majority of our direct material spend is sourced from suppliers within the U.S. and Western Europe — regions with robust safeguards protecting human rights.

Speaking Up & Seeking Help

Hexcel employees and other stakeholders are encouraged to report unethical behavior and violations of the Code through various reporting mechanisms, including our public SafeTalk Helpline.

SAFETALK HELPLINE

NO RETALIATION

We enforce a zero tolerance policy against retaliation for employees who make reports in good faith. We also provide the option for employees to make reports anonymously through the helpline.

AUDIT PROCEDURES

The Helpline undergoes an annual SOC 2 Type II audit, which covers the security measures and facilities involved in the system.

TIMELY INVESTIGATIONS

All concerns or violations reported are investigated and resolved without undue delay. In 2024, Hexcel received 37 Helpline reports.

THIRD-PARTY CERTIFICATION

The Helpline is operated by NAVEX Global Inc., whose data centers maintain ISO 27001 certification.

BOARD REPORTING

All reports are reviewed by the Chief Compliance Counsel; and a summary of the cases is reported at least twice annually to the Audit Committee.

ACCESSIBILITY

The Helpline is available to all employees 24/7. External stakeholders may also utilize this helpline, except where prohibited by law.

Anti-Corruption

To proactively mitigate risk and instill a culture of compliance and integrity across our company, we maintain a robust anti-corruption program, comprised of policies, procedures, training and assessments.

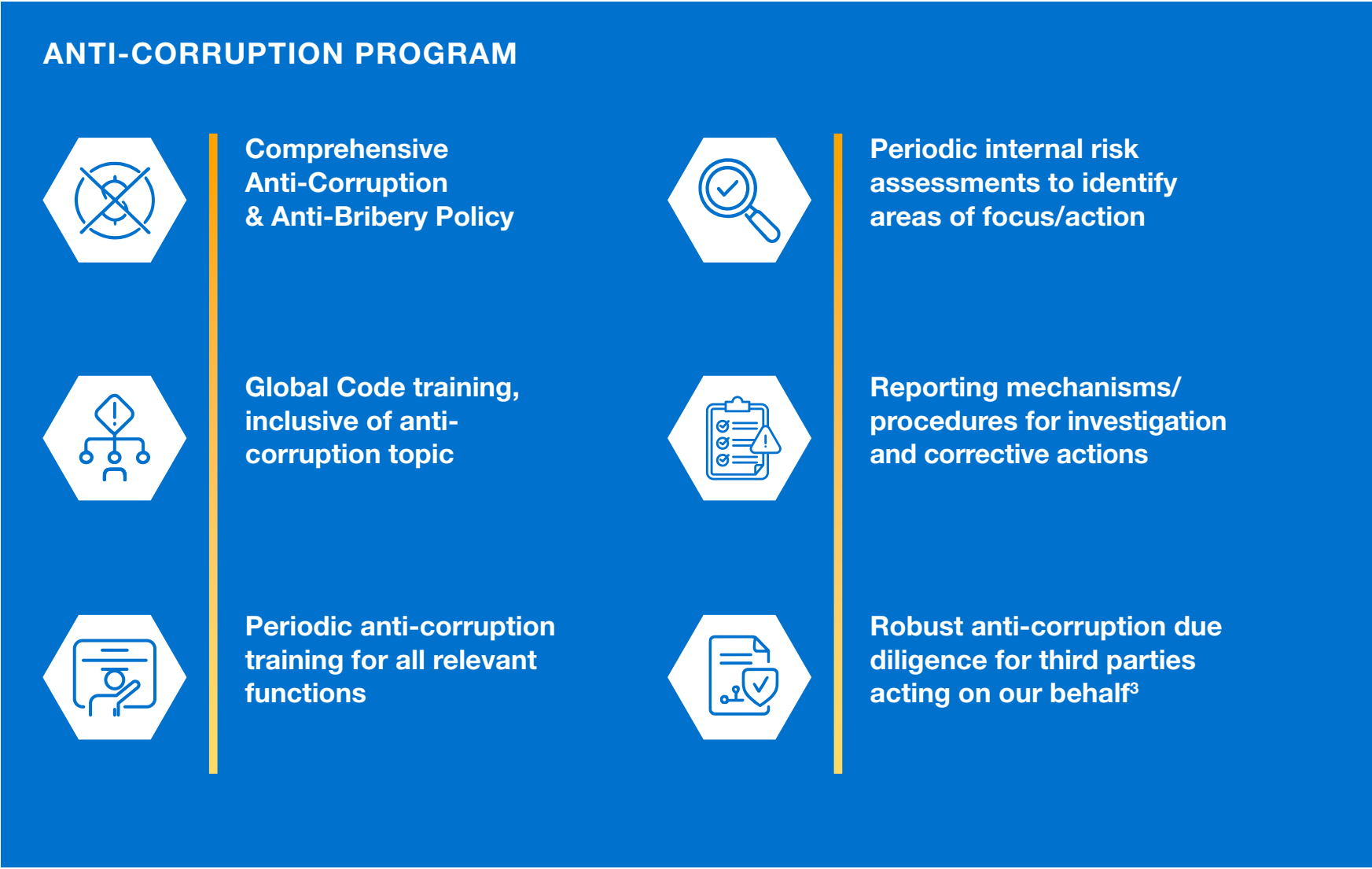
Each year, we rotate employee groups by region and function who are required to complete anti-corruption training. The anti-corruption training in 2023 and 2024 focused on the Sales and Marketing departments and we provide specific training to the intermediary managers who are responsible for oversight of third-party intermediaries. Of those required to receive anti-corruption training in 2023 and 2024, 100% of employees fulfilled the requirement.

Hexcel's Law Department periodically conducts internal company-wide ethics and compliance risk assessments, seeking input from the company's key functions and business teams across geographies.

The most recent assessment, completed in 2023, identified the highest priority risk factors as cybersecurity, collusive conduct and export compliance. This assessment was used to refine the Law Department's robust anti-corruption due diligence procedure for third parties acting on our behalf.³ Hexcel also updated the company's anti-bribery and anti-corruption policy in 2024.

100%

of employees required to receive anti-corruption training in 2024 fulfilled the requirement



Supply Chain Management

Achieving supply chain resiliency and responsibility begins with providing clear expectations for our supply base. However, we understand our supply chain management program must go beyond expectations and incorporate programs, audits and continuous monitoring to truly achieve excellence.

Setting Clear Expectations

Through the Hexcel Supplier Code of Conduct (Supplier Code) we maintain expectations for our suppliers, which are also integrated into our supplier contracts.⁴ The expectations within the Supplier Code are reviewed at least annually to reflect industry best practices and evolving regulations.

Monitoring & Due Diligence

To measure supplier performance against our standards and regulations, Hexcel conducts annual supplier risk assessments and sustainability surveys — inclusive of environmental topics, human rights and ethics.

For example, to adhere with the European Union’s Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) requirements, Hexcel engages with suppliers through an online questionnaire to collect information and data regarding compliance. In terms of conflict mineral disclosures, Hexcel maintains legal requirements within our contracts and purchasing order terms and conditions. Select suppliers are also required to respond to Hexcel’s risk assessment, which includes questions on conflict minerals.

In 2024, we introduced a new sustainability survey to complement our existing supplier assessment mechanisms. During this pilot, we assessed 100% of our critical direct material suppliers, representing more than 75% of our direct material spend.

Over the next year, Hexcel aims to initiate its engagement with EcoVadis to enhance our supplier risk management process and enable more efficient tracking of supplier sustainability performance.

SUSTAINABILITY TARGET

100% acceptance of the Hexcel Supplier Code of Conduct by all critical direct suppliers¹

PROGRESS IN 2024

100% acceptance or demonstrated acceptance of a comparable code



On-Site Audits & Corrective Actions

Hexcel regularly conducts on-site audits of our critical direct materials suppliers, which include sustainability-related elements. Through our continuous supplier performance monitoring mechanism, Hexcel maintains processes to efficiently identify and resolve potential disruptions before they adversely impact our operations and value chain. As part of our remediation actions, Hexcel retains the right to terminate supplier relationships in the event of non-compliance with our requirements.

Global Trade Compliance

As a global supply chain partner to our vendors, transport agents and customers, Hexcel understands the importance of an effective import/export compliance program. We actively participate in the U.S. Customs-Trade Partnership Against Terrorism (CTPAT) and the World Customs Organization's Authorized Economic Operator (AEO) programs and maintain close partnerships with relevant government authorities to support compliance with each national authority. Hexcel's trade compliance systems and programs undergo internal and external auditing to identify potential risks and provide improvement recommendations.

SUPPLY CHAIN SUSTAINABILITY ENGAGEMENT PROCESS

- 1

Communicate expectations and legal requirements in the Hexcel Supplier Code of Conduct and contracts.
- 2

Integrate sustainability clauses into new contracts with critical direct suppliers.⁴
- 3

Evaluate supplier sustainability and compliance practices through desktop assessments and surveys.
- 4

Conduct on-site audits to identify potential supply chain risks.
- 5

Support the implementation of corrective actions when risks are identified, which may include performance improvement plans with timebound targets.
- 6

Monitor “watch list” suppliers until their performance is restored to an acceptable level.

Cybersecurity & Data Privacy

At Hexcel, we are committed to the security of our products and services; the protection of employee, customer and company data and the safeguarding of our manufacturing and functional capability. This ethos has been central to our strategy since our company's founding.

Oversight & Management

Our board views cybersecurity as a strategic issue and therefore maintains close oversight of management's actions in implementing our overall cyber risk management strategy and policies.

The cybersecurity program is led by our Chief Information Officer (CIO), who regularly reports to our board, and updates senior management on cybersecurity risk governance and ongoing efforts to strengthen the program's effectiveness.

Hexcel also has an executive response team that is trained and experienced in managing cyber incidents. This team — which includes the company's most senior leaders in various functions — meets at least twice a year to practice and refine response, management and escalation processes.

Risk Management & Assessments

Hexcel incorporates a suite of AI-driven capabilities into its cybersecurity protection framework. These tools continuously scan the flow of data and the nature of activities to detect anomalous behaviors and malicious content. These tools alert and may autonomously intervene to shut down threats in the Hexcel ecosystem. Hexcel seeks to continuously improve the maturity of its cybersecurity program through a range of activities, including regular cybersecurity risk assessments, trainings, table-top exercises and third-party intrusion and penetration testing. Through these efforts, Hexcel reviews business and compliance risks and audits our company's privacy and cybersecurity controls — with the ultimate goal of increasing the resiliency of our systems. Hexcel annually conducts independent 3rd party assessments such as penetration testing and compromise assessments. Hexcel complies with industry standard cybersecurity frameworks such as NIST 800-171, UK Cyber Essentials and the automotive industry TISAX. In 2025, Hexcel is pursuing the Cybersecurity Maturity Model Certification (CMMC) Level 2.

CYBERSECURITY & DATA PRIVACY PROGRAM

FRAMEWORK ALIGNMENT

Our program is based on the NIST framework, and includes protections, policies and procedures to safeguard information and systems.

EMPLOYEE TRAINING & AWARENESS

Employees receive regular awareness training on phishing, safe internet browsing, malware and other cybersecurity risks. Additionally, Global Data Privacy training for all office employees was launched in 2024.

ASSESSING OUR SUPPLIERS

We actively address cybersecurity capabilities with our top-tier suppliers, validating cybersecurity practices of key suppliers to support compliance with applicable regulations or requirements from our customers.

LEADERSHIP TRAINING

The executive cyber response team participates in a tabletop exercise training at least once annually, administered by a legal advisor.

In addition, the IT/cybersecurity team participates in at least two additional tabletop or other training exercises per year.

LEGAL COMPLIANCE

Our program supports compliance with regulations, including but not limited to the EU General Data Protection Regulation (GDPR) and its incorporation into U.K. legislation.

FOUR-QUADRANT APPROACH

Hexcel's four-quadrant approach — Predict, Block/prevent, Detect and Respond uses tools and processes to predict and detect passive or directed attempts to compromise data, systems or business capability.

REPORTING & INVESTIGATION

Employees are expected to report potential breaches to IT Security. Reporting expectations are communicated through posted flyers, dedicated email addresses and periodic awareness campaigns.

We investigate all credible reports and prohibit retaliation against those reporting.

AI GOVERNANCE COUNCIL

Hexcel's AI Governance Council works together with corporate leadership to establish clear, values-based principles for the use of AI within the company, with our employees and with our customers and partners.



Appendices

Key Sustainability Performance Data⁵

Environmental Data⁶

ENERGY (KILOWATT-HOURS (KWH))	2024	2023	2022	2019 ⁴
Total energy use	1,558,297,545	1,577,120,336	1,579,606,648	1,743,489,456
Total electricity	521,626,127	534,166,843	518,443,795	598,255,538
Purchased electricity – renewable ¹	48,154,838	47,644,962	47,011,447	-
On-Site generated electricity - renewable	410,539	15,799	227,317	-
Purchased electricity – non-renewable	473,060,750	486,506,082	471,205,031	598,255,538
Purchased steam, heat, cooling	44,781,800	25,139,800	54,657,400	68,133,800
Fuel	991,889,619	1,017,813,694	1,006,505,454	1,077,100,118
Diesel Fuel	430,222	522,226	842,743	76,199
LPG	375,729	317,055	294,894	100,320
Motor Gasoline	137,445	141,070	142,920	13,544
Natural Gas	990,946,223	1,016,833,343	1,005,224,897	1,076,910,055
Percent direct renewable energy use²	3.1%	3.0%	3.0%	-
Percent non-renewable energy use	96.9%	97%	97.0%	-

GREENHOUSE GAS (GHG) EMISSIONS (METRIC TONS (MT) CO ₂ E)	2024	2023	2022	2019
Total Scope 1 + 2 (Location-based)	335,329	335,349	338,142	395,773
Scope 1	180,594	185,455	188,140	196,449
Scope 2 (Location-based)	154,735	149,894	150,002	199,323
Scope 2 (Market-based)	161,233	164,115	167,876	205,750
Scope 3 (Business travel)	1,879	1,990	NA	NA
Reported Revenue (USD)	\$1,902,990,309	\$1,789,035,819	\$1,577,719,551	\$2,355,683,267
GHG emissions intensity (Scope 1 + 2 Location-based/revenue)³	0.176	0.187	0.214	0.168

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 Neumarkt).

2 - Percent renewable energy use include 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 - Intensity normalized as kgs in CO₂e, rather than metric tons, for visual/display purposes.

4 - Baseline operational data exclude data from Dublin (closed in 2023), Nantes (divested in 2022), and Windsor (closed in 2021/2022).

WATER (CUBIC METERS (M³))	2024	2023	2022	2019 ¹
Total water use	6,106,610	6,011,492	6,004,596	7,384,131

WASTE (METRIC TONS (MT))	2024	2023	2022	2019 ²
Total waste generated	30,116	27,915	27,408	37,759
Non-hazardous	25,208	23,383	22,443	30,654
Hazardous	4,908	4,533	4,965	7,105
Total waste reused	1,922	1,290	655	3,924
Non-hazardous	1,918	1,262	654	3,882
Hazardous	3.6	28	1.7	42
Total waste recycled	12,356	11,555	10,393	11,726
Non-hazardous	11,724	10,981	9,785	11,322
Hazardous	632	574	608	405
Total waste recovery (heat/power generation)	3,788	3,662	3,781	6,216
Non-hazardous	1,512	1,373	1,655	3,137
Hazardous	2,276	2,290	2,126	3,079
Total waste landfilled	10,760	10,096	11,610	14,737
Non-hazardous	9,765	9,540	10,110	12,252
Hazardous	996	556	1,500	2,485
Total waste incinerated	1,018	1,022	862	1,102
Non-hazardous	104	91	212	60
Hazardous	914	931	650	1,042
Total waste recovered or diverted from landfill (Total recycled + recovery + reuse)	18,066	16,508	14,829	21,867
Percent of waste recovered or diverted from landfill (Waste recycled + recovered + reused) / total waste	60%	59%	54%	58%
Percent of waste Recycled (Total recycled waste/total waste)	41%	41%	38%	31%
Percent of non-hazardous waste recycled (Recycled non-hazardous waste/total waste)	39%	39%	36%	30%
Percent of waste landfilled (Total landfilled waste/total waste)	36%	36%	42%	39%
Reported Revenue (USD)	\$1,902,990,309	\$1,789,035,819	\$1,577,719,551	\$2,355,683,267
Waste to Landfill intensity (Intensity normalized as grams, rather than metric tons, for visual/display purposes.)	5.65	5.64	7.36	6.26

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

1 - 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.

2 - Baseline operational data exclude data from Dublin (closed in 2023), Nantes (divested in 2022), and Windsor (closed in 2021/2022).

Health & Safety Data

EMPLOYEES	2024	2023	2022
Total Recordable Incident Rate (TRIR)	0.34	0.38	0.56
Lost Time Injury Frequency Rate (LTIFR)	0.11	0.14	0.32
Number of fatalities	0	0	0

CONTRACTORS	2024	2023	2022
Total Recordable Incident Rate (TRIR)	0.41	0	Not Tracked
Lost Time Injury Frequency Rate (LTIFR)	0.41	0	Not Tracked
Number of fatalities	0	0	0

Other Employee Metrics

TOTAL WORKFORCE	2024	2023	2022
Total Number of Employees	5,894	5,675	Not Reported

GENDER	2024	2023	2022
Workforce			
Female	23.50%	23.80%	Not Reported
Male	76.50%	76.20%	Not Reported
Senior Executives			
Female	28.60%	33.30%	Not Reported
Male	71.40%	66.70%	Not Reported
Board of Directors			
Female	33.30%	37.50%	Not Reported
Male	66.70%	62.50%	Not Reported

Other Employee Metrics (Cont.)

AGE	2024	2023	2022
Workforce			
< 30 years old	24.40%	21.90%	Not Reported
30 – 50 years old	46.50%	48.10%	Not Reported
>50 years old	29.10%	30%	Not Reported
Senior Executives			
< 30 years old	0%	0%	Not Reported
30 – 50 years old	14.30%	16.70%	Not Reported
>50 years old	85.70%	83.30%	Not Reported
Board of Directors			
< 30 years old	0%	0%	Not Reported
30 – 50 years old	0%	12.50%	Not Reported
>50 years old	100%	87.50%	Not Reported
RACE (US ONLY)	2024	2023	2022
Workforce			
People of Color	39%	38%	Not Reported
METRIC DESCRIPTION	2024	2023	2022
Total rate voluntary turnover	9.14%	9.83%	Not Reported
Total rate involuntary turnover	3.33%	3.74%	Not Reported

GRI Index

Hexcel has reported the information cited in this index for the period January 1 – December 31, 2024, with reference to the GRI Standards, utilizing GRI 1: Foundation 2021.

GRI 2: General Disclosures 2021

DISCLOSURE/DESCRIPTION		REFERENCE OR RESPONSE
THE ORGANIZATION AND ITS REPORTING PRACTICES		
2-1	Organizational details	About Hexcel, page 4 2024 Form 10-K
2-2	Entities included in the organization’s sustainability reporting	About Hexcel, page 4 End notes, page 61
2-3	Reporting period, frequency and contact point	Reporting period between January 1 – December 31, 2024 Frequency of reporting to be determined. Contact Gail Lehman, EVP Chief Legal & Sustainability Officer Legalnotices@hexcel.com
2-4	Restatements of information	None during the reporting period.
2-5	External assurance	None during the reporting period.
ACTIVITIES AND WORKERS		
2-6	Activities, value chain and other business relationships	About Hexcel, page 4 Innovation Across our Products, page 11 Supply Chain Management, page 41 Hexcel Supplier Code of Conduct 2024 Form 10-K
2-7	Employees	About Hexcel, page 4 Key Sustainability Performance Data, pages 47 – 49 SASB Index, page 57 2024 Form 10-K Full time vs part time not reported for 2024.
2-8	Workers who are not employees	SASB Index, page 57 2024 Form 10-K

DISCLOSURE/DESCRIPTION		REFERENCE OR RESPONSE
GOVERNANCE		
2-9	Governance structure and composition	Governance & Risk Management, page 7 2024 Proxy Statement Executive Leadership Nominating, Governance and Sustainability Committee Senior Executives and Board of Directors, page 49
2-10	Nomination and selection of the highest governance body	Nominating, Governance and Sustainability Committee Corporate Governance Guidelines, pages 2 – 5 Charter of the Nominating, Governance and Sustainability Committee 2024 Proxy Statement
2-11	Chair of the highest governance body	Nominating, Governance and Sustainability Committee Corporate Governance Guidelines, pages 2 – 5 Charter of the Nominating, Governance and Sustainability Committee
2-12	Role of the highest governance body in overseeing the management of impacts	Audit Committee Compensation Committee Nominating, Governance and Sustainability Committee Corporate Governance Guidelines, pages 2 – 5 Charter of the Nominating, Governance and Sustainability Committee 2024 Proxy Statement
2-13	Delegation of responsibility for managing impacts	Audit Committee Compensation Committee Nominating, Governance and Sustainability Committee Nominating, Governance and Sustainability Committee Corporate Governance Guidelines, pages 2 – 5 Charter of the Nominating, Governance and Sustainability Committee 2024 Proxy Statement
2-14	Role of the highest governance body in sustainability reporting	Governance & Risk Management, page 7 Nominating, Governance and Sustainability Committee 2024 Proxy Statement
2-15	Conflicts of interest	Code of Business Conduct, page 38 Corporate Governance Guidelines, pages 2 – 3 2024 Proxy Statement
2-16	Communication of critical concerns	Corporate Governance Guidelines, page 4 2024 Proxy Statement

DISCLOSURE/DESCRIPTION		REFERENCE OR RESPONSE
GOVERNANCE (CONT.)		
2-17	Collective knowledge of highest governance body	2024 Proxy Statement
2-18	Evaluation for the performance of the highest governance body	Corporate Governance Guidelines, page 4 2024 Proxy Statement
2-19	Remuneration policies	Compensation Committee 2024 Proxy Statement
2-20	Process to determine remuneration	Compensation Committee 2024 Proxy Statement
2-21	Annual total compensation ratio	2024 Proxy Statement
STRATEGY, POLICIES AND PRACTICES		
2-22	Statement on sustainable development strategy	Leadership Message, page 2 Our Sustainability Strategy, page 6
2-23	Policy commitments	Code of Business Conduct Sustainability Policy Human Rights Policy EHS Policy Supplier Code of Conduct
2-24	Embedding policy commitments	Ethics & Compliance, page 38 Code of Business Conduct
2-25	Processes to remediate negative impacts	Ethics & Compliance, pages 38 – 39 Code of Business Conduct
2-26	Mechanisms for seeking advice and raising concerns	Ethics & Compliance, pages 38 – 39 Code of Business Conduct
2-27	Compliance with laws and regulations	2024 Form 10-K Ethics & Compliance, page 38
2-28	Membership associations	2024 Sustainability Report, page 13
STAKEHOLDER ENGAGEMENT		
2-29	Approach to stakeholder engagement	Stakeholder Engagement & Materiality, page 5
2-30	Collective bargaining agreements	SASB Index, page 56 2024 Form 10-K

GRI 3: Material Topics 2021

DISCLOSURE/DESCRIPTION		REFERENCE OR RESPONSE
STRATEGY, POLICIES AND PRACTICES		
3-1	Process to determine material topics	2024 Sustainability Report, page 6
3-1	List of material topics	2024 Sustainability Report, page 6

Material Topics

DISCLOSURE/DESCRIPTION		REFERENCE OR RESPONSE
GRI Material Topic: GRI 201: ECONOMIC PERFORMANCE 2016 Relevant Hexcel Material Topic(s): GHG EMISSIONS; WORKPLACE HEALTH AND SAFETY		
3-3	Management of material topics	Well-being At Hexcel & Beyond, page 34 Health & Safety, page 26 Climate Risk & Resiliency, page 20 2024 Form 10-K 2024 CDP Climate Change response
201-2	Financial implications and other risks and opportunities due to climate change	Climate Risk & Resiliency, page 20 2024 CDP Climate Change response
201-3	Defined benefit plan obligations and other retirement plans	Well-being At Hexcel & Beyond, page 34 2024 Proxy Statement
GRI Material Topic: GRI 205: ANTI-CORRUPTION 2016 Relevant Hexcel Material Topic(s): ETHICS AND COMPLIANCE		
3-3	Management of material topics	Ethics & Compliance, pages 38 – 40 Code of Business Conduct
205-1	Operations assessed for risks related to corruption	Ethics & Compliance, pages 38 – 40 Code of Business Conduct
205-2	Communication and training about anti-corruption policies and procedures	Ethics & Compliance, page 40 Code of Business Conduct
205-3	Confirmed incidents of corruption and actions taken	Ethics & Compliance, page 40 Code of Business Conduct

DISCLOSURE/DESCRIPTION		REFERENCE OR RESPONSE
GRI Material Topic: GRI 401: EMPLOYMENT 2016 Relevant Hexcel Material Topic(s): WORKING CONDITIONS (OWN WORKFORCE)		
3-3	Management of material topics	Health & Safety, pages 28 – 34
401-1	New employee hires and employee turnover	In 2024, Hexcel hired 1,107 new employees. Employee Experience and Engagement, page 33 Key Sustainability Performance Data, page 47
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>Performance-based pay is available to employees in addition to executives. The company offers both short- and long-term incentive plans to eligible employees. Eligibility for a specific plan is based on an employee’s position and job level, and employees are generally eligible for at least one incentive plan. The incentive plans are designed to include financial and/or operational metrics intended to help the company achieve business objectives.</p> <p>To further support our employees, we offer paid sick leave, paid holidays and vacation days, employer-sponsored healthcare, disability coverage, family care, retirement plans, life insurance, flexible spending accounts and financial management support for eligible U.S. employees. These benefits vary by site and employment classification.</p> <p>We also offer competitive benefits to our employees outside of the U.S. that are consistent with common market practice in each location and comply with applicable labor laws.</p> <p>Hexcel also offers eligible employees flexible working arrangements, including remote or hybrid work and flexible work schedules.</p>
401-3	Parental leave	<p>Hexcel offers two weeks of paid parental leave for new births, adoptions, and foster care to our non-union, eligible employees or as otherwise required by law.</p> <p>Hexcel also partnered with Care.com to provide up to five days of child and adult back-up care per year to eligible employees at a subsidized rate.</p>
GRI Material Topic: GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018 Relevant Hexcel Material Topic(s): WORKPLACE HEALTH AND SAFETY		
3-3	Management of material topics	Health & Safety, page 28
403-1	Occupational health and safety management system	Health & Safety, page 28
403-2	Hazard identification, risk assessment and incident investigation	Health & Safety, pages 28 – 29
403-3	Occupational health services	Health & Safety, pages 28 – 29

DISCLOSURE/DESCRIPTION		REFERENCE OR RESPONSE
GRI Material Topic: GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018 (CONT.) Relevant Hexcel Material Topic(s): WORKPLACE HEALTH AND SAFETY (CONT.)		
403-4	Worker participation, consultation and communication on occupational health and safety	Health & Safety, pages 28 – 29
403-5	Worker training on occupational health and safety	Health & Safety, pages 28 – 29
403-6	Promotion of worker health	Health & Safety, pages 28 – 29 Well-being at Hexcel, page 34
403-8	Workers covered by an occupational health and safety management system	Health & Safety, pages 28 – 29
403-9	Work-related injuries	Health & Safety, page 30 Health & Safety Data, page 47
GRI Material Topic: GRI 404: TRAINING AND EDUCATION 2016 Relevant Hexcel Material Topic(s): EMPLOYEE TRAINING AND DEVELOPMENT		
3-3	Management of material topics	Developing Talent, pages 31– 32 Hexcel evaluates the effectiveness of our training and development programs through surveys and other feedback mechanisms to track if these offerings are achieving their intended impact and outcomes. Employee engagement is actively monitored by direct managers and the local leadership team to promote a supportive and productive work environment.
404-2	Programs for upgrading employee skills and transition assistance programs	Developing Talent, pages 31– 32
404-3	Percentage of employees receiving regular performance and career development reviews	Developing Talent, pages 31– 32
GRI Material Topic: GRI 406: NON-DISCRIMINATION 2016 Relevant Hexcel Material Topic(s): HUMAN RIGHTS		
3-3	Management of material topics	Human Rights Policy Supply Chain Management, page 41 Ethics & Compliance, pages 38 – 39
406-1	Incidents of discrimination and corrective actions taken	Ethics & Compliance, page 39 Hexcel does not tolerate discrimination or harassment in any form. If concerns of this nature are raised, they are investigated promptly, and appropriate action is taken to address the situation.

DISCLOSURE/DESCRIPTION		REFERENCE OR RESPONSE
GRI Material Topic: GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016 Relevant Hexcel Material Topic(s): HUMAN RIGHTS		
3-3	Management of material topics	Ethics & Compliance, page 38 – 39 2024 Form 10-K
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Hexcel follows federal and state regulatory requirements related to preventing anti-union discrimination. We offer positive employee/labor relations training to managers and supervisors to set expectations and skill/enable managers with consistent employee practices at all U.S. plant sites on a bi-annual (every other year) basis.
GRI Material Topic: GRI 408: CHILD LABOR 2016 Relevant Hexcel Material Topic(s): HUMAN RIGHTS		
3-3	Management of material topics	Ethics & Compliance, page 38 – 39 Supplier Code of Conduct
408-1	Operations and suppliers at significant risk for incidents of child labor	Ethics & Compliance, page 38 – 39 Supplier Code of Conduct
GRI Material Topic: GRI 409: FORCES OR COMPULSORY LABOR 2016 Relevant Hexcel Material Topic(s): HUMAN RIGHTS		
3-3	Management of material topics	Ethics & Compliance, page 38 – 39 Supplier Code of Conduct
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Ethics & Compliance, page 38 – 39 Supplier Code of Conduct
GRI Material Topic: GRI 412: SUPPLIER SOCIAL ASSESSMENT 2016 Relevant Hexcel Material Topic(s): SUPPLY CHAIN MANAGEMENT		
3-3	Management of material topics	Supply Chain Management, pages 41 – 42 Supplier Code of Conduct
412-1	New suppliers that were screened using social criteria	Supply Chain Management, page 41 Supplier Code of Conduct
GRI Material Topic: NONE Relevant Hexcel Material Topic(s): PRODUCT INNOVATION		
3-3	Management of material topics	Message from Leadership, page 2 Innovation Across Products, pages 11 – 13
None	Product investments to advance the aerospace industry and reduce environmental impacts	Progress in 2024, page 9 Innovation Across Products, pages 11 – 15

SASB Standards Index

Activity Metrics

CODE/METRIC		REFERENCE OR RESPONSE
RT-AE-000.A	Production by reportable segment	Hexcel defines strategic and operations by two segments including Composite Materials and Engineered Products. Note, for competitive reasons, we do not disclose the units of production volume of these segments other than total sales. 2024 Form 10-K, pages 3 – 7
RT-AE-000.B	Number of employees	As of December 31, 2024, we employed 5,894 full-time employees and contract workers: 3,120 in the United States and 2,774 in other countries. We also employ a minimal number of contract workers. 2024 Form 10-K, page 12

Accounting Metrics

CODE/METRIC		REFERENCE OR RESPONSE
ENERGY MANAGEMENT		
RT-AE-130a.1	Total energy consumed (percent grid electricity and percent renewable)	Key Sustainability Performance Data, page 45
HAZARDOUS WASTE MANAGEMENT		
RT-AE-150a.1	Amount of hazardous waste generated (percent recycled)	Key Sustainability Performance Data, page 45
RT-AE-150a.2	Number and aggregate quantity of reportable spills, and quantity recovered	As of year-end 2024, Hexcel had no reportable spills as defined by SASB.
DATA SECURITY		
RT-AE-230a.1	Number of data breaches (percent involving confidential information)	No substantiated complaints concerning breaches of customer privacy and losses of customer data in 2024.
RT-AE-230a.2	Approach to identify and address data security risks at company and product levels	Cybersecurity & Data Privacy, page 43 2024 Form 10-K, pages 22 – 23

PRODUCT SAFETY

RT-AE-250a.1	Number of recalls issued	Recalls are intended to protect consumers from products that may present a safety risk. As a materials provider, our products are used as inputs for end-user or finished product goods such as aircraft and automobiles, Hexcel does not issue recalls as defined by SASB.
RT-AE-250a.2	Number of counterfeit parts detected (percent avoided)	<p>Due to the nature of our products, this metric on counterfeit and suspected counterfeit parts as defined by SASB is not applicable to Hexcel. Our products are largely composite materials that are used as inputs for aircraft and industrial applications. Hexcel does not produce finished or end-user products that require certification, parts manufacturer approval, production certification or other approvals from airworthiness authorities.</p> <p>Nonetheless, Hexcel maintains a policy for counterfeit parts to comply with AS9100D, the most updated revision of the standard set by the European Association of Aerospace Industries and Society of Automotive Engineers. Since this policy has been put in place, no counterfeit parts have been detected.</p>
RT-AE-250a.3	Number of Airworthiness Directives received (number of total units affected)	Due to the nature of our business and products, Airworthiness Directives are not applicable to Hexcel.
RT-AE-250a.4	Total amount of monetary losses as a result of legal proceedings associated with product safety	No monetary losses from legal proceedings associated with product safety in 2024.

FUEL ECONOMY AND EMISSIONS IN USE-PHASE

RT-AE-410a.1	Revenue from alternative energy-related products	<p>Hexcel's products are composites and as such, have no energy use or production associated with them. As such, this metric is not applicable as defined by SASB.</p> <p>As of year-end 2024, approximately 90% of total revenue was generated from low-carbon products, particularly, our lightweighting products.</p> <p>Our Strategy: From Lightweighting to Beyond, page 6 Innovation Across Products, pages 11 – 15</p>
RT-AE-410a.2	Approach and strategy to reduce fuel economy and GHG emissions from products	<p>Our Strategy: From Lightweighting to Beyond, page 5 Innovation Across Products, pages 11 – 15</p> <p>Our Lightweighting Solutions</p>

MATERIALS SOURCING

RT-AE-440a.1	Management of risk associated with the use of critical materials	Supply Chain Management, pages 41 – 42 2024 Form 10-K, pages 14 and 17
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BUSINESS ETHICS

RT-AE-510a.1	Total amount in monetary losses from legal proceedings associated with bribery, corruption and related incidents	No monetary losses from legal proceedings associated with bribery, corruption and related incidents in 2024.
RT-AE-510a.2	Revenue from countries ranked in the “E” or “F” Band of Transparency International’s Government Defense Anti-Corruption Index	No material sales revenue from individual countries ranked in the “E” or “F” Band of Transparency International’s Government Defense Anti-Corruption Index in 2024.
RT-AE-510a.3	Processes to manage business ethics risks throughout the value chain	Hexcel requires its suppliers of goods and services to operate with the highest ethical and operational standards and to comply with the Hexcel Supplier Code of Conduct. This Code mandates that such suppliers adhere to and implement management processes ensuring compliance with various ethical and regulatory topics. We require our suppliers to promptly notify Hexcel of any breaches of the Code’s provisions. Ethics & Compliance, pages 38 – 40 Supply Chain Management, pages 41 – 42

About This Report & Forward-Looking Statements

Certain statements contained in this report constitute “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Such statements that are not of historical fact constitute “forward-looking statements” and accordingly, involve estimates, assumptions, judgments and uncertainties.

There are a number of factors that could cause actual results or outcomes to differ materially from those addressed in the forward-looking statements. Such factors are detailed in the Forward-Looking Statements and Risk Factors sections of the Company’s Annual Report on Form 10-K for the fiscal year ended December 31, 2024, filed with the Securities and Exchange Commission. We do not undertake an obligation to update our forward-looking statements to reflect future events.

End Notes

- 1 Hexcel's responsible sourcing strategy targets critical direct materials suppliers, as these suppliers are integral to ensuring sustainable and reliable supply. We define our critical direct materials suppliers as our top 50 direct materials suppliers, representing over 75% of our direct materials spend. (Pages 8, 41)
- 2 Achieved by lightweighting aircraft and other forms of transportation. Based on internal research. (Page 15)
- 3 Includes, but is not limited to, distributors, sales or purchasing agents, lobbyists, joint venture partners and sales consultants. (Page 40)
- 4 In 2024, 100% of new contracts and POs with critical direct material suppliers included sustainability clauses. We also enforce the sustainability requirements within our Supplier Code of Conduct for all legacy contracts (Page 41, 42)
- 5 Information is based on the Company's available data as of year-end for each designated year, and internal methodologies for data collection and calculation, informed by industry standards and practices, including GHG Protocols, CDP and/or TCFD where applicable. We believe the information and metrics are reasonable and generally consistent with current industry practices and requirements, but they have not been externally reviewed or audited. Methodologies and assumptions may change over time as new information becomes available and as standards evolve and we reserve the right to update this data as needed. While we strive to ensure the consistency, accuracy and completeness of the data presented, there may be limitations due to the evolving nature of sustainability measurement and reporting standards as well as differences across the Company's various geographies and facility locations. (Page 45)
- 6 Environmental data excludes headquarters, sales and satellite offices. (Page 45)