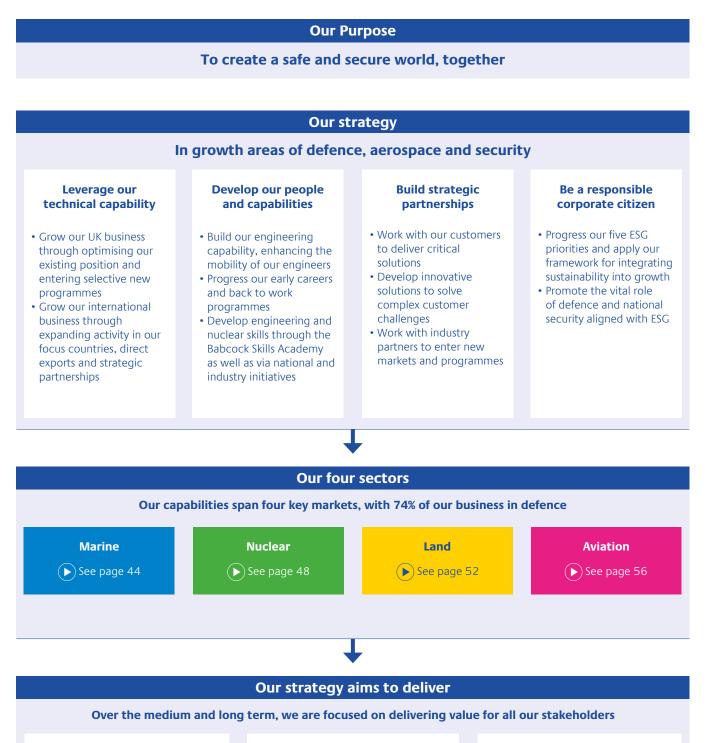
Creating a safe and secure world, together



Improved outcomes for our customers A better place to work Returns for our shareholders



Our growth strategy in action

We have a sustainable growth strategy. In the UK, where we have a strong position, we are optimising our existing positions and bidding selectively for new programmes.

Internationally, we are expanding our footprint in, and from, our focus countries. We are also developing our exports from the UK, particularly in our Marine sector. And finally, we are forming alliances with strong partners who see value in working with us and who understand the markets we're entering.



Optimise position: Case study – DSG extension The MOD has notified us of its intention to exercise up to five option years on our current contract to deliver equipment and support to over 30,000 British Army vehicles. The transition activity will result in better outcomes for all stakeholders.



Selective new programmes: Case study – MRSS

The MOD has begun the first, or concept, phase of a programme to develop Multi Role Support Ships (MRSS), extremely versatile warships which will replace the Royal Navy's current amphibious flagships and support vessels.



Expansion in focus countries: Case study – Belgium military air Babcock France is bidding on a contract to support the training of Belgium's military fighter pilots. We already support training for French military pilots and the two air forces have historically worked closely together.



Direct exports: Case study – Polish frigate programme

The Transfer of Knowledge and Technology (TOKAT) framework agreement between Babcock and Poland's PGZ-Miecznik consortium is providing opportunities for us to forge closer ties with our Polish partners.



Strategic partnership: Case study – HII

In 2023 we entered into a strategic agreement with Huntington Ingalls Industries (HII) to collaborate on naval and civil nuclear decommissioning and construction opportunities in both the UK and US.