

**Rolls-Royce – Submarines**  
**Vulcan Business Operations Update: January 2026**

Rolls-Royce puts safety first and as such I'm pleased to confirm we have experienced no incidents of note since my last update to the group. Recent hazardous weather conditions have created challenges for the site team, but these have been well managed with only minimal impacts to site operations.

There have been no material changes to our business priorities since my last update to the group. As per my last input, our primary operational priority is the safe and timely delivery of our current programmes in support of the Ministry of Defence (MOD) and the Submarines Enterprise. Rolls-Royce also continues to provide support to MOD in reviewing the process, operating model and indicative schedule options for the potential transfer of the Vulcan site decommissioning accountabilities to the Nuclear Decommissioning Authority (NDA) once MOD foresees no further requirement for the site in support of UK Defence. The mix of skills and capabilities at Vulcan is unique within the Submarines Enterprise, so in this context Rolls-Royce also continues to review what role the Vulcan team, and the skills and capabilities vested within it, can play in Rolls-Royce's response to the significant level of change and growth within UK (Defence and Civil) nuclear, both at the Vulcan site whilst available to us, and in the longer term.

Our Rolls-Royce apprentice pipelines continues and remains fully populated and we are delighted that the recruitment process for the 2026 intake has recently started. More broadly, overall rates of both absence and attrition within the Rolls-Royce Vulcan team remain low.

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