



TRANSDIGM
GROUP INC.

STAKEHOLDER







REPORT

2025

Published April 2026



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Letter From Our CEO

Dear Readers,

It is a privilege to address you for the first time in our Stakeholder Report as the Chief Executive Officer (“CEO”) of TransDigm. Thank you for your continued trust and support of TransDigm. I took on the role of President and CEO as of October 1, 2025, succeeding Kevin Stein and marking a key milestone in our leadership evolution. This was a thoughtful and well-planned succession, and Kevin and I have worked closely to ensure a smooth transition for our stakeholders. He will remain an advisor to TransDigm to aid in any transition topics through fiscal 2027. Kevin served TransDigm with dedication for more than a decade, and I want to thank him on behalf of the whole company for his vision and steady stewardship.

Fiscal 2025 was an excellent year, and we have much to be proud of as we reflect on our strong operational and financial performance, along with the continued refinements to our sustainability and corporate citizenship programs and initiatives.

Our consistent, value-driven operating strategy remains the foundation of TransDigm’s success. We continue to focus on owning and operating proprietary aerospace businesses with significant aftermarket content. This disciplined and well-proven approach provides resilience across the aerospace cycle. Our long-standing goal is to create long-term, sustainable value for all stakeholders. With a steadfast commitment to quality and customer service, our 55 operating units are at the forefront of delivering that value.

In fiscal 2025, we delivered record financial results, generating net sales of \$8.8 billion and EBITDA As Defined of \$4.8 billion, reflecting growth of 11% and 14%, respectively. These results were driven by our competitive strengths and adherence to our value-driven operating strategy. As we embark on fiscal 2026, we remain focused on our operating methodology, key value drivers, effective cost management and disciplined acquisition strategy.

Our talented and dedicated workforce continues to be our greatest asset. Their focus on safety and innovation enables us to deliver highly engineered products of exceptional quality. We are committed to fostering a workplace where employees feel valued, respected and supported in their growth.

We also continue to strengthen our partnerships within the communities where we operate. We further expanded the Doug Peacock Scholarship Program and other philanthropic initiatives. At both the corporate and operating unit levels, community engagement is important to TransDigm. We are proud to support initiatives like the STEM Center of Excellence at Camp Ledgewood in support of the Girl Scouts of America’s new facility right here in Northeast Ohio. This STEM center offers a wide range of program spaces, providing innovative space for studying science, technology,

engineering, and math (“STEM”). This initiative reflects our commitment to fostering innovation, expanding access to high-quality learning environments and strengthening the communities where we live and work.

In 2025, we made further refinements and achievements in regard to our efficiency initiatives, reinforcing our belief that financial success and responsible operations go hand in hand. We continue to explore ways to reduce our environmental footprint, including our goal to cut absolute Scope 1 and Scope 2 greenhouse gas (“GHG”) emissions by at least 50%. Across our operating units, we are actively working toward this target and enhancing our sustainability efforts.

Throughout 2025, we upheld strong corporate governance and ethical business practices, which are cornerstones of a responsible organization. We continued to advance our cybersecurity program to protect sensitive data and ensure seamless operations, continuously updating our systems and cybersecurity measures to meet evolving standards and threats.

As we moved through 2025, our progress was driven by adaptability, resilience and a continued focus on strategic growth. As we turn our focus to navigating 2026, we are confident in our path forward, anchored by a strong vision, a disciplined strategy and an ongoing commitment to creating lasting value in the communities where we operate.

Thank you to our team, our partners and you, our valued stakeholders, for your continued support. We look forward to another year of delivering world-class products, driving sustainable growth and creating lasting value for all those we serve.



Michael Lisman

CEO



About TransDigm

TransDigm is a leading and trusted provider in the aerospace industry, specializing in the design, production and supply of highly engineered aircraft components essential to the safe and effective operation of nearly all commercial and military aircraft worldwide. Guided by a commitment to innovation and precision engineering, we support the global aviation sector's highest standards of safety, reliability and performance.

Across our 94 U.S. manufacturing facilities, we employ thousands of Americans in the aerospace and defense industry, in addition to thousands of employees at our international sites. Our employees are dedicated to engineering proprietary products that keep the world's commercial airlines operational and provide crucial support to military personnel worldwide.

Today, TransDigm is comprised of 55 independent operating units, each functioning autonomously to develop customized products tailored to meet the unique needs of aircraft operators and manufacturers. While each unit pursues its own specific market strategy, all share a unified commitment to quality, reliability and on-time delivery.

TransDigm's product portfolio spans a wide range of highly-engineered aerospace components for commercial and defense applications, as well as various highly-engineered non-aerospace products. Our operating units design and manufacture products such as aircraft seatbelts and cockpit security systems that safeguard passengers and pilots and parachutes that protect military personnel.

TRANSDIGM IS COMMITTED TO STRENGTHENING THE RESILIENCE OF AVIATION WORLDWIDE THROUGH RELIABLE PRODUCTS THAT KEEP AIRCRAFT OPERATIONAL AND PASSENGERS SAFE.

Through our disciplined operating strategy, we focus on creating long-term value by targeting acquisitions that have the potential to be successful utilizing TransDigm's operating model, enhancing innovation and productivity, introducing cost efficiencies and providing highly engineered, value-added products to customers. This approach fosters long-term customer relationships based on quality, reliability and safety. We maintain a focused acquisition strategy, concentrating on proprietary commercial aerospace component businesses with significant aftermarket content, where we see a clear pathway to value creation. Since our founding in 1993, we have acquired 101 businesses and various product lines. Our steadfast adherence to our operating strategy has enabled TransDigm to sustain consistent financial performance through all phases of the aerospace industry and to deliver private-equity-like returns with the liquidity of a public market.

TRANSDIGM'S PRODUCTS ARE REPRESENTED IN NEARLY EVERY COMMERCIAL AND MILITARY AIRCRAFT IN SERVICE TODAY.





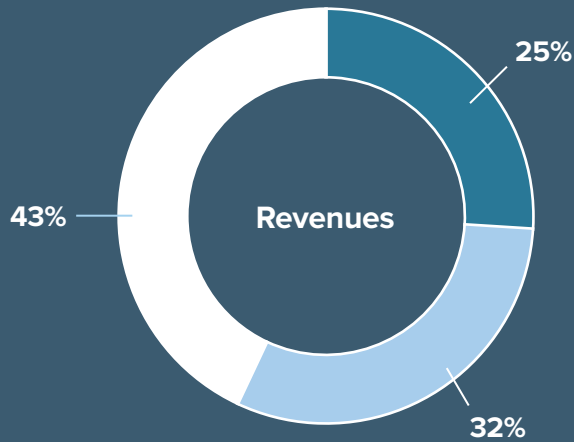
TRANSDIGM AT A GLANCE



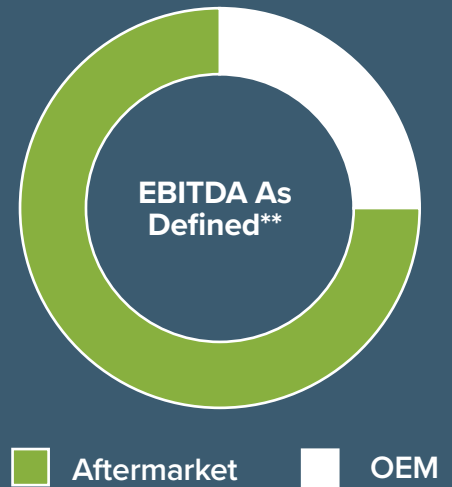
NORTH AMERICAN PRESENCE



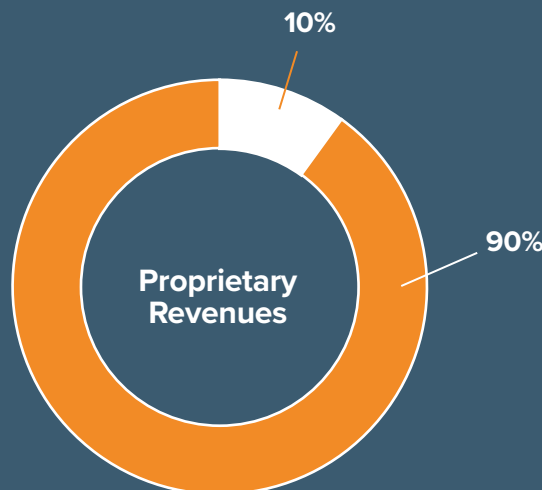
TRANSDIGM BY THE NUMBERS



- Commercial OEM*
- Commercial Aftermarket
- Defense



- Proprietary Products
- Non-proprietary Products



**OEM AND
AFTERMARKET
PRODUCTS
ENSURE
TRANSDIGM'S
STRENGTH
ACROSS THE
FULL AIRCRAFT
LIFECYCLE**

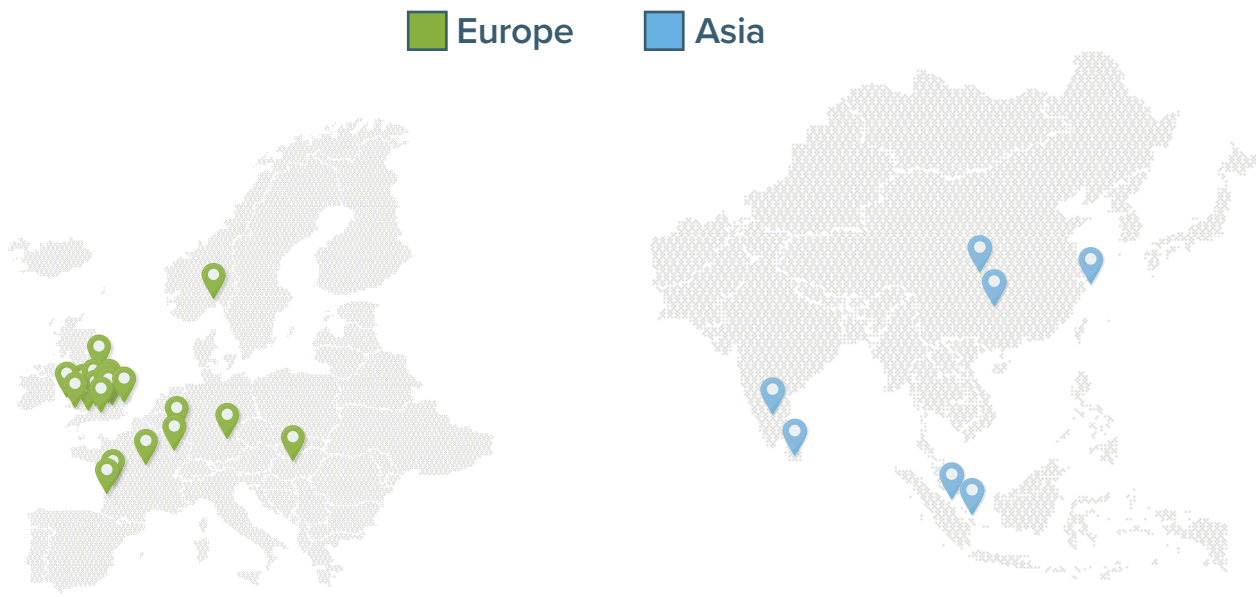
*Original equipment manufacturer ("OEM")

**Earnings before interest, taxes, depreciation and amortization ("EBITDA") as Defined is a non-GAAP financial measure. For a presentation of the most directly comparable GAAP measures and a historical reconciliation of EBITDA As Defined to Net Income, please see the appendix.

EXTENSIVE PRESENCE IN NORTH AMERICA WITH DEEP INVESTMENTS IN THE AMERICAN MANUFACTURING BASE



BROAD U.S. MANUFACTURING FOOTPRINT SUPPLEMENTED BY INTERNATIONAL OPERATING UNITS



PRODUCT OFFERINGS

TransDigm's major offerings include a range of highly-engineered products manufactured by our operating units.



Advanced sensor products



Aircraft, audio, radio and antenna systems



Batteries, chargers and power conditioning systems



Cargo loading, handling and delivery systems



Cockpit security components and systems



Complex testing and instrumentation



Databus and power controls



Electronic components used in the generation and transmission of microwave signals



Engineered and customized interior surfaces and related components



Engineered connectors and elastomer sealing solutions



Engineered latching and locking devices



Engineered rods



High performance hoists, winches and lifting devices



Ignition systems



Lighting and control technology



Mechanical/electro-mechanical actuators and controls



Parachutes



Seatbelts and safety restraints



Specialized AC/DC electric motors and generators



Specialized and advanced cockpit displays



Specialized flight, wind tunnel and jet engine testing services and equipment



Specialized lavatory components



Specialized pumps and valves



Switches and relay panels



2025 Review

Throughout 2025, we remained committed to our proven operating methodology, key value drivers, effective cost management and disciplined acquisition strategy. We concentrate on managing the factors within our control while responding efficiently and effectively to external challenges. Thanks to the dedication of our teams, this fiscal year (“FY”) was marked by strong performance and meaningful accomplishments. Our teams consistently provide high-quality products and services to customers worldwide, while also delivering exceptional operational performance.

In FY 2025, TransDigm continued to achieve steady, long-term growth in sales and improvements in operating performance. In FY 2025, we generated net sales of \$8.8 billion and EBITDA As Defined of \$4.8 billion, representing 11% and 14% growth, respectively. Additionally, during our FY 2025, and continuing into early October 2025, we deployed approximately \$0.9 billion of capital, as we acquired two proprietary aerospace businesses – Servotronics and Simmonds Precision Products. In addition to deploying capital for accretive acquisitions in FY 2025, we returned significant value to our shareholders through two special dividends. We are continuously assessing our capital allocation opportunities, and we are very pleased to return this capital to our shareholders.

In FY 2025, demand for air travel remained strong both domestically and internationally. Commercial aftermarket sales increased in FY 2025 compared to FY 2024 primarily due to the overall demand for air travel resulting in higher flight hours and utilization of passenger and freight aircraft as global air traffic continues to surpass pre-pandemic levels.

Consistent with prior years, our FY 2025 shipments were a function of, among other things, the estimated 2025 and

2026 commercial aircraft production rates for Boeing and Airbus. Airline demand for new aircraft remains high and the OEMs are working to increase aircraft production. However, aircraft production rates remain well below pre-pandemic levels as the struggles in the OEM supply chain and labor challenges persist, though progress continues to be made in the build rates. For FY 2025, the impact across TransDigm’s operating units was uneven and varied, resulting in consolidated commercial OEM sales decreasing compared to FY 2024.

Defense sales in FY 2025 increased compared to FY 2024 primarily due to continued U.S. Government defense spend outlays. For a variety of reasons, the military spending outlook is very uncertain, though recent DOD budgets have trended upwards due to recent geopolitical challenge and conflicts, and current military modernization efforts.

ALONGSIDE DELIVERING STRONG FINANCIAL AND OPERATIONAL RESULTS, WE REMAINED COMMITTED THROUGHOUT THE PAST YEAR TO MINIMIZING OUR ENVIRONMENTAL IMPACT, FOSTERING A STRONG AND COMPETENT WORKFORCE AND UPHOLDING OUR RESPONSIBILITY TO OPERATE WITH INTEGRITY ACROSS EVERY ASPECT OF OUR BUSINESS.

FY 2024 AND FY 2025 FINANCIAL AND OPERATIONAL HIGHLIGHTS

	2024	2025
Revenue	\$7.9B	\$8.8B
% Generated by Aftermarket Sales	55%	55%
EBITDA As Defined*	\$4.2B	\$4.8B
Total Enterprise Value	\$99B**	\$108B***
Total Assets	\$25.6B	\$22.9B
5-Year Total Shareholder Return	~191%	~223%

*EBITDA As Defined is a non-GAAP financial measure. For a presentation of the most directly comparable GAAP measures and a historical reconciliation of EBITDA As Defined to Net Income, please see the appendix.

**The total enterprise value was calculated as of 1/31/2025.

***The total enterprise value was calculated as of 1/31/2026.



STRATEGIC MERGERS AND ACQUISITIONS UPDATE

Mergers and acquisitions (“M&A”) continue to play a pivotal role in our operating strategy, as we actively pursue opportunities that align with our criteria - proprietary aerospace businesses with significant aftermarket content and create long-term value for our stakeholders.

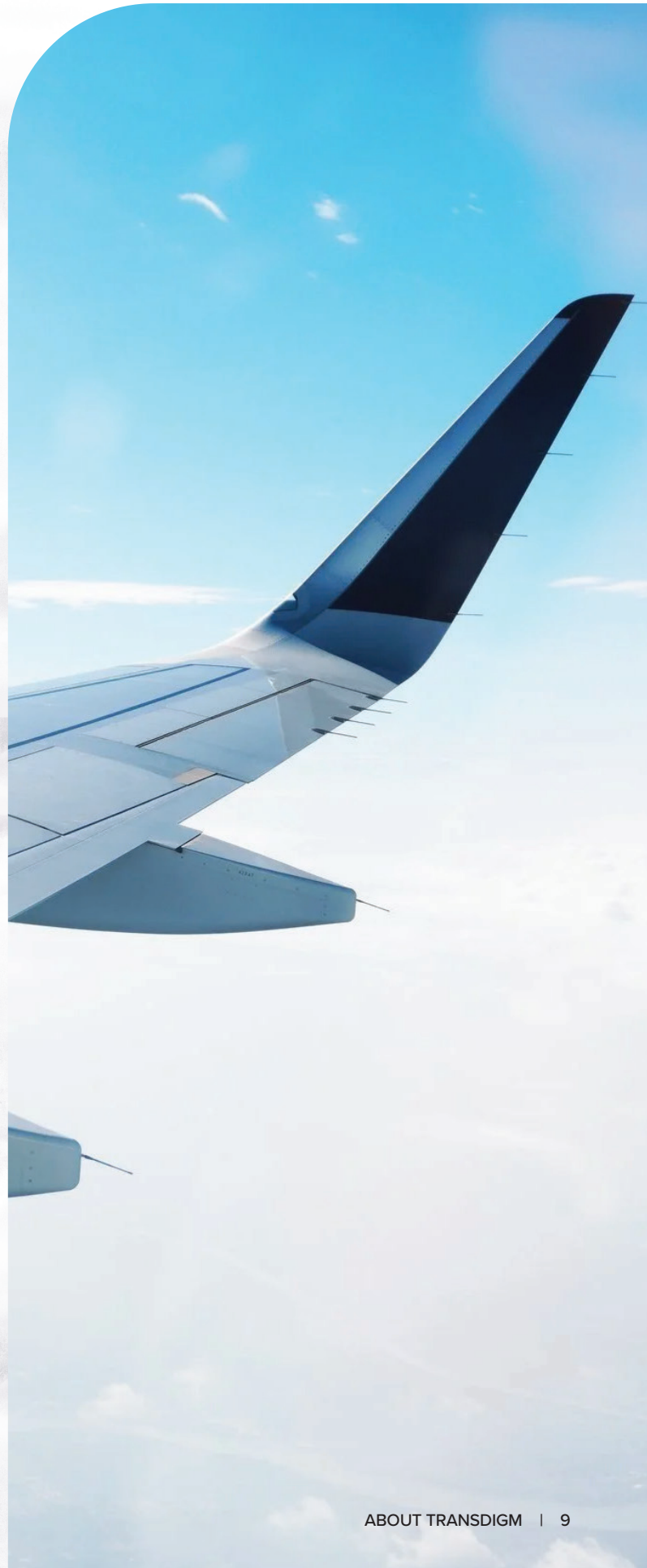
In July 2025, we completed the acquisition of Servotronics, Inc. (“Servotronics”) at a purchase price of \$47.00 per Servotronics share in cash at closing for a total purchase price of approximately \$133 million. Servotronics is a leading global designer and manufacturer of servo controls and other advanced technology components for aerospace and defense applications. Servotronics’ products have a strong presence across major aerospace and defense platforms and significant aftermarket content. Servotronics’ revenues are primarily derived from the commercial aerospace end market and nearly all revenue is generated from proprietary products. Servotronics is headquartered in Elma, New York.

In October 2025, TransDigm completed the acquisition of Simmonds Precision Products, Inc. (“Simmonds”) for approximately \$765 million in cash. Simmonds, headquartered in Vergennes, Vermont, is a leading global designer and manufacturer of fuel & proximity sensing and structural health monitoring solutions for the aerospace and defense end markets. The Simmonds products are highly engineered, proprietary components with significant aftermarket content and a strong presence across major aerospace and defense platforms. Approximately 40% of Simmonds’ revenue is derived from the aftermarket and nearly all of its revenue is generated from proprietary products.

In December 2025, we announced TransDigm had entered into a definitive agreement to acquire Stellant Systems, Inc. (“Stellant”) for approximately \$960 million in cash. Stellant is a leading global designer and manufacturer of high-power electronic components and subsystems serving the aerospace and defense end market.

In April 2026, TransDigm completed the acquisition of Jet Parts Engineering (“JPE”) and Victor Sierra Aviation Holdings (“VSA”) for approximately \$2.2 billion in cash. JPE is a leading independent designer and manufacturer of aerospace aftermarket solutions, primarily proprietary OEM-alternative parts and repairs. VSA is a leading designer, manufacturer and distributor of proprietary PMA and other aftermarket parts serving the commercial aerospace end market – primarily the general aviation and business aviation sectors.

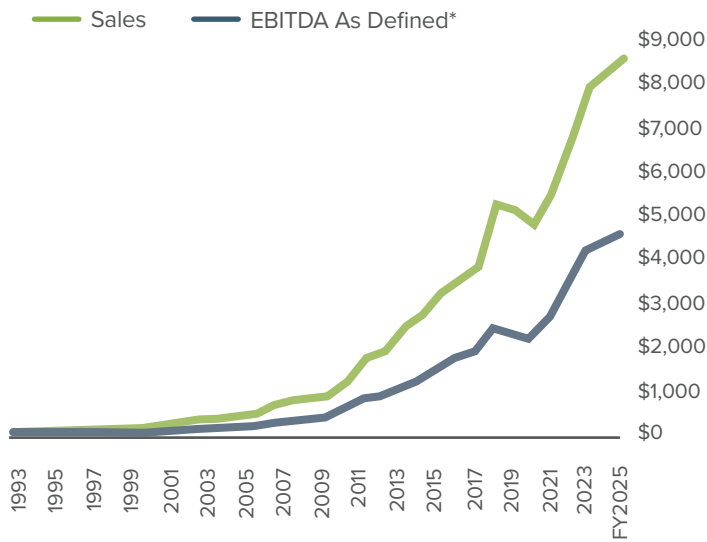
The integration of each completed acquisition has progressed well under the leadership of one of our experienced TransDigm executive vice presidents (“EVP”). We remain focused on identifying and integrating businesses that meet our criteria and create long-term value for our stakeholders.





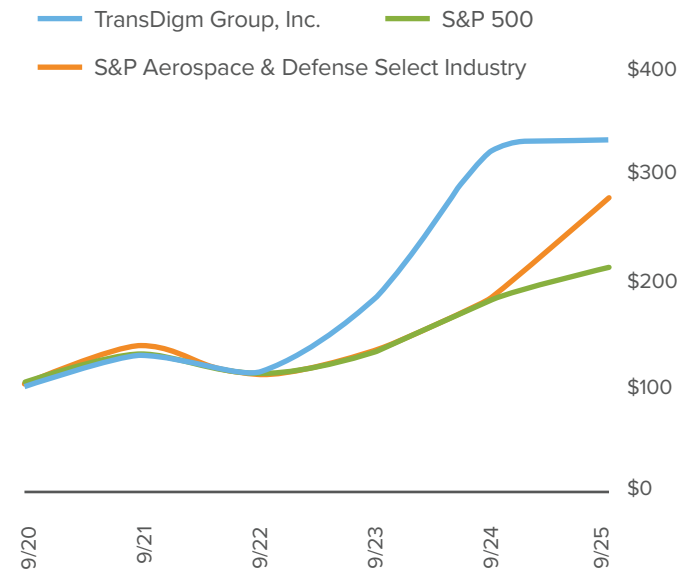
UNPARALLELED TRACK RECORD OF CONSISTENT GROWTH

Sales and EBITDA As Defined (in millions)



Comparison of 5 Year Cumulative Total Return**

Among TransDigm Group Inc, the S&P 500 Index and the S&P Aerospace & Defense Select Industry Index



*EBITDA As Defined is a non-GAAP financial measure. For a presentation of the most directly comparable GAAP measures and a historical reconciliation of EBITDA As Defined to Net Income, please see the appendix.

**\$100 invested on 9/30/20 in stock or index, including reinvestment of dividends. FY ending September 30. Copyright© 2025 Standard & Poor's, a division of S&P Global. All rights reserved.



Our Commitment to Sustainability

COMMITMENT TO SUSTAINABILITY PRIORITIES AND VALUES

Our commitment to creating long-term shareholder value is matched by our dedication to supporting our employees, communities and the environment. This commitment is guided by oversight from our Nominating & Corporate Governance Committee, which supervises our efficiency and sustainability initiatives to ensure alignment with our broader vision. Each year, the Committee conducts a comprehensive assessment of TransDigm's enterprise risks, including those related to environmental risk management.

We maintain open and ongoing dialogue with stakeholders throughout the year, gathering perspectives on a variety of issues, such as Company performance, strategic direction, governance, executive compensation and sustainability-related opportunities and challenges. These insights, combined with our annual risk assessment, inform and strengthen our overall sustainability strategy.

Feedback from these engagements is carefully considered as we review and enhance our practices and disclosures, with key insights shared with the Board as appropriate.

Further details regarding our shareholder engagement program and shareholder outreach conducted in 2025 can be found in the [2026 Proxy Statement](#) dated January 23, 2026.





CORPORATE INITIATIVE HIGHLIGHTS

In 2025, we advanced our commitment to environmental responsibility, human capital development, and community engagement through a range of initiatives described below. Looking ahead, we remain focused on implementing initiatives that drive long-term value for all stakeholders.



Continuing to **support programs at Cleveland State University** to advance education and innovation including the establishment of the TransDigm Group Manufacturing Training Laboratory



Supporting STEM education through our multi-year commitment of financial support to the Girl Scouts of Northeast Ohio Vivian von Gruenigen **STEM Center of Excellence**



Progressing toward our commitment of a **50% reduction in Scope 1 and Scope 2 emissions** through energy efficiency initiatives and other actions



Under the Doug Peacock Scholarship Program, committing to award **~2,600 scholarships** by 2028



Continued partnership with the **Cleveland Clinic to support Vision First**, a community outreach program that provides free vision screenings



Completing **2025 enterprise-wide GHG inventory** for Scope 1 and Scope 2 emissions, along with enterprise-wide aggregation of water consumption



As a global organization operating **136 manufacturing facilities worldwide**, we take our corporate responsibility seriously. In 2025, we continued to make efforts toward our goal of becoming a more sustainable and responsible company.



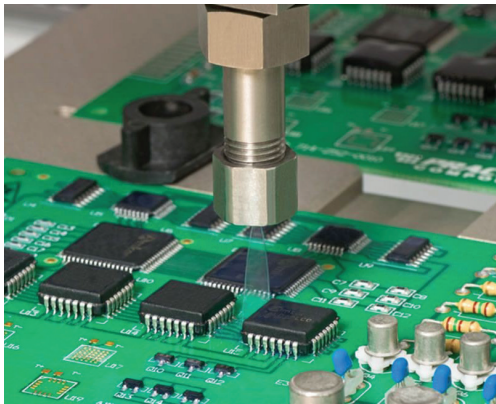
Continuing to fund a **STEM-focused TransDigm Group Learning Center** at the Great Lakes Science Center that brings programming to youth in Cleveland



PRODUCT HIGHLIGHTS – EFFICIENCY INITIATIVES

Making Products More Efficient

PALOMAR



UV-CURE COATING SYSTEM

Palomar transitioned from a traditional solvent-based conformal coating (HumiSeal 1A33) to a UV-cure coating system (MacDermid Alpha UVCL). This has substantially reduced the environmental footprint of Palomar’s manufacturing process. The UVCL coating is formulated without volatile organic compounds (“VOCs”), eliminating solvent emissions that contribute to air pollution, smog formation, and hazardous air pollutants. This change reduces regulatory burden, lowers worker exposure to harmful solvents, and decreases the generation of flammable and hazardous chemical waste, supporting a safer and more responsible operation.

In addition, the UV-cure process enables rapid curing without solvent evaporation, improving material efficiency and reducing overall environmental impact. Estimated VOC reduction is 180 pounds per year.

SCHNELLER



NEXTGEN NON-TEXTILE FLOORING

NextGen Non-Textile Flooring (“NTF”) is a lightweight, integrated aircraft flooring system designed to support durability and safety in high-traffic cabin environments. At 24% lower weight than comparable flooring systems, NextGen NTF helps reduce installed aircraft weight while maintaining structural performance.

Designed for use in lavatories, galleys, and entryways, the system supports demanding cabin environments where durability and safety are critical. Its reinforced construction improves resistance to subfloor telegraphing while delivering enhanced slip resistance in both dry and wet conditions, providing airlines and cabin integrators with a sustainable, durable flooring solution engineered to support long service life and safe cabin operation.



Governance and Responsible Business Practices

CORPORATE GOVERNANCE

TransDigm’s independent and experienced Board plays a vital role in guiding management and shaping our strategic direction. TransDigm’s Board provides oversight and guidance to the CEO and senior management to ensure operations are effective, ethical and aligned with the long-term interests of shareholders. Our directors are committed to the highest standards of responsibility and integrity, fostering a culture that supports sustainable business success.

The Board believes that maintaining separate Chair and CEO roles enhances its ability to serve shareholders and ensures effective oversight of management. This structure allows the CEO to focus on day-to-day operations, while the Chair contributes expertise in capital allocation, acquisitions and strategic vision—promoting accountability and a strong organizational culture.

We regularly evaluate the composition of our Board to ensure a well-rounded balance of expertise and perspectives. The collective skills and experiences of our directors are critical to our continued success. Each year, the Board and its committees—including the Audit, Compensation and Nominating & Corporate Governance Committees—undertake self-assessments to identify opportunities for improvement and proactively address any governance gaps and emerging governance issues.

Our key governance documents, including our Corporate Governance Guidelines, are readily accessible at www.transdigm.com/investor-relations/corporate-governance.

KEY GOVERNANCE ELEMENTS

- **ACTION**
by written consent
- **SEPARATE**
Chairman and CEO roles
- **DIRECTORS**
stand for annual election
- **PROXY ACCESS**
for qualifying shareholders
- **STRONG BOARD INDEPENDENCE**
8 of 10 independent directors
- **LEAD INDEPENDENT DIRECTOR**
appointed in 2023
- **SHAREHOLDER RIGHT**
to call a special meeting





COMMITTEE RESPONSIBILITIES

Audit Committee

The Audit Committee oversees issues regarding accounting and financial reporting processes and audits of TransDigm’s financial statements; assists the Board in monitoring the integrity of TransDigm’s financial statements, compliance with legal and regulatory requirements, independent auditor’s qualifications, and independence and the performance of TransDigm’s internal audit function and independent auditors; is responsible for the appointment, compensation, retention, termination, and oversight of the work of TransDigm’s independent auditors; and provides a forum for consideration of matters relating to audit issues, enterprise risk management, and cybersecurity. In 2025, the Audit Committee met 8 times to carry out these responsibilities.

Compensation Committee

The Compensation Committee discharges the Board’s responsibilities relating to compensation of TransDigm executives and directors; oversees TransDigm’s compensation and employee benefit plans and practices; and has sole discretion concerning administration of TransDigm’s stock option plans, including selection of individuals to receive awards, types of awards, the terms and conditions of the awards, and the time at which awards will be granted, other than awards to directors, which are approved by the full Board. To the extent permitted under NYSE listing standards and applicable law, the Compensation Committee may delegate its power and authority as it deems appropriate to subcommittees of no fewer than two members that it may form from time to time. The Compensation Committee may

also delegate certain of its authority pursuant to the terms of TransDigm’s stock option plans to one or more officers or other employees of TransDigm, subject to NYSE listing standards, applicable law, and the terms of such plans. In 2025, the Compensation Committee met 7 times to fulfill its responsibilities.

Nominating & Corporate Governance Committee

The Nominating and Corporate Governance Committee’s duties and responsibilities include overseeing and assisting the Board in identifying and recommending nominees for election as directors; recommending to the Board qualifications for committee membership, structure, and operation; recommending to the Board directors to serve on each committee; developing and recommending to the Board corporate governance policies and procedures; providing oversight with respect to corporate governance; leading the Board in its annual performance review of the Board and management; overseeing TransDigm’s succession planning; and overseeing TransDigm’s sustainability and corporate citizenship initiatives. In 2025, the Nominating & Corporate Governance Committee met 5 times to carry out these duties. For more details on TransDigm’s environmental and climate-related risk oversight, please refer to page 20.

For more detailed information on TransDigm’s committee functions and responsibilities, please refer to our Committee Charters, available at <https://www.transdigm.com/investor-relations/corporate-governance/>.

Areas of Board and Committee Oversight in 2025

	Audit Committee	Compensation Committee	Nominating & Corporate Governance Committee	Full Board of Directors
Corporate Strategy				●
Enterprise Risk Management	●			●
Cybersecurity	●			●
Legal and Regulatory Compliance	●			●
Sustainability and Corporate Citizenship			●	●
Community Engagement			●	●
Succession Planning		●	●	●
Human Capital Management		●	●	●
Corporate Governance			●	●



Corporate Governance Policies and Practices

TransDigm’s governance framework is designed to foster principled actions, informed and effective decision-making and appropriate compliance and performance monitoring. Key elements of our governance framework include:

✓ SEPARATION OF CHAIRMAN AND CEO ROLES

We have a separate Chairman and CEO.

✓ LEAD INDEPENDENT DIRECTOR

We appointed a Lead Independent Director in 2023 to further align with market best practices.

✓ OVERBOARDING POLICY

Directors may be on a total of three public boards (total of two boards for TransDigm NEOs) inclusive of TransDigm.

✓ RETIREMENT POLICY

Directors are required to retire from the Board when they reach age 75, subject to waiver by the Board.

✓ ANNUAL DIRECTOR ELECTIONS

All directors are elected annually for a one-year term.

✓ PROXY ACCESS

Up to 20 shareholders owning at least 3% of outstanding common stock continuously for three years may nominate the greater of two directors or 20% of the Board seats.

✓ PROHIBITIONS ON HEDGING, PLEDGING AND SHORT SELLING

We prohibit short sales, transactions in derivatives, hedging and pledging of TransDigm securities by all directors, officers and employees.

✓ STOCK OWNERSHIP GUIDELINES

We have robust equity ownership guidelines for our directors, officers and management employees, including six times salary for CEO and three times salary for the other NEOs.

✓ SUCCESSION PLANNING

Our Board regularly reviews executive succession planning.

✓ ANNUAL BOARD AND COMMITTEE SELF-EVALUATIONS

Our Board and Committees conduct annual performance self-evaluations to assess Board performance.





BUSINESS ETHICS

At TransDigm, honesty, integrity and ethical conduct are the foundation of our culture and guide everything we do. These principles are embraced across the organization—from the Board and senior leadership to every team member in our operating units. Managers and supervisors play a central role by modeling high standards and equipping employees with training, education and resources that reinforce our commitment to ethics. We also regularly review and update our ethics program to ensure it reflects best practices and continues to support a culture of responsibility.

Our corporate governance documents are accessible on our website at <https://www.transdigm.com> and copies are available upon request at no charge by writing to TransDigm Group Incorporated, 1350 Euclid Avenue, Suite 1600, Cleveland, Ohio, 44115. We also plan to disclose any amendments or waivers related to our Code of Business Conduct and Ethics for directors and executive officers on our website, as required by SEC regulations.

Code of Business Conduct and Ethics

We maintain a comprehensive [Code of Business Conduct and Ethics](#) that serves as a guiding framework for all team members, regardless of position. Reviewed annually and updated as necessary, with oversight and approval from the Audit Committee, this Code sets clear expectations for conducting business legally and ethically. It covers essential areas such as conflict of interest, international trade compliance, asset protection, corporate opportunities, fair dealing, confidentiality, human rights and the reporting of illegal or unethical actions.

Our Code explicitly prohibits offering, accepting or soliciting bribes in any form, whether directly or indirectly. It also restricts the use of TransDigm funds for political contributions, barring the Company from supporting or opposing political parties or candidates, as well as reimbursing employees or others for similar donations. Furthermore, the Code affirms our commitment to fundamental human rights, strictly prohibiting human trafficking, child labor, forced labor or any form of slavery within our business practices.

Code of Ethics for Senior Financial Officers

We uphold a specific [Code of Ethics for Senior Financial Officers](#) that sets clear ethical standards for our financial leadership, including the President and CEO, co-Chief Operating Officers, Chief Financial Officer, Corporate Controller, Vice Presidents of Finance, Treasurer, Group Controllers, Director of Internal Audit and General Counsel, as well as operating unit presidents. This Code defines the principles and responsibilities guiding their professional and ethical conduct.

Only the Audit Committee or the Board may grant a waiver to this Code for a senior financial officer and any such waiver or amendment will be promptly disclosed as required by applicable rules or regulations. No waivers or amendments were issued in 2025.





Whistleblower Policy

TransDigm fosters a culture of transparency and open communication, encouraging employees to report any concerns or suspected misconduct that may negatively impact TransDigm, its customers, shareholders, employees or the public. Our [Whistleblower Policy](#) is evaluated annually and was last reviewed in July 2025.

Our policy protects employees from retaliation when they report potential misconduct in good faith. To support this, we provide a 24-hour Ethics Whistleblower Hotline with online and phone reporting options, ensuring confidentiality and, where permitted by law, anonymity. The hotline is actively promoted across our operating units, and employee awareness is reinforced through both in-person and virtual training. Further information can also be found in our [Code of Business Conduct and Ethics](#).

In support of our commitment to ethical conduct, our policy establishes clear procedures for reporting, investigating, and addressing suspected wrongdoing. All reports are promptly reviewed by TransDigm's compliance and legal teams, with the Audit Committee notified of any significant findings, particularly those involving financial misconduct. For accounting- or audit-related concerns, employees may also submit anonymous reports through our independent third-party service, Convercent, ensuring the highest level of confidentiality.

The Audit Committee oversees the administration of this policy, working closely with the General Counsel and internal audit team to ensure consistent and fair handling of all matters. Regular summaries of reported issues are reviewed by the Audit Committee, which determines and implements corrective or disciplinary actions as appropriate following thorough investigation.

Ethics Training

Our commitment to ethical conduct is reinforced through a comprehensive training and education program that equips employees with the knowledge and resources needed to uphold the highest standards of integrity.

Each year, employees in outward-facing roles participate in ethics training, including in-person sessions for our sales, operations, and finance teams. We also provide targeted training for intermediaries, covering anti-bribery, anti-corruption, and trade compliance. In addition, state-required sexual harassment prevention training is conducted across our operating units to ensure all employees understand their responsibility in fostering a respectful workplace. To further safeguard against misconduct, we conduct regular anti-corruption and fraud audits and provide semi-annual compliance reports to the Audit Committee.

Region-specific trade compliance training is delivered in person to employees engaged in import/export activities, with sessions typically held in the U.S. and Europe. Webinars are also used to support consistent compliance with government regulations, particularly for operating units involved in government contracts. We continually evaluate the effectiveness of our training programs and identify employees with frequent third-party interactions to deliver additional targeted instruction.

TransDigm is equally committed to upholding fundamental human rights. Our [Combating Trafficking in Persons Policy](#) strictly prohibits employees, consultants, and suppliers from engaging in, supporting, or benefiting from human trafficking. We condemn all forms of forced labor or degrading treatment and are committed to maintaining safe working conditions. Any violations must be reported immediately through our 24-hour Ethics Whistleblower Hotline, Group Controllers, or Chief Financial Officer.





EXECUTIVE COMPENSATION

Our executive compensation program, approved by the Board’s Compensation Committee, is built on clear policies and principles designed to reward performance aligned with TransDigm’s long-term strategic goals and stakeholder interests. The Compensation Committee regularly reviews the program to determine if adjustments are warranted and to reflect evolving shareholder priorities and ensure continued alignment with shareholders and peers.

The Compensation Committee is composed entirely of independent directors who exercise informed business judgment in making executive pay decisions. Their determinations draw on the expertise of committee members, advice from an independent compensation consultant, input from other directors, recommendations from the CEO (excluding his own compensation) and feedback from management and shareholders.

A comprehensive overview of our executive compensation program is available in our [2026 Proxy Statement](#), dated January 23, 2026.

Executive Compensation Policies and Practices

We are committed to sound executive compensation policies and practices, as highlighted below.

Equity compensation limited to performance-based options

Our stock option plans do not authorize the issuance of any full value awards, such as stock, restricted stock or other stock-based units. Our option program relies on performance-vested options with robust performance criteria; we do not issue time-vested options.

Prohibition on hedging, pledging and short sales

We prohibit hedging, pledging, transactions in derivatives and short sales in TransDigm securities by all employees and directors, including our named executive officers.

Equity ownership guidelines

We have robust equity ownership guidelines for all of our option holders, including our named executive officers.

Annual compensation risk assessment

The Compensation Committee conducts an annual risk assessment of our compensation program.

Independent compensation consultant

The Compensation Committee directly retains an independent compensation consultant.

Double-trigger change in control

We have double-trigger change in control provisions for our stock option grants.

No repricing

We do not allow repricing of stock options without shareholder approval.

No tax gross-ups

We do not provide for gross-ups of taxes, including in the event of a change in control or under Section 409A.

No evergreen employment contracts

Executive employment agreements do not contain automatic renewal provisions.

WHAT WE
DO

WHAT WE
DON'T
DO



RISK MANAGEMENT

TransDigm conducts a comprehensive annual risk assessment to identify and prioritize risks specific to our business, including strategic, operational, legal, regulatory, financial and general business risks. Each year, our executive officers review material risks and potential mitigation strategies, which are then summarized and presented to the Board annually for discussion. This process ensures that risk evaluation and mitigation are fully integrated into our broader enterprise risk management framework.

Beyond the annual review, executive officers regularly brief the Board on critical topics such as litigation, compliance, acquisitions, environmental matters, corporate citizenship and other emerging risks. To safeguard our business, we also employ risk transfer mechanisms, including insurance, disaster recovery plans and business continuity programs. These measures reflect our commitment to protecting shareholder interests, maintaining operational integrity and supporting long-term value creation.

The Board works closely with management to proactively assess and address risk across the company. While management oversees day-to-day risk management, the Board and its committees provide oversight into their respective areas. The Audit Committee has primary responsibility for the Enterprise Risk Management (“ERM”) program, which includes identifying, assessing, monitoring and mitigating significant business risks. The Compensation Committee oversees risks related to executive compensation, ensuring programs do not encourage excessive risk-taking and remain aligned with the creation of sustainable shareholder value.

Environmental and Climate Risk Strategy

We regularly evaluate current and emerging sustainability risks across short-, medium- and long-term horizons. Because our operations are light manufacturing and not emissions intensive, our Scope 1 and Scope 2 emissions are relatively low compared to many peers in the aerospace and defense sector. Accordingly, we do not anticipate significant adverse impacts from tightening carbon regulations.

Our diversified product portfolio—spanning hundreds of thousands of components—further mitigates risk by reducing reliance on any single supplier or group that may be more vulnerable to climate-related or sustainability pressures. Even so, we closely track regulatory developments that could materially influence air travel and, by extension, our business. At the same time, we continue to explore opportunities to reduce energy and water use, as well as emissions, through efficiency initiatives and other measures that strengthen our ability to manage climate-related risks.





DATA AND INFORMATION SECURITY

At TransDigm, we have a robust and established risk-based cybersecurity and information security program designed to assess, identify, and manage material risks from cybersecurity threats. Our cybersecurity risk management process includes policies that specify the requirements for technical security controls, monitoring systems, tools and services from third-party providers, and employee training and awareness. Our cybersecurity risk management process also includes regular independent audits across our operating units.

The multi-layered framework on which our cybersecurity and information security program is built incorporates cybersecurity standards and certain requirements of the National Institute of Standards and Technology (“NIST”) Special Publication 800-171—Protecting Controlled Unclassified Information in Non-Federal Systems and Organizations—along with other legal and regulatory requirements. We use NIST and other cybersecurity standards as a guide to help us identify, assess, and manage cybersecurity risks relevant to our business.

Our cybersecurity and information security program is led by the Company’s Vice President of Cybersecurity (“VPoC”) who reports to our Chief Financial Officer. Our VPoC has served as a technology leader of cybersecurity, information security, infrastructure, and operational functions for over 35 years. The VPoC is supported by the Incident Response Team (“IRT”), a management committee made up of the co-Chief

Operating Officers, Chief Financial Officer, and executives in legal, finance, IT, and audit. The IRT supports the VPoC in assessing and managing risks from cybersecurity threats and in the event of a cybersecurity incident, provides oversight and leadership with respect to incident response.

As adopted by our businesses, which has been overseen by our corporate executive team, we have a cybersecurity incident response plan that outlines our policies and procedures to identify, respond to, and recover from cybersecurity threats and cybersecurity incidents. Our businesses are required to conduct regular exercises of their incident response plan as part of our program.

The Board oversees our ERM program and has delegated the primary responsibility for its oversight, which includes oversight of cybersecurity risk, to the Audit Committee. The Audit Committee is informed of material risks from cybersecurity threats through regular discussion with management regarding cybersecurity risk mitigation and cybersecurity incident management. Executive management, including our VPoC, regularly presents to the Audit Committee regarding cybersecurity matters, including program updates, key metrics, and developments.

In the event of a potentially material cybersecurity incident, as determined by the VPoC with support from legal, as needed, the IRT is notified through an established escalation protocol. The Chair of the Audit Committee is also notified and briefed, and meetings of the Audit Committee and/or full Board would be held as appropriate. We maintain a relationship with third-party forensic vendor(s) available for incident response and investigation. Additionally, we maintain cybersecurity insurance.

KEY REQUIREMENTS IN OUR CYBERSECURITY FRAMEWORK

TRAINING AND AWARENESS

We conduct regular training sessions for all employees on topics like insider threats and cybersecurity, alongside quarterly phishing exercises to maintain vigilance.

TECHNOLOGY INVESTMENT

Our multi-layered cybersecurity defenses include a variety of proactive measures and strategies to safeguard both our data and our customers’ information. We prioritize rapid response to incidents or findings based on their criticality and associated risks.

THIRD-PARTY ASSESSMENTS

We conduct independent penetration tests at least annually and mandate timely remediation of identified issues, prioritized by criticality and risk level.

INCIDENT RESPONSE PLANS

Our comprehensive incident response plan, adopted across all business units and overseen by the corporate executive team, outlines procedures for effectively managing cybersecurity incidents on a global scale. This includes encrypted backups, quarterly recovery testing and continuity planning.

We are dedicated to safeguarding both our data and our customers’ information. TransDigm’s publicly available [Privacy Policy](#) provides transparency on how customer information is collected and used, along with other details of our privacy practices.



RESPONSIBLE SUPPLY CHAIN

The integrity of our supply chain is essential, and we hold our suppliers to the same high standards that we uphold for ourselves. We rigorously evaluate and qualify new suppliers to ensure alignment with our values and ethical standards, extending the principles of our Code of Business Conduct and Ethics across our supplier network.

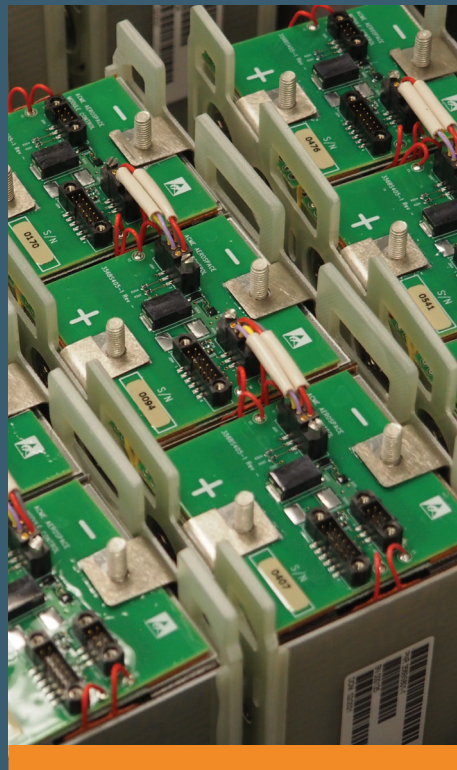
In line with our [Conflict Minerals Policy*](#), we are committed to complying with regulations surrounding conflict minerals—tin, tungsten, tantalum and gold. We actively participate in global efforts to prevent funding for armed groups involved in conflict and human rights abuses. Through supply chain due diligence, we closely monitor our manufacturing processes and the raw materials and components we source. In support of these commitments, we pledge to:

- Vigilantly work to identify the presence of conflict minerals in our supply chain.
- Establish processes to trace the sources of tin, tungsten, tantalum and gold utilized in our supply chain, whether originating from the Democratic Republic of the Congo and certain adjoining countries or derived from recycled or scrap sources.

- If necessary, conduct supply chain due diligence, adhering to the Organization for Economic Cooperation and Development’s framework or similar standards.
- Ensure that our suppliers are well-informed about SEC reporting requirements pertaining to conflict minerals.

Additionally, we have proactively addressed the risk of human trafficking within our supply chain. TransDigm’s strict [Combatting Trafficking in Persons Policy*](#) prohibits engagement with suppliers involved in, promoting or supporting human trafficking, including unlawful child labor, human slavery or commercial sex acts. Any violation of this policy by a supplier may lead to suspension of payments, termination of services or other necessary actions.

*Our Conflict Minerals Policy and Combatting Trafficking in Persons Policy can be found at www.transdigm.com.





Environmental Responsibility

2025 ENVIRONMENTAL ACHIEVEMENTS AND PROGRESS

 **COLLECTED AND MEASURED COMPLETE GHG INVENTORY**

of Scope 1 and Scope 2 emissions for FY 2025

 **IDENTIFIED POTENTIAL ENERGY REDUCTION ACTIONS**

that local management teams can implement to reduce emissions

 **CONTINUED TO IDENTIFY AND UNDERSTAND PATHWAYS**

to achieve our emission reduction goal

 **REMAINED COMMITTED TO 50% GHG EMISSIONS REDUCTION GOAL**

for Scope 1 and Scope 2

 **TRANSDIGM OPERATING UNITS WORKED TO EVALUATE AND/OR IMPLEMENT ACTIONS**

to reduce emissions

ENVIRONMENTAL STEWARDSHIP

In response to pressing global challenges such as climate change, resource scarcity and other environmental risks, we are actively committed to making a difference. In recent years, we've adopted a proactive approach—enhancing our environmental initiatives and strengthening oversight across our operating units. Our Board plays a key role in guiding our sustainability and risk management strategy, including environmental efforts. We ensure our operations and facilities comply with federal, state, local and international environmental regulations and actively monitor legal developments that may affect our operations.

Our company-wide environmental policy guides our approach to managing energy consumption, GHG emissions,

water usage and waste. In 2025, we continued to prioritize reducing energy consumption and emissions. We have an established science-aligned target to cut absolute Scope 1 and Scope 2 emissions by at least 50%. Our operating units reduce environmental impacts by integrating resource efficiency into operational and productivity decisions. TransDigm has invested in a range of efficiency initiatives, including solar panel installations, LED lighting upgrades, HVAC system replacements and other energy-saving measures. Several units already have conservation projects planned or in progress as we look toward 2026. Our approach will continue to prioritize energy-efficient solutions that align with technological feasibility, economic practicality and recognized industry best practices.



Highlighting Efficiency Initiatives at our Operating Units



SOLAR ENERGY GENERATION SYSTEM

Armtec Defense Technologies (“Armtec”) completed the installation of an 856kW solar system with a large field array and seven parking canopies covering 129 parking stalls. This investment is offsetting 10% of Armtec’s total energy consumption and will reduce Armtec’s emissions annually by approximately 538 tons of CO₂, along with providing employees with shaded parking in the 120°F summer heat.

Final connection to the grid occurred in July 2025 with savings of about \$40,000 per month. Total capital investment for the project was approximately \$3.2 million.



Whippany Actuation Systems™



SOLAR PANEL SYSTEM

Whippany Actuation Systems (“Whippany”) completed a full solar panel system installation in 2025. The capacity of the solar panel system is approximately 739 kWdc. The system is comprised of 1,252 panels and is expected to generate 1,007,937 kWh of electricity annually, which covers approximately 40% of Whippany’s plant power requirements. Additionally, the solar panel system will reduce Whippany’s emissions annually by approximately 230 metric tons of CO₂.



COMPANY EFFORTS TO REDUCE ENERGY USE



USE OF RENEWABLE ENERGY SOURCES

Including hydropower, solar, nuclear and wind power



SHUTDOWN PROCEDURES FOR PORTIONS OF FACILITIES IN LOW OCCUPANCY OR USAGE AREAS

Along with reducing number of work shifts



LED LIGHTS OR MOTION SENSING LIGHTS

Help to reduce energy usage



HIGHER EFFICIENCY HEATING AND/OR AIR CONDITIONING UNITS

Many of our facilities have replaced heating and/or air conditioning units with higher efficiency units or installed air compressor systems, as well as energy efficient manufacturing equipment



ENERGY AUDITS

Help identify opportunities to reduce energy consumption



ENERGY EFFICIENT BUILDING UPGRADES

Including energy efficient windows, tinted windows, skylights, stucco coatings, improved insulation and/or programmable thermostats to reduce heating and cooling costs

EMISSIONS AND ENERGY USE

We are committed to reducing greenhouse gas emissions and energy consumption, guided by our target to achieve a 50% absolute reduction in Scope 1 and Scope 2 emissions.

Each year, we conduct an enterprise-wide GHG emissions inventory to measure our emissions, using FY 2019 as a base year to track our progress towards our target. Currently, our GHG inventory includes our direct emissions (Scope 1) and indirect emissions from purchased electricity (Scope 2).

Our approach follows the GHG Protocol's Corporate Accounting and Reporting Standard and related guidance, which is the most widely recognized voluntary carbon accounting and reporting framework for corporations.

In line with the GHG Protocol Corporate Standard guidance on maintaining consistent boundaries over time, we have recalculated our FY 2019 emissions baseline to reflect the refinement of emissions data related to our acquisitions completed in FY 2024 along with any other minor refinements found during the GHG inventory process. The FY 2024 acquisitions were included in the FY 2024 emissions reporting; however, due to the timing of each acquisition's closing and limitations in the availability of historical data, certain emissions estimates were incorporated into the FY 2024 GHG inventory. During our FY 2025 GHG emissions inventory process, the refinements of historical emissions data related to the FY 2024 acquisitions resulted in an upward revision of our previously reported baseline emissions. We elected to restate this historical data because these transactions impact our overall emissions footprint and would otherwise distort year-over-year performance comparisons. By recasting our FY 2019 baseline, we provide a consistent basis for evaluating our progress on emissions, ensuring that any changes in our emissions trajectory reflect actual performance rather than structural changes in our business portfolio. Moving forward, we will continue to review and update our baseline inventory if other significant structural change, such as future acquisitions, divestitures, or methodology updates, occur.

To support our emissions inventory process, we developed an Inventory Management Plan ("IMP") in 2021 that establishes the foundation of our program and outlines the accounting principles we follow. The IMP serves as a key resource for advancing our GHG management program, informing public reporting, supporting participation in both mandatory and voluntary GHG initiatives and helping us manage risks while identifying opportunities for emissions reduction.

Our operations primarily involve light manufacturing and assembly, with limited heavy manufacturing activities. We also rely on commercial shipping services rather than maintaining a fleet of company-owned vehicles for product distribution. This approach, combined with our global customer base and generally small shipment sizes, contributes to relatively low Scope 1 and Scope 2 emissions. The majority of our emissions come from electricity consumption and natural gas use. We continue to refine our processes to ensure consistent and accurate reporting across all metrics.



We continue to work towards our goal of achieving a 50% absolute reduction in Scope 1 and Scope 2 emissions. Reducing our emissions remains a key priority of TransDigm’s efficiency initiatives.

Each year, we continue refining our methodology and processes for compiling and calculating our energy and emissions inventories at TransDigm. As we acquire new businesses, their operations are incorporated into our GHG emissions inventory. Both the baseline and current-year energy and emissions inventories are adjusted annually to account for these acquisitions. In FY 2025, our combined Scope 1 and Scope 2 emissions decreased by approximately

9% compared to our FY 2019 baseline, primarily due to the efficiency initiatives implemented at our operating units. Many of the TransDigm operating units have installed solar panel systems, upgraded lighting and machinery, and implemented various other efficiency initiatives. Our operating units will continue to make concerted efforts to enhance energy efficiency.

Additionally, on an annual basis, we conduct a water consumption inventory. Total water usage across our operations continues to trend downward. We remain committed to advancing our water stewardship initiatives in the future.

SUMMARY TABLES AND FIGURES

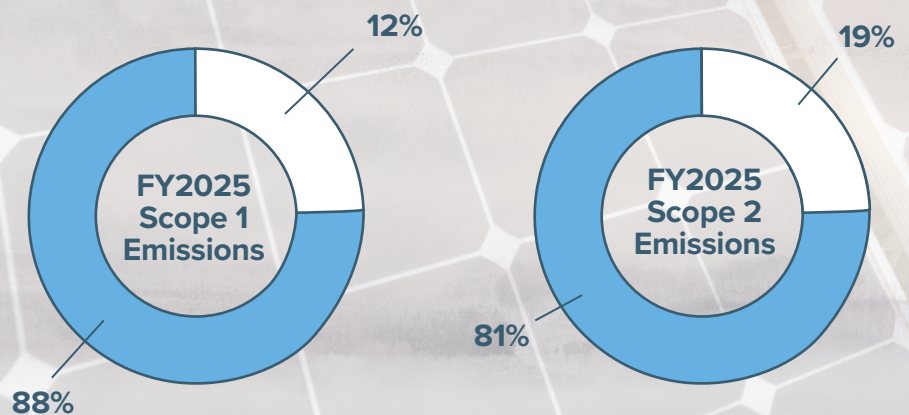
TABLE 1: TRANSDIGM ENERGY AND WATER CONSUMPTION SUMMARY

	NATURAL GAS		ELECTRICITY		WATER
	Energy (MJ)	GHG (t CO ₂ e)	Energy (MWh)	GHG (t CO ₂ e)	Usage (thousand gallons)
FY2025	680,127,376	34,240	236,128	75,749	139,908

TABLE 2: TRANSDIGM SCOPE 1 AND SCOPE 2 GREENHOUSE GAS EMISSIONS

	SCOPE 1	SCOPE 2	SCOPE 1 AND 2
	t CO ₂ e	t CO ₂ e	t CO ₂ e
FY2025	54,273	75,749	130,022

- Emissions from TransDigm Base Year (FY 2019) Operations
- Emissions from FY 2020-FY 2025 Acquisitions





WATER AND WASTE MANAGEMENT

Water

We aim to be responsible stewards of water in all our operations. In FY 2025, we completed our annual water consumption inventory, which included a comprehensive data collection and validation process, using FY 2019 as our base year. This year's results showed that we consumed approximately 139,908 thousand gallons of water—a 26% reduction compared to our FY 2019 baseline. This reduction is primarily driven by water efficiency projects across our operating units. Over the past few years, our operating units have implemented water-reduction technologies such as more efficient chiller systems and cooling towers.

Our water management strategy is guided by TransDigm's 2021 water usage assessment, conducted using the WRI Aqueduct Water Risk Atlas. The WRI Aqueduct Water Risk Atlas is a global database and interactive mapping tool that helps companies evaluate their exposure to

water-related risks, including physical, regulatory and reputational risks. By reviewing TransDigm's baseline water stress across global locations, we found that water use is primarily driven by facility utilities such as boilers and cooling towers, with additional consumption from employee activities and specific processes like steam and rinse tanks and landscape irrigation. As a business with relatively low water dependency, our activities across our operations generally do not involve heavy water usage beyond these essential functions.

Based on our assessment, we have identified limited possibilities for additional significant, economically viable water efficiency improvements. We are committed to enhancing our water efficiency and adopting best practices across our operations, with particular attention to those located in regions experiencing high water stress. This targeted approach supports our continued efforts in responsible water stewardship.

Operating Unit Water Efficiency Project Examples

- **SWITCHING TO A CLOSED LOOP WATER CHILLER SYSTEM**
- **EMPLOYEE RESTROOM RETROFITS (LOW/NO FLOW LAVATORIES)**
- **PROCESS RINSE TANKS THAT UNIVERSALLY INCLUDE RECIRCULATION/REUSE**
- **ON-GOING/PLANNED BOILER UPGRADES**
- **XERISCAPING TO REDUCE/ELIMINATE LANDSCAPE IRRIGATION AND VARIABLE FREQUENCY DRIVE FEED WATER PUMPS**



Waste

TransDigm remains committed to environmental stewardship through targeted waste reduction strategies. Our facilities actively reduce waste through recycling programs, including the recovery of metal, paper, cardboard, plastic, used batteries and oil. We also manage and minimize waste streams by implementing reduction programs and, if possible, transitioning to more environmentally-friendly compounds in our manufacturing processes. Our operations also separate oil and water where feasible to eliminate oil waste, further reducing environmental impact and improving waste handling efficiency.



EFFORTS TO REDUCE WASTE AND WATER USAGE



REDUCE WASTE THROUGH RECYCLING

including recycling metal, paper, cardboard, plastic, used batteries and used oil



MANAGE AND REDUCE WASTE STREAMS

including waste reduction programs and using more environmentally-friendly compounds in manufacturing processes



SEPARATE OIL AND WATER

to eliminate oil waste



USE LOW-PHOSPHORUS DETERGENT

to wash hardware



DEPLOY ACTIVATED CARBON FILTRATION IN VENTILATION SYSTEMS

to reduce liquid and gas emissions



IMPLEMENT A DUST FILTRATION SYSTEM



WATER REDUCTION PROGRAMS

to aid in water conservation efforts



Corporate Citizenship

PRODUCT SAFETY AND INNOVATION

Our unwavering commitment to quality, safety and reliability is the foundation of our approach to developing highly specialized products tailored to the unique needs of aircraft operators and manufacturers worldwide. Throughout our 30+ years of growth and transformation, innovation and excellence have remained central to our mission. This dedication is deeply woven into our culture, driving us to uphold the highest safety standards in everything we produce.

We strive to provide products and services that not only meet but exceed customer expectations for quality and reliability, and withstand the extraordinary conditions and stresses encountered in aircraft operations. The commercial aircraft component industry is subject to rigorous oversight by regulatory bodies such as the Federal Aviation Administration (“FAA”) in the United States, the European Union Aviation Safety Agency (“EASA”) in Europe and other authorities worldwide. Military aircraft components are governed by specific military qualification standards. Our company and the components we produce must be certified by one or more of these agencies, and often by individual OEMs, to engineer and service components used in specific aircraft platforms.

We use sophisticated equipment and procedures to comply with stringent quality standards and specifications. Our testing protocols may include evaluations under varying temperature, humidity and altitude conditions, as well as flammability, shock and vibration testing. These rigorous methods, along with other customer-approved techniques for process and quality control, are consistently implemented across all our manufacturing facilities.

Strategic investments across our business are central to our efforts to enhance product quality and ensure on-time delivery. Our operating units support these goals by driving innovation across product lines and throughout the operations, including improvements to manufacturing equipment, processes, supply chain infrastructure and operations. To ensure product safety and quality, our operating units maintain high inspection rates, along with monitoring and analyzing customer-reported quality concerns. Many of our operating units have earned certifications in aerospace and quality management standards, such as ISO 9001 and AS 9100, reflecting our commitment to excellence and continuous improvement.



EMPLOYEE SAFETY AND WELL-BEING

Delivering safe, high-quality products starts with protecting the health and safety of the employees who design, engineer and produce them. We are committed to maintaining a work environment that places employee well-being at the forefront, enabling us to consistently meet and exceed our customers' expectations.

Health and Safety

Our facilities are operated with a strong emphasis on process safety and risk mitigation. Equally, we empower our employees to actively contribute to accident prevention and a healthy work environment. We encourage reporting of risks, potential hazards, incidents and near misses to ensure thorough investigation and the implementation of preventive actions. Additionally, each operating unit is required to report monthly to the TransDigm executive team the details of recordable injuries, safety action items and health and safety trainings, reinforcing our commitment to safety.

Employee Benefits

At TransDigm, our commitment to employees extends well beyond competitive compensation. We offer comprehensive benefits packages that support their well-being and professional growth.


To promote financial well-being, we offer retirement savings plans along with tax-advantaged options such as flexible spending accounts and health savings accounts. Our compensation programs—which include base pay, bonuses and equity options—are structured to fairly reward employees for their contributions. We also recognize the importance of work-life balance and provide paid time off and designated holidays to support our employees' personal and professional needs.

Our equity compensation plan plays a vital role in attracting and retaining top talent while aligning employee interests with those of our stockholders. These plans include performance-based stock options, which are a cornerstone of our equity-based compensation strategy. As we continue to foster a culture focused on growth and excellence, we believe performance-based stock options will remain a key factor in retaining valued employees and attracting future talent to TransDigm.

U.S. EMPLOYEE BENEFITS

 **MULTIPLE MEDICAL PLANS TO SERVE THE VARIOUS NEEDS OF EMPLOYEES**

 **DENTAL AND VISION COVERAGE**

 **LIFE, SURVIVOR AND ACCIDENTAL DEATH AND DISMEMBERMENT INSURANCE**

 **SHORT- AND LONG- TERM DISABILITY BENEFITS**

 **TUITION ASSISTANCE PROGRAMS**

 **VARIOUS VOLUNTARY BENEFITS***

*Including legal insurance, an identity theft protection plan, critical illness insurance, accident insurance and an employee assistance program.



EMPLOYEE DEVELOPMENT

Our employees are our greatest asset, and we are dedicated to supporting their growth through a wide range of training and development programs that promote career advancement within TransDigm. We use a combination of structured and informal initiatives to identify, develop and retain top talent across both our corporate functions and operating units.

A strong and experienced management team is essential to our continued success. We believe that our future leaders are already part of our organization, which is why we prioritize internal promotions and actively support the development of emerging talent. On average, we fill about two-thirds of open senior leadership positions with internal candidates, reflecting our commitment to cultivating leadership from within.

In addition to our formal and informal employee development programs, we support continued education through a tuition reimbursement initiative. By partnering with local colleges, we provide training courses that enhance employee skills and contribute to the success of TransDigm, our customers and the communities we serve.

TransDigm University

In collaboration with the University of Southern California Marshall School of Business, we established TransDigm University (“TDGU”), a structured mentoring and educational program featuring a tailored curriculum led by experienced TransDigm leaders. The program combines virtual and in-person sessions and is open to employees selected by management—high performers identified as future leaders. Through TDGU, participants strengthen their skills, leading to increased job satisfaction and more meaningful professional contributions. The program also helps TransDigm enhance employee performance and retention, promote organizational learning and support the development of our existing workforce.



Management Development and Training

TransDigm’s [Management Development Program \(“MDP”](#)*) is designed to identify and cultivate emerging talent, preparing participants for leadership roles within the organization. The program actively recruits recent Master of Business Administration graduates from universities across the U.S., ensuring access to a broad pool of candidates. To strengthen the program’s impact, we regularly review and expand our recruiting network to reach a broader range of schools and candidates. Participants rotate through three eight-month assignments at different operating units, gaining hands-on experience in areas such as product development, manufacturing and sales of aerospace components. This immersive approach equips graduates with the knowledge and skills needed to excel as managers at TransDigm, with the goal of transitioning successful graduates into full-time roles at one of our operating units.

To complement the MDP, TransDigm’s executive team provides informal mentorship to nurture the growth of rising talent. This guidance fosters organizational learning, enhances performance and supports retention, while ensuring a strong pipeline of leaders equipped to drive long-term business success.

Junior Military Officer Rotational Program

The [Junior Military Officer \(“JMO”](#)*) Rotational Program at TransDigm is a structured, year-long development initiative designed to help former military officers transition into civilian leadership roles. The program consists of two six-month rotations across key functional areas such as operations, product development, sales and marketing, supply chain and program management. Assignments take place in regions including Southern California, Greater New York City and Cleveland, Ohio, providing participants with broad exposure to the business.

Each JMO is paired with a dedicated mentor who is a military veteran and often a former JMO now serving in an executive role at TransDigm. This mentorship ensures participants receive guidance from leaders who have successfully navigated the same transition. Upon completion, graduates are well-prepared to assume leadership positions within TransDigm’s operating units. The program leverages the leadership skills, adaptability and attention to detail that JMOs bring, aligning these strengths with TransDigm’s commitment to operational excellence in the aerospace industry.

**Additional information on MDP and our JMO rotational program can be found at www.transdigm.com.*



COMMITMENT TO FAIRNESS AND TRANSPARENCY IN THE WORKFORCE

To uphold our commitment to fairness and transparency, and in accordance with regulatory reporting requirements, we submit a U.S. Federal Employer Information Report (Form EEO-1) annually, in compliance with the U.S. Equal Employment Opportunity Commission. Our most recent filing was submitted in June 2025, for our 2024 employee data.

TransDigm upholds a zero-tolerance policy on discrimination and is committed to maintaining the highest ethical standards and equal employment opportunities. All personnel decisions are made without regard to race, color, religion, gender, national origin, citizenship status, age, marital status, gender identity or expression, sexual orientation, physical or mental disability or veteran status.

COMMUNITY IMPACT

TransDigm is committed to creating a positive impact in the local community surrounding our Cleveland, Ohio headquarters. We understand the importance of supporting underserved and disadvantaged communities and actively engage in initiatives that drive meaningful change.

Across the globe, we empower our operating units to build strong connections with their local communities. We believe community engagement is a shared responsibility and encourage our teams to champion causes that address the unique needs of their local areas.

By fostering a culture of involvement and philanthropy at both corporate and local levels, we aim to create a ripple effect of positive change that extends beyond our business. Through collaboration and collective action, TransDigm strives to strengthen communities, support those most in need and help build a brighter, more resilient future.

INSTITUTIONS INCLUDE:



Commitment to Education and Institutional Partnerships

The Doug Peacock Scholarship Program

At TransDigm, we deeply value the talent and potential within our workforce, and we are committed to supporting promising young individuals who may face barriers to developing their skills and realizing their full potential. In 2020, we introduced the Doug Peacock Scholarship Program, named to honor the legacy of TransDigm co-founder Doug Peacock. This program is designed to create educational opportunities for students who are pursuing careers in engineering or business.

We partner with institutions known for their rigorous academic standards and experiential learning opportunities, helping students gain the skills needed to address global challenges. Through renewable, non-endowed

scholarships, we strive to reduce financial barriers and open pathways for students to pursue their ambitions. In addition, we offer employment opportunities to Doug Peacock Scholars, creating practical career pathways and building a workforce that reflects the communities we serve.

In addition to supporting postsecondary education for engineering and business majors, we work to reach high school students impacted by poverty and education inequality through partnerships with Saint Martin De Porres High School and Benedictine High School in Cleveland, Ohio.

**2,600 TOTAL
SCHOLARSHIPS**

will have been awarded
by 2028 through the Doug
Peacock Scholarship Program

“This scholarship means so much to me and has allowed me to continue pushing myself to be better. Because of TransDigm’s support, I have been able to attend the school of my dreams and participate in activities and extracurriculars that make me a better student and person. I will forever be thankful for this opportunity!”

**2025 DOUG PEACOCK
SCHOLARSHIP RECIPIENT**



Commitment to Education and Institutional Partnerships *(cont.)*

Expanding Access to Education and Leadership Development at Drexel University

In 2025, TransDigm deepened its long-standing partnership with Drexel University through a new \$1.25 million pledge, reinforcing its commitment to educational equity and workforce development. This pledge will fund additional Doug Peacock Scholarships and strengthen Drexel’s BRIDGE and DELTA programs, which provide first-generation and low-income students with immersive learning experiences, leadership training and professional networking opportunities. These initiatives include site visits, mentorship and intensive STEM preparation, equipping students with the skills and confidence needed to thrive in competitive industries.

Empowering University of Washington Students Through Industry Engagement

TransDigm partnered with the University of Washington’s College of Engineering and Foster School of Business in April 2025 to host an event designed to bridge the gap between academia and industry. The program brought together business and engineering students with TransDigm leaders for candid discussions on career pathways, leadership and the aerospace sector’s evolving landscape. Students gained practical insights into navigating complex industries, while TransDigm representatives emphasized the importance of adaptability, continuous learning and ethical leadership in driving long-term success.

The event underscored TransDigm’s commitment to fostering educational access and professional development. By creating spaces for mentorship and dialogue, TransDigm helps prepare the next generation of talent for high-impact roles in engineering and business. This initiative reflects TransDigm’s broader sustainability strategy—investing in human capital and community engagement to strengthen the workforce pipeline and promote opportunities for students.



Support for Programs at Cleveland State University

TransDigm has pledged to invest over \$1 million to Cleveland State University (“CSU”) to advance education, innovation, and workforce development. This substantial contribution will continue to fund scholarships and has contributed to the establishment of a state-of-the-art manufacturing training lab, creating transformative opportunities for students and industry alike. The lab opened early in our FY 2025.

A key part of TransDigm’s contribution includes continuing to fund the Doug Peacock Scholarship Fund, which supports students in CSU’s Washkewicz College of Engineering and Monte Ahuja College of Business. By easing financial barriers, the fund empowers talented individuals to pursue their academic and professional goals, fostering a community of future leaders.

Additionally, our investment will help launch the TransDigm Group Manufacturing Training Laboratory, co-branded with CSU’s Entrepreneurial Manufacturer Digitization Support (“EMDiS”) initiative. This cutting-edge facility will provide hands-on experience with advanced manufacturing technologies, equipping students with critical skills for today’s workforce. Designed to encourage entrepreneurship and innovation, especially in aerospace engineering and manufacturing, the lab will also serve as a collaborative hub for local industry professionals, strengthening ties between CSU and leading companies like TransDigm.



Corporate Community Initiatives

Our operating units are dedicated to creating a positive impact within their local communities through a variety of philanthropic and community engagement activities throughout the year. Each unit selects charitable initiatives and organizations to support based on the specific needs and relationships within its local community.

In addition to our core initiatives, TransDigm teams actively participate in a variety of community-focused programs. These include holiday toy drives, food and clothing donation campaigns, charity run/walk events, school supply collections and volunteer partnerships with local organizations. These initiatives underscore our commitment to fostering a culture of community support and social responsibility.

Our operating units also prioritize educational and developmental opportunities for young people. These efforts include such endeavors as mentoring high school students interested in STEM, creating work-study programs and providing scholarships to reduce college expenses. In addition, nearly every operating unit offers internship or co-op programs in collaboration with local colleges and universities. These programs provide students with hands-on experience in fields such as engineering, accounting, human resources and sales. By promoting education and professional development, TransDigm helps build a skilled, engaged workforce for the future.

Sponsorship of the Tri CLE Rock Roll Run

TransDigm has had the honor of being the title sponsor of the Tri CLE Rock Roll Run every year from 2022 through 2025. This popular Cleveland event consistently sells out, and our sponsorship helps fund Tri CLE's nonprofit initiative, the Kids that Tri Program. Through this program, children from underserved communities in the greater Cleveland area gain the opportunity to learn swimming, biking, and running skills, empowering them to participate in triathlon competitions.

The USS Cleveland Legacy Foundation

As part of our commitment to supporting the U.S. military, TransDigm actively contributes to the USS Cleveland Legacy Foundation. This organization is dedicated to commissioning a new U.S. Navy littoral combat ship, scheduled to be commissioned in Cleveland in May 2026, and will foster lasting connections between the sea services and Greater Cleveland. The foundation also preserves the legacy of all four U.S. Navy ships named Cleveland.

Supporting Cleveland Clinic's Cancer Research Funding through VeloSano

In the fight against cancer, TransDigm supports VeloSano, Cleveland Clinic's primary fundraising initiative, which directs 100% of raised funds to critical cancer research at Cleveland Clinic and Cleveland Clinic Children's. During the flagship Bike to Cure event, participants cycled up to 100 miles throughout Cleveland to raise funds. We look forward to continuing our support for this important cause.

Cleveland Clinic's Sight-Saving Eye Care Services

TransDigm has partnered with Cleveland Clinic through a \$2 million commitment to support Vision First, a community outreach program providing free vision screenings and eye exams to elementary students in underserved Northeast Ohio communities. This investment ensures at-risk children gain access to essential vision care, promoting better well-being and academic success.

STEM Learning Center at Great Lakes Science Center

The TransDigm Group Learning Center at Cleveland's Great Lakes Science Center, opened in 2023, serves as a dynamic hub for hands-on STEM education. Designed to spark curiosity and innovation, the center offers programs such as engineering challenges, robotics workshops and summer camps for students from kindergarten through high school, with a strong emphasis on those attending Title I schools in Cleveland. Through TransDigm's sponsorship, the Science Center is able to provide STEM learning opportunities to more than 3,700 additional students each year, underscoring our commitment to expanding educational access and empowering the next generation of innovators.

Supporting the 2030 Special Olympics in Cleveland

TransDigm is proud to support the upcoming 2030 Special Olympics USA games, a national event which will welcome thousands of athletes, coaches, families and fans to Cleveland. Our involvement reflects our commitment to advancing this great initiative, and we are honored to contribute to an event that aligns with our values.



Inspired Innovation in STEM with the Girl Scouts

TransDigm is proud to support the Vivian von Gruenigen STEM Center of Excellence at Camp Ledgewood's Daley Family Campus for STEM Innovation in Northeast Ohio. This state-of-the-art facility offers dynamic learning environments—including a wet lab, tech workshop, outdoor classroom and an observatory that sparks curiosity about the universe.

As part of our commitment to advancing STEM education, TransDigm sponsored key elements of the Center's design and functionality, including the flex space, native prairie, rain garden and turbine furniture. These features enhance the campus's ability to deliver hands-on, engaging programming.

The STEM Center of Excellence serves children from across the region, inspiring year-round exploration through school field trips, summer camps and immersive STEM experiences. TransDigm is honored to help create a space where the next generation of innovators can learn, grow and discover their potential.



“So many people think Girl Scouts is cookies, crafts and camping. [Girls Scouts] love all those things, and we do all those things, but Girl Scouts is so much more. This STEM Center will allow girls to see they will have many opportunities in the world of science, technology, engineering and math.”

KATHY MOOCK, CHAIR OF GIRL SCOUTS OF NORTHEAST OHIO'S BOARD OF DIRECTORS



Appendix

ABOUT THIS REPORT

Published in April 2026, the TransDigm 2025 Stakeholder Report outlines the Company's performance in the areas of sustainability and corporate citizenship. The information provided in this document reflects the global activities and initiatives undertaken by TransDigm in FY 2025 (October 1, 2024–September 30, 2025). This report has been prepared in consideration of the Sustainability Accounting Standards Board ("SASB") Sustainability Disclosure Topics and Accounting Metrics for the Aerospace & Defense sector. This report has been reviewed and approved by TransDigm's CEO and President, co-Chief Operating Officers, General Counsel and Chief Compliance Officer and Chief Financial Officer.

Statements in this Report that are not historical facts are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as "believe," "may," "will," "should," "expect," "intend," "plan," "predict," "anticipate," "estimate" or "continue" and other terms with similar meanings may identify forward-looking statements. All forward-looking statements involve risks and uncertainties that could cause TransDigm's actual results to differ materially from those expressed or implied in any forward-looking statements made by, or on behalf of, TransDigm. These risks and uncertainties include but are not limited to: the sensitivity of TransDigm's business to the number of flight hours that TransDigm's customers' planes spend aloft and its customers' profitability, both of which are affected by general economic conditions; supply chain constraints; increases in raw material costs, taxes and

labor costs that cannot be recovered in product pricing; failure to complete or successfully integrate acquisitions; TransDigm's indebtedness; current and future geopolitical or other worldwide events, including, without limitation, wars or conflicts and public health crises; cybersecurity threats; risks related to the transition or physical impacts of climate change and other natural disasters or meeting regulatory requirements; TransDigm's reliance on certain customers; the U.S. defense budget and risks associated with being a government supplier including government audits and investigations; failure to maintain government or industry approvals; risks related to changes in laws and regulations, including increases in compliance costs and potential changes in trade policies and tariffs; potential environmental liabilities; liabilities arising in connection with litigation; risks and costs associated with TransDigm's international sales and operations; and other factors.

Further information regarding the important factors that could cause actual results to differ materially from projected results can be found in TransDigm's most recent Annual Report on Form 10-K and other reports that TransDigm Group or its subsidiaries have filed with the SEC. You are cautioned not to place undue reliance on our forward-looking statements. TransDigm assumes no obligation to and expressly disclaims any obligation to, update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. For questions or more information, please contact us at 216-706-2945 or IR@TransDigm.com.



OPERATING UNITS*

 <p>Adams Rite Aerospace</p>	<p>CALIFORNIA</p>	<p>Adams Rite Aerospace designs and manufactures a wide variety of custom-engineered components and systems, including cockpit security systems, oxygen systems, fluid controls and water systems, flight control, interior and exterior hardware and door latching systems.</p>
	<p>CALIFORNIA</p>	<p>AdelWiggins Group designs, manufactures and sells an extensive line of high-quality, custom designed products, primarily aerospace-related fluid line components such as flexible connectors, quick disconnects, clamps, heaters and hoses, and refueling systems.</p>
	<p>OHIO</p>	<p>AeroControlex Group designs and produces hydraulic, fuel, lubrication and coolant pumps. They also produce mechanical actuators and water disinfection systems.</p>
 <p>AEROFLUIDPRODUCTS</p>	<p>OHIO</p>	<p>Aero Fluid Products produces aircraft fuel systems hydraulics and lubrication systems, electromechanical, aircraft hardware, potable water and waste systems.</p>
 <p>AEROSONIC</p>	<p>FLORIDA</p>	<p>Aerosonic produces air data systems, standby displays, digital and mechanical standby instruments, sensors and probes.</p>
	<p>NEW JERSEY</p>	<p>Airborne Systems creates and manufactures best-in-class parachutes for the military, GPS precision guided cargo delivery systems, low cost cargo delivery parachutes, parachute releases; personnel and cargo systems, rescue and survival equipment, space and air vehicle recovery systems and deceleration systems for high-performance aircraft.</p>
	<p>ARIZONA</p>	<p>AmSafe Passenger Restraints produces safety restraint products, including aviation passenger seatbelt and airbag restraint systems, for the aerospace and defense industries.</p>
	<p>BRIDPORT, UNITED KINGDOM</p>	<p>AmSafe Bridport designs and manufactures highly engineered textile products, specialising in airframe restraints and barrier solutions, cargo handling and movement systems and RPG protection for armoured vehicles.</p>
	<p>NEW YORK</p>	<p>Arkwin Industries designs, tests, manufactures and supports precision hydraulic and fuel system components for civil and military fixed-wing aircraft, helicopters, spacecraft, turbine engines and other special applications.</p>
	<p>CALIFORNIA</p>	<p>Armtec Defense Technologies develops and manufactures state-of-the-art ordnance products, infrared decoy flares, radar countermeasure chaff and a variety of other pyrotechnic devices.</p>
	<p>BOURGES, FRANCE</p>	<p>Auxitrol Weston supplies highly reliable temperature, speed and pressure engine and aircraft sensors to OEMs and airlines in commercial, military, aero derivative and industrial markets.</p>

*Location listed is main or headquarter facility.



 <p>Avionic Instruments</p>	<p>NEW JERSEY</p>	<p>Avionic Instruments produces and supplies power conversion equipment and supplies lightweight, qualified power electronics for military, commercial and aerospace applications.</p>
	<p>WASHINGTON</p>	<p>AvtechTyee Corporation designs, develops and manufactures electronic systems for the aerospace industry, with a focus in five product groups: Communications, Power Lighting and Control, Electro-Mechanical, Switches and Connectors and Indicators.</p>
	<p>NEW JERSEY</p>	<p>Breeze-Eastern designs rescue hoists, winches, cargo hooks and weapons handling systems that military and civilian operators need to complete their missions efficiently, effectively and safely.</p>
	<p>ARIZONA</p>	<p>Canyon AeroConnect is the global leader in avionic-standard aircraft radio and systems for aircraft communication equipment for Air Ambulance, Law Enforcement, SAR, EMS, Electronic News Gathering, Military and Marine applications.</p>
	<p>NEW YORK</p>	<p>Calspan is an independent engineering, testing, evaluation and research service company that provides its customers with knowledgeable staff, unrivaled processes, unsurpassed quality, proven facilities and reliable equipment. Calspan partners with global innovators in many industries, including aerospace, automotive, commercial transportation and motorsports.</p>
	<p>FLORIDA</p>	<p>CDA InterCorp designs and manufactures highly engineered, extremely reliable, Controllable Drive Actuators for technologically advanced control systems.</p>
	<p>SOUTH CAROLINA</p>	<p>Champion Aerospace manufactures performance proven exciters, leads and igniters for turbine engines and spark plugs, fillers, magnets and harnesses for piston engines.</p>
	<p>MARLOW, UNITED KINGDOM</p>	<p>Chelton LTD supplies highly resilient, totally dependable communications, navigation and Electronic Warfare equipment for aerospace and defence. Its solutions include antenna systems, anti-jam GPS, radio, vehicle intercoms, air traffic management systems and electronic warfare.</p>
	<p>MONTREAL, CANADA</p>	<p>CMC Electronics designs and manufactures cockpit systems integration, avionics and display solutions for the military and commercial aviation markets.</p>
	<p>MASSACHUSETTS</p>	<p>CPI Electron Device Business (“EDB”) is a global manufacturer of electronic components and subsystems serving primarily the aerospace and defense markets. CPI EDB develops, designs and manufactures a broad array of radio frequency and microwave products for critical defense and commercial applications.</p>
	<p>STILLINGTON, UNITED KINGDOM</p>	<p>Darchem Engineering LTD produces insulation systems, aerostructures, honeycomb systems, nuclear systems, thermal protection and special fabrications.</p>



	<p>MONTREAL, CANADA</p>	<p>DART Aerospace provides industry-leading design, manufacturing and market-certified solutions for the helicopter and aerospace industry.</p>
	<p>NEW YORK</p>	<p>Data Device Corporation designs and manufactures high-reliability Connectivity, Power and Control solutions (Data Networking; Power Distribution, Control and Conversion; Motor Control and Motion Feedback) for aerospace, defense and industrial applications.</p>
	<p>KANSAS</p>	<p>Electromech Technologies specializes in the manufacture and overhaul of AC/DC motors, actuators, blowers and position feedback devices for the aerospace, military and industrial markets.</p>
	<p>INGOLSTADT, GERMANY</p>	<p>Elektro-Metal Export produces electromechanical actuators as well as entire actuation systems complete with control and power units, aircraft wiring harnesses and other wiring equipment.</p>
	<p>FLORIDA</p>	<p>Extant Aerospace manufactures highly reliable, mission critical aerospace electronics and avionics life cycle sustainment systems and subassemblies.</p>
	<p>CONNECTICUT</p>	<p>HarcoSemco designs and fabricates temperature sensors, thermocouple systems, interconnect cable-harness assemblies, probes and sensors.</p>
	<p>CALIFORNIA</p>	<p>Hartwell Corporation produces access latches, latching systems and complex door assemblies.</p>
	<p>WASHINGTON</p>	<p>Hytek Finishes supplies specialized metal finishing, non-destructive testing, plating, anodizing and organic coating services.</p>
	<p>BRIDGEND, UNITED KINGDOM</p>	<p>IrvinGQ designs and manufactures products and services including Aerial Delivery Solutions, Personnel Parachutes, Rescue, Safety and Survival Equipment and Naval Decoy Systems.</p>
	<p>CALIFORNIA</p>	<p>Kirkhill Inc.'s elastomer-based product offerings include radar absorbing material ("RAM"), ablative materials, conductive elastomers, electro static discharge ("ESD") material, calendered, extruded and molded solid and sponge specialty rubber products.</p>
	<p>WASHINGTON</p>	<p>Korry Electronics produces superior human-machine interface products offering balanced lighting solutions for all cockpit needs.</p>





*Location listed is main or headquarter facility.



	<p>CALIFORNIA</p>	<p>Leach International is the world's leading provider of electromechanical and solid state switch gear for aircraft, defense, space and rail applications. Leach International leverages its design, engineering and manufacturing expertise to create solutions oriented equipment for power distribution and control.</p>
	<p>SARRALBE, FRANCE</p>	<p>Leach International Europe manufactures power switching solutions.</p>
	<p>TEXAS</p>	<p>MarathonNorco Aerospace designs and manufactures Nickel-cadmium batteries and chargers, engine nacelle hold-open rods and a range of mechanical couplings and connectors.</p>
	<p>CALIFORNIA</p>	<p>Mason Controls manufactures rotary switches, potentiometers, optical encoders, cursor control devices, ground vehicle controls, as well as electromechanical fixed wing and rotary flight controls.</p>
	<p>CALIFORNIA</p>	<p>Microwave Power Products ("MPP") is a global manufacturer of electronic components and subsystems serving primarily the aerospace and defense markets. MPP develops, designs and manufactures a broad array of radio frequency and microwave products for critical defense and commercial applications.</p>
	<p>CALIFORNIA</p>	<p>Palomar produces highly reliable secure intercommunications systems for airborne and naval military applications to the world's armed forces. This includes switching and crew-position units for airborne, shipboard, unmanned and ground applications for multi-mission platforms.</p>
	<p>WASHINGTON</p>	<p>Pexco Aerospace produces extruded plastic interior parts used in cabin structures and lighting as well as flooring trim and finish.</p>
	<p>CALIFORNIA</p>	<p>PneuDrualics supplies the aerospace industry with high-quality pneumatic and hydraulic system components such as actuators, manifolds, reservoirs, solenoid valves, utility valves and lavatory valves.</p>
	<p>NEW YORK</p>	<p>Power Device Corporation designs and manufacturers high-reliability Connectivity, Power and Control solutions (Data Networking; Power Distribution, Control and Conversion; Motor Control and Motion Feedback) for aerospace, defense and industrial applications.</p>
	<p>CONNECTICUT</p>	<p>Raptor Scientific is a leading provider in the Aerospace and Defense sector of engineering, testing and measurement services, including the design and manufacture of world-class mass properties, air data test technology, pressure, temperature, torque and force measurement instruments and radar cross section measurement instruments.</p>
	<p>OHIO</p>	<p>Schneller is the leading supplier of interior decorative laminates and non-textile flooring for all commercial aircraft platforms.</p>

*Location listed is main or headquarter facility.



 <p>SERVOTRONICS Your Partner for Performance.</p>	<p>NEW YORK</p>	<p>Servotronics is a leading global designer and manufacturer of servo controls and other advanced technology components for aerospace and defense applications.</p>
 <p>SHIELD Trusted. Everywhere.</p>	<p>INDIANA</p>	<p>Shield Restraint Systems produces specialty restraint components for on- and off- road vehicles.</p>
 <p>SIMMONDS Precision Products</p>	<p>VERMONT</p>	<p>Simmonds Precision Products is a global leader in the design and manufacturing of advanced sensing solutions for aerospace and defense.</p>
 <p>SKURKA Aerospace, Inc.</p>	<p>CALIFORNIA</p>	<p>Skurka Aerospace designs and manufactures motors, motion controllers, actuators, speed pickup transducers, starters, starter generators, power generation, distribution, conversion and related controllers.</p>
 <p>TA AEROSPACE</p>	<p>CALIFORNIA</p>	<p>TA Aerospace designs and manufactures metallic and elastomer clamping systems, molded grommets and thermal fire barrier insulation.</p>
 <p>Telair</p>	<p>MIESBACH, GERMANY</p>	<p>Telair International is the world's leading supplier of containerized cargo handling systems and unit load devices.</p>
 <p>U.S. CARGO SYSTEMS</p>	<p>NORTH CAROLINA</p>	<p>US Cargo Systems designs and develops Cargo Handling and Aerial Delivery System technologies.</p>
 <p>Whippany Actuation Systems</p>	<p>NEW JERSEY</p>	<p>Whippany Actuation Systems designs, manufactures and services custom electromechanical actuation solutions for commercial and military applications.</p>
 <p>Young & Franklin Inc. TACTAIR</p>	<p>NEW YORK</p>	<p>Young and Franklin designs and manufactures precision controls for the land-based turbine and oil industries. Tactair provides hydraulic and pneumatic valves and actuators for aerospace applications.</p>



RECONCILIATION OF INCOME FROM CONTINUING OPERATIONS TO EBITDA AND EBITDA AS DEFINED

(in millions)

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Net Sales	\$52	\$57	\$63	\$78	\$111	\$131	\$151	\$201	\$249	\$293	\$301	\$374	\$435	\$593	\$714	\$762
Income (loss) from continuing operations	\$ (5)	\$ –	\$1	\$3	\$14	\$ (17)	\$11	\$14	\$31	\$ (76)	\$14	\$35	\$25	\$89	\$133	\$163
Depreciation and amortization expense	7	7	7	6	7	6	7	9	13	10	18	17	16	24	25	28
Interest expense, net	5	5	5	3	3	23	28	32	37	43	75	80	77	92	93	84
Income tax provision (benefit)	(2)	–	2	5	13	(2)	8	9	17	(45)	6	23	16	53	74	88
Warrant put value adjustment	1	1	2	5	7	–	–	–	–	–	–	–	–	–	–	–
Extraordinary item	–	–	–	2	–	–	–	–	–	–	–	–	–	–	–	–
EBITDA	6	13	17	24	44	10	54	64	98	(68)	113	155	134	258	325	363
Merger expense	–	–	–	–	–	40	–	–	–	176	–	–	–	–	–	–
Refinancing costs	–	–	–	–	–	–	–	–	–	–	–	–	49	–	–	–
Acquisition and divestiture transaction-related costs	4	–	–	1	–	1	–	8	–	15	20	2	1	9	2	6
Non-cash compensation and deferred compensation costs	–	–	–	–	–	–	–	–	–	1	6	7	1	6	6	6
One-time special bonus	–	–	–	–	–	–	–	–	–	–	–	–	6	–	–	–
COVID-19 pandemic restructuring costs	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Gain on sale of businesses	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Public offering costs	–	–	–	–	–	–	–	–	–	–	–	–	3	2	–	–
EBITDA As Defined	\$10	\$13	\$17	\$25	\$44	\$51	\$54	\$72	\$98	\$124	\$139	\$164	\$194	\$275	\$333	\$375
EBITDA As Defined Margin	19.2%	22.8%	27.0%	32.1%	39.6%	38.9%	35.8%	35.8%	39.4%	42.3%	46.2%	43.9%	44.6%	46.4%	46.6%	49.2%

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Net Sales	\$828	\$1,206	\$1,700	\$1,924	\$2,373	\$2,707	\$3,171	\$3,504	\$3,811	\$5,223	\$5,103	\$4,798	\$5,429	\$6,585	\$7,940	\$8,831
Income (loss) from continuing operations	\$163	\$152	\$325	\$303	\$307	\$447	\$586	\$629	\$962	\$841	\$653	\$681	\$866	\$1,299	\$1,715	\$2,074
Depreciation and amortization expense	30	61	68	73	96	94	122	141	129	226	283	253	253	268	312	367
Interest expense, net	112	185	212	271	348	419	484	602	663	859	1,029	1,059	1,076	1,164	1,286	1,572
Income tax provision (benefit)	88	77	163	146	142	189	182	209	24	222	87	34	261	417	500	555
Warrant put value adjustment	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Extraordinary item	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
EBITDA	393	475	768	793	893	1,149	1,374	1,581	1,778	2,148	2,052	2,027	2,456	3,148	3,813	4,568
Merger expense	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Refinancing costs	–	72	–	30	132	18	16	40	6	3	28	37	1	56	58	11
Acquisition and divestiture transaction-related costs	12	30	19	26	21	37	57	31	29	169	31	35	18	18	70	42
Non-cash compensation and deferred compensation costs	7	13	22	49	26	32	48	46	59	93	93	130	184	157	217	157
One-time special bonus	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
COVID-19 pandemic restructuring costs	–	–	–	–	–	–	–	–	–	–	54	40	–	–	–	–
Gain on sale of businesses	–	–	–	–	–	–	–	–	–	–	–	(69)	(7)	–	–	–
Other	–	–	–	2	1	(2)	–	13	5	6	20	(11)	(6)	16	15	(18)
Public offering costs	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
EBITDA As Defined	\$412	\$590	\$809	\$900	\$1,073	\$1,234	\$1,495	\$1,711	\$1,877	\$2,419	\$2,278	\$2,189	\$2,646	\$3,395	\$4,173	\$4,760
EBITDA As Defined Margin	49.8%	48.9%	47.6%	46.8%	45.2%	45.6%	47.1%	48.8%	49.3%	46.3%	44.6%	45.6%	48.7%	51.6%	52.6%	53.9%



RECONCILIATION OF INCOME FROM CONTINUING OPERATIONS TO ADJUSTED NET INCOME AND ADJUSTED EARNINGS PER SHARE

(in millions)

	2021	2022	2023	2024	2025
	(\$ (in millions))				
Income from continuing operations	\$681	\$866	\$1,299	\$1,715	\$2,074
Gross adjustments from EBITDA to EBITDA As Defined	162	190	247	360	192
Purchase accounting backlog amortization	11	7	4	13	31
Tax adjustment	(146)	(65)	(73)	(122)	(116)
Adjusted Net Income	\$708	\$998	\$1,477	\$1,966	\$2,171
Weighted-average shares outstanding under the two-class method	58.4	58.2	57.2	57.8	58.2
Adjusted Earnings Per Share	\$12.13	\$17.14	\$25.84	\$33.99	\$37.33



SASB REFERENCE TABLE

Aerospace & Defence		
SASB Code	Metric	TransDigm 2025 Disclosure
Energy Management		
RT-AE-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	(1) 1,530,188 GJ, (2) This data is unavailable at this time and (3) This data is unavailable at this time.
Hazardous Waste Management		
RT-AE-150a.1	(1) Amount of hazardous waste generated, (2) percentage recycled	This data is unavailable at this time.
RT-AE-150a.2	(1) Number and aggregate quantity of reportable spills, (2) quantity recovered	This data is unavailable at this time.
Data Security		
RT-AE-230a.1	(1) Number of data breaches, (2) percentage involving confidential information	Breaches deemed material to the company and associated corrective actions are included in TransDigm's 10-K .
RT-AE-230a.2	Description of approach to identifying and addressing data security risks in (1) entity operations and (2) products	Data and Information Security, p. 21
Product Safety		
RT-AE-250a.1	(1) Number of recalls issued, (2) total units recalled	TransDigm considers this information confidential.
RT-AE-250a.2	(1) Number of counterfeit parts detected, (2) percentage avoided	TransDigm considers this information confidential.
RT-AE-250a.3	(1) Number of Airworthiness Directives received, (2) total units affected	TransDigm considers this information confidential.
RT-AE-250a.4	Total amount of monetary losses as a result of legal proceedings associated with product safety	TransDigm's 2025 10-K, pg. 15
Fuel Economy & Emissions in Use-phase		
RT-AE-410a.1	Revenue from alternative energy-related products	This data is unavailable at this time.
RT-AE-410a.2	Description of approach and discussion of strategy to address fuel economy and greenhouse gas (GHG) emissions of products	Product Highlights - Efficiency Initiatives, p. 13. Highlighting Efficiency Initiatives at our Operating Units, p. 24. TransDigm works directly with its customers to provide them with highly-engineered, high-quality products that meet each customer's unique specifications. Customer needs and requests vary by product but may include making a product more efficient or more environmentally friendly, which could promote fuel economy and limit emissions.
Materials Sourcing		
RT-AE-440a.1	Description of the management of risks associated with the use of critical materials	Responsible Supply Chain, p. 22 TransDigm Conflict Minerals Webpage
Business Ethics		
RT-AE-510a.1	Total amount of monetary losses as a result of legal proceedings associated with incidents of corruption, bribery, or illicit international trade	Losses deemed material to the company are included in TransDigm's 2025 10-K, pg. 15
RT-AE-510a.2	Revenue from countries ranked in the 'E' or 'F' Band of Transparency International's Government Defence AntiCorruption Index	This data is unavailable at this time.
RT-AE-510a.3	Discussion of processes to manage business ethics risks throughout the value chain	Business Ethics, p. 17-18. Responsible Supply Chain, p. 22 Code of Business Conduct & Ethics
Activity Metrics		
RT-AE-000.A	Production by reportable segment	This data is unavailable at this time.
RT-AE-000.B	Number of employees	18,000+

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