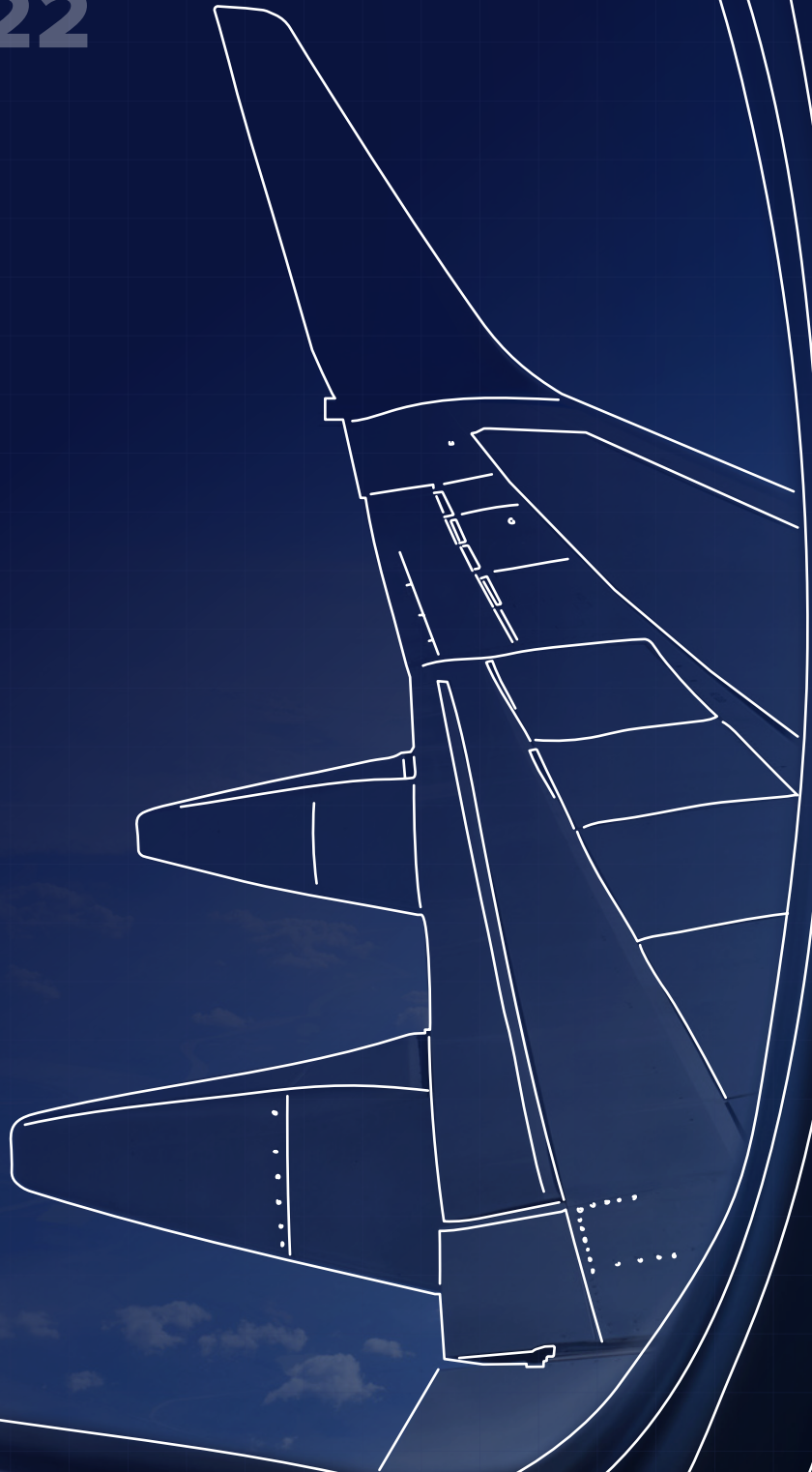




TRANSDIGM
GROUP INC.

Stakeholder Report 2022

Published January 2023



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Letter from Our President & CEO

In 2022, we saw further recovery of the commercial aerospace industry, and we were encouraged by the favorable trends in global air traffic.

Air traffic generally continued to trend upward throughout 2022, as more passengers returned to the sky. Domestic air travel continued to lead the air traffic recovery, but international air traffic made substantial strides in 2022 and is catching up to domestic. The majority of countries have fully re-opened to international travelers and there is pent-up demand for long-haul travel. People across the world are eager to get back to traveling, and 2022 was evidence of that sentiment. This bodes well for a full recovery of the commercial aerospace market.

While 2022 has brought encouraging signs of recovery from the effects of the COVID-19 pandemic, it also presented new and unique challenges like widespread inflation, and continued constraints in global supply chains. However, despite these hurdles, TransDigm and our dedicated employees once again demonstrated resilience. We are proud of our team's efforts and the operational and financial performance they drove this year in a challenging environment.

Through the volatility of the pandemic, the subsequent recovery and the changing market conditions, our consistent strategy has kept us focused on meeting – and often exceeding – our customers' needs and continuing to drive value for our stakeholders through all phases of the aerospace cycle. Today, as the commercial aerospace market rebounds with air traffic continuing to move upward due to passenger demand and original equipment manufacturers ("OEMs") beginning to increase aircraft production rates, TransDigm is operating from a position of strength, and we continue to see a recovery in our business.

A critical component of our success has been staying true to our operating strategy, which is to own and operate proprietary aerospace businesses with significant aftermarket

revenues. This simple, proven, value-based methodology has provided TransDigm with consistency and stability despite uncertainty in the markets. The disciplined focus on our operating strategy, as well as the careful management of our cost structure, allowed us to continue building value for all of our stakeholders in 2022.

Our greatest asset of all is our employees, and we recognize their strong efforts and accomplishments. We owe our successes to the over 14,000 employees around the world who expertly execute our strategy across our 48 independent operating units. In the face of yet another challenging year, our talented and dedicated team demonstrated why TransDigm is known for consistently delivering innovative, highly engineered products on time and with the highest quality and safety standards. The leadership at each of our operating units has worked tirelessly to create safe, secure and inclusive environments for our employees, and support our efforts to recruit, develop and promote the best and brightest in the industry.

We have also made steady progress on our environmental, social and governance ("ESG") initiatives. We are proud of our efforts to reduce our global environmental impact, improve the diversity of our workforce at all levels of the company and foster relationships that amplify the positive impact we have on the communities across the many regions in which we operate. We have continued to expand our Doug Peacock Scholarship Program and other philanthropic initiatives with community partners. New community initiatives in 2022 included supporting STEM education programming at the Great Lakes Science Center through the development of a TransDigm Group Learning Center and fueling Northeast Ohio's manufacturing growth by supporting small- and mid-sized manufacturers through our commitment to the Manufacturing Advocacy and Growth Network.

In 2022, we completed our full Scope 1 and Scope 2 greenhouse gas ("GHG") inventory – consistent with prior years. In our 2021 Stakeholder Report, we committed to at least a 50% reduction in our Scope 1 and Scope 2 GHG emissions by 2031. Fiscal 2019 is the selected baseline year for TransDigm that we will compare against as we make



progress towards our emissions reduction goal. We continue to evaluate ways for our operating units to reduce energy and water consumption and lower our GHG emissions through energy efficiency measures, the purchase of green power and other actions. We are making progress towards our GHG reduction goal – total Scope 1 and Scope 2 emissions are down 14% in fiscal 2022 compared to our baseline year of fiscal 2019.

Over the past several years we have been taking a more proactive approach to environmental matters, including Board oversight of these efforts, and our approach continues to evolve as we look for opportunities to expand environmental sustainability initiatives. Our ESG initiatives are a priority, and we are dedicated to continuous improvement as we build on our efforts. We firmly believe that we can continue to be financially successful while operating more sustainably and responsibly.

Looking ahead, I am optimistic at what 2023 will bring for TransDigm as well as the rest of the commercial aerospace industry. The positive trends in the commercial aerospace market throughout 2022 were encouraging, and we are hopeful that the prevailing conditions will continue to evolve favorably throughout 2023. Despite a challenging commercial aerospace environment over the past few years due to the pandemic's dramatic impact on air travel, TransDigm – and the overall commercial aerospace industry – has proven resilient. While the timing and pace of a full recovery for the industry remain uncertain, we are confident in our ability to meet the challenges as they arise. We are a company that is built on a culture of innovation and continuous improvement, and that positions us well to take on the challenges of tomorrow. As always, we are committed to delivering world class products to our customers and driving stakeholder value.

Thank you, and we look forward to your continued support in 2023.

Sincerely,

Kevin Stein

President, CEO
and Director





About TransDigm

For nearly three decades, TransDigm Group has been a leading global designer, producer and supplier of highly engineered aircraft components that are critical to the safe and effective operation of nearly all commercial and military aircraft worldwide.

We employ thousands of Americans in the aerospace and defense industry at our approximately 65 U.S. manufacturing facilities, in addition to thousands of employees at our overseas manufacturing facilities – all of whom help engineer and supply proprietary products that keep the world's commercial airlines flying safely and safeguard armed forces worldwide.

TransDigm's Parts are Represented on Nearly Every Commercial and Military Aircraft in Service Today

Today, TransDigm is comprised of approximately 48 independently run operating units, each of which develop highly engineered and customized products to solve specific needs for aircraft operators and manufacturers. While each operating unit runs its local businesses autonomously and implements its own company-specific market strategy, they all are united in their common dedication to delivering reliable, quality parts efficiently, on time and with the highest standards. This is driven by a company-wide culture of innovation to benefit customers and generate new business development across all our operating units.

As a result, TransDigm products are trusted throughout the industry. TransDigm's businesses produce products ranging from aircraft passenger seatbelts and cockpit

security systems that keep passengers and pilots safe, to parachutes that protect the lives of soldiers, sailors and airmen, to space telescope equipment that helps NASA better understand the universe.

TransDigm has a Reputation for High Quality, Reliable Products and Strong Customer Support

We drive value through our well-proven, disciplined operating strategy, which is focused on developing profitable new business, driving productivity and cost improvements, and providing highly engineered, value added products to customers. Our best-in-class products with superior quality, availability, reliability and safety lead to long-term relationships with our customers, who regularly continue to partner with TransDigm when new business opportunities arise.

We also maintain a selective acquisition strategy primarily focused on proprietary commercial aerospace component businesses with significant aftermarket content, where we see a clear path to value creation. Since founding our Company in 1993, we have successfully acquired 87 businesses and numerous product lines. The successful execution of this business strategy has enabled us to deliver consistent financial performance through all phases of the aerospace industry market cycle to benefit our investors – providing private equity-like returns with the liquidity of a public market – as well as enhancing our products and services for the benefit of all our stakeholders.

Underpinning our unwavering focus on delivering value for our shareholders is our steadfast desire to improve the welfare of our employees, communities and the environment. Through various ESG initiatives, we have a demonstrated commitment to reducing barriers for traditionally underrepresented students, developing diverse talent, innovating products to be more environmentally friendly and supporting our veterans as they enter the civilian workforce, among other efforts.



TRANSDIGM AT A GLANCE

~14,400

Global Employees

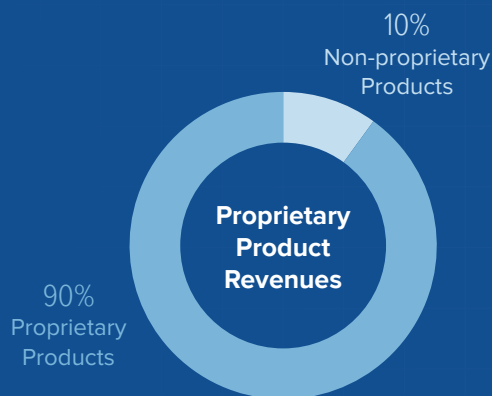
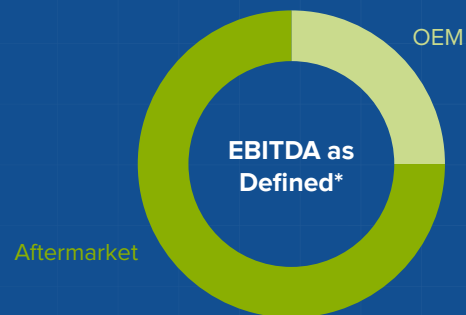
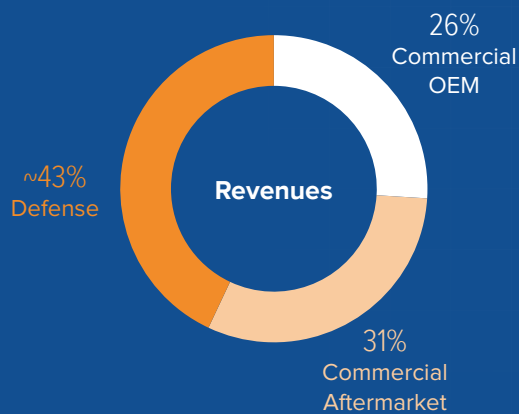
48

Independent Operating
Units Around the Globe

~100

Global Manufacturing
Locations

TRANSDIGM BY THE NUMBERS



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

69

U.S. Manufacturing
Locations

20

U.S. States

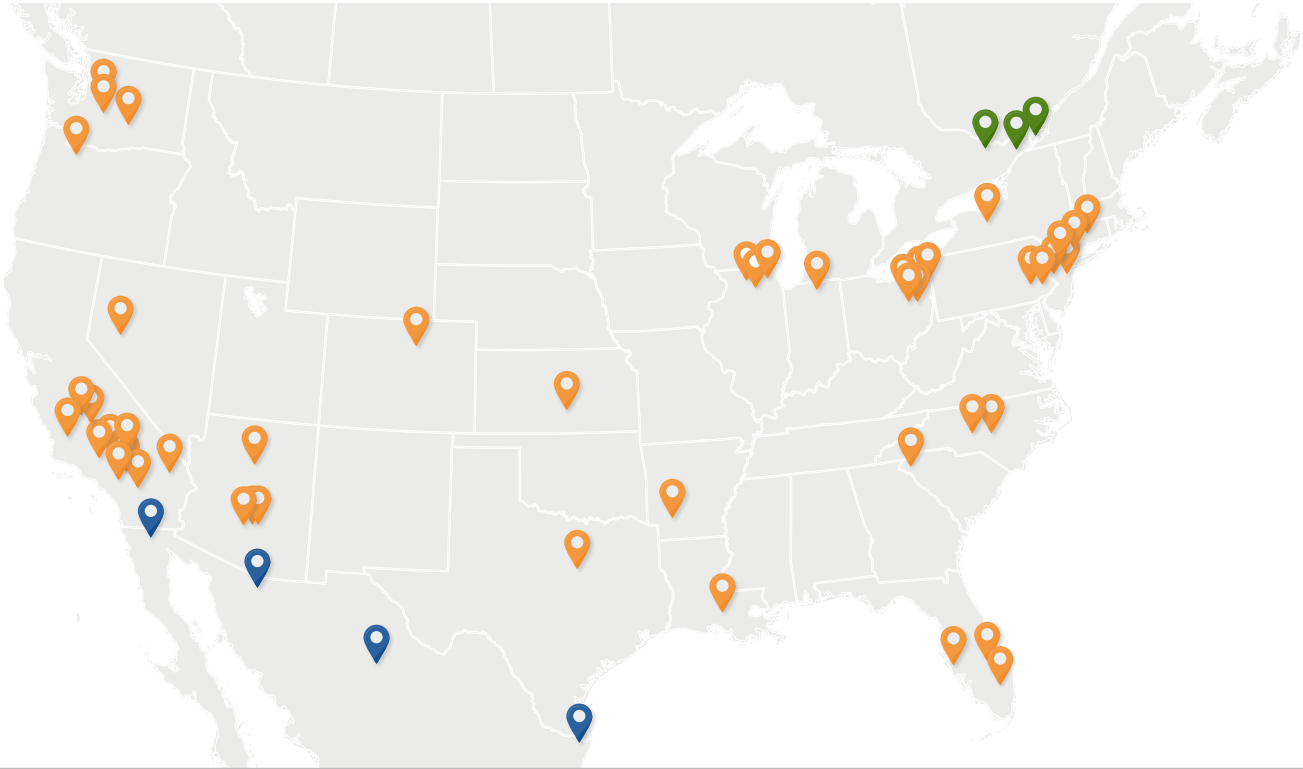
7K+

Jobs Supported in
the U.S.



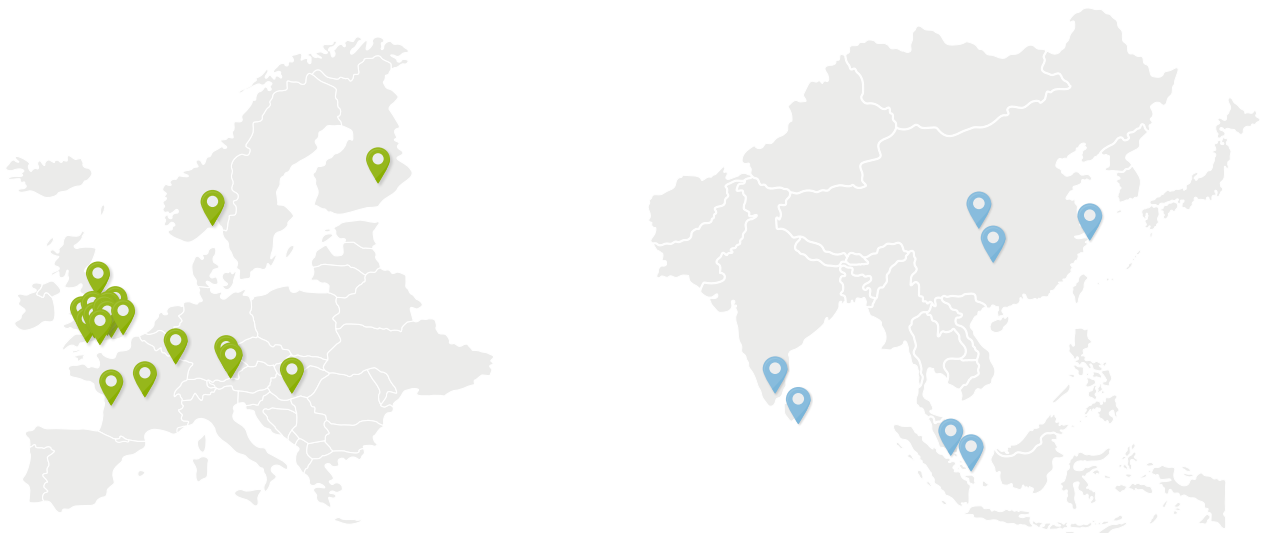
EXTENSIVE PRESENCE IN NORTH AMERICA WITH DEEP INVESTMENTS IN THE AMERICAN MANUFACTURING BASE (CONT.)

■ U.S. ■ Mexico ■ Canada



BROAD FOOTPRINT IN THE U.S. SUPPLEMENTED BY INTERNATIONAL OPERATING UNITS AND GLOBAL MANUFACTURING LOCATIONS

■ Europe ■ Asia





2022 Review

Throughout 2022, we continued to see recovery in the commercial aerospace market and further progression towards pre-pandemic levels of global air traffic. Revenue passenger kilometers (“RPKs”), a metric used to measure air traffic demand, steadily improved in 2022 and many aircraft parked by airlines returned to service. Although RPKs have significantly recovered from pandemic lows, RPKs remained depressed relative to pre-pandemic levels. Calendar year 2022 RPKs are currently estimated to be down approximately 29% compared to pre-pandemic levels – though that is much improved from 2021 of down 58%.

Airline passenger demand remained robust during 2022. Commercial air travel in domestic markets continued to lead the air traffic recovery with certain domestic markets nearing or achieving pre-pandemic air traffic levels. The pace of the international recovery, though slower than the domestic recovery, made positive strides in 2022 as indicated by international RPKs. Most countries have now fully reopened to international travelers and there is pent-up demand for long-haul travel. Current industry consensus expects that worldwide RPKs will recover further in 2023.

In 2022, the commercial original equipment manufacturers (“OEM”) market also continued to show signs of recovery with airlines returning to the commercial OEMs to place orders and both Boeing and Airbus increasing aircraft production rates. However, the commercial OEM supply chain challenges impacting Boeing and Airbus are slowing the pace of new aircraft manufacturing. Both Boeing and Airbus have disclosed further planned OEM production rate increases for calendar 2023.

2022 was not without its challenges. Aside from the residual negative effects of the pandemic continuing to impact the commercial aerospace industry, our business also had to navigate a difficult inflationary environment and disruption within the global supply chain and labor markets. Our teams met these challenges head-on and worked to implement mitigating actions to overcome these issues.

As ever, during 2022, we focused on our proven operating strategy and on managing factors that are within our control, including careful management of our cost structure. The strong efforts and accomplishments of our teams during this challenging fiscal year are commendable – it is what allowed us to continue providing our customers the highest quality products and services and delivering superior operational performance.

Additionally in 2022, we were pleased to have allocated approximately \$2.4 billion of capital in the aggregate across M&A and return of capital to our shareholders. Specifically, these activities included share buybacks and a special dividend of \$18.50 per share, along with the acquisition of DART Aerospace (“DART”). DART is a leading provider of highly engineered, unique helicopter mission equipment solutions that predominantly service civilian aircraft.

Along with our focus on driving financial and operating performance, we also continued our work in 2022 to improve our ESG efforts, creating a more diverse, equitable and inclusive workplace, reducing our environmental footprint and ensuring that our business operates responsibly on all fronts.

FY 2022 FINANCIAL AND OPERATIONAL HIGHLIGHTS

\$5.4B Revenue

~90%

Generated by
proprietary products

~55%

Generated from
aftermarket sales

\$2.6B

EBITDA as defined*

\$18.1B

Total assets

\$58B

Total enterprise
value**

~137%

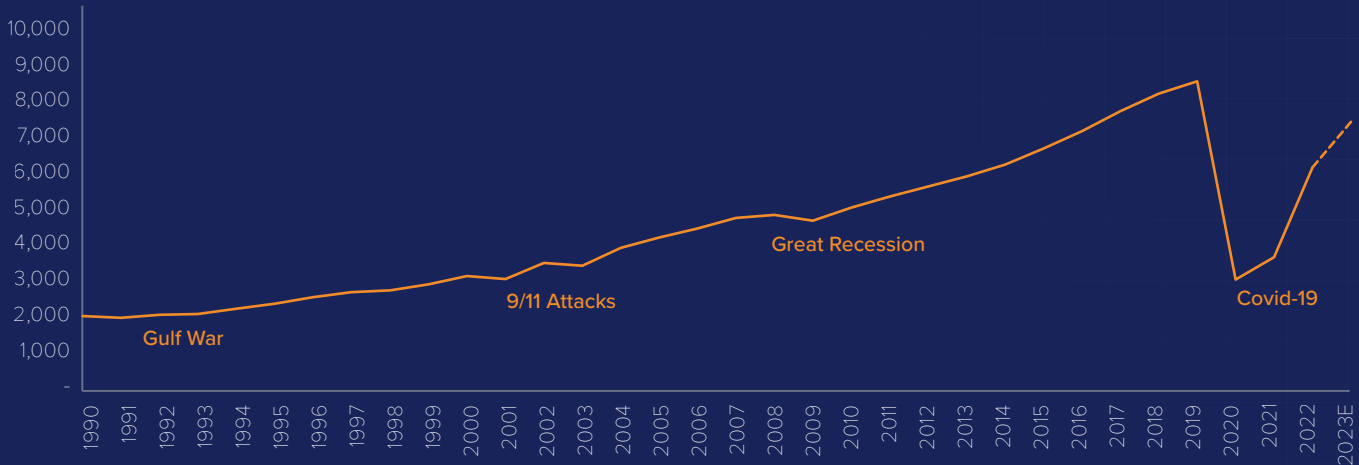
5-year total
shareholder return

CONTINUING RECOVERY IN THE COMMERCIAL AEROSPACE INDUSTRY

During 2022, we saw a continuation of favorable trends in the recovery of the commercial aerospace industry and global air traffic. Substantial progress was made during 2022 in the recovery of global revenue passenger kilometers (“RPKs”), although RPKs remained depressed compared to pre-pandemic levels. Current industry consensus indicates that worldwide revenue passenger miles will recover further in 2023. As the commercial aerospace industry continues to recover, we are encouraged by the trends in air traffic, among other factors.

REVENUE PASSENGER KILOMETERS

(in billions)

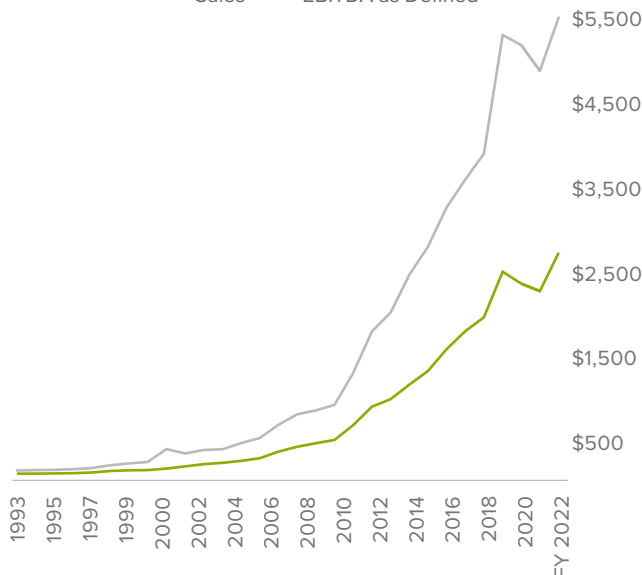


UNPARALLELED TRACK RECORD OF CONSISTENT GROWTH

SALES AND EBITDA AS DEFINED

(in millions)

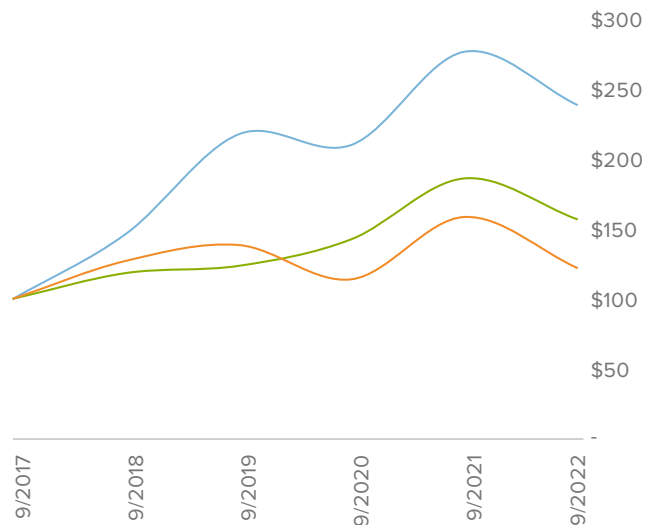
— Sales — EBITDA as Defined*



*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.

COMPARISON OF 5 YEAR CUMULATIVE TOTAL RETURN**

— TransDigm Group, Inc. — S&P 500 — S&P Aerospace Defense Select



**\$100 invested on 9/30/17 in stock or index, including reinvestment of dividends. Fiscal year ending September 30. Copyright© 2022 Standard & Poor's, a division of S&P Global. All rights reserved.



Strategic Mergers & Acquisitions ("M&A") Update

M&A remains a key part of our operating strategy, and we continue to actively seek out opportunities that fit our criteria of proprietary aerospace businesses with significant aftermarket content.

In May 2022, we completed our acquisition of DART for a purchase price of \$360 million. DART is a leading provider of highly engineered, unique helicopter mission equipment solutions that predominantly service civilian aircraft. Approximately 95% of DART's revenues are derived from proprietary products and about 80% of DART's revenues comes from the aftermarket. The products have a strong presence across major commercial rotary-wing platforms as well as select applications for defense and safety services. DART operates from four primary facilities in Hawkesbury, Ontario; Portland, Oregon; Fort Collins, Colorado and Chihuahua, Mexico. Since its acquisition, the DART integration has progressed well under the leadership of an experienced TransDigm executive vice president.

Investor Engagement

Our Board and management recognize that solicitation and stockholder feedback is important to creating stockholder value. As a result, we regularly engage with our stockholders throughout the year, but most importantly in advance of our annual meeting.

For our shareholder outreach for the 2022 annual meeting, we reached out to our top 50 shareholders representing 77% of our shares outstanding to discuss compensation and any other matters of interest for our 2022 annual meeting. Fifteen of those stockholders elected to have a discussion while many of the others declined because they were satisfied with the design of our plan and/or we have had prior discussions and they had no questions regarding the compensation plan or any other matters. We continue to find that most actively managed funds generally like the design of our compensation plan.

Compensation plan changes made since the 2021 annual meeting were well received by our stockholders. While stockholders were encouraged by the responsive compensation plan changes, it was noted by several firms that since the changes were not reflected in the 2021 compensation (but would be reflected in the 2022 compensation), their vote regarding compensation paid to TransDigm's named executive officers for the 2022 annual

meeting would not be reflective of the changes. The changes that are reflected in the 2022 compensation include the return to original annual operating performance criteria for stock option vesting in 2022 and the changes implemented to reduce magnitude of compensation. Further detail regarding the compensation plan changes can be found in the 2022 Proxy Statement dated June 1, 2022 and 2023 Proxy Statement dated January 27, 2023.





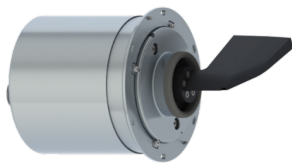
PRODUCT HIGHLIGHTS

Making Products Greener

AEROSONIC

Integrated Multi-Function Probes (IMP)

Next generation of IMPs for military fighter jets includes reliability improvements resulting in improved product life and increased mission success rate. The IMP measures Pitot, Static, AoA and AoS in one single integrated package. A patented, redundant heater design allows the product to run with 50% less power consumption vs. the current generation. The resulting higher reliability of the heaters extends the life of the product and reduces components made with heavy metals.



DARCHEM ENGINEERING

DaroLite Bio-Composite Insulation

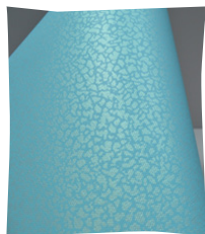
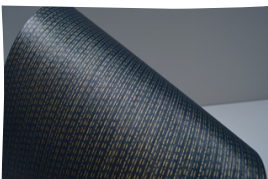
A Darchem developed IP, bio-based resin system that replaces industry standard Kevlar outer material in certain aerospace and marine applications. This new product is the forefront of Darchem's development philosophy of sustainability and carbon reduction.



SCHNELLER

AerFilm Flex® Contour

Next generation decorative laminate designed to provide up to 40% faster installation over any required geometry while reducing overall weight by 12% for a more sustainable cabin interior. This innovative product gives cabin designers a greater degree of flexibility to create comfortable and inviting aircraft interior environments.



ESG HIGHLIGHTS

As a global company with over 100 manufacturing facilities around the world, we take our corporate responsibility seriously and each year we strive to improve upon our ESG efforts. In 2022, we made progress against our goals of being a more sustainable and responsible company, and we continue to engage with the communities in which we operate, with a particular focus on initiatives that support the growth and development of underrepresented groups.



Supporting Manufacturing Growth

in Northeast Ohio through a multi-year commitment of financial support to The Manufacturing Advocacy and Growth Network ("MAGNET")



Funding STEM

through a STEM-focused TransDigm Group Learning Center at the Great Lakes Science Center that brings programming to under resourced and underrepresented youth in Cleveland



Awarding ~650 Scholarships

by 2024 to underprivileged and underrepresented youth with the Doug Peacock Scholarship Program



Contributing to Sight-Saving Eye Care

services for children in need through our multi-year financial commitment to the Cleveland Clinic



Continuing to Expand Diversity

for our Management Development Program ("MDP") with our largest and most diverse class in 2022



Progressing Towards Our Commitment

of 50% reduction in our Scope 1 and Scope 2 greenhouse gas emissions by 2031 through energy efficiency measures, the purchase of green power and other actions



Completed 2022 Enterprise-wide Greenhouse Gas Inventory

for Scope 1 and Scope 2 emissions along with enterprise-wide aggregation of water consumption





PRODUCT HIGHLIGHTS

LEACH

INTERNATIONAL CORP

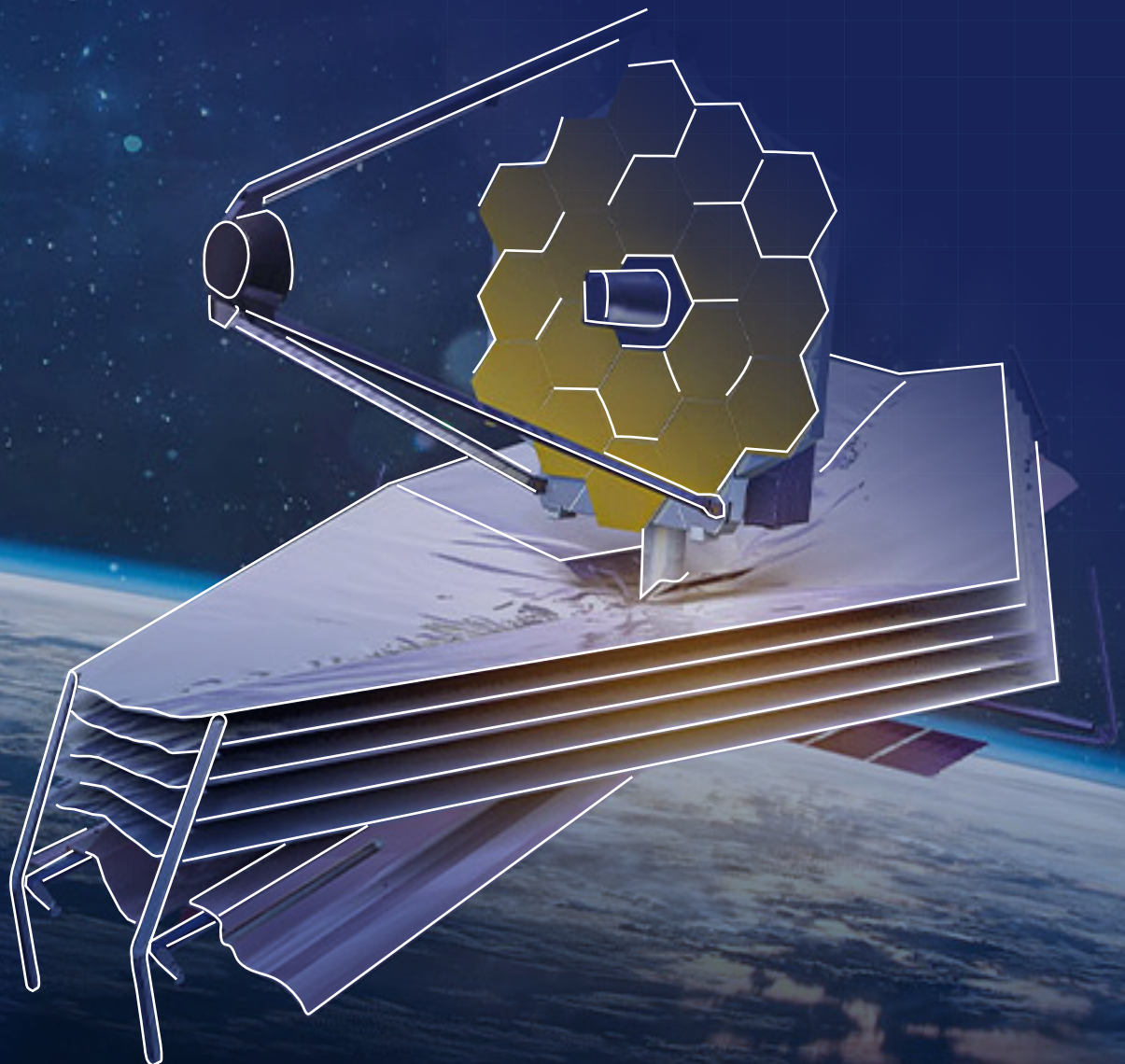
Leach International Corporation High-Reliability Disconnect Relays on Board the NASA James Webb Space Telescope

TransDigm operating unit, Leach International Corporation ("Leach"), provided high reliability disconnect relays on board the NASA James Webb Space telescope. Leach's relays ensure the system is powered on only when needed, minimizing energy use and ensuring long-term reliability of the telescope. The Webb Space Telescope is the largest

and most complex telescope ever launched into space. The telescope launched successfully in 2022.

According to NASA: "Webb will fundamentally alter our understanding of the universe. It can observe the cosmos, from planets to stars to nebulae to galaxies and beyond – helping scientists uncover secrets of the distant universe as well as exoplanets closer to home. Webb can explore our own solar system's residents with exquisite new detail and search for faint signals from the first galaxies ever made. From new forming stars to devouring black holes, Webb will reveal all this and more."

TransDigm and Leach are proud to be a part of such an important project and to help cultivate our nation's knowledge of outer space.





Governance and Responsible Business Practices

Corporate Governance

Our Independent, highly experienced Board of Directors (“Board”) provides oversight of TransDigm’s management team and strategy, ensuring that the Company is delivering value for shareholders and engaging in responsible business practices. We are committed to regularly assessing the composition of our Board to ensure it represents a diverse range of expertise and perspectives. The mix of skills, experience and background brought to TransDigm by our Board are invaluable. Annually, the Board, as well as the Audit Committee, Compensation Committee and Nominating and Corporate Governance Committee conduct a self-evaluation to identify gaps and address any issues in our governance.

Risk Oversight

The Board is responsible for evaluating and managing the Company’s risks. In coordination with TransDigm’s management team, the Board monitors the Company’s risk exposure and oversees efforts to monitor and mitigate such risks. TransDigm’s executive officers meet annually to discuss the material risks facing the Company and potential mitigations, a summary of which are presented to the Board. The Board reviews and discusses these risks at a regularly scheduled Board meeting each year. TransDigm’s executive officers also engage in regular reporting to the Board regarding the Company’s litigation, compliance, acquisitions, environmental issues, social matters and known risks.

Ethics

Honesty, integrity, and ethical behavior are an integral part of TransDigm’s core values. These values are upheld by the Board and senior leadership team and extend to every operating unit and employee. We have a robust Code of Business Conduct and Ethics that governs the behavior of each and every TransDigm employee, regardless of job level. This Code is reviewed annually and refreshed regularly. The Code is also reviewed by the Audit Committee each year, which discusses and approves any changes.

TransDigm fosters a culture of open and honest communication. Our employees are encouraged to speak

up if they have concerns, and we enable the confidential reporting of any ethics issues. We have a Whistleblower Policy that, combined with our Code of Business Conduct and Ethics and our Insider Trading and Confidentiality Policy, helps create a transparent and ethical business environment. Additionally, to ensure ethical behavior by all senior financial officers of TransDigm, we have Code of Ethics for Senior Financial Officers. TransDigm also has a 24-hour Ethics Whistleblower Hotline that allows reports of illegal or unethical behavior to be made confidentially and anonymously, when permissible under applicable law, via the internet or by phone. The system is utilized by our employees, and reports to the hotline are received and handled by the applicable corporate compliance and legal team members to resolve and close the issue. The hotline is advertised locally at our operating units to ensure all employees are aware of this resource. Employees are encouraged to submit concerns of illegal or unethical behavior through in-person and virtual training.

We provide employees with frequent training, education and resources that support our policies. Our outward facing employees are required to complete annual ethics training, and we conduct in-person ethics training at our sales, operations and finance conferences. The ethics training is made available to intermediaries as well. Ethics training includes such trainings as anti-bribery, anti-corruption and trade compliance. We also offer sexual harassment prevention training to each of our operating units to comply with applicable state law requirements. TransDigm also conducts anti-corruption auditing and fraud auditing and provides semi-annual compliance reports to the Audit Committee. We continually assess our ethics program, including training opportunities, and modify as appropriate. For example, in 2022, we added a new confidence assessment feature to our anti-bribery and anti-corruption training, which will allow us to tailor future training to the needs of our employee population.

We are also committed to supporting fundamental human rights and believe in the dignity and worth of all individuals. We do not use or allow the use of child, slave or forced labor, or human trafficking in our business activities. We condemn any degrading treatment of individuals and are committed to providing safe working conditions.



KEY GOVERNANCE PROVISIONS



ACTION

by written consent



SEPARATE

Chairman and CEO roles



DIRECTORS

stand for annual election



PROXY ACCESS

for qualifying shareholders



STRONG BOARD INDEPENDENCE

9 of 11 independent directors



SIGNIFICANT EQUITY OWNERSHIP

requirements for our executive officers and directors



SHAREHOLDER RIGHT

to call a special meeting



Data and Information Security

TransDigm is committed to maintaining a comprehensive, risk-based cyber and information security program to protect our networks, systems and information. We recognize the ever-changing threats to cybersecurity, and with the assistance of our Director of Cyber Security, we appropriately revise our Corporate-led standards and policies-based framework at least annually to keep up with these demands. Our multi-layered framework is built on international cyber security standards and considers and incorporates the requirements of the National Institute of Standards and Technology (NIST) 800-171, other legal or regulatory requirements, and industry best practice. We leverage internal and external information security threat intelligence to research further and evaluate for potential remedial action by and proactive resource allocation of our businesses. We also continue to maintain cybersecurity insurance in the event that TransDigm experiences a cyber event or incident.

Additionally, we utilize a cybersecurity risk management program to monitor and evaluate cyber risks and adapt our framework and program to mitigate those risks. Our risk management program includes a regular independent audit of each of our businesses. The Audit Committee of the Board of Directors, which includes members with cybersecurity oversight experience, has direct oversight of our risk management function and is updated regularly on the compliance with the cybersecurity program of each of our businesses. Key requirements specified within our cybersecurity framework are included below:

- **Training and Awareness** – Regular training occurs for all employees on insider threats, cybersecurity and the conduct of quarterly phishing exercises.
- **Technology Investment** – We deploy multi-layered defenses that include multi-factor authentication, managed endpoint detection and response services, 24/7 security monitoring and remediation services, privileged access management, and timely vulnerability and patch management strategies. We require action on any events or findings within a defined period based on criticality and risk.
- **Third Party Assessments** – We perform at least annual independent penetration tests and require remediation of findings within a defined period based on criticality and risk.
- **Incident Response Plans** – For effective management of global incident response, our comprehensive incident response plan is adopted by each of our businesses and includes encrypted backups and quarterly recovery testing requirements as well as business continuity considerations. The incident management function is led by the Corporate executive team.



Our annual global IT and Cyber conference brings together Corporate leadership and leadership for each of our businesses for information sharing, collaboration and education focused on cybersecurity and information technology strategies and solutions.

We continue to strengthen our cybersecurity posture around the world to protect our information and our customers' information. We will continue to seek out proactive solutions and strategies to address the ever-evolving cybersecurity risks.

Supply Chain Standards

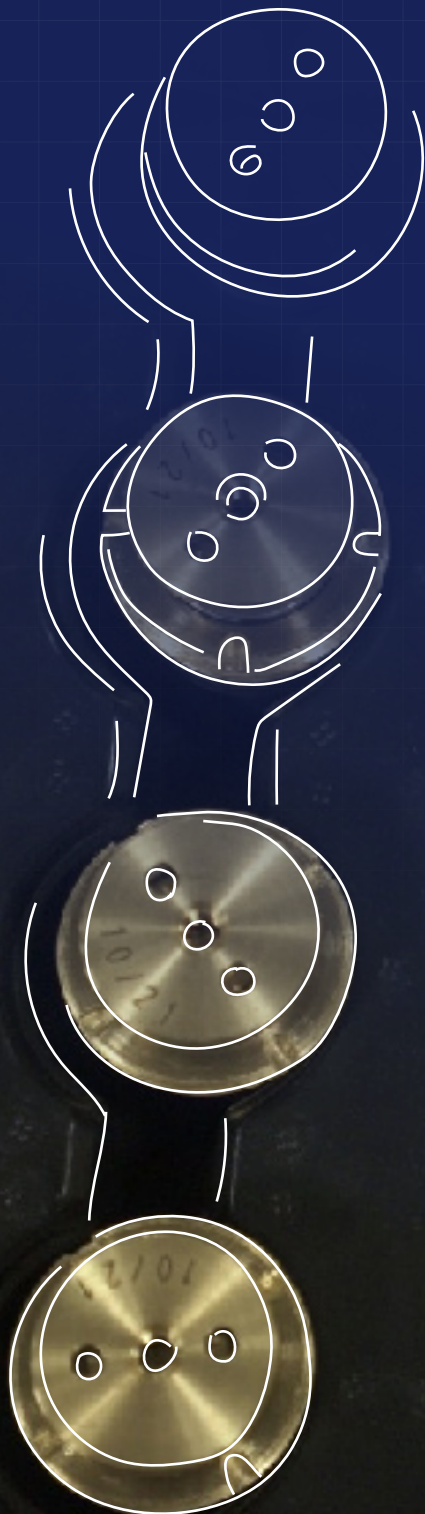
The integrity of our supply chains at all levels is of critical importance to us, and we expect our suppliers to uphold the same high standards to which we hold ourselves. We are consistently reviewing and qualifying new suppliers to ensure our values and ethical standards are followed by our suppliers. TransDigm's Code of Business Conduct and Ethics applies to our suppliers.

We are committed to complying with the requirements regarding disclosure of the use of conflict minerals (i.e., tin, tungsten, tantalum and gold) to help global efforts to reduce the funding of armed groups engaged in conflict and human rights abuses. Through supply chain due diligence, we analyze the products we manufacture and the raw materials and components we purchase.

Accordingly, we commit to:

- Work diligently to identify the presence of conflict minerals in our supply chain that are necessary to the functionality or production of our products.
- Develop processes to determine whether conflict minerals in our supply chain originate from the Democratic Republic of the Congo and certain adjoining countries or are derived from recycled or scrap sources.
- If necessary, perform supply chain due diligence in accordance with the Organisation for Economic Co-operation and Development due diligence framework, or other similar standards.
- Inform our suppliers of the Securities and Exchange Commission reporting requirements related to conflict minerals.

We have also made efforts to address the risk of human-trafficking in our supply chain. TransDigm has a strict policy prohibiting engagement with suppliers who utilize child labor or forced labor.





Product and Safety Innovation

At TransDigm, we never lose sight of the fact that lives depend on our products.

As such, quality, safety and reliability are the bedrock of our approach to developing the highly customized products that meet the specific needs for aircraft operators and manufacturers around the world.

As our business has grown and evolved over the past 29 years, we have maintained a relentless focus on innovation and quality to ensure the highest standards of safety. Our company-wide culture of innovation drives continuous improvement on this front and leads our customers to continue to select us for new business opportunities.

We strive to provide products and services that exceed our customers' requirements for quality and reliability – designing proprietary products that withstand the extraordinary conditions and stresses that are endured during use on an aircraft. The commercial aircraft component industry is highly regulated by the Federal Aviation Administration (“FAA”) in the United States and by the European Union Aviation Safety Agency (“EASA”) in Europe and other agencies around the world, while the military aircraft component industry is governed by military qualification specifications. We, and the components we manufacture, are required to be certified by one or more of these entities or agencies and, in many cases, by the individual OEM, in order to engineer and service parts and components used in specific aircraft models. We use sophisticated equipment and procedures to comply with quality requirements, specifications and FAA, EASA and other aviation authority requirements, as well as OEM requirements. We perform a variety of rigorous testing procedures, such as testing under different temperatures, humidity and altitude levels, flammability testing and shock and vibration testing. These types of procedures, together with other customer-approved techniques for document, process and quality control, are used throughout all of our manufacturing facilities.

We invest in our business with the clear objectives of improving product quality and ensuring on-time delivery – these key tenets are central to our strategy and our success. Our operating units deliver on these objectives by innovating

not just across their product lines, but also in all aspects of the business – from manufacturing equipment and processes to supply chain infrastructure and operations. Our operating units strive to ensure the safety of their products through high inspection rates and monitoring and analysis of any quality concerns from our customers. Many operating units have obtained certifications, such as ISO 9001 and AS 9100, in furtherance of this objective.

Innovative New Products that Ensure the Safety of Endeavors on the Land, Sea and Outer Space



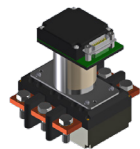
Single Board Computer (SBC)

Historically the commercially designed Radiation-Hardened SBCs are used on geostationary satellites in a wide range of applications, including remote robotics control and star mapping computation. Current applications include low- and medium-earth satellites.



CA450 Contactor

Leach developed and qualified a new 115 VAC 450 Amp contactor for the advancing commercial aerospace market. The CA450 design includes 8 auxiliary switches, the largest number of any Leach product, which provides maximum design flexibility for the end user.



Water Initiated Sensing Aerial Disconnect (WISAD)

WISAD is a modular parachute disconnect that releases the cargo parachutes from the load on water entry, even in strong winds, thereby ensuring boats are not pulled over or equipment is not dragged by the inflated parachutes. This protects the mission and anybody near the drop zone.



Next Generation Conformal Antennas and Beam-Steered Anti-Jam System

A complete shipset of conformal communications and navigation antennas integrated into the skin of a fifth-generation platform (KAI KF-21) – including the world-first actively tuned, conformal antenna for high performance VUHF radio.





OUR MAJOR PRODUCT OFFERINGS INCLUDE



Mechanical/
electro-mechanical
actuators and
controls



Ignition systems



Specialized
pumps and
valves



Lighting
and control
technology



Specialized
AC/DC electric
motors and
generators



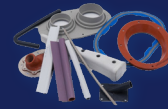
Batteries,
chargers
and power
conditioning
systems



Engineered
latching and
locking devices



Engineered rods



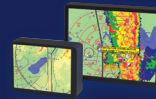
Engineered
connectors and
elastomer sealing
solutions



Databus and
power controls



Cockpit security
components and
systems



Specialized and
advanced cockpit
displays



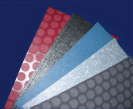
Aircraft audio,
radio and
antenna systems



Specialized
lavatory
components



Seatbelts and
safety restraints



Engineered
and customized
interior surfaces
and related
components



Advanced sensor
products



Switches and
relay panels



High
performance
hoists, winches
and lifting
devices



Cargo loading,
handling and
delivery system



Parachutes



Employee Development and Diversity

TransDigm recognizes that our employees are our greatest asset.

We are known for our ability to deliver innovative, highly engineered products on time and with the highest quality and safety standards in the market, and this would not be possible without our diverse, dedicated, and talented team. As such, one of our highest priorities is the development, recruitment, and retention of our employees. We're focused on recruiting the best and brightest candidates who bring diversity of thought, perspectives and backgrounds at all levels of the Company, because experience has shown us that this is central to our success.

We are proud to employ approximately 14,400 people globally and strive to support their development and success through numerous internal programs as well as promote their wellbeing through robust benefits and a safe, respectful and inclusive workplace environment.

Employee Development

We believe our best future talent comes from our current talent, and, as such, we prioritize promoting from within the organization and continually look to identify and support the advancement of emerging leaders. We consistently fill two-thirds or more of open senior leadership positions with internal candidates.

To support our employees' advancement, we offer training and development programs – including TransDigm University ("TDGU"), TransDigm's Management Development Program ("MDP") and our informal executive mentorship program. We leverage these programs to identify, foster and retain top talent at both the corporate and the operating unit level.

TDGU was established in partnership with the University of Southern California Marshall School of Business; it is a formal mentoring and education program with a curated curriculum, TransDigm specific case studies and established leadership serving as mentors. TDGU has proven to lead to higher contribution and satisfaction for employees within their current roles and helps them enhance their leadership capabilities. This program also helps identify top performers,

improves employee performance and retention, increases our organizational learning and supports the promotion of our current employees.

We are proud of the improvements we made in our diversity efforts at TDGU. Our most recent class is approximately 30% gender and racially diverse, which is nearly double that of the program's inaugural class in 2019. Our work here is certainly not done, and we will continue to increase diversity in future classes.

The MDP helps to identify new talent and prepare them for success within our organization. TransDigm actively recruits for MDP candidates at colleges and universities across the United States to ensure we are reaching a broad and diverse pool of candidates. The program hires recent Master of Business Administration graduates who work for three eight-month periods at a selection of operating units. Program participants gain experience in developing, manufacturing and selling aerospace components with the intent of becoming fully immersed in the operations of our business. Once the program is complete, MDP participants are better equipped with the knowledge and experience needed to excel as a manager at TransDigm. Our goal for successful MDP participants is to hire them on a full-time basis at an operating unit upon completion of the program.

We continue to evaluate the roster of schools that we recruit from for the MDP and prioritize creating a more diverse class. We recently added the colleges and universities participating in our Doug Peacock Scholarship program to our MDP recruitment program. Our most recent MDP class is approximately 50% gender and racially diverse, which is double that of the program's inaugural class in 2019. We are committed to continuing our diversity efforts for the MDP into the future.

TransDigm's executive team also mentors rising talent on a more informal basis. This informal mentorship helps accelerate the development of top performers, increase organizational learning and improves employee performance and retention. The executive team also commits substantial time to evaluate the bench strength of our leadership and work with our executives to improve their performance. Overall, these initiatives demonstrate TransDigm's ongoing commitment towards accelerating the development of our future leaders.



Benefits

We are proud to offer competitive benefits packages that attract, retain, motivate and reward our talent. We are committed to providing our employees and their families with programs that support their health and overall wellbeing.

To assist employees with financial empowerment, we offer retirement savings plans. We also provide members the ability to save money on a tax-free basis through flexible spending accounts and health savings accounts.

TransDigm offers competitive compensation programs to our employees that includes base pay, bonus programs and equity programs. TransDigm employees also receive paid time off and holidays.

We understand the value in furthering the knowledge and education of our current employee base. In addition to formal and informal employee development programs within TransDigm, at the vast majority of our operating units, employees can expand their careers by accessing tuition reimbursement programs. Some operating units also partner with local colleges to provide training courses to TransDigm employees. Access to these programs enhance our employees' value to the Company, our customers, and our communities.

TransDigm's equity compensation plans are designed to assist in attracting, retaining, motivating and rewarding key employees and directors, and promoting the creation of

long-term value for our stockholders by closely aligning the interests of these individuals with those of our stockholders. TransDigm's equity compensation plans provide for the granting of performance-based stock options. Equity compensation, and specifically stock options, is a significant component of TransDigm's equity-based compensation strategy and value-based culture. Our approach to equity has a track record of success, and we believe that the continued use of performance-based stock options will help retain the Company's key employees and recruit the talented minds of the future.

Diversity

At TransDigm, we value new ideas, different experiences, and fresh perspectives, and we firmly believe these are enhanced by a more diverse workforce throughout all levels of our organization. We are committed to improving diversity at all levels of the Company – it is critical to innovation, provides a competitive advantage, yields better outcomes and in turn, enables us to better deliver for all of our stakeholders. We measure our diversity annually and review the progress. We strive for improvement each year.

We know that the tone is set from the top, and our commitment to diversity and inclusion must be reflected within our leadership team as well as our Board. In 2022, we implemented Unconscious Bias Training for our Board of Directors and management. We also continued

OUR U.S. WELFARE BENEFIT OFFERINGS INCLUDE



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



throughout the year to embed TransDigm's commitment to increasing diversity in other internal trainings, communications and conferences.

The Board of Directors plays an important role in our diversity, equity, and inclusion ("DEI") efforts. For example, the Nominating and Corporate Governance Committee recommends potential director candidates to the Board weighing independence, diversity, age, strategic and financial skills and experience, in the context of the needs of the Board and the long-term interests of our Company. The Board monitors our DEI initiatives and results on a regular basis – at a minimum an in-depth annual review of DEI initiatives is completed, but typically DEI initiatives are discussed in some capacity at the quarterly Board of Directors meetings. The Board is committed to increasing gender diversity at the senior management level and is actively monitoring this initiative.

Annually, TransDigm files a U.S. Federal Employer Information Employment Data Report (Form EEO-1). The date of our last EEO-1 filing was May 26, 2022 for our 2021 employee data. While we file the EEO-1 report annually in compliance with the submission deadlines set by the U.S. Equal Employment Opportunity Commission, we present diversity data within this Stakeholder Report that we believe represents meaningful measures of our diversity profile.

Discrimination is not tolerated at TransDigm. We are committed to high ethical standards and equal employment opportunities in all personnel actions 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.

Our products and values are closely tied to supporting the U.S. military and our allies. As such, we are dedicated to offering employment opportunities to U.S. military veterans. Supporting our veterans as they enter the civilian workforce is incredibly important to us given their valuable wealth of knowledge and skills. Many of our U.S.-based operating units have specific programs or initiatives that provide career opportunities to veterans as they transition into the civilian workforce.

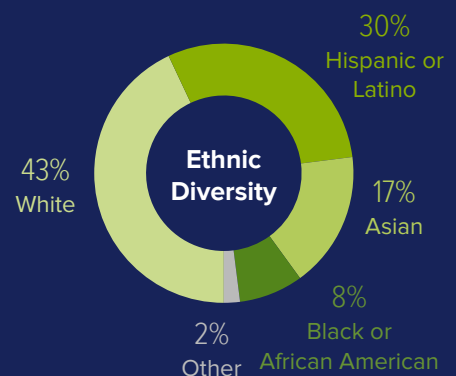
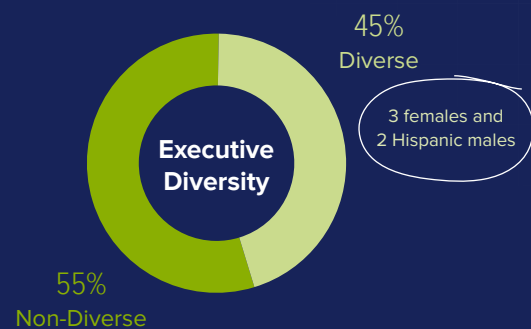
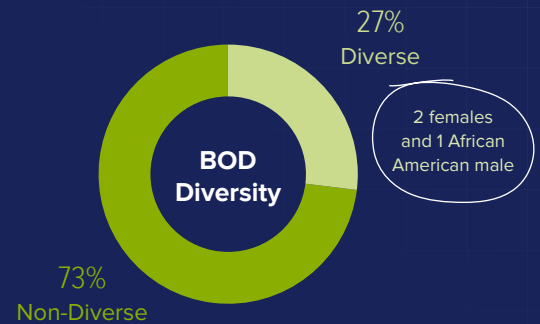
Employee Safety

We recognize that in order to deliver on our commitment to manufacturing the safest, highest quality products for our customers, it is incumbent upon us to keep our employees healthy and safe as they design, engineer and produce these products. We are dedicated to building, maintaining



TRANSDIGM DIVERSITY

U.S. Employees Only





and operating our facilities to effectively manage process safety and minimize risks. We also strive to empower and support our employees to prevent accidents and promote a healthy work environment. We require personnel to report and communicate risks, potential hazards, incidents and near misses so that they can be investigated, and appropriate action can be taken to prevent future issues.

To underscore our commitment, we require each of our operating units to individually report on Environmental Health and Safety matters monthly to our executive team.

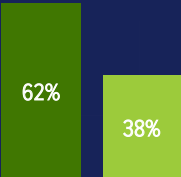
Our employees are our #1 asset, and we are committed to preserving their health and safety while continuing to meet our customer commitments.

GENDER DIVERISTY BY JOB CATEGORY

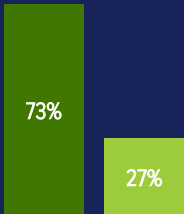
U.S. Employees Only

Male Female

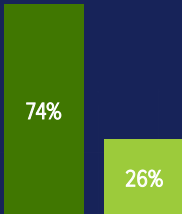
OVERALL TRANSDIGM



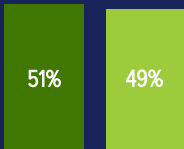
EXECUTIVES



MANAGERS

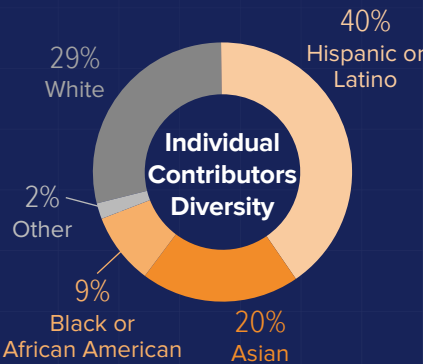
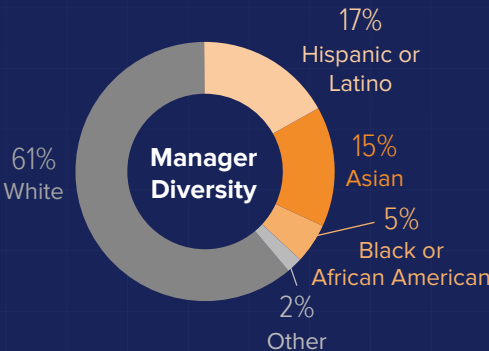
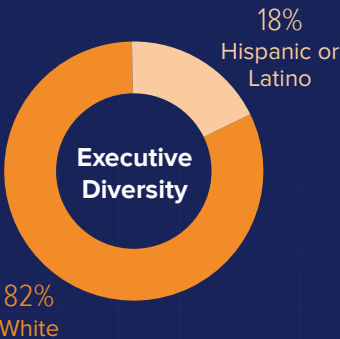


INDIVIDUAL CONTRIBUTORS

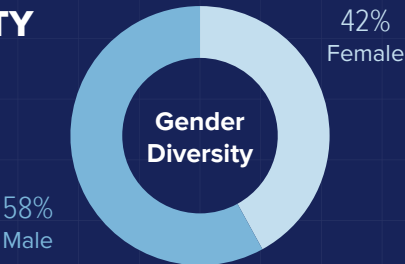


RACE AND ETHNICITY DIVERISTY BY JOB CATEGORY

U.S. Employees Only



GLOBAL GENDER DIVERSITY





Community Impact

We are committed to making a positive impact on the communities in which we operate.

At our Ohio headquarters, TransDigm supports a range of initiatives, particularly focused on helping underserved and disadvantaged communities in the region. We also encourage each of our operating units to engage with their local organizations to find meaningful ways to give back to their communities.

At the corporate level, TransDigm has launched the following programs and initiatives:

The Doug Peacock Scholarship Program

At TransDigm, we value and appreciate a talented and diverse workforce, and we are driven to help foster talent at a young age. There are promising students with the motivation and ability to make valuable contributions in future careers, but they may not have the means to continue developing their skillsets. To help cultivate this talent and provide support to these bright young minds, in 2020 we launched the Doug Peacock Scholarship Program. Through this program we honor the legacy of Doug Peacock – one of TransDigm’s founders. The program focuses on providing educational opportunities to minority students who are primarily pursuing careers in engineering or business.

With cross-disciplinary competencies in mind, we thoughtfully select schools that promote a sound curriculum and experiential learning to give students the foundation they need to help solve the pressing global challenges of our time. Non-endowed funds are given to minorities, with preference to minority females. The scholarships are renewable (assuming the student continued to meet eligibility requirements) and provide gap funding that offsets financial responsibilities. Supporting students from underrepresented groups opens opportunities for individuals that would not otherwise be able to pursue and achieve their most ambitious goals.

To meet the goals of the program, we have built an ongoing partnership, providing postsecondary education to engineering and business majors in need.

Institutions include:



CLEVELAND STATE
UNIVERSITY

CLEMSON



W
UNIVERSITY of WASHINGTON



RIT Rochester Institute
of Technology

We also provide educational opportunities for high school students impacted by poverty and educational inequality in the city of Cleveland at Saint Martin De Porres High School and Benedictine High School.

We continue to look for meaningful ways to expand the Doug Peacock Scholarship Program and are proud to be a supporter of PEER and WISE, a diversity program through Clemson University. PEER and WISE are focused on increasing diversity in science and engineering by addressing and assisting students in technical majors and offering mentoring, guidance, counseling and tutoring. The programs also provide career development and networking opportunities by pairing students with successful people in their classes and the workforce. In addition to the Doug Peacock Scholarship funding, TransDigm committed to funding to PEER and WISE 2023 summer program to support student development to focus on math and soft skills.

TransDigm is committed to providing opportunities beyond the classroom and supporting students in their career. We provide employment opportunities to our Doug Peacock Scholars and have some students that obtain internships and co-ops at our operating units. Supporting our Doug Peacock Scholars through employment with TransDigm is an essential piece in furthering development of a diverse workforce.

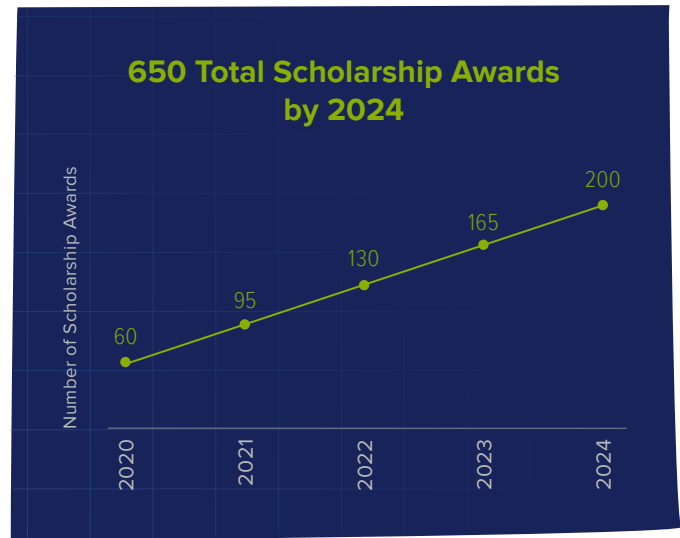
PROVIDING 650
SCHOLARSHIP
AWARDS TO
STUDENTS BY 2024





WE ARE COMMITTED TO MAKING A DEEPER IMPACT IN SUPPORTING STUDENTS IN NEED

For the 2021-2022 academic year, approximately 95 scholarships were awarded to high school and undergraduate students. Approximately 130 scholarships were awarded for the 2022-2023 academic year, which includes continuing to support many of the students from the previous, inaugural year of the program. TransDigm expects to continue expanding the Doug Peacock Scholarship program in future years.



Being part of such an exclusive scholarship really drove home for me that [chemical engineering] is what I'm doing. To say 'I'm trying to be an engineer' and have someone else in the field say, 'we want to support you in being an engineer...' well, that's the reason I'm here.

2022 Doug Peacock Scholarship Recipient



By receiving this [scholarship], I know that I'm not just another overlooked minority who adds to the diversity of the school. I know that my work is appreciated, which encourages me to keep striving for better results from myself.

2022 Doug Peacock Scholarship Recipient



The support I've received from that scholarship, the money, and the people I spoke with gives me reassurance that my hard work is paying off. I think that is exactly what I need as a first-generation student.

2022 Doug Peacock Scholarship Recipient

The Red Cross of Northeast Ohio's Home Fire Campaign

Each day in the U.S., seven people die in a home fire, most in homes that lack working smoke alarms. On average, U.S. fire departments respond to a home fire every 87 seconds, and home fires kill more people than all other U.S. natural disasters combined.

Committed to taking action, TransDigm is supporting the Red Cross of Northeast Ohio's efforts to distribute and install smoke alarms in underserved communities. The program also educates children, families and the elderly on home fire preparedness and fire safety.

Returning World-Class Athletics to Cleveland

We are proud of our vibrant home city of Cleveland, Ohio, and were excited to be the title sponsor again of the 2022 Tri CLE Rock Roll Run in the heart of downtown Cleveland, and TransDigm looks forward to being the 2023 title sponsor. The race sold out its spots this year, and grew significantly since its inaugural race last year.

Through our sponsorship, we are proud to support Tri CLE's non-profit, the Kids that Tri Program, which was created to give under-resourced children of the Greater Cleveland area a chance to learn how to swim, bike and run, as well as participate in a competitive triathlon.

The Manufacturing Advocacy and Growth Network (MAGNET)

Manufacturing of a wide range of goods – from automotive to household products, food production, and precision instruments – account for 20% of employment across Northeast Ohio and drive half of the area's GDP. For more than 30 years, MAGNET has been helping fuel Northeast Ohio's manufacturing growth by supporting small- and mid-sized manufacturers. In order to fight industrial decline and economic inequality, the organization helps small- to mid-

sized firms in the region thrive by taking better advantage of robotics, computer-driven cutting machines, 3-D printers, and other advanced technologies. MAGNET also creates pathways to careers in high-tech manufacturing by training a rising generation of workers.

To support manufacturing growth in the region, TransDigm made a three year commitment of financial support to MAGNET. In October 2022, MAGNET celebrated the opening of its new facility at 1800 East 63rd St. in the renovated Margaret Ireland Elementary School in Cleveland's Hough neighborhood, in which the lobby is named after TransDigm.



Senator Sherrod Brown speaking at MAGNET's "TransDigm Group Lobby," joined by Treasury Secretary Janet Yellen during the grand opening of MAGNET's new 53,000 square foot facility.

The USS Cleveland Legacy Foundation

One of TransDigm's core business and values is supporting the U.S. military. Last year, we supported the USS Cleveland Legacy Foundation's efforts to bring the ship to life at its commissioning in Cleveland, support the USS Cleveland's crew during its service life and returning the ship to Cleveland after its retirement to serve as a memorial and museum for all four U.S. Navy ships that have carried the name Cleveland.

We are pleased to contribute to this honorable project, which will not only will help commission a new United States Navy threat combat ship – expected in 2024 – but build lasting connections between the sea services and the Greater Cleveland community.

Supporting Cleveland Clinic's Cancer Research Funding through Velosano

This year, TransDigm contributed to VeloSano, Cleveland Clinic's premier fundraising initiative in which 100% of every dollar raised supports lifesaving cancer research at Cleveland Clinic and Cleveland Clinic Children's. Since VeloSano's inception in 2014, more than \$37 million has been raised, advancing over 200 cancer research projects. VeloSano's annual flagship fundraising event, Bike to Cure, culminates in participants cycling up to 100 miles throughout Cleveland and surrounding areas to raise funds for cancer research. We look forward to continuing to support this important cause.



Cleveland Clinic's Sight-Saving Eye Care Services

Last year, TransDigm teamed up with Cleveland Clinic to put at-risk children on the path to better vision. We committed \$1 million to Cleveland Clinic's Vision First program, a community outreach initiative that provides free comprehensive vision screenings and eye examinations to local elementary students from a mobile optometry van. The five-year investment will allow Cleveland Clinic to reach more children in underserved communities throughout Northeast Ohio.

Nearly one in four American school-aged children has an undetected and untreated vision problem, according to the American Optometric Association. When a child's eyesight is out of focus, it can affect their overall wellbeing, confidence and performance in the classroom.



Championing STEM (Science, Technology, Engineering and Math) Educational Programming with the Great Lakes Science Center

Located in downtown Cleveland, Ohio, the Great Lakes Science Center ("GLSC") is a museum and educational facility dedicated to hosting exhibits that support STEM and provides year-round educational classes, workshops and other events to families and children. Many of the GLSC's exhibits are hands-on to promote learning.

A TransDigm Group Learning Center will open in early 2023 to support the STEM educational programming that the GLSC brings to under resourced and underrepresented youth in Cleveland and its surrounding communities. The TransDigm Group Learning Center provides a classroom for experiments, engineering challenges, dissections and other engaging STEM activities, helping students explore careers in STEM and develop the skills industry leaders need in their future workforce. Helping students explore STEM professions and develop the skills industry leaders need in their future workforce. Inspiring the next generation of scientists, engineers, entrepreneurs and innovators. The TransDigm Group Learning Center is for students in

kindergarten through eighth grade, Camp Curiosity and high school FIRST Robotics.

TransDigm's Operating Units Engage with Their Local Communities

We strongly encourage each of our 48 operating units to engage with their local communities and to give back through various charitable activities and organizations throughout the year.

Each operating unit has its unique relationship with its community and individually decides which charitable activities to support with donations. Since the beginning of our fiscal 2022, some of the organizations our operating units supported include:

- **United Way**
- **United Way Centraide Canada**
- **Saint Martin De Porres High School**
- **Phoenix Rescue Mission**
- **St. Mary's Food Bank Alliance**
- **West Valley Mavericks Foundation**
- **Wenatchee Valley College**
- **Cristo Rey Network**
- **ALS Ride for Life**
- **Leukemia & Lymphoma Society**
- **Yavapai Big Brothers Big Sisters**
- **Toys for Tots**

Our operating units also participated in activities such as holiday toy drives, food/clothing drives, local charity run/walks, school supply drives and volunteering with local organizations.

Educational Opportunities

TransDigm operating units provide educational outreach and support to their local communities through various initiatives. From career coaching high school students exploring STEM programs and occupations to work study programs for young adults to scholarship funding to assist with college expenses to supporting the Great Lakes Science Center, we endeavor to support community education projects. We value our role in helping strengthen educational opportunities to inspire future generations of the workforce.

Throughout the TransDigm organization, almost every operating unit has an internship or co-op program, which focuses on students pursuing a degree in fields ranging from engineering, accounting, human resources, and sales. Students participating in these programs are typically recruited from local colleges and universities, and our programs help prepare them for future careers as well as see firsthand the numerous job options available to them in the industry.



Environmental Sustainability

Pollution, natural resource scarcity and climate change are serious issues facing our planet – and they require credible actions and global solutions.

Over the past several years, we have been taking a more proactive approach to environmental matters. Our approach continues to evolve as we look for opportunities to expand our environmental sustainability initiatives and increase corporate oversight of our operating units' efforts. Additionally, there is Board oversight of our environmental initiatives, as our Board recognizes the importance and value in becoming a more sustainable business.

As disclosed in our 2021 Stakeholder Report, we established a science-aligned GHG emissions reduction target of at least 50% reduction in our Scope 1 and Scope 2 emissions on an absolute basis by 2031.

Our Stewardship and Path to our Emissions Reduction Target

We have a corporate-wide environmental policy, stating how we, as a company, seek to manage energy consumption, conserve water, increase energy efficiencies and manage waste and hazardous materials. In 2023, we will continue to evaluate and implement efforts to reduce our energy consumption and our carbon footprint as we progress towards our GHG emissions reduction goal. We will explore energy efficiency measures, the purchase of green power and other actions that are technologically available, economically practicable and achievable in light of best industry practice. Annually, in our Stakeholder Report, we will report on our progress towards our GHG emissions reduction goal.

In the ordinary course of business, productivity decisions by the operating units have historically incorporated sustainability initiatives, but even more so as we work towards our GHG emissions reduction goal. TransDigm has invested substantial capital into green initiative projects at our operating units. Energy efficiency projects at numerous operating units over the last few years included solar panel installation, LED lighting upgrades and other energy conservation activities. Looking into 2023, multiple operating

units have energy conservation projects planned or already in the works including solar panel installations, LED lighting upgrades, HVAC system replacements and other energy efficiency upgrades. TransDigm is eager to support our operating units as they strive to improve their environmental impact, limit greenhouse gas emissions and become a more sustainable operation.

Our Carbon Footprint

Generally, the manufacturing process for the types of components and small systems we produce at our facilities involves light manufacturing and assembly. We engage in little heavy manufacturing. We typically rely on commercial shipping options, as opposed to company-owned vehicles to ship our products because our customers are distributed around the world, and shipping volumes tend to be small. Our Scope 1 and Scope 2 emissions are low for these reasons.

Thus far we have developed an enterprise wide GHG emissions inventory for each year from FY2019 through FY2022. We remain committed to developing our inventory for each year going forward. Presently, our inventory includes our direct emissions (Scope 1) and indirect emissions associated with the consumption of purchased electricity (Scope 2). This inventory aligns with the GHG Protocol's Corporate Accounting and Reporting Standard and associated guidance (the GHG Protocol), the most widely used voluntary carbon accounting and reporting framework for corporations.

The vast majority of our GHG emissions result from our consumption of electricity and combustion of natural gas. In FY2022, approximately 33% of our total Scope 1 and Scope 2 emissions were from natural gas combustion, and 56% were from purchased electricity. The remaining 11% of our FY2021 Scope 1 and Scope 2 emissions are from other sources including refrigerant losses from equipment and combusting fuel in fleet vehicles. Table 1, Table 2 and supplemental graphics disclose our total Scope 1 and Scope 2 GHG emissions along with our electricity and natural gas consumption.

Emissions are expressed in terms of metric tons of carbon dioxides equivalent ("CO₂e") where other greenhouse gas emissions are equated to carbon dioxide based on their Global Warming Potential, as provided in the Intergovernmental



Panel on Climate Change (“IPCC”) Fifth Assessment Report (AR5), 2014. The same activity data collection process and calculation methodologies were utilized for each year’s inventory development.

Our GHG emissions reduction target of at least 50% reduction in our Scope 1 and Scope 2 emissions on an absolute basis by 2031 demonstrates TransDigm’s commitment to mitigating the global effects of climate change and being part of the solution. We developed our goal in alignment with the Science-based Target Initiative’s (“SBTi”) Scope 1 and 2 target setting criteria and methodologies to limit global warming to 1.5°C. The SBTi is a partnership between CDP, the United Nations Global Compact, World Resources Institute and the World Wide Fund for Nature that defines and promotes best practice in emissions reduction targets in line with the latest climate science.

To achieve our target of a 50% absolute reduction in Scope 1 and Scope 2 GHG emissions by 2031, we are actively investigating options for pursuing the implementation of additional energy efficiency projects at our operations, considering sourcing renewable energy and other solutions that would lower our emissions footprint.

As disclosed in our 2021 Stakeholder Report, we developed a GHG inventory management plan (“IMP”) to further align our GHG management program with the best practices as stated by the GHG Protocol and to support GHG emissions inventory development. The IMP documents the foundation of the GHG management program and outlines the accounting principles that were applied for GHG inventory development. These principles, established by the GHG Protocol, set a standard for the true and fair representation of our Scope 1 and Scope 2 emissions. This Plan also guides the development of a GHG management program that will be used to inform public reporting, aid in participation of mandatory and voluntary GHG programs, manage risks and identify reduction opportunities.

FY2019 was established as TransDigm’s GHG emissions baseline year in our 2021 Stakeholder Report. A baseline year allows for a meaningful and consistent comparison of emissions over time and is key to our energy and carbon footprint reduction efforts. Similar to other commercial aerospace companies, TransDigm was significantly affected by the global pandemic beginning in 2020; therefore, FY2019 was selected as the baseline year. FY2019 is more representative of TransDigm’s normal course of business prior to the impact of the pandemic on our business.

Consistent with the recommendations of the GHG Protocol, as TransDigm’s business operations evolve in future years



ACHIEVEMENTS AND PROGRESS MADE IN 2022



COLLECTED AND MEASURED COMPLETE GHG INVENTORY

of our Scope 1 and Scope 2 emissions for
FY2022



PROGRESSED TOWARDS EMISSIONS REDUCTION GOAL

of 50% reduction in Scope 1 and Scope 2
emissions by 2031



IDENTIFIED POTENTIAL ENERGY IMPROVEMENT ACTIONS

local management teams can implement to
reduce GHG emissions



TRANSDIGM OPERATING UNITS WORKED

to evaluate and/or implement actions to lower
GHG emissions



CONTINUED TO IDENTIFY AND UNDERSTAND PATHWAYS

to achieve our GHG emissions reduction goal

While we are pleased with what we have done so far, we are excited to continue this journey of reducing our carbon footprint in our fiscal 2023 and are taking steps to meet our greenhouse gas emissions goal

50% EMISSIONS REDUCTION GOAL

for Scope 1 and Scope 2
by 2031

COMPANY 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 their manufacturing processes



SEPARATE OIL AND WATER TO ELIMINATE OIL WASTE



USE LOW-PHOSPHORUS DETERGENT TO WASH HARDWARE



DEPLOY ACTIVATED CARBON FILTRATION IN VENTILATION SYSTEMS

reduce liquid and gas emissions



IMPLEMENT A DUST FILTRATION SYSTEM



WATER REDUCTION PROGRAMS

aid in water conservation efforts

(e.g., acquisitions, divestments, and mergers) or if the GHG inventory calculation methodologies materially change, the baseline GHG inventory will be restated to account for this evolution. Restating the baseline year provides an accurate comparison of past and current emissions profiles for demonstrating progress towards TransDigm's GHG emissions reduction goal. It should be noted that the base year will not be adjusted to take account of economic growth or decline, changes in production output or product mix or closures or openings of operating units owned or controlled by TransDigm.

In FY2022, we acquired one new operating unit. This structural change represented revisions less than 1% to our historical emission profile. Although this revision is minimal and below the 5% threshold set in our IMP, we chose at our discretion to restate the baseline emissions inventory to simplify tracking and accounting of acquisitions. We also reassessed the baseline water usage to maintain consistency and included the same mix of businesses across all measurements in Table 1, Table 2 and the supplemental graphics.

Water Consumption Inventory & Risk

Similar to the GHG efforts in 2022, we undertook a data collection and validation process to develop our water consumption inventory. Consistent with GHG emissions, FY2019 represents our water consumption baseline year. Total water usage for both FY2022 and FY2019 can be found in Table 1 and supplemental graphics. As noted in the "Our Carbon Footprint" section on page 26, we also reassessed the baseline water usage to maintain consistency and included the same mix of businesses across all measurements in Table 1, Table 2 and the supplemental graphics. Additionally, during our water consumption data collection and validation process for the FY2022, we discovered and corrected several conversion issues in our base year data.

In the prior year, and as reported in the 2021 Stakeholder Report, TransDigm's water use by location was assessed using the World Resource Institute's (WRI) Aqueduct Water Risk Atlas. The Aqueduct tool models numerous water stress factors in the categories of physical risk (e.g., quality, quantity), regulatory risk and reputation issues. We focused primarily on baseline water stress (a measure of water scarcity) with our top water-using operating units correlating strongly to areas of high baseline water stress and therefore, the focus of future water efficiency improvements.

The assessment concluded that our primary water use activities include facility utilities (e.g., boilers and cooling towers) and employee use (e.g., restrooms, kitchen). Less



significant water use activities include some process water needs (e.g., steam, rinse tanks) and landscape irrigation. Importantly, as a result of many efficiency projects over the years, our operating units have realized improvements in water efficiency. Examples of water efficiency improvements at operating units include:

- Switching to a closed loop chiller system
- Employee restroom retrofits (low/no flow lavatories)
- Process rinse tanks that universally include recirculation/reuse
- On-going/planned boiler upgrades that will further improve efficiency
- Xeriscaping to reduce/eliminate landscape irrigation and VFD feed water pumps

Based on this assessment, we see minimal opportunity for additional significant, cost-effective improvements in water efficiency. As such, to date, we have not established a quantitative, time-bound target. We will continue to strive for water efficiency and best practices for water conservation. We intend to continue collecting the water consumption data annually and evaluating our sites with highest water consumption and in areas of highest water stress to drive continued improvement.



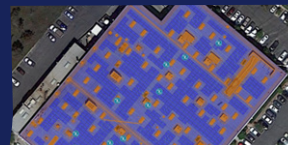
TransDigm Operating Units are Investing in Green Initiatives



Supporting efforts to reduce CO2 emissions, TA Aerospace has invested in equipment to generate its own nitrogen for use in manufacturing processes, versus having nitrogen delivered by truck twice a week.

In support of green initiatives, TA Aerospace has invested in the installation of solar panels with battery storage. This renewable energy system will generate 34% of TA's electricity usage.

TA Aerospace is doubling the amount of electric vehicle chargers available to employees, allowing more employees to convert to electric vehicles and reduce greenhouse gas emissions.



COMPANY-WIDE EFFORTS TO REDUCE ENERGY USAGE



USE OF RENEWABLE ENERGY SOURCES

Including hydropower, solar, nuclear and wind power



LED LIGHTS OR MOTION SENSING LIGHTS



CONDUCTING ENERGY AUDITS TO IDENTIFY OPPORTUNITIES TO REDUCE ENERGY CONSUMPTION



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

Along with reducing number of work shifts



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 EFFICIENT BUILDING UPGRADES

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



SUMMARY TABLES AND FIGURES

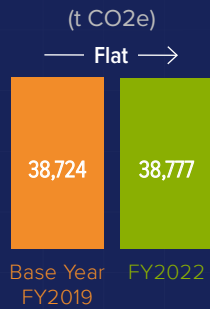
TABLE 1: TRANSDIGM ENERGY AND WATER CONSUMPTION SUMMARY

	Natural Gas		Electricity		Water
	Energy (MMBtus)	GHG (t CO2e)	Energy (MWh)	GHG (t CO2e)	Usage (thousand gallons)
Base Year (FY2019)	573,807	30,477	217,969	69,074	152,117
FY2022	599,153	31,824	183,523	54,260	141,574

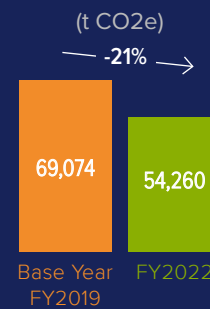
TABLE 2: TRANSDIGM SCOPE 1 AND SCOPE 2 GREENHOUSE GAS EMISSIONS

	Scope 1	Scope 2	Scope 1 and 2
Base Year (FY 2019)	38,724	69,074	107,798
FY2022	38,777	54,260	93,037

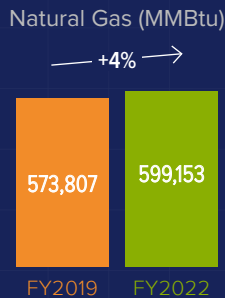
GREENHOUSE GAS EMISSIONS FROM SCOPE 1 EMISSIONS



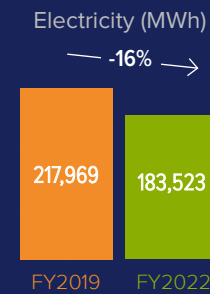
GREENHOUSE GAS EMISSIONS FROM SCOPE 2 EMISSIONS



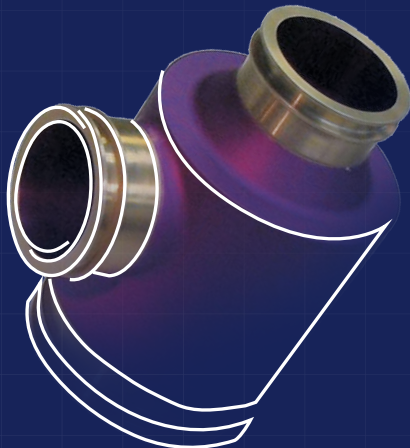
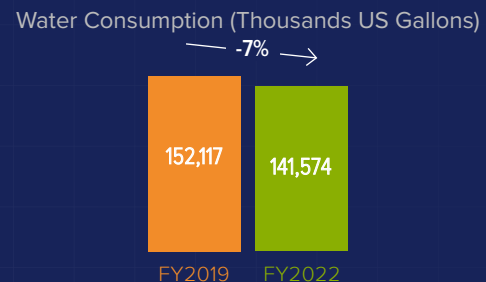
COMBUSTION OF NATURAL GAS IN ONSITE EQUIPMENT



CONSUMPTION OF PURCHASED ELECTRICITY FOR OPERATIONS



CONSUMPTION OF WATER IN OPERATIONS





COVID-19 Impact

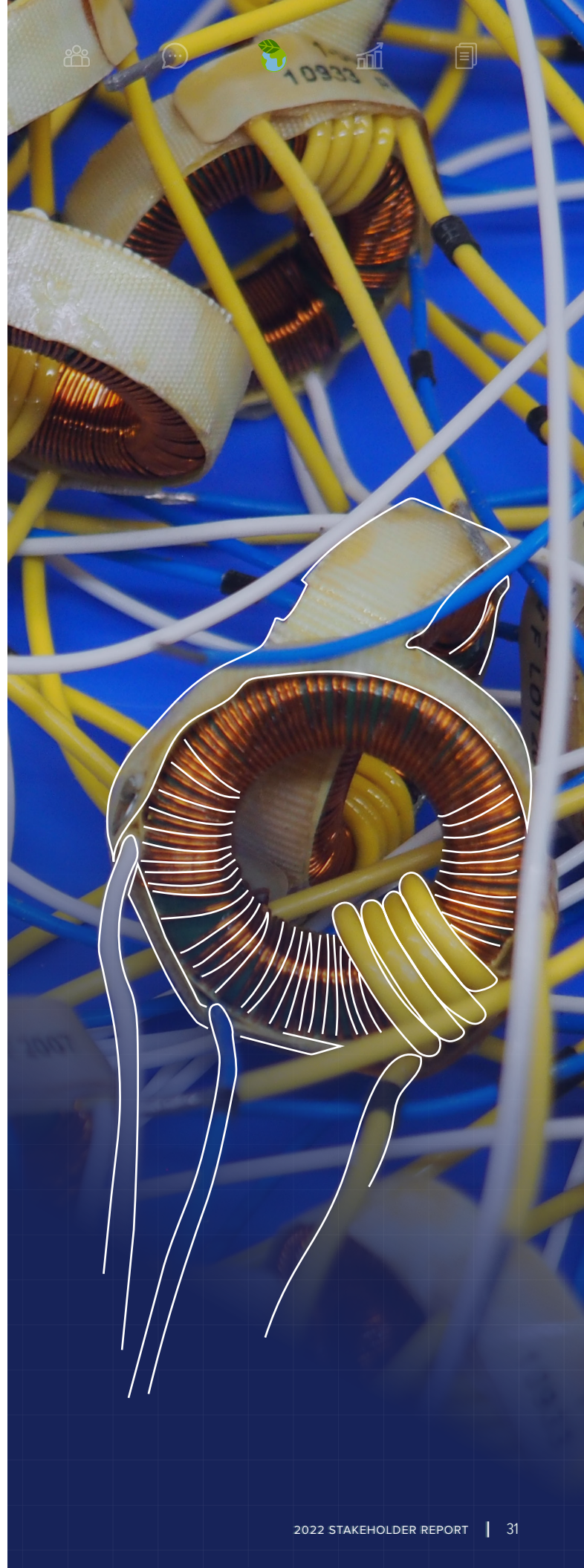
Similar to other commercial aerospace companies, TransDigm was affected by the global pandemic. Our business contracted in FY2020 due to the pandemic, began to recover in FY2021, and continued to rebound in FY2022. However, our levels of demand and business activity in FY2022 have not reached pre-pandemic levels as global flight activity remains depressed relevant to pre-pandemic. As a result, our lower overall Scope 1 and Scope 2 GHG emissions in FY2022 versus our selected baseline emissions year are impacted by the reduced levels of business activity.

We expect as the commercial aerospace industry and our business continue to recover from the global pandemic and we see production volumes move up, there may be an increase in GHG emissions year over year. However, as we work to achieve our Scope 1 and Scope 2 GHG emissions goal of 50% reduction by 2031, we expect the emissions to reduce in comparison to the baseline year of FY2019.

Our Assessment of Sustainability Risks

It is unclear how the climate will change in the future or what the response from regulatory agencies or customers will be. We are continuing to evaluate short-, medium-and long-term risks related to climate change.

Given our manufacturing facilities primarily engage in assembly and light manufacturing and because we do not maintain any transportation infrastructure, we have relatively low Scope 1 and Scope 2 emissions. Accordingly, we do not anticipate any material adverse impact from increased carbon regulation. Further, because of our wide portfolio of hundreds of thousands of products, we do not anticipate any material adverse impact from the reliance on a supplier or group of suppliers that may be subject to sustainability or climate risks. Some of our manufacturing facilities are located in regions that may be impacted by severe weather events, such as increased storm frequency or severity in the Atlantic and fires in hotter drier climates. These could result in potential damage to our physical assets as well as disruptions in manufacturing activities. Some of our manufacturing facilities are located in areas that may be at risk due to rising sea levels. Moreover, some of our manufacturing facilities are located in areas that could experience decreased access to water due to climate issues.





Operating Units*



Adams Rite Aerospace

CALIFORNIA

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.



CALIFORNIA

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.



OHIO

AeroControlex Group designs and produces hydraulic, fuel, lubrication and coolant pumps. They also produce mechanical actuators and water disinfection systems.



AEROFLUIDPRODUCTS

OHIO

Aero Fluid Products produces aircraft fuel systems hydraulics and lubrication systems, electromechanical, aircraft hardware, potable water and waste systems.



AEROSONIC

FLORIDA

Aerosonic produces air data systems, standby displays, digital and mechanical standby instruments, sensors and probes.



NEW JERSEY

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 aircrafts.



ARIZONA

AmSafe Passenger Restraints produces safety restraint products, including aviation passenger seatbelt and airbag restraint systems, for the aerospace and defense industries.



**BRIDPORT,
UNITED
KINGDOM**

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.






NEW YORK

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.



CALIFORNIA

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.

	BOURGES, FRANCE	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.
	NEW JERSEY	Avionic Instruments produces and supplies power conversion equipment and supplies lightweight, qualified power electronics for military, commercial and aerospace applications.
	WASHINGTON	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.
	NEW JERSEY	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.
	ARIZONA	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.
	FLORIDA	CDA InterCorp designs and manufactures highly engineered, extremely reliable, Controllable Drive Actuators for technologically advanced control systems.
	SOUTH CAROLINA	Champion Aerospace manufactures performance proven excilers, leads and igniters for turbine engines and spark plugs, fillers, magnets and harnesses for piston engines.
	MARLOW, UNITED KINGDOM	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.
	MONTREAL, CANADA	CMC Electronics designs and manufactures cockpit systems integration, avionics and display solutions for the military and commercial aviation markets.
	STILLINGTON, UNITED KINGDOM	Darchem Engineering LTD produces insulation systems, aerostructures, honeycomb systems, nuclear systems, thermal protection, and special fabrications.
	MONTREAL, CANADA	DART Aerospace provides industry-leading design, manufacturing and market-certified solutions for the helicopter and aerospace industry.
	NEW YORK	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.



KANSAS

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.



**INGOLSTADT,
GERMANY**

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.



FLORIDA

Extant Aerospace manufactures highly reliable, mission critical aerospace electronics and avionics life cycle sustainment systems and subassemblies.



CONNECTICUT

HarcoSemco designs and fabricates temperature sensors, thermocouple systems, interconnect cable-harness assemblies, probes and sensors.



CALIFORNIA

Hartwell Corporation produces access latches, latching systems and complex door assemblies.



WASHINGTON

Hytek Finishes supplies specialized metal finishing, non-destructive testing, plating, anodizing and organic coating services.



**BRIDGEND,
UNITED
KINGDOM**

IrvinGQ designs and manufactures products and services including Aerial Delivery Solutions, Personnel Parachutes, Rescue, Safety and Survival Equipment and Naval Decoy Systems.



CALIFORNIA

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.



WASHINGTON

Korry Electronics produces superior human-machine interface products offering balanced lighting solutions for all cockpit needs.



CALIFORNIA

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.



**SARRALBE,
FRANCE**

Leach International Europe manufactures power switching solutions.














TEXAS

MarathonNorco Aerospace designs and manufactures Nickel-cadmium batteries and chargers, engine nacelle hold-open rods and a range of mechanical couplings and connectors.



CALIFORNIA

Mason Controls manufactures rotary switches, potentiometers, optical encoders, cursor control devices, ground vehicle controls, as well as electromechanical fixed wing and rotary flight controls.

	HOLMESTRAND, NORWAY	Nordisk Aviation supplies almost every wide-bodied aircraft in the world, offering the most extensive range of air cargo pallets and containers
PALOMAR	CALIFORNIA	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.
	WASHINGTON	Pexco Aerospace produces extruded plastic interior parts used in cabin structures and lighting as well as flooring trim and finish.
	CALIFORNIA	PneuDratics supplies the aerospace industry with high quality pneumatic and hydraulic system components such as actuators, manifolds, reservoirs, solenoid valves, utility valves and lavatory valves.
	NEW YORK	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.
SCHNELLER	OHIO	Schneller is the leading supplier of interior decorative and non-textile flooring for all commercial platforms.
	INDIANA	Shield Restraint Systems produces specialty restraint components for on- and off- road vehicles.
	CALIFORNIA	Skurka Aerospace designs and manufactures motors, motion controllers, actuators, speed pickup transducers, starters, starter generators, power generation, distribution, conversion and related controllers.
	CALIFORNIA	TA Aerospace designs and manufactures metallic and elastomer clamping systems, molded grommets and thermal fire barrier insulation.
	BAVARIA, GERMANY	Telair International is the world's leading supplier of containerized cargo handling systems and unit load devices.
	NORTH CAROLINA	US Cargo Systems designs and develops Cargo Handling and Aerial Delivery System technologies.
 Whippany Actuation Systems	NEW JERSEY	Whippany Actuation Systems designs, manufactures and services custom electromechanical actuation solutions for commercial and military applications.
 TACTAIR	NEW YORK	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.



Appendix

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

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
	(in millions)														
Income (loss) from continuing operations	\$ 1	\$ 3	\$ 14	\$ (17)	\$ 11	\$ 14	\$ 31	\$ (76)	\$ 14	\$ 35	\$ 25	\$ 89	\$ 133	\$ 163	\$ 163
Depreciation and amortization expense	7	6	7	6	7	9	13	10	18	17	16	24	25	28	30
Interest expense, net	5	3	3	23	28	32	37	43	75	80	77	92	93	84	112
Income tax provision (benefit)	2	5	13	(2)	8	9	17	(45)	6	23	16	53	74	88	88
Warrant put value adjustment	2	5	7	-	-	-	-	-	-	-	-	-	-	-	-
Extraordinary item	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
EBITDA	17	24	44	10	54	64	98	(68)	113	155	134	258	325	363	393
Merger expense	-	-	-	40	-	-	-	176	-	-	-	-	-	-	-
Refinancing costs	-	-	-	-	-	-	-	-	-	-	49	-	-	-	-
Acquisition and divestiture transaction-related costs	-	1	-	1	-	8	-	15	20	2	1	9	2	6	12
Non-cash compensation and deferred compensation costs	-	-	-	-	-	-	-	1	6	7	1	6	6	6	7
One-time special bonus	-	-	-	-	-	-	-	-	-	-	6	-	-	-	-
COVID-19 pandemic restructuring costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on sale of businesses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public offering costs	-	-	-	-	-	-	-	-	-	-	3	2	-	-	-
EBITDA As Defined	\$ 17	\$ 25	\$ 44	\$ 51	\$ 54	\$ 72	\$ 98	\$ 124	\$ 139	\$ 164	\$ 194	\$ 275	\$ 333	\$ 375	\$ 412

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Income (loss) from continuing operations	\$ 152	\$ 325	\$ 303	\$ 307	\$ 447	\$ 586	\$ 629	\$ 962	\$ 841	\$ 653	\$ 681	\$ 866
Depreciation and amortization expense	61	68	73	96	94	122	141	129	226	283	253	253
Interest expense, net	185	212	271	348	419	484	602	663	859	1,029	1,059	1,076
Income tax provision (benefit)	77	163	146	142	189	182	209	24	222	87	34	261
Warrant put value adjustment	-	-	-	-	-	-	-	-	-	-	-	-
Extraordinary item	-	-	-	-	-	-	-	-	-	-	-	-
EBITDA	475	768	793	893	1,149	1,374	1,581	1,778	2,148	2,052	2,027	2,456
Merger expense	-	-	-	-	-	-	-	-	-	-	-	-
Refinancing costs	72	-	30	132	18	16	40	6	3	28	37	1
Acquisition and divestiture transaction-related costs	30	19	26	21	37	57	31	29	169	31	35	18
Non-cash compensation and deferred compensation costs	13	22	49	26	32	48	46	59	93	93	130	184
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)
Public offering costs	-	-	-	-	-	-	-	-	-	-	-	-
EBITDA As Defined	\$ 590	\$ 809	\$ 900	\$ 1,073	\$ 1,234	\$ 1,435	\$ 1,711	\$ 1,877	\$ 2,419	\$ 2,278	\$ 2,189	\$ 2,646



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