

Powered by *Diversity*

TRIUMPH

2022 Sustainability and Annual Report



Financial Highlights

(in millions, except per share data)
Fiscal Year Ended March 31

	2022	2021	2020
Net sales	\$1,460	\$1,870	\$2,900
Adjusted operating income	135	108	218
Adjusted net income	52	(2)	137
Adjusted diluted earnings per share	\$ 0.79	\$ (0.03)	\$ 2.69
Cash flow from operations	(137)	(173)	97
Total assets	\$1,761	\$2,451	\$2,980
Total debt	1,589	1,958	1,808
Total equity	(787)	(819)	(781)

Non-GAAP reconciliation

Operating income (loss)– GAAP	\$ 104	\$ (326)	\$ 58
Loss on sale of assets & businesses	9	105	57
Restructuring	19	53	25
Legal judgment gain, net	—	—	(9)
Impairments	2	276	66
Other	—	—	21
Adjusted operating income*	135	108	218
Interest & other	(136)	(171)	(122)
Non-service defined benefit income	5	50	41
Less: Pension charges	52	—	—
Less: Financing charges	—	15	3
Adjusted income before income taxes*	57	1	140
Income taxes	(5)	(3)	(6)
Tax effect of adjustments	—	—	3
Adjusted net income	52	(2)	137
Diluted earnings per share – GAAP	\$ (0.66)	\$ (8.55)	\$ (0.58)
Per share impact of adjustments	1.45	8.52	3.27
Adjusted diluted earnings per share	\$ 0.79	\$ (0.03)	\$ 2.69
Weighted average diluted shares	65.4	53.0	52.0

*Differences due to rounding

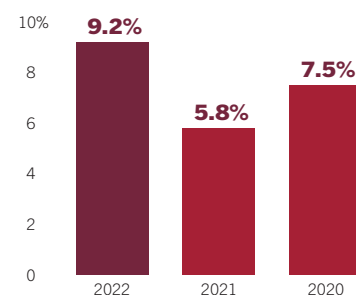
About TRIUMPH

Triumph Group, Inc., headquartered in Berwyn, Pennsylvania, designs, engineers, manufactures, repairs, and overhauls a broad portfolio of aerospace and defense systems, components, and structures. The Company serves the global aviation industry, including original equipment manufacturers and the full spectrum of military and commercial aircraft operators.

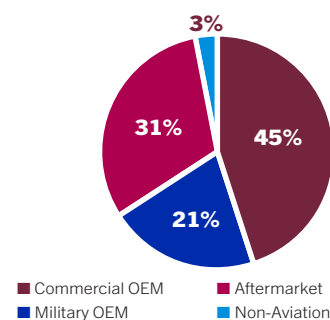
About This Report

Our 2022 Sustainability and Annual Report references the Global Reporting Initiative (GRI) Standards. The disclosures in this Sustainability and Annual Report are also informed by the standards of the Sustainability Accounting Standards Board (SASB) for the aerospace and defense industry. SASB is an independent, private sector standards-setting organization dedicated to improving the effectiveness and comparability of corporate disclosures on environmental, social and governance factors. Specifically, this report provides information on the following SASB sustainability disclosure topics, among others: **Business Ethics • Product Safety • Data Security**

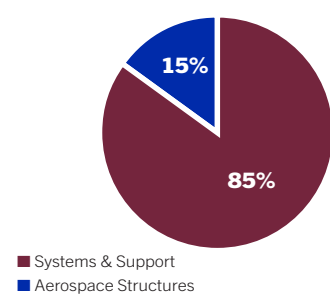
Adjusted Operating Margin



Sales by End Market



Adjusted Segment Operating Income



Diversity is powerful. Triumph serves global markets and customers with comprehensive products and services. Our international workforce is focused on strategic end markets and optimal long-term returns on investment. As we exit our restructuring and the pandemic, Triumph is more resilient, competitive, and powerful.

This is who we are...

To Our Valued Stockholders:

Fiscal year 2022 was a year of transition and positive momentum for our Company and industry. We continued to focus on the health and safety of our workforce as our #1 priority while managing through the later stages of the COVID-19 pandemic. Thankfully our COVID-19 case rate continued to decline as over 85% of employees received vaccinations and all plants remained operational. Our core values – Integrity – Continuous Improvement – Teamwork – Innovation – Acting with Velocity – served us well through the pandemic and form the foundation for our future growth.

Triumph solidified its position as a pure-play provider of high-performing systems and value-added aftermarket services. We launched a new brand identity “TRIUMPH” that reflects our transformation and embraces our “one company, many solutions” operating philosophy. We removed a layer of overhead and organized around our core operating companies to save money, improve internal alignment, and place our business leaders closer to our customers.

Powered By Diversity

The diversity of the end markets Triumph serves, the platforms we support, and the products and services we offer are key sources of our competitive strength. The Company is well positioned to benefit from the industry recovery already underway in commercial, freighter, and defense markets where Triumph plays an important role as both an OEM and aftermarket provider.

Our success is made possible by a highly engaged and representative work force, over 20% of whom identify as Black/African American, Asian, or Latino. In the United States, women now comprise 31% of our leadership positions and persons of color now comprise 17% of our leaders as we tap historically under-represented talent pools. Last year, we formed new partnerships with universities and minority-led organizations to support our STEM education and recruiting goals. We are committed to further increasing our diversity and representation through 2030 as we employ the best talent and draw upon our employees’ strengths, talents, and backgrounds to drive the Company’s success.

After two years of commercial aviation disruption, the demand for narrow-body aircraft is growing at over 10% on a compound annual basis while US defense budgets and freight volume continue to expand given the threat environment and reliance on e-Commerce. We anticipate strong recovery in the commercial wide body market in fiscal 2024 and beyond. Together, the breadth and diversity of the markets Triumph supports reduces investor risk while expanding our business and workforce opportunities.

The New Deal: Empowering Our Teams

During the pandemic, our team members acted independently, locally, and heroically to keep each other safe and make critical decisions about the business and our customers. Under an initiative we call the “New Deal,” Triumph embraced this demonstrated level of performance and accountability to renew the social contract between the Company and our employees as we strive for higher customer satisfaction and profitability.

To compete in the post-pandemic world, we are accelerating our transition from hierarchical and functional departments to high performance teams (HPT) which operate autonomously within broad policies towards stretch goals. Triumph has over 100 HPTs across our Company spanning the entire value stream, from initial customer contact to purchase order, through the factories, all the way to customer service after the sale. The teams have proven adept at rapidly solving problems and improving continuously as they demonstrated during the pandemic.

We are training all employees in lean tools as part of their HPT development to enhance quality and productivity and help Triumph become an employer and supplier of choice. We are on a journey to help every team member maximize their potential through tailored career “flight plans.” Local site teams are selecting the best work week structure and work rules to enhance retention and accountability to our customers and each other. In parallel, we help safeguard the health and well-being of our team members through a focus on wellness, fitness, and community involvement.

While overcoming the pandemic at work and at home and performing at higher levels within the Company, our employees are committed to helping others in need and made contributions of over \$100K to philanthropic causes, and over 75% of our employees actively participated in philanthropic events all over the world. The Triumph Group Charitable Foundation made a further donation of \$400K in charitable contributions in fiscal year 2022 as part of our annual giving campaign.

Financial Highlights

On \$1.5 billion of net sales last year, Triumph’s adjusted operating income increased by 25% to \$135 million, improving adjusted operating margin by 300 basis points to 9%. Net debt reduced 2% to \$1.4 billion, and liquidity was strong with \$300 million of cash and availability at year end. Stockholders enjoyed strong returns as a result of management’s actions coming out of the pandemic as Triumph’s share price increased 37.5% over fiscal year 2022 from \$18.38 to \$25.28 per share.

Looking forward, we set financial targets based on our multi-year plans reflecting annual improvements in profitability and free cash flow. Realization of these targets will enable Triumph to reduce its financial leverage over our planning horizon.

Triumph is expanding our product and service offerings by leveraging our intellectual property and manufacturing know-how across both military and commercial markets. Having largely exited our Structures business, our Systems & Support segment sales now make up over 70% of total revenue for the year which we expect to translate into higher earnings per share on an adjusted basis.

Positioned For The Future

Triumph’s restructuring efforts and transformation will complete with the sale of our Stuart, Florida structures facility which is anticipated to close in the first half of fiscal 2023. After completing 16 divestitures, this sale will mark the exit of our build-to-print and contract manufacturing businesses, leaving only close-out of residual Boeing 747 structures deliveries from inventory and divested site transitions in fiscal year 2023.



Daniel J. Crowley
Chairman, President and
Chief Executive Officer

Triumph began our fiscal year 2023 by streamlining the organization to reduce costs and increase customer responsiveness. Our five operating companies have clear charters and experienced leaders committed to growing our OEM and aftermarket business with at least 25% of future sales coming from new customers, products, and services. Triumph is on a path to become market leaders in our core actuation, engine controls, gears, mechanical controls, interiors, and third-party aftermarket support operating companies.

To sustain our disciplined execution, we created a new senior leadership team position of Vice President, Execution Assurance to deploy best practices in Program Management and the Triumph Operating System (TOS). The Triumph Execution Assurance team conducted over 400 lean events last year across 24 sites in partnership with our factory general managers benefiting over 200 contracts.

In fiscal year 2022, we hosted a supplier conference with over 240 suppliers centered on “Ready for Rate Ramp” where we made plans for OEM production rate increases and jointly developed the actions and partnerships necessary for mutual success. Consistent with our core values, Triumph “acted with velocity” to mitigate the impact of supply chain constraints and price increases through engagement and low-cost country sourcing. Proactive communication, advanced forecasting, artificial intelligence-based risk management, innovative staffing approaches, along with dual sourcing and disciplined price management are all keys to successfully managing the current inflationary environment and upcoming production ramp-up as well as ensuring supply continuity and affordability.

We are realizing the benefits of our portfolio risk reduction and our strengthening balance sheet allow us to invest in our core systems and aftermarket capabilities. Our commitment to operational excellence and financial predictability translates to our future state as a pure-play provider of high-performance systems and value-added aftermarket services.

Pivot To Growth

With strong relationships and a diverse portfolio, we are winning in a competitive marketplace. We won more than \$2.2B of new orders in fiscal year 2022 – the highest in the last six years – demonstrating the strength of our platform incumbency, innovate engineering, and intellectual property. Excluding follow-on awards, the value of new orders is up more than 60% from fiscal year 2022 as our efforts to engage new and existing customers with our full portfolio of capabilities gain momentum.

Our wins are diverse, including both military and commercial awards and spanning helicopters, fighters, electric vertical take-off and landing aircraft, passenger to freighter cargo conversions, commercial transport, and business jets. We are finding new applications for our existing intellectual property across a wide variety of products and services and market segments.

Triumph’s ability to win competitive and follow-on business is accelerating as our performance improves year over year. We ended fiscal 2022 with a two-year backlog of \$2B. We are accelerating our growth through partnership with leading distributors Triman and VSE and formed a joint venture with Air France KLM to support the future fleet nacelle MRO demand. Looking ahead, we view Asia and the Middle East as attractive growth markets.

Sustainability For The Future

As we move into fiscal year 2023, we are pleased to provide our stakeholders with an update on our environmental, social, and governance (“ESG”) program. In fiscal year 2022, we significantly advanced our ESG program by developing our data dashboard, including our 2020 baseline information as well as our 2021 data. That data is included in our Sustainability and Annual Report which can be found on our investor relations site through www.triumphgroup.com.

In fiscal year 2022, the company also considered the issues that are material to our long-term success and developed five and ten-year sustainability goals. Our Sustainability and Annual Report includes those goals for the first time. We look forward to solidifying our path to meet these targets, which are essential drivers for our sustainability program, in the year ahead. We are committed to creating value in a sustainable way – investing in our people and processes and improving our quality, productivity, and agility.

Our customers value Triumph as a provider of quality and affordable systems and as a preferred maintenance and repair partner. Powered by Diversity, our company is poised to expand top and bottom lines year over year. Operating as One Team, we are focused on delivering on our commitments to all our stakeholders while leading by example on ESG. We measure success not only in the profits we make but also by enabling the safety and prosperity of the world and communities in which we live and work.

Daniel J. Crowley
Chairman, President and Chief Executive Officer

Triumph's Approach to Sustainability

In 2019, the Company undertook an assessment to determine which environmental, social, and governance issues are material and important to our stakeholders and operations. In conducting our materiality assessment, we surveyed approximately 100 key stakeholders and held workshops with key management team members. The Company's materiality assessment concluded that the following issues are key to the Company's sustainability and should serve as the basis of our reporting to stakeholders:

Products: Research, Development & Innovation
Product Quality & Safety

Social: Occupational Safety
Health & Wellbeing
Engagement & Involvement
Diversity, Inclusion & Equity

Environmental Stewardship: Energy Usage & Emissions
Water & Wastewater
Waste

Governance: Ethical Business Conduct
Risk Management
Compliance, Anti-Corruption & Trade Regulation Programs
Data Security & Privacy
Supply Chain Responsibility

In 2020 and 2021, the Company used these issues to inform the collection of data for 2020 that serves as a baseline year for our sustainability reporting program. In 2022, the Company collected data for 2021 and has included the 2020 and 2021 data in the ESG Data Download attached to this report and separately available on our investor relations webpage.

In addition, in 2022, the Company undertook a process of identifying its five and ten-year sustainability goals, with input from the same group of stakeholders involved in the 2019 materiality assessment. The company is pleased to include those goals for the first time in this sustainability report. We believe these goals are essential drivers for our sustainability program and look forward to solidifying our path to meet these targets in the upcoming year.

Living Our Values Through ESG

Triumph's Sustainability Goals

Products: **Formally integrate sustainability criteria** into the product development process by 2030

Social: **Implement a serious injury and fatality prevention program** at 100% of facilities by 2025
Continuously increase the percent of women and people of color in leadership roles through 2030
Achieve 100% employee participation in community volunteer programs by 2025
Achieve 100% employee participation in annual Individual Development Plans by 2025
Achieve 100% employee participation in company-sponsored employee wellness programs annually by 2025

Energy Usage & Emissions: **Reduce Scope 1 and Scope 2 greenhouse gas intensity** (metric tons CO₂e/\$million revenue) by 30% by 2030 (2020 baseline)
Reduce Scope 1 and 2 greenhouse gas emissions by 30% by 2030 (2020 baseline), with a long-term ambition to be carbon neutral by 2050

Water & Wastewater: **Implement site-specific water reduction programs** at all manufacturing sites in high stress water regions by 2025

Waste: **Reduce hazardous wastes** by 30% by 2030 (2020 baseline)
Implement a zero waste to landfill program at 100% of facilities by 2030
Implement recycling and reuse program at 100% of facilities by 2025

Governance: **Implement a verification program** for supplier conformance to Triumph's code of conduct by 2025
Develop a sustainable supplier scorecard program by 2025
Implement an EHS management system aligned with ISO 14001 and 45001 covering all manufacturing operations by 2030

“We are enhancing our commitment to sustainability by announcing our 2025 and 2030 ESG goals which will guide our actions and shape our future.”

Jennifer Allen

Chief Administrative Officer, General Counsel & Secretary

**One company.
Many solutions.**

In this pivotal year, Triumph evolved into a new company focused on intellectual property-driven product solutions. Triumph's many solutions are critical to our customers and their sustainability agendas.

Diversified Intelligence – Triumph does business with customers worldwide from offices in the U.S., Mexico, Germany, France, England, Wales, the Isle of Man, and Thailand. We serve every commercial aviation segment from eVTOLS to large commercial transports and space vehicles, plus many military segments including drones, helicopters, transports, tankers, trainers, fighters, bombers, and classified next-generation vehicles.

Essential Ingredients – Our extensive portfolio of engine-related equipment and services has earned Triumph a long-time relationship with GE Aviation, one of our largest customers. We provide GE with fuel pumps, FADEC control systems, gears, gearboxes, engine-actuation equipment, heat exchangers, and repair services, across both military and commercial applications.

Critical Support – As one of a few companies providing maintenance repair and overhaul of both accessories and structures, we are a true one-stop-shop for airline operators and cargo operators needing fleet support. Triumph Product Support repairs our own products and those of other suppliers. Our capabilities span nearly 10,000 part numbers across 90 aircraft and engine types and 32 ATA chapters.

Well Positioned – Passenger-to-freighter conversions (PtF) are projected to double over the next few years compared to pre-Covid numbers. We excel in this segment. In 2021, Sine Draco and Mammoth both engaged Triumph to help solve difficult conversion challenges with cargo door hydraulic power generation, cargo door actuation, cabin acoustic insulation, and re-routing of composite ducting.

Cutting Edge – When Lockheed Martin's Sikorsky launched its newest and largest-ever helicopter, the CH-53K, Triumph was asked to provide many essential solutions including: blade fold system, blade damping system, landing gear actuation, brake control module, nose wheel shimmy damper, refueling actuation, heat exchangers, gearboxes, APU starters, and more.

Expertise getting results.

- **Triumph is a pump expert** with proprietary design solutions for six pump types.
- **Our expertise** in thermal vapor cycle systems has produced a highly respected family of VCS pumps, for applications ranging from 1kW to 300kW.
- **Our MRO capabilities** span 10,000 part numbers across 90 aircraft and engine types and 32 ATA chapters.



Our components are located throughout the new Sikorsky CH-53K, from blade fold actuation and blade motion damping landing gear actuation.



Diversity enhances ingenuity. In our Thailand facility, employees come from nine countries. Diversity strengthens our ability to help customers solve some of their most challenging problems. Pictured are team members from: Sri Lanka, Malaysia, Philippines, Ukraine, Thailand, Singapore, and USA. Not pictured are team members from Columbia, New Zealand, and China.

Focused On Proprietary Technologies

WHAT MATTERS

Innovation, a core Triumph value, drives our ability to solve our customers' hardest problems. Developing intellectual property helps us support our customers' missions while extending our sole-source positions, pricing, and margins.

A top performer.

A market leader in multiple categories.

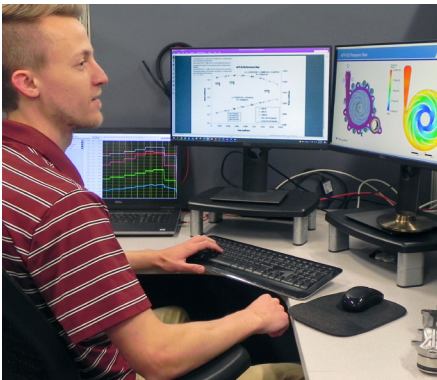
- **Landing gear** actuation and locking actuation solutions
- **Commercial** transport aircraft thermal acoustic insulation systems
- **Aircraft gears** and accessory gearbox production
- **US military** helicopter FADEC production (Blackhawk, Seahawk, Apache, CH-47 Chinook)
- **One of two** US-owned and operated aircraft landing gear system providers
- **One of three** primary US-based providers of aircraft hydraulic power generation solutions

Profitable Ownership – Our engineers are continually creating intellectual property through design, development, production, and support of new products and components. We hold numerous patents for landing gear actuation, hydraulic power generation, helicopter and fighter fuel pumps, fuel metering systems, thermal solutions, and complex gear systems.

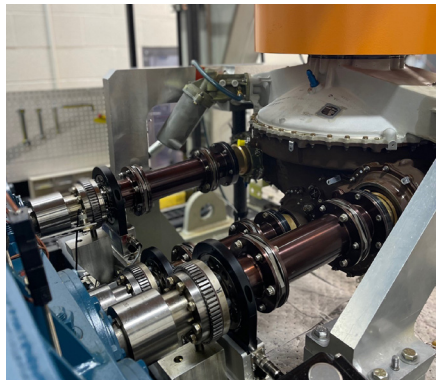
Advanced Solutions – At our Systems, Electronics and Controls (SEC) business in West Hartford CT, we create advanced solutions in electric engine fuel controls (FADEC), high-performance fuel pumps, and active vapor-cycle cooling systems. More than 30% of revenues are from spares and repairs. Next-generation technologies are in development, including fighter fuel pumps, larger vapor cycle cooling systems, and electronic engine controls.

New Markets – SEC engineers are working with the US Air Force to jointly develop processes using additive manufacturing (AM) to replace traditional heat exchanger manifold castings with additively manufactured parts. The goal is to decrease production lead times and reduce weight. Entire fleets will be affected. Triumph's first ADM heat exchangers will fly in FY2023, establishing Triumph as a pioneer provider in an important new development category.

Future Revenues – To meet demand, we've upgraded engineering capabilities, engineering tools, and laboratory bench-test facilities. Five new military gearboxes are in development for various platforms, more than at any other time in our history. Each of these gearboxes – including the airframe mounted accessory gearbox (AMAD) for Boeing's new next generation T-7A trainer – will generate repair opportunities far into the future.



Triumph's fighter fuel pump experience includes the design and development of fuel pumps for iconic aircraft such as the Northrop T-38, Boeing F-18C/D, Boeing F18E/F, Saab Grippen, and the new Boeing T-7A. Our designs, supported by cutting-edge analysis and modeling toolsets, push the envelope of current technologies with higher flow rates and extremely high operating pressure.



Triumph Geared Solutions is the world's leading third-party designer and builder of aviation gears used in engines and accessory gearboxes.



Triumph is engaged in multiple programs that use additive manufacturing to reduce weight, decrease lead times, and minimize waste. We are building products that can't easily be made with typical subtractive machining processes.

Deep Customer Relationships

WHAT MATTERS

Building and maintaining a global fleet requires close collaboration. Triumph is instrumental in helping many of the world's aircraft manufacturers and operators attain new levels of excellence.

Essential parts in motion.

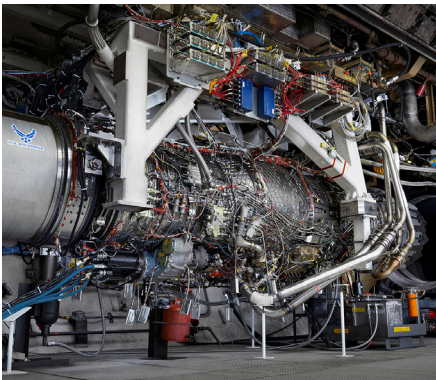
- **More than 250,000** Triumph actuators flying in the world today
- **More than 120,000** Triumph high-performance landing gear actuators in the air
- **More than 50,000** Triumph uplocks that actively lock moving systems into safe positions
- **More than 5,000** Triumph nose wheel steering systems in the air
- **500,000** Triumph hydraulic accumulators, fuses, valves, and manifolds in the air
- **In excess of 30,000** Triumph electric engine controls and fuel pumps produced
- **More than 15 million** Triumph thermal acoustic insulation blankets and more than eight million linear feet of composite cabin environmental control system ducting flying today
- **20,000** Triumph gearboxes made every year
- **More than 30,000** parts repaired every year

True Partnerships – Business can be a simple exchange of services for payment, or it can be a mutually rewarding effort that allows for the participants to do more together than separately. The greatest accomplishments are often achieved by teams, inside companies and between companies. We work to deeply understand the needs of our customers and partner with them in the truest sense of that word.

Combined Excellence – As with all the world's great airlines, Air France-KLM values safety and reliability above all else. In 2021, Triumph and Air France Industries KLM Engineering & Maintenance (AFI-KLM) formed xCelle Americas, a joint venture to provide MRO services to both AFI-KLM and other operators. Intellectual property from AFI-KLM enables xCelle to provide industry leading MRO services at the xCelle facility within Triumph's Hot Springs, Arkansas operations.

World's Most Advanced – Triumph's close working collaboration with GE has produced the most advanced fuel pumps in the world. Recently, we co-developed the main engine and afterburner fuel pumps for the new GE XA100 "adaptive cycle" fighter jet engine. This transformative engine can reconfigure itself in flight, prioritizing thrust one moment, and fuel efficiency the next, greatly extending the range of the aircraft.

Integral to Excellence – Triumph and Lockheed Martin's Sikorsky have a long working partnership. We have designed and built several complete landing gear solutions for the Army's Joint Multi-Role (JMR) demonstrator aircraft, Sikorsky's Raider, and the Sikorsky-Boeing Defiant. Today, we are focused on six key systems for the Raider-X Future Attack Reconnaissance Aircraft (FARA) for the US Army's future vertical lift (FVL) program.



Triumph's high-performance fuel pumps are integral to GE's new adaptive cycle engine, the XA 100, shown here under test.



Triumph provides fast and reliable repair services that keep many of the world's airlines flying safely and productively.

Committed to Quality & Product Safety

WHAT MATTERS

Quality is paramount to the aerospace industry and the cornerstone of everything we do at Triumph. Product safety is ingrained, measured, and continuously improved.

Making the Best Better – With both quality and product safety, we exceed all standards, policies, and regulations. In the coming year, our key investments will be in defect-free manufacturing, Artificial Intelligence (AI)-enhanced inspection, and proactive risk prevention to ensure that product safety is addressed throughout the product lifecycle.

Defect-Free Manufacturing – If you make a product right the first time, you reduce costs, cycle times, and environmental impact. To get ever closer to defect-free manufacturing, we implemented High-Performance Teams (HPTs) at Triumph. Teams of experts from a variety of disciplines continually evaluate and help fine-tune all our manufacturing processes. In 2021, there were 124 HPTs working across Triumph operations. From 2020 through 2022, defects were reduced by an annual average of 30%.

Next-Generation Inspection Technology – AI-powered tools in the hands of trained people can dramatically elevate quality. Triumph continues to invest in new inspection technologies to reduce inspection cycle time and latent supplier defects while providing more accurate inspection reporting. In 2021, a VICI VISION System and a Klingelberg P65 precision measuring center were installed at our Macomb site. Measurement cycle time improved by 50-70%.

Getting Ahead of Risk – Triumph uses Advanced Product Quality Planning (APQP) and the Aerospace Improvement Maturity Model (AIMM) during manufacturing to continuously identify potential risks that could impact our customers. With product safety, our goal is to ensure that new and legacy products are designed and manufactured to meet their intended purpose without unacceptable performance risk.

Measuring faster and finer.

Defects down. Measurement accuracy up. Quality steadily rising.

- **124 HPTs** are working across all Triumph sites
- **10% average reduction** in Defects Per Million Opportunities (potential defects) year over year from 2020-2022
- **10% reduction** in Cost of Poor Quality (CoPQ) during 2021
- **10 Triumph sites achieved** "World Class" CoPQ below 1%



The Klingelberg P65 uses robot-assisted blue-light scanning technology to continually measure within 40 millionths of an inch. These machines communicate directly with our gear grinders.



The VICI Vision system helps save inspection cycle time and improve the speed and accuracy of defect detection so operators can make needed adjustments faster.

Occupational Safety

Safety demands vigilance. Triumph's culture of continuous improvement is founded on our Cardinal Rules of Safety and driven by annual goals, monthly reviews, and root-cause analysis.

At Triumph, keeping our employees safe is a top priority and safety is key to our workplace culture. Triumph promotes ownership of safety at a personal level. Every employee takes ownership of occupational safety to reduce risks and prevent incidents, enabling Triumph to reduce recordable injuries by 24% and days away by 30% over a three-year period.

Our Environmental, Safety & Health (ES&H) team works closely with site leaders and employee safety committees to provide health and safety guidance and resources to all of our sites. Every day, safety is discussed in team meetings and at each work cell when site leaders walk their shop floors.

Cardinal Rules Of Safety

To demonstrate our commitment to maintaining a safe work environment for all employees, we created our 10 Cardinal Rules of Safety. These describe the most frequently encountered situations that have the potential to cause harm or loss of life. All employees, contractors and visitors are required to follow these directives.

Safety Heroes

Through our Safety Hero Program, we recognize employees who go above and beyond to ensure the safety of their colleagues and workplace. The objectives of the program are to:

- ➔ Increase awareness of safety behaviors and habits.
- ➔ Influence safe work practices to ultimately reduce injuries.
- ➔ Promote and share best practices across the company.
- ➔ Promote working safely in a positive light.

Any Triumph employee may nominate another Triumph employee as a Safety Hero. The recipients are awarded a commemorative pin, a special recognition ceremony to honor their efforts, and their story is shared across the company. We have recognized a total of 120 Safety Heroes across our sites since the program began in 2019.

Safety Metrics

To evaluate the success of our health and safety approach, we set annual goals, measure our progress against these goals, and continuously look to identify best practices and areas for improvement.

We measure total recordable incident rate (TRIR) and incident severity using days away restricted and transferred (DART) case incident rate for all of our facilities worldwide. In calendar year 2021, our TRIR was 1.75 (compared to 1.9 in calendar year 2020) and our DART rate was 0.98 (compared to 1.3 in calendar year 2020).

Our ES&H teams review these statistics monthly and conduct root cause analyses for all injuries. The results are shared with our businesses to foster a culture of continuous improvement and to help prevent future incidents.

At the end of the fiscal year, twelve sites had achieved "world class" recordable injury rates of below 0.8. Seven sites had 0 recordable injuries; 4 sites achieved over 1 year without an injury; 4 sites achieved over 2 years without an injury, and 1 site achieved over 3 years without an injury.

TRIUMPH
THERE'S MORE THAN ONE REASON TO BE SAFE AT WORK
"We consider safety, the environment and the well being of our employees and our community in every task we perform and every decision we make."

CARDINAL RULES OF SAFETY

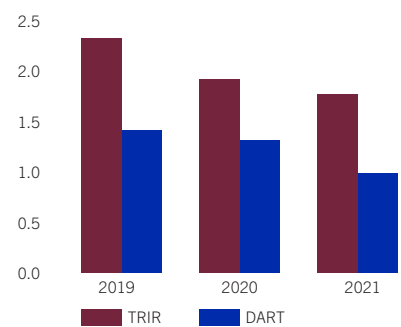
PERSONAL PROTECTIVE EQUIPMENT I will live up to my responsibilities and expectations to always use the required Personal Protective Equipment (PPE).	SAFETY DEVICES OR INTERLOCKS I will not remove, tamper with or by-pass a machine guard safety device or interlock under normal operating conditions.	FALSE DOCUMENTING OR REPORTING I will not falsely report any Environmental Safety & Health (ES&H) information.	WORKING AT HEIGHTS I will only use approved personal fall arrest or fall restraint systems while working at unprotected elevated work surfaces or when using aerial lift equipment.	MACHINE OPERATIONS I will not operate machinery or equipment unless authorized. I will not interfere with or operate machinery that has been tagged or locked out of service.
CONTROL OF HAZARDOUS ENERGY I will follow lock out/tag out procedures when isolating, servicing or maintaining machinery or equipment.	CONFINED SPACE ENTRY I will not enter a permit-required Confined Space unless I am in full compliance with the approved space entry procedures.	USE OF CHEMICALS I will not purchase or bring onsite any product or chemical that has not been approved by the responsible EHS representative and obtained through the designated chemical procurement process.	ARC FLASH & ELECTRICAL SAFETY I will only work with or perform maintenance on electrical equipment I am authorized and will follow all electrical safety procedures.	PERSONAL COMMITMENT If I see something unsafe, I will say something to help protect myself and fellow employees.

Cardinal Rules of Safety

Triumph's Cardinal Rules of Safety are visibly displayed at every Triumph site and serve as a reminder of the 10 critical actions that all employees and visitors must abide by to prevent harm or loss of life.

Safety Metrics

Calendar Year 2019 – 2021



Safety graphic by Arthur McEldowney

Health & Well-Being

WHAT MATTERS

Better health begins with better understanding. Triumph employees have free access to extensive resources to prevent and address health problems, balance work and life, and ensure their well-being.

At Triumph, our employees are taking a proactive approach to managing and maintaining their health. Our health and wellness programs help employees understand their current health profile and potential lifestyle risks. We offer resources to help employees achieve optimal health, including programs that address smoking cessation, weight management, and work/life management including mental health support.

In addition, Triumph partners with Health Advocate to offer our employees and their families free access to a comprehensive Employee Assistance and Work/Life program, which includes:

- **Short term problem resolution** (e.g., stress, depression, anxiety, grief) via Licensed Professional Counselors and referrals to longer-term support.
- **Access to work/life specialists** who can find support services and resources (e.g., eldercare, childcare, relocation, identity theft).
- **Telephone consultations** for legal and financial issues.

→ **Member portal** with articles, assessments, and webinars.

→ **Triumph provides** a substantial credit towards the cost of all employee medical and dental plans.

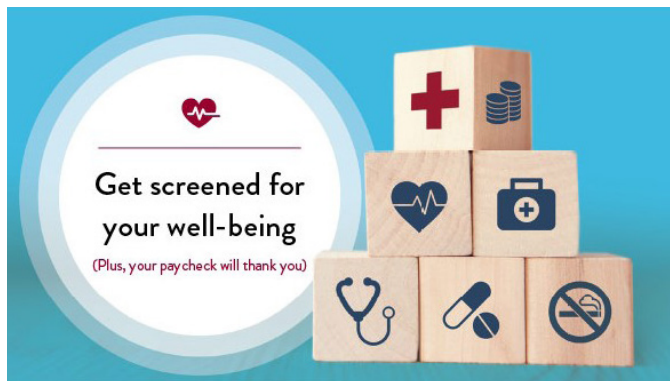
Covid Mitigation

In 2021, Triumph continued to prioritize the health and safety of our employees in light on the ongoing global COVID-19 pandemic. Triumph's dedicated cross-functional COVID-19 response team continued to monitor global case data and manage the Company's policies and programs related to COVID-19 mitigation. The Company continued to follow the recommendations of the Center for Disease Control (CDC), along with other country, state, and local regulatory requirements applicable to our businesses. The Company encouraged employee vaccination and established a policy of compliance with Executive Order 14042. Our COVID-19 response team continues to meet regularly and track disease developments.

Highlight:

Triumph is committed to helping employees get and stay healthy.

- **Triumph provides a substantial credit** towards the cost of all medical and dental plans.
- **Employees and their spouses are offered a free annual health screening** followed by access to a Wellness Coach who helps individuals understand their health risks and explore actions they can take to reduce those risks.
- **Employees and their spouses are given free access** to wellness workshops, health trackers and wellness challenges. In addition, employees and their spouses who are tobacco users are given access to free tobacco cessation programs.
- **Triumph also provides a monthly wellness credit** to recognize healthy behaviors and a monthly surcharge for unhealthy behaviors. These credits and surcharges decrease or increase the amount employees pay for their medical plan through payroll deductions.



Triumph offers employees and spouses free annual health screening and monthly wellness credit toward medical plans.



Walking Club – Berwyn, PA Triumph employees walk together in a pledge to Get Moving and Stay Active.

Engagement & Involvement

WHAT MATTERS

Our growth depends on the growth of our people. Triumph's "New Deal" improves business results through personal development, flexibility, and high-performance teamwork.

Our Triumph team members are the foundation of our success. That is why we place great importance on the growth, development, and engagement of our people and communities and the establishment of an enduring company culture. We have designed our compensation programs to motivate our employees, including pay-for-performance annual incentive programs tied to meeting or exceeding company-based performance objectives.

In 2021, we introduced the "New Deal" with our workforce to refresh our social contract with our team and enhance the value proposition of working for Triumph. Rather than going back to how we operated pre-pandemic, Triumph is pivoting and accelerating our transition to high performance teams which operate

autonomously within broad policies and objectives set by leadership. We are exploring new ways to provide flexibility, balance, and growth to enhance individual employee careers and business results. We are on a journey to help employees achieve their potential as members of cross-trained and empowered teams who are jointly accountable to our commitment to customers and other stakeholders.

To help all employees achieve their potential, we focused on 3 key imperatives:

- 1) Development Plans**
- 2) Mid-Year Reviews**
- 3) Mentoring Program**

New tools and resources were communicated to ensure creation of robust development plans and ongoing dialogues between managers and employees on goals and career plans as well as tips for maximizing mentoring relationships.

The People & Culture Steering Committee, formed in 2019, continues to challenge and provide leadership to the Employee Survey Action Planning Process. The committee is comprised of a diverse group of senior representatives from Human Resources, Communications, additional corporate functions and our businesses. The People & Culture Steering Committee was established to listen to and engage employees at the corporate and local level. Site-based action teams address specific needs and feedback, while the larger team tracks local actions to completion, as well as addresses challenges that were prevalent across the company.



Clemmons, NC United Way team
The site doubled its donation goal and hosted daily events throughout the campaign.



Founded in 2014, The JoyJ Initiative's
vision is to give dignity and comfort to people affected by poverty and homelessness while building a community of global change-makers via direct outreach programs. The Triumph Corporate team stuffed 100 JoyJ comfort bags and distributed them to those in need.



The West Hartford, CT Salvation Army
'Toys for Tots' program event marked the 32nd year that our employees collected toy donations for the children.

Commitment To Community

At Triumph, we demonstrate our commitment to volunteerism through our Wings Community Outreach Program. This program encourages Triumph employees around the world to complete meaningful volunteer projects that directly benefit local communities and charities committed to serving the needs of others.

In 2021, many Triumph teams continued to find meaningful ways to give back. We increased our United Way giving by over 25% from 2020. This funding helps to reduce poverty by affecting education, workforce, business development, financial empowerment, and basic needs. We also participated in numerous food drives, helped with clean up and decorating of local parks, school refurbishment, and provided blankets and supplies to the homeless population in our communities.

In 2021, the Triumph Charitable Foundation donated to non-profit organizations that provided critical resources to people and communities hardest hit by the pandemic including Philabundance Food Bank, Project Home, Operation Homefront, and the American Red Cross. Founded in 2008, the Triumph Charitable Foundation mirrors the company mission and provides grant funding to organizations that advance the safety and prosperity of the world. These grants focus on three key areas: advancing science, technology, engineering, and mathematics (STEM) education, improving communities, and supporting veterans and military families. The Foundation Awards supported organizations that were employee sponsored. In 2021, the Foundation donated \$400K to 76 different non-profit organizations serving these missions (54% to Improving Communities, 23% to STEM Education, and 23% to Veterans and Military Families).

Highlight:

Featured Grant Recipients.

Rage Robotics – STEM

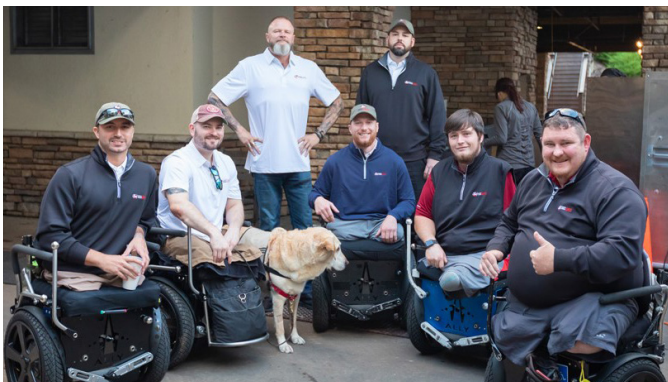
Team of high school students participating each year in the FIRST Robotics Competition (FRC) where students build and compete their robots. The mentors' goal is to teach the students with a hands-on approach and ultimately enable the students to develop their designs, assemble the robot and continue to improve robot performance as the season progresses. It is common at the competitions for the students to be in the Pit working on the robot with adult mentors on the sidelines.

PenFed Foundation – Veterans

The mission of the PenFed Foundation's Veteran Entrepreneur Investment Program (VEIP) is to provide veteran-owned companies the resources and network to access capital to build and grow their businesses.

Clemmons Food Pantry, Inc – Communities

The Clemmons Food Pantry is an established food pantry providing food to families since 2004 in Clemmons NC. The food pantry never denies a family in need. It is one of the largest pantries in the region and serve more than 800 households a month. As a display of size and strength, in 2021 the Food pantry distributed over 480,000 pounds of food.



Segs4Vets rebuilds a foundation of independence, community and family for veterans and active duty members of the United States military who sustained severe injuries or illnesses that resulted in permanent disability while serving our country.



Corporate Team Building Event Benefits Local Homeless Population

Triumph team networked while donating time to make sandwiches for the local homeless population.

Diversity, Inclusion & Equity

WHAT MATTERS

We are deeply committed to diversity, inclusion, and equity and their societal and business benefits. Triumph is recruiting, training, organizing, and measuring a representative workforce that is valued and engaged.

At Triumph, a talented, representative, and engaged workforce is vital to our success. In light of the increased awareness of social justice movements over the past few years in response to violence and discrimination against women, people of color and other underrepresented groups, Triumph continued to partner with our Diversity & Inclusion Steering Committee (DISC). Leveraging our employee-led DISC, Triumph is committed to creating an environment in which all employees feel valued, included, and empowered to do their best work and bring great ideas to the table, including:

- **Regular diversity training for all employees**
- **Employee affinity/resource groups**
- **Mentoring to support diverse employees**

The formation of the DISC recognizes and cultivates all of our employees who bring unique experiences, perspectives, and viewpoints to add value to our ability to create and deliver world class manufacturing, engineering, and aerospace services. The DISC is focused on:

- **Cultivating a sense of belonging** for all employees by amplifying voices of underrepresented populations and supporting a culture committed to acceptance and inclusion that values unique backgrounds and perspectives.
- **Providing educational tools and resources** necessary to facilitate Triumph's commitment to promote and maintain a diverse and inclusive workforce and culture.
- **Creating messages that reflect our company's commitment** to a diverse and inclusive workplace and raises our understanding and sensitivity to the topic.

- **Reviewing people policies and processes**, including, but not limited to, recruiting, outreach, promotions, retention, and mentoring to make recommendations for standardization and consistency among policies to promote and encourage diversity and inclusion in the workplace.
- **Collecting and analyzing metrics** related to existing and expected measures of diversity in the workforce with focus on ensuring equal opportunity for pay, advancement, and candidate selection.



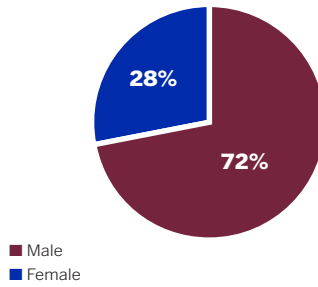
Powered by Diversity – Leaders of Triumph Diversity and Inclusion Committee are dedicated to enhancing the workplace for all current and future employees.

Social (continued)

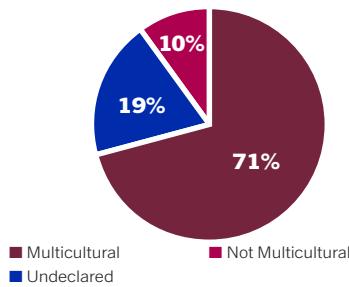
In 2021, the DISC extended outreach efforts resulting in robust and ongoing partnerships with five STEM organizations (Great Minds in STEM, SASE – Society of Asian Scientists & Engineers, SHPE – Society of Hispanic Professional Engineers, NSBE – National Society of Black Engineers, SWE – Society of Women Engineers). The DISC partnered with the Triumph Charitable Foundation to provide financial support to these organizations, including scholarships and professional development.

The DISC partners with Triumph’s leadership team to advance the diversity of the workforce, which is depicted to the right as of December 31, 2021.

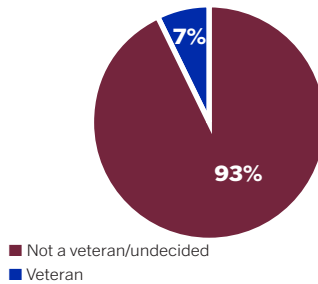
Global Gender



US Multicultural



US Veteran Status



Highlight:

DISC mission Statement

The mission of the DISC is to foster an inclusive environment that attracts and retains the best talent, values diversity of life experiences and perspectives and encourages integrity and innovation, consistent with our Company Values. We believe that the diversity of thought and experiences allows us to approach complex scenarios with unique perspectives, so that we can deliver the best solutions for our stakeholders.



Triumph provides scholarship funding to The Society of Asian Scientists & Engineers (SASE) to encourage leadership and educational opportunities in the communities in which they serve. Kaitlin So from NYU Tandon School of Engineering was the first recipient of the Triumph scholarship.

Employer of Choice

WHAT MATTERS

We are a values-based company, powered by diversity and inclusivity, dedicated to recruiting and retaining exceptional people. Our goal is to be chosen as a safe, engaging workplace where employees are empowered to deliver their best.

Diversity on the rise.

- 28% of our workforce is female.
- 19% of our US workforce is multicultural.
- 7% of our US workforce is comprised of military veterans.
- 4 Diversity & Inclusion task forces dedicated to promoting enhancements across our global operations through mentoring, outreach, ERGs, data analytics, education, and communication.
- 124 cross-functional high-performance teams improving processes, solving complex problems, and ensuring that our corporate values are being adapted to our business goals.

Cultural Strength – As we consolidated around a new business model over the past four years, Triumph has transformed dramatically. Such extensive change is always challenging. Our culture has fortified us based on these firm values: Integrity, Continuous Improvement, Teamwork, Innovation, and Act with Velocity.

Upward Mobility – It has never been more important — and difficult — to recruit and retain talented people. We are committed to ensuring that our workplaces are safe, inclusive places where our employees can meet their career objectives. Our goal is for all employees to have individualized “flight plans” for personal and professional development, with continual learning opportunities.

Backing Our Commitments – Triumph is committed to giving back to the communities where we operate. Three ongoing initiatives back that commitment: partnerships with organizations that celebrate diversity; active recruitment of military applicants; and career paths for technical/high school graduates through our apprenticeship programs.

Balanced Thinking – As with most companies during the pandemic, Triumph plunged into remote working not knowing the outcome. The outcome exceeded our expectations. It’s now our belief that more flexible working arrangements can improve both business results and employee satisfaction. Our “New Deal” shows our commitment to finding new ways to build even greater flexibility and balance into our businesses and the agreements we have with our people.



Diversity and inclusion efforts in 2021 included participation in the Society of Women Engineers.

We envision a sustainable future for the environment and are ready to do our part to make that vision a reality.

In all the ways we conduct business, we strive to respect and positively impact our shared natural environment. We support the reasonable use of resources, energy and water conservation, waste minimization, and pollution prevention.

To control and monitor our impact on the environment, we centrally manage environmental oversight across our businesses in accordance with our global ES&H policy and procedures, which we review and refresh on a periodic basis. Our corporate ES&H team has implemented an audit program that allows for assessment of one-third of our sites each year, ensuring that each site is audited once every three years. Our corporate function works with our sites to mitigate any risks and address any concerns identified in our self-assessments.

We collaborate across our sites to manage environmental permitting and compliance, energy usage, emissions, water and wastewater impacts, and hazardous and non-hazardous waste. ES&H staffing varies across our sites depending on size, complexity, and risk profile.

We believe in the importance of continuously reducing our environmental impacts. In 2021, we implemented a data tool that allowed us to collect and maintain a robust data set of information, with 2020 as a baseline year underpinning the continuous improvement of our sustainability program. We then collected a comparable set of data for 2021. Our ESG Data Download is attached to this report. In addition, the data we gathered in 2020 and 2021 has allowed us to incorporate a climate action in our sustainability goals for 2025 and 2030 (see page 5).

Highlight:

- **More than half** of our facilities have proactive environmental programs in place to help drive goal performance.
- **5 facilities** are ISO 14001 certified with a goal to reach 100% by 2030.
- **Several of our facilities** are actively engaging with their communities on environmental topics including air pollution, waste handling and mangrove planting and establishing best practices for other facilities to follow suit.
- **Compared to public reports** filed by our peers, Triumph ranks better than average on emission, waste and water intensity metrics, as well as total Scope 1 & Scope 2 emissions, waste generation and water consumption.

“Our Vision and Values guide our drive to protect the environment through actions and innovation.”

Zakiya Barnett

Chief Counsel, Corporate, Assistant General Counsel & Assistant Secretary

Our Ethical Code of Business Conduct applies to everyone, from our board and senior leadership to our front line team members. At Triumph, integrity and transparency are essential.

Triumph's board of directors and its committees have several important governance roles. These roles include working with management to set the company's strategy; evaluating the performance and determining the compensation of our Chief Executive Officer; approving compensation for all other executive officers; and overseeing our sustainability and risk management programs.

Our diverse Board brings a well-rounded perspective and is made up of nine directors. Two of nine are women. One of nine is multicultural.

Eight of our nine Board members are independent directors as defined by NYSE rules. Each of the Board's committees consists entirely of independent directors. In the past year, the Board studied its ESG and sustainability governance model. Following that assessment, the Board expanded the role of the Nominating and Corporate Governance Committee to include overall oversight of the Company's sustainability efforts, acting in concert with other committees of the Board with respect to matters delegated to such other committees. The Board also renamed the Nominating and Corporate Governance Committee as the Nominating, Governance, and Sustainability Committee in recognition of its expanded role. The Board also expanded the role of the Compensation and Management Development Committee to include oversight of the Company's human capital, diversity, and employee development efforts, and renamed the committee as the Human Capital and Compensation Committee in recognition of its expanded role. The Audit Committee more explicitly assumed oversight of the Company's enterprise risk management and cybersecurity programs. The Committee continues to maintain its Finance Committee as well. Additional details on the Board, its committees and their functions can be found in Triumph's Corporate Governance Guidelines, charters for the Board's committees,

and in our annual proxy statement, each of which is available at Triumph's investor relations webpage at <https://ir.triumphgroup.com>.

- A few additional highlights of Triumph's corporate governance are as follows:
- **We have a lead independent director** to chair meetings of the independent directors and serve as a liaison between the independent directors and our Chairman, President and Chief Executive Officer.
 - **Proxy access** is permitted for a stockholder or a group of stockholders owning at least 3% of the company's outstanding common stock for three years or more to submit director nominees.
 - **We have robust stock ownership guidelines** for our Board and senior management.
 - **Executive compensation** is benchmarked annually by a third-party compensation consultant and is designed to align the interests of our management with those of our stakeholders.
 - **The board** undertakes an annual self-evaluation process.

Ethical Business Conduct

Triumph's leaders set a strong example of the ethical business conduct expected of all Triumph employees and suppliers, ensuring that integrity is embedded in every action we take. These expectations are detailed in Triumph's Code of Business Conduct, which articulates the business and ethical principles upon which we have built our reputation for integrity. Triumph's Legal and Human Resources Departments are accountable for building and maintaining the Company's programs to manage ethical business conduct, and for communicating associated expectations to our employees. Triumph employees receive training on Triumph's Code of Business Conduct as part of their onboarding and are required to certify their compliance annually.

Employees may report an actual or potential violation or ethics concern anonymously at any time by calling the Triumph Hotline at 1-800-535-5581 or by accessing our ethics portal, which can be accessed at <https://secure.ethicspoint.com/domain/media/en/gui/59231/index.html>. The Triumph Hotline is managed through Ethics Point, a third-party vendor, and all calls are handled in a strictly confidential manner. All callers can submit reports without fear of retribution and callers are able to maintain anonymity if they choose to do so. Triumph's General Counsel directly or indirectly oversees investigations and follow-up on calls to the hotline, some of which are investigated by third parties when appropriate to ensure impartiality or confidentiality. The General Counsel reports data on all hotline calls to the Audit Committee of the Board of Directors on at least a quarterly basis and violations considered to be of particular risk may be reported to the full Board of Directors at the discretion of the General Counsel and/or the Chair of the Audit Committee.

Risk Management

One of the primary roles of Triumph's executive leadership team and the Board of Directors is to assess and mitigate the various risks associated with our business. To that end, Triumph has designated an Enterprise Risk Management (ERM) committee that meets quarterly with the goal of maximizing the company's ability to achieve its business objectives. The ERM committee, made up of a cross-functional team including senior business leaders, helps achieve this vision by creating a comprehensive approach to anticipate, identify, prioritize and manage material risks to our organization. Enterprise risk includes any significant event or circumstance that could impact the achievement of our business objectives, including strategic, operational, reporting, compliance and reputational risks. The primary responsibility of the ERM committee is to ensure that sound policies, procedures and practices are in place for the enterprise-wide management of the company's

material risks. The ERM committee is also responsible for reporting results of these activities to the Audit Committee on a quarterly basis. While Triumph's Audit Committee has primary responsibility for overseeing risk management for Triumph, our entire Board, and each committee of the Board, plays an active role in risk management activities. Risk management focus areas include, but are not limited to cybersecurity, response to natural disasters, and product, supply chain, and technology risk.

Compliance, Anti-Corruption, And Trade Regulation Programs

Triumph and our Board of Directors are committed to legal, regulatory and environmental compliance. Within this framework, we have developed a robust set of internal policies and procedures, which are made available to all employees to help monitor and manage compliance across our enterprise. All Triumph employees receive training on an annual basis on compliance and other risk topics. In 2021, company-wide training addressed cyber data security, trade compliance, and anti-corruption. In addition, Triumph's Legal Department manages additional compliance initiatives, including assessments of employment practices. We strive to ensure that our employees are treated fairly and perform to the highest standard of ethics.

The company's Anti-Corruption Policy is reviewed and updated on a regular basis. The Company maintains a business partner review process that incorporates data derived from GAN Integrity, a third-party due diligence solution. Our anticorruption program features the following elements:

- ➔ **Management commitment:** Our Anti-Corruption Program is designed and managed by our General Counsel with strong commitment and support from our Chairman, President and CEO and remainder of the management team. The Audit Committee of the Board of Directors provides broad oversight for our compliance program.
- ➔ **Risk assessments:** We conduct internal risk assessments and evaluate the strength of our Anti-Corruption Compliance Program against standards informed by government authorities and industry best practices. Our General Counsel and management team use these assessments to help ensure our compliance processes are tailored and updated as necessary to address evolving corruption risk and our resources are appropriately deployed to implement risk prevention and mitigation strategies. Additionally, our internal audit organization regularly reviews our Anti-Corruption Compliance Program.

➔ **Training:** Our global anti-corruption training program includes an array of training resources, both online and in-person tailored for different job functions. Pursuant to industry best practices, we strategically identify employees of all levels who participate in international business. On a recurring basis, these employees are required to complete training requirements relative to their job function and level of involvement with international business. These employees include, but are not limited to, senior executive management; employees based in our foreign subsidiaries; and employees involved in business development.

In addition, the company's Trade Compliance Program is managed by our General Counsel with strong commitment and support from our Chairman, President and CEO and the remainder of the management team. The Company recently refreshed its Trade Compliance Policy and implemented company-wide practices related to import/export, customs, and sanctions compliance. The Company also has updated its self-assessment practices with respect to trade compliance and uses the results of its self-assessments to inform risk mitigation strategies. Ongoing training initiatives are a cornerstone of the Trade Compliance Program.

Data Security

Our employees are the first line of defense in information security. We train our employees to identify, avoid and mitigate cyber threats as a crucial element of our information security program. Among the elements of our training and awareness program are mandatory annual training and email spear phishing exercises. Orientation for new employees includes basic Information Security instruction that includes company first-line-of-defense expectations and methods.

We pride ourselves on our robust cybersecurity program and continue to diligently maintain the security of our virtual networks and digital data, keeping apprised of vulnerabilities and attack trends. This is a rapidly evolving area and one that receives a high degree of internal scrutiny and attention at Triumph. Data security is managed through our General Counsel. Our General Counsel ensures frequent reporting to our Board of Directors on cybersecurity topics and also engages a broader group of management on a quarterly basis to review data security topics across the company, to communicate the potential threats and mitigating actions, as well as to identify areas for improvement.

Data Privacy

Triumph has undertaken a comprehensive approach to data privacy to understand and remain in compliance with global, federal, state and local laws applicable to our business operations. We prioritize our global commitment to respect the personal information of our employees, customers and other stakeholders. We regularly look to enhance our privacy governance framework through training and awareness initiatives, effective access controls, compliant cross-border transfers of data and other risk mitigation measures.

Supply Chain Responsibility

Triumph's supply chain is a diverse and global network that provides critical resources for the work Triumph performs. As our business has changed over the years, our supply chain has grown and transformed, now consisting of more than 1,000 total suppliers. We work with our suppliers to purchase everything from raw materials to custom electronics.

Changes in aerospace construction inherently take place over long periods of time, as our products are built to last 30-40 years and are subject to significant and strict quality management processes. Our relationships with our suppliers must also endure over the years. We understand the importance of ensuring supplier performance meets our expectations and the expectations of our customers. Triumph suppliers are committed to agree to abide by Triumph's Code of Conduct.

A key tool for managing the performance and compliance of our supply chain is our supplier audit program. This program consists of self-assessments and questionnaires for all suppliers, which address environmental and social factors as part of overall supplier performance. Triumph analyzes this feedback and selects a number of suppliers for on-site verification audits. The results of supplier self-assessments and audits are then used to help set targets for managing those supply chains. In addition, Triumph sets annual goals for our suppliers around quality, cost and on time delivery. Triumph works to ensure that we can meet our internal management goals and ultimately meet the needs of our customers.

Triumph maintains a Conflict Minerals Policy and its annual Conflict Minerals Report can be found on its investor relations webpage at Triumph's investor relations webpage at <https://ir.triumphgroup.com>.

WHAT MATTERS

Reliable Integrated Supply Chain

Engagement extends through the supply chain. Triumph’s integrated supply chain management system is designed to improve financial results by assuring supply, mitigating risk, and keeping global production on schedule.

Operational Rhythm – A well-integrated supply chain creates a consistent and reliable operational rhythm between Triumph, our suppliers, and our customers. With strong supplier relationship management and advanced data systems, we dramatically minimize potential supply disruptions. In FY2022, our Supplier On-Time Delivery was 95% and our Supplier Quality performance improved markedly.

Close Customer Partnerships – We fine-tune constantly based on direct customer feedback. In FY2022, Triumph hosted multiple discussions with our top 10 customers to review current and future supply chain performance and risks. Among our coming upgrades: 24-month forecast visibility, extended firm PO coverage to better secure allocated components and long-lead-time materials, technical changes to improve parts manufacturing, and tooling replacement to improve yields.

Driving Rate Readiness – In November 2021, Triumph hosted a supplier conference attended by our top 250 key global suppliers. We presented our strategic direction and the critical role our suppliers will play to support the post-Covid increase in demand. A number of Triumph customers presented at the event, explaining their supply chain environment, the challenges they face, and how our suppliers can help reduce supply chain risk.

Progressive Risk Mitigation – The past year was largely spent collecting data and aligning supply chain needs. During the coming year, dozens of risk-mitigation projects will be implemented in partnership with customers and suppliers. As our industry recovers, Triumph will continue to drive performance through strategic sourcing and supplier performance initiatives, aided by business intelligence tools that track and identify global supply chain challenges.

Ready for ramp.

75

risk-mitigation projects

- **Engaged** our top 10 customers for feedback and alignment on future risks.
- **Assessed 100 suppliers** on rate readiness to identify opportunities.
- **Identified** supply chain improvement opportunities ranging from communications to technology enhancements – all aimed at supporting future customer rate requirements.
- **Intensified** our use of data and standardized tools to support timely supply chain risk identification and mitigation.



“The Triumph supply chain is out in front of our industry’s recovery, working closely with customers and suppliers to ensure that we are ‘ready to ramp.’”

Craig Cooper

Vice President, Integrated Supply Chain & Operations

Reliable Supply Chain

Raw materials received and ready for production.

ESG Data Download

FINANCIAL HIGHLIGHTS

(in millions, except per share data)

Fiscal Year Ended March 31

	FY2022	FY2021	FY2020
Net sales	\$ 1,460	\$ 1,870	\$ 2,900
Adjusted operating income	135	108	218
Adjusted net income	52	(2)	137
Adjusted diluted earnings per share	\$ 0.79	\$ (0.03)	\$ 2.69
Cash flow from operations	(137)	(173)	97
Total assets	\$ 1,761	\$ 2,451	\$ 2,980
Total debt	1,589	1,958	1,808
Total equity	(787)	(819)	(781)
Non-GAAP reconciliation			
Operating income (loss)– GAAP	\$ 104	\$ (326)	\$ 58
Loss on sale of assets & businesses	9	105	57
Restructuring	19	53	25
Legal judgment gain, net	—	—	(9)
Impairments	2	276	66
Other	—	—	21
Adjusted operating income*	135	108	218
Interest & other	(136)	(171)	(122)
Non-service defined benefit income	5	50	41
Less: Pension charges	52	—	—
Less: Financing charges	00	15	3
Adjusted income before income taxes*	57	1	140
Income taxes	(5)	(3)	(6)
Tax effect of adjustments	—	—	3
Adjusted net income	52	(2)	137
Diluted earnings per share – GAAP	\$ (0.66)	\$ (8.55)	\$ (0.58)
Per share impact of adjustments	1.45	8.52	3.27
Adjusted diluted earnings per share	\$ 0.79	\$ (0.03)	\$ 2.69
Weighted average diluted shares	65.4	53.0	52.0

*Differences due to rounding

Production

	CY2021	CY2020
Total Number of Locations (#)*	30	30

*CY2020 excludes Milledgeville, Georgia, Red Oak, Texas, and Rayong, Thailand locations.

CY2021 includes Staverton, UK location.

Compliance

	CY2021	CY2020
Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of:		
i. total monetary value of significant fines (\$)	0	0
ii. total number of non-monetary sanctions (#)	0	0
iii. cases brought through dispute resolution mechanisms	0	0
Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area in terms of:		
i. total monetary value of significant fines (\$)	0	0
ii. total number of non-monetary sanctions (#)	0	0
iii. cases brought through dispute resolution mechanisms	0	0

ENVIRONMENTAL STEWARDSHIP*

*CY2020 excludes Milledgeville, Georgia, Red Oak, Texas, and Rayong, Thailand locations.

CY2021 includes Staverton, UK location.

ISO 14001 EMS certification (# facilities)	5	5
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Energy use & GHG emissions

	CY2021	CY2020
Fuel: Natural Gas (non-renewable resource) (GJ)	162,471	203,454
Fuel: Other – Diesel, Propane, Gasoline, etc. (non-renewable resource) (GJ)	20,235	13,126

ESG Data Download (continued)

Total Fuel Consumption (GJ)	182,706	216,581
Process and Fugitive Emissions: HFCs (HFC-23/HFC-134a) (MT CO2e)	150	264
Process and Fugitive Emissions: PFCs (MT CO2e)	0	0
Process and Fugitive Emissions: SF6 (MT CO2e)	0	0
Total Direct (Scope 1) GHG Emissions (Fuel, Process and Fugitive) (MT CO2e)	9,612	11,325
Electricity consumption 100% Grid (GJ)	383,407	434,517
Heating consumption (GJ)	0	0
Cooling consumption (GJ)	13,148	13,148
Total Energy Consumption (GJ)	396,555	447,664
Indirect Emissions from Electricity Consumption 100% Grid (Scope 2) (MT CO2e)	36,530	45,492
Indirect Emissions from Heating consumption (Scope 2) (MT CO2e)	0	0
Indirect Emissions from Cooling consumption (Scope 2) (MT CO2e)	883	818
Total Indirect (Scope 2) GHG Emissions (MT CO2e)	37,413	46,310
Total Direct (Scope 1) and Indirect (Scope 2) GHG Emissions (MT CO2e)	47,024	57,634
Water Withdrawal, Discharge and Consumption (Megaliters)	CY2021	CY2020
Surface water withdrawal from all areas (Megaliters)	0	0
Groundwater withdrawal from all areas (Megaliters)	2	2
Stormwater withdrawal from all areas (Megaliters)	0	0
Wastewater withdrawal from all areas (Megaliters)	0	0
Third-party (e.g., municipal) water withdrawal from all areas (Megaliters)	251	320
Total Water Withdrawal from all areas (Megaliters)	253	322
Total Water Discharged to all areas (Megaliters)	48	95
Air Emissions	CY2021	CY2020
Volatile Organic Compounds (VOCs) (Metric Tonnes)	50.31	51.22
NOx (Metric Tonnes)	8.49	8.38
Particulate Matter (Total PM) (Metric Tonnes)	7.92	8.10
Hazardous Air Pollutants (HAPs) (Metric Tonnes)	7.94	7.57
Carbon Monoxide (CO) (Metric Tonnes)	5.26	4.84
SOx (Metric Tonnes)	0.37	0.46
Waste Management (Metric Tons)	CY2021	CY2020
Total Waste Generated (Metric Tons)	8,586	9,275
Total Hazardous / Regulated Waste (Metric Tons)	665	1,579
Total Hazardous / Regulated Waste (%)	8%	17%
Hazardous / Regulated Waste Disposed – Incineration with energy recovery	360	458
Hazardous / Regulated Waste Disposed – Landfill	111	84
Hazardous / Regulated Waste Recycled/Reuse	193	1,037
Hazardous / Regulated Waste Sold to External	0	0
Total Non-Hazardous / Non-Regulated Waste	7,921	7,695
Non-Hazardous / Non-Regulated Waste Disposed – Incineration with energy recovery	56	84
Non-Hazardous / Non-Regulated Waste Disposed – Landfill	4,003	5,794
Hazardous / Regulated Waste Recycled/Reuse	3852	1807
Non-Hazardous / Non-Regulated Waste Sold to External	11	10
Total Waste Disposed – Landfill	4,115	5,878
Total Waste Disposed – Incineration	415	543
Total Waste Diverted from Disposal (Hazardous and Non-Hazardous) (%)	52%	37%
Total Waste Recycled / Reuse	4,045	2,843
Total Waste Sold to External	11	10
Spills		
Reportable Spills (#)	3	2
Total Volume of Spills (m3)	1.19	0.40

ESG Data Download *(continued)*

WORKFORCE	CY2021	CY2020
Total Global Employees (#)	4,894	6,886
New Hires and Turnover:*		
<i>*CY2020 data includes Rayong, Thailand location. CY2021 data excludes Milledgeville, Georgia, Red Oak, Texas, Rayong, Thailand, and Staverton, UK locations.</i>		
Employee Hires		
Total number and rate of new employee hires (#)	893	853
By Age Group		
Under 30 (#)(%)	402 / 45.0%	354 / 41.5%
30-50 (#)(%)	362 / 40.5%	338 / 39.6%
50+ (#)(%)	129 / 14.4%	161 / 18.9%
By Gender		
Male (#)(%)	605 / 67.7%	560 / 65.7%
Female (#)(%)	288 / 32.3%	293 / 34.3%
By Region		
U.S. (#)(%)	471 / 52.7%	451 / 52.9%
Other (#)(%)	422 / 47.3%	402 / 47.1%
Employee Turnover		
Total number and rate of employee turnover (#)	1958	3722
By Age Group		
Under 30 (#)(%)	451 / 23.0%	1099 / 29.5%
30-50 (#)(%)	718 / 36.7%	1510 / 40.6%
50+ (#)(%)	789 / 40.3%	1113 / 29.9%
By Gender		
Male (#)(%)	1422 / 72.6%	2300 / 61.8%
Female (#)(%)	536 / 27.4%	1422 / 38.2%
By Region		
U.S. (#)(%)	1284 / 65.6%	1822 / 49.0%
Other (#)(%)	674 / 34.4%	1900 / 51.0%
Employee Engagement and Talent Management		
Active workforce covered under collective bargaining agreements (#)/(%)	699 / 14%	1356 / 20%
Average hours of mandatory training that the organization's US employees have undertaken during the reporting period	3	3.8
Employee participation in annual Individual Development Plans (%)	28%	4.5%
Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period:	Approximately 80%	Approximately 80%

DIVERSITY, INCLUSION & EQUITY

Representation of Global Employees	CY2021			CY2020		
Total Global Employees (#)	4,894			6,886		
Region Representation						
U.S. (#)(%)	3091 / 63.2%			4560 / 66.2%		
Other (#)(%)	1803 / 36.8%			2326 / 33.8%		
Age Group Representation	CY2021			CY2020		
	Under 30 (%)	30-50 (%)	50+ (%)`	Under 30 (%)	30-50 (%)	50+ (%)
Total Global Employees	15.60%	47.20%	37.20%	12.40%	43.90%	43.70%
Gender Representation	CY2021			CY2020		
	Female %	Male %	N/A %	Female %	Male %	N/A %
Total Global Employees	28.10%	71.90%		29.50%	70.50%	
Racial/Ethnic Group Representation	CY2021					
	Asian %	Black or % African American	Hispanic or Latino %	White %	Other %	
Total US Employees	3.9%	4.4%	8.8%	71.2%	11.7%	
Racial/Ethnic Group Representation	CY2020					
	Asian %	Black or % African American	Hispanic or Latino %	White %	Other %	
Total U.S. Employees	4.6%	8.5%	7.7%	67.7%	11.5%	
Board Diversity (%)	CY2021			CY2020		
Percentage of individuals within the organization's governance bodies						
By Gender						
Male (%)	78%			78%		
Female (%)	22%			22%		
By Age Group						
Under 30 (%)	0%			0%		
30-50 (%)	0%			0%		
50+ (%)	100%			100%		
People of Color (%)	11%			11%		
Representation Of U.S. Employees	CY2021			CY2020		
Total U.S. Employees (#)	3091			4560		
Military Representation						
Veteran (%)	7%			8%		
Not a veteran / undeclared (%)	93%			92%		
Racial/Ethnic Group Representation						
Multicultural (%)	19%			22%		
Not Multicultural (%)	71%			68%		
Undeclared (%)	10%			10%		

EMPLOYEE HEALTH & WELLNESS AND OCCUPATIONAL SAFETY	CY2021	CY2020
Employee participation in company-sponsored employee wellness programs annually (%)	77%	—
Number of manufacturing operations covered by ISO 45001 (#)	0	0
Number of workers covered by an occupational health and safety management system (e.g., ISO 45001) (#)(%)	0	0
Employee Safety		
Total number of hours worked – employees (#)	10,832,451	—
The number and rate of fatalities as a result of work-related injury – employees (#)(rate)	1	0
The number and rate of high-consequence work-related injuries (excluding fatalities) – employees (DART) (#)(rate)	0.98	1.3
The number and rate of recordable work-related injuries – employees (TRIR) (#)(rate)	1.75	1.9
The number of fatalities as a result of work-related ill health – employees (#)	0	0
The number of cases of recordable work-related ill health – employees (#)	53	—
Non-Employee Workers Safety		
The number and rate of fatalities as a result of work-related injury – non-employees (#)(rate)	0	0
The number and rate of high-consequence work-related injuries (excluding fatalities) – non-employees (#)(rate)	0	0
The number of fatalities as a result of work-related ill health – non-employees (#)	0	0
PRODUCT QUALITY & SAFETY		
ISO 9001 / AS 9100 QMS certification (# facilities)	27	27
Number of product recalls issued (#)	7	5
Total product units recalled (#)	105	94
Number of counterfeit parts detected, percentage avoided (#)(%)	0	0
Number of Airworthiness Directives received (#)	0	0
Number of units affected by Airworthiness Directives (#)	0	0
Total amount of monetary losses as a result of legal proceedings associated with product safety (\$)	0	0
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period, by:		
i. incidents of non-compliance with regulations resulting in a fine or penalty (#)	0	0
ii. incidents of non-compliance with regulations resulting in a warning (#)	0	0
iii. incidents of non-compliance with voluntary codes (#)	0	1
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling, by:		
i. incidents of non-compliance with regulations resulting in a fine or penalty (#)	0	0
ii. incidents of non-compliance with regulations resulting in a warning (#)	0	0
iii. incidents of non-compliance with voluntary codes (#)	0	0
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by:		
i. incidents of non-compliance with regulations resulting in a fine or penalty (#)	0	0
ii. incidents of non-compliance with regulations resulting in a warning (#)	0	0
iii. incidents of non-compliance with voluntary codes (#)	0	0

ETHICAL BUSINESS CONDUCT / ANTI-CORRUPTION	CY2021	CY2020
Employee completion of the Code of Conduct training (#)(%)	100%	100%
Percentage of operations assessed for risks related to corruption (%)	100%	100%
Total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to (#)(%)	100%	100%
Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to (%)	100%	100%
Total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to (#)(%)	100%	100%
Total number and percentage of governance body members that have received training on anti-corruption (#)(%)	100%	100%
Total number and percentage of employees that have received training on anti-corruption (%)	100%	100%
Total number and nature of confirmed incidents of corruption (#)	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption (#)	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption (#)	0	0
Total number of public legal cases regarding corruption brought against the organization or its employees during the reporting period (#)	0	0
Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant (#)	0	0
Total amount of monetary losses as a result of legal proceedings associated with incidents of corruption, bribery, and/or illicit international trade (\$)	\$0	\$0
Revenue from countries ranked in the "E" or "F" Band of Transparency International's Government Defense Anti-Corruption Index (\$)	\$0	\$0
Total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary (\$)	\$0	\$0

Security

Percentage of security personnel who have received formal training in the organization's human rights policies or specific procedures and their application to security (%)	100%	100%
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Data Security

Total number of substantiated complaints received concerning breaches of customer privacy, categorized by:		
i. complaints received from outside parties and substantiated by the organization (#)	0	0
ii. complaints from regulatory bodies (#)	0	0

	CY2021		CY2020	
	Supplier	Triumph	Supplier	Triumph
Total number of identified leaks, thefts, or losses of customer data (#)	2	1	1	3
Data security breaches (#)	1	0	0	1
Data security breaches involving confidential information (#)	1	1	1	2

COMMUNITY INVOLVEMENT	CY2021	CY2020
Employees participating in community volunteer programs (estimated)	75%	—
Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of:		
i. social impact assessments, including gender impact assessments, based on participatory processes (%)	100%	100%
ii. local community development programs based on local communities' needs (%)	100%	100%
iii. works councils, occupational health and safety committees and other worker representation bodies to deal with impacts (%)	100%	100%
iv. formal local community grievance processes (%)	100%	100%

SASB Index

Aerospace and Defense Sustainability Accounting Standard

DISCLOSURE		LOCATION OR RESPONSE	PAGE NUMBERS
ENERGY MANAGEMENT			
RT-AE-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	ESG Data Download	21–26
HAZARDOUS WASTE MANAGEMENT			
RT-AE-150a.1	Amount of hazardous waste generated, percentage recycled	ESG Data Download	21–26
RT-AE-150a.2	Number and aggregate quantity of reportable spills, quantity recovered	ESG Data Download	21–26
DATA SECURITY			
RT-AE-230a.1	(1) Number of data breaches, (2) percentage involving confidential information	ESG Data Download	21–26
RT-AE-230a.2	Description of approach to identifying and addressing data security risks in (1) company operations and (2) products	Data Security	19
PRODUCT SAFETY			
RT-AE-250a.1	Number of recalls issued, total units recalled	ESG Data Download	21–26
RT-AE-250a.2	Number of counterfeit parts detected, percentage avoided	ESG Data Download	21–26
RT-AE-250a.3	Number of Airworthiness Directives received, total units affected	ESG Data Download	21–26
RT-AE-250a.4	Total amount of monetary losses as a result of legal proceedings associated with product safety	ESG Data Download	21–26
FUEL ECONOMY & EMISSIONS IN USE-PHASE			
RT-AE-410a.1	Revenue from alternative energy-related products	Information unavailable	N/A
RT-AE-410a.2	Description of approach and discussion of strategy to address fuel economy and greenhouse gas (GHG) emissions of products	Deep Customer Relationships; As we continue to collect year-over-year data, we will utilize this data to develop environmental strategies that improve fuel economy and address greenhouse gas emissions, and we will enhance our disclosures and report on achievement of our sustainability goals.	8
MATERIALS SOURCING			
RT-AE-440a.1	Description of the management of risks associated with the use of critical materials	Information unavailable	N/A

BUSINESS ETHICS			
RT-AE-510a.1	Total amount of monetary losses as a result of legal proceedings associated with incidents of corruption, bribery, and/or illicit international trade	ESG Data Download	21–26
RT-AE-510a.2	Revenue from countries ranked in the “E” or “F” Band of Transparency International’s Government Defence Anti-Corruption Index	ESG Data Download	21–26
RT-AE-510a.3	Discussion of processes to manage business ethics risks throughout the value chain	Ethical Business Conduct; Compliance, Anti-Corruption, & Trade Regulation Programs; Supply Chain Responsibility	18–19
ACTIVITY METRIC			
RT-AE-000.A	Production by reportable segment	Information unavailable	N/A
RT-AE-000.B	Number of employees	ESG Data Download	21–26

GRI Content Index

GRI Standards: General Disclosure

DISCLOSURE		LOCATION OR RESPONSE	PAGE NUMBERS
ORGANIZATIONAL PROFILE			
GRI 102: General Disclosures 2016	102-1: Name of the organization	Triumph Group, Inc.	N/A
	102-2: Activities, brands, products, and services	About Triumph; One company. Many solutions.	Inside Front Cover; 6
	102-3: Location of headquarters	About Triumph	Inside Front Cover
	102-4: Location of operations	One company. Many solutions.	6
	102-5: Ownership and legal form	Stockholder Information	Inside Back Cover
	102-6: Markets served	Financial Highlights; One company. Many solutions.	Inside Front Cover; 6
	102-7: Scale of the organization	Financial Highlights	Inside Front Cover
	102-8: Information on employees and other workers	ESG Data Download	21–26
	102-9: Supply chain	Supply Chain Responsibility	19
	102-10: Significant changes to the organization and its supply chain	To Our Valued Stockholders	2–3
	102-11: Precautionary principle or approach	Although Triumph does not apply the Precautionary principle formally, Triumph implements processes to manage risks and mitigate impacts on the environment.	N/A
	102-12: External initiatives	We do not currently report this disclosure but will aim to enhance our reporting in the future.	N/A
	102-13: Membership of associations	Aerospace Industries Association (AIA)	N/A
STRATEGY			
GRI 102: General Disclosures 2016	102-14: Statement from senior decision-maker	To Our Valued Stockholders	2–3
	102-15: Key impacts, risks, and opportunities	To Our Valued Stockholders; 2022 10-K	2–3
ETHICS AND INTEGRITY			
GRI 102: General Disclosures 2016	102-16: Values, principles, standards and norms of behavior	Ethical Business Conduct; Compliance, Anti-Corruption, & Trade Regulation Programs; Values	18–19; 32
	102-17: Mechanisms for advice and concerns about ethics	Ethical Business Conduct	18

GRI Content Index (continued)

GOVERNANCE			
GRI 102: General Disclosures 2016	102-18: Governance structure	Governance	18
STAKEHOLDER ENGAGEMENT			
GRI 102: General Disclosures 2016	102-40: List of stakeholder groups	Our stakeholders include our investors, Board of Directors, employees, customers, suppliers, and local communities.	N/A
	102-41: Collective bargaining agreements	ESG Data Download	21–26
	102-42: Identifying and selecting stakeholders	We engage with stakeholders who may significantly impact our business or are affected by our operations, and we also collaborate with organizations that align with our values. We will aim to enhance reporting on our stakeholder engagement activities in the future.	N/A
	102-43: Approach to stakeholder engagement	Triumph’s Approach to Sustainability; Deep Customer Relationships; Engagement & Involvement; Reliable Integrated Supply Chain; We will aim to enhance reporting on our stakeholder engagement activities in the future.	4; 8; 12–13; 20
	102-44: Key topics and concerns raised	Triumph’s Approach to Sustainability; Deep Customer Relationships; Engagement & Involvement; Reliable Integrated Supply Chain; We will aim to enhance reporting on our stakeholder engagement activities in the future.	4; 8; 12–13; 20
REPORTING PRACTICES			
GRI 102: General Disclosures 2016	102-45: Entities included in consolidated financial statements	2022 10-K	N/A
	102-46: Defining report content and topic Boundaries	Triumph’s Approach to Sustainability	4
	102-47: List of material topics	Triumph’s Approach to Sustainability	4
	102-48: Restatements of information	No restatements	N/A
	102-49: Changes in reporting	Triumph’s Approach to Sustainability	4
	102-50: Reporting period	Throughout our Sustainability and Annual Report and ESG Data Download, data is either reported by fiscal year (April 1, 2021–March 31, 2022) or by the calendar year (January 1, 2021 - December 31, 2021), and the reporting period is noted for each data point.	N/A
	102-51: Date of most recent report	This is our first Sustainability and Annual Report that provides specific data related to environmental, social, and governance disclosures. Our last report, published in June 2021, was an Annual Report and did not include a full and in-depth report on Sustainability.	N/A
	102-52: Reporting cycle	Annual	N/A
	102-53: Contact point for questions regarding the report	jhallen@triumphgroup.com	N/A
	102-54: Claims of reporting in accordance with the GRI Standards	The 2022 Sustainability and Annual Report references the GRI Standards.	N/A
	102-55: GRI Content Index	GRI Content Index	N/A

GRI Standards: Topic-Specific Disclosures

*Topics are grouped by Products, Social, Environmental Stewardship and Governance.

DISCLOSURE		LOCATION OR RESPONSE	PAGE NUMBERS
RESEARCH, DEVELOPMENT, & INNOVATION			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Focused On Proprietary Technologies	7
	103-2: The management approach and its components	Focused On Proprietary Technologies	7
	103-3: Evaluation of the management approach	Focused On Proprietary Technologies	7
PRODUCT QUALITY & SAFETY			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Committed to Quality & Product Safety	9
	103-2: The management approach and its components	Committed to Quality & Product Safety	9
	103-3: Evaluation of the management approach	Committed to Quality & Product Safety	9
GRI 416: Customer Health and Safety 2016	416-2: Incidents of non-compliance concerning the health and safety impacts of products and services	ESG Data Download	21–26
GRI 417: Marketing and Labeling 2016	417-2: Incidents of non-compliance concerning product and service information and labeling	ESG Data Download	21–26
	417-3: Incidents of non-compliance concerning marketing communications	ESG Data Download	21–26
OCCUPATIONAL SAFETY			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Occupational Safety	10
	103-2: The management approach and its components	Occupational Safety	10
	103-3: Evaluation of the management approach	Occupational Safety	10
GRI 403: Occupational Health and Safety 2018	403-2: Hazard identification, risk assessment, and incident investigation	Occupational Safety	10
	403-3: Occupational health services	Occupational Safety	10
	403-4: Worker participation, consultation, and communication on occupational health and safety	Occupational Safety	10
	403-6: Promotion of worker health	Health & Well-Being	11
	403-8: Workers covered by an occupational health and safety management system	ESG Data Download	21–26
	403-9: Work-related injuries	ESG Data Download	21–26
	403-10: Work-related ill health	ESG Data Download	21–26

HEALTH & WELL-BEING			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Health & Well-Being	11
	103-2: The management approach and its components	Health & Well-Being	11
	103-3: Evaluation of the management approach	Health & Well-Being	11
GRI 401: Employment 2016	401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	Health & Well-Being	11
ENGAGEMENT & INVOLVEMENT			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Engagement & Involvement; Selected as a Great Place to Work	12–13; 16
	103-2: The management approach and its components	Engagement & Involvement; Selected as a Great Place to Work	12–13; 16
	103-3: Evaluation of the management approach	Engagement & Involvement; Selected as a Great Place to Work	12–13; 16
GRI 401: Employment 2016	401-1: New employee hires and employee turnover	ESG Data Download	21–26
GRI 404: Training and Education 2016	404-1: Average hours of training per year per employee	ESG Data Download	21–26
GRI 413: Local Communities 2016	413-1: Operations with local community engagement, impact assessments, and development programs	ESG Data Download	21–26
DIVERSITY, INCLUSION & EQUITY			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Diversity & Inclusion; Selected as a Great Place to Work	14–16
	103-2: The management approach and its components	Diversity & Inclusion; Selected as a Great Place to Work	14–16
	103-3: Evaluation of the management approach	Diversity & Inclusion; Selected as a Great Place to Work	14–16
GRI 405: Diversity and Equal Opportunity 2016	405-1: Diversity of governance bodies and employees	ESG Data Download	21–26
ENERGY USAGE & EMISSIONS			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Environmental Stewardship	17
	103-2: The management approach and its components	Environmental Stewardship	17
	103-3: Evaluation of the management approach	Environmental Stewardship	17
GRI 302: Energy 2016	302-1: Energy consumption within the organization	ESG Data Download	21–26
GRI 305: Emissions 2016	305-1: Direct (Scope 1) GHG emissions	ESG Data Download	21–26
	305-2: Energy indirect (Scope 2) GHG emissions	ESG Data Download	21–26
	305-7: Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	ESG Data Download	21–26

WATER & WASTEWATER			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Environmental Stewardship	17
	103-2: The management approach and its components	Environmental Stewardship	17
	103-3: Evaluation of the management approach	Environmental Stewardship	17
GRI 303: Water and Effluents 2018	303-3: Water withdrawal	ESG Data Download	21–26
	303-4: Water discharge	ESG Data Download	21–26
WASTE			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Environmental Stewardship	17
	103-2: The management approach and its components	Environmental Stewardship	17
	103-3: Evaluation of the management approach	Environmental Stewardship	17
GRI 306: Waste 2020	306-3: Waste generated	ESG Data Download	21–26
	306-4: Waste diverted from disposal	ESG Data Download	21–26
	306-5: Waste directed to disposal	ESG Data Download	21–26
ETHICAL BUSINESS CONDUCT			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Ethical Business Conduct	18
	103-2: The management approach and its components	Ethical Business Conduct	18
	103-3: Evaluation of the management approach	Ethical Business Conduct	18
GRI 206: Anti-competitive Behaviour 2016	206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	ESG Data Download	21–26
GRI 410: Security Practices 2016	410-1: Security personnel trained in human rights policies or procedures	ESG Data Download	21–26
GRI 415: Public Policy 2016	415-1: Political contributions	ESG Data Download	21–26
RISK MANAGEMENT			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Risk Management	18–19
	103-2: The management approach and its components	Risk Management	18–19
	103-3: Evaluation of the management approach	Risk Management	18–19

COMPLIANCE, ANTI-CORRUPTION, & TRADE REGULATION PROGRAMS			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Compliance, Anti-Corruption, & Trade Regulation Programs	19
	103-2: The management approach and its components	Compliance, Anti-Corruption, & Trade Regulation Programs	19
	103-3: Evaluation of the management approach	Compliance, Anti-Corruption, & Trade Regulation Programs	19
GRI 205: Anti-Corruption 2016	205-1: Operations assessed for risks related to corruption	ESG Data Download	21–26
	205-2: Communication and training about anti-corruption policies and procedures	ESG Data Download	21–26
	205-3: Confirmed incidents of corruption and actions taken	ESG Data Download	21–26
GRI 307: Environmental Compliance 2016	307-1: Non-compliance with environmental laws and regulations	ESG Data Download	21–26
GRI 419: Socio Economic Compliance 2016	419-1: Non-compliance with laws and regulations in the social and economic area	ESG Data Download	21–26
DATA SECURITY & PRIVACY			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Data Security; Data Privacy	19
	103-2: The management approach and its components	Data Security; Data Privacy	19
	103-3: Evaluation of the management approach	Data Security; Data Privacy	19
GRI 418: Customer Privacy 2016	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	ESG Data Download	21–26
SUPPLY CHAIN RESPONSIBILITY			
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	Supply Chain Responsibility; Reliable Integrated Supply Chain	19–20
	103-2: The management approach and its components	Supply Chain Responsibility; Reliable Integrated Supply Chain	19–20
	103-3: Evaluation of the management approach	Supply Chain Responsibility; Reliable Integrated Supply Chain	19–20

Leadership

Senior Leadership



Jennifer H. Allen
Chief Administrative
Officer, General
Counsel & Secretary



Zakiya B. Barnett
Chief Counsel,
Corporate, Assistant
General Counsel &
Assistant Secretary



Jim Berberet
President,
Product Support



Mike Boland
President, Actuation
Products & Services



Stacey W. Clapp
Vice President,
Contracts



Adam Cohn
Vice President,
Mergers &
Acquisitions &
Treasurer



Craig Cooper
Vice President,
Integrated Supply
Chain & Operations



Daniel J. Crowley
Chairman, President
& Chief Executive
Officer



Peter Gibson
President,
Geared Solutions



Scott Ledbetter
Vice President,
Execution Assurance



James F. McCabe Jr.
Senior Vice President
& Chief Financial
Officer



Heather Moore
CEO Staff Executive &
Communications



Thomas A. Quigley III
Vice President,
Investor Relations &
Controller



Katie Rykal
Vice President,
Human Resources



Sheila G. Spagnolo
Vice President, Tax



Gary V. Tenison
Vice President,
Strategy & Business
Development



Justin Wolfanger
President, Systems,
Electronics &
Controls

Board of Directors



Paul Bourgon
Former President,
Aeroengine Division
SKF USA



Daniel J. Crowley
Chairman, President &
Chief Executive Officer,
Triumph Group, Inc.



Ralph E. Eberhart
General, U.S. Air Force
(Retired)



Daniel Garton
Former Chief Executive
Officer & President,
American Eagle,
American Airlines



Barbara Humpton
President & Chief
Executive Officer,
Siemens USA



Neal J. Keating
Former Chairman &
Chief Executive Officer
Kaman Corporation



William L. Mansfield
Lead Independent Director,
Triumph Group, Inc.,
Chairman & Chief
Executive Officer,
The Valspar Corporation
(Retired)



Colleen C. Repplier
Vice President &
General Manager of
Johnson Controls
(Retired)



Larry O. Spencer
President, Armed Forces
Association General,
U.S. Air Force (Retired)

Vision: As **one team**, we enable the safety and prosperity of the world.

Mission: **We partner with our customers** to triumph over their hardest aerospace, defense and industrial challenges to deliver value to our stakeholders.

Values: **Integrity**
Do the right thing for our stakeholders. We value safety, diversity and respect.

Continuous Improvement
Pursue zero defect quality. Attack problems and relentlessly raise the bar.

Teamwork
Win as One Team-One Company. Solicit help and assist others.

Innovation
Passion for growing the business. Lead through ingenuity and entrepreneurship.

Act With Velocity
Partner, anticipate and communicate. Proactively solve problems.

Stockholder Information

Triumph Group

Corporate Headquarters
Triumph Group, Inc.
899 Cassatt Road
Suite 210
Berwyn, PA 19312
610-251-1000
www.triumphgroup.com

Annual Meeting

July 15, 2022 at 9:00 a.m. EDT
Triumph Group, Inc.
899 Cassatt Road
Suite 210
Berwyn, PA 19312

Financial Information

A copy of the Company's Form 10-K filed with the Securities and Exchange Commission may be obtained without charge upon written request. Requests for Triumph Group's 10-K or other stockholder inquiries should be directed to:

Thomas A. Quigley, III
Vice President, Investor Relations and Controller
Triumph Group, Inc.
899 Cassatt Road
Suite 210
Berwyn, PA 19312
610-251-1000

Fiscal 2022 Stock Prices

Per Common Share
High – \$27.85
Low – \$14.12
Year End – \$25.61
Common Stock
Triumph Group Common Stock is listed on the NYSE.
Ticker symbol: TGI

Independent Auditors

Ernst & Young LLP
2005 Market Street
Suite 700
Philadelphia, PA 19103

Transfer Agent

Computershare, Inc.
c/o Shareholder Services
PO Box 505000
Louisville, KY 40233-5000

Within the U.S., Canada and Puerto Rico: 800-622-6757

Outside the U.S., Canada and Puerto Rico: 781-575-4735

TDD/TTY for hearing impaired: 800-952-9245

E-mail: web.queries@computershare.com
www.computershare.com/investor

Equal Opportunity at Triumph

Triumph is committed to providing equal opportunities in the workplace.

Forward-Looking Statements

In accordance with the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, the company notes that certain statements contained in this report are forward-looking in nature. These forward-looking statements include matters such as our expectations for our industry, our markets, our company's business strategy and potential, and other future-oriented matters. Such matters inherently involve many risks and uncertainties that may cause actual results to differ materially from expected results. For additional information, please refer to the company's Securities and Exchange Commission filings, including its Form 10-K for the fiscal year ended March 31, 2022.

Certifications

The certifications by the Chief Executive Officer and Chief Financial Officer of Triumph Group, Inc. required under Section 302 of the Sarbanes-Oxley Act of 2002 have been filed as exhibits to Triumph Group's 2022 Annual Report on Form 10-K. In addition, on July 21, 2021, the Chief Executive Officer of Triumph Group, Inc. certified to the New York Stock Exchange (NYSE) that he is not aware of any violation by the Company of NYSE corporate governance listing standards, as required by Section 303A.12(a) of the NYSE Corporate Governance Rules.



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