



Sustainability Report 2025

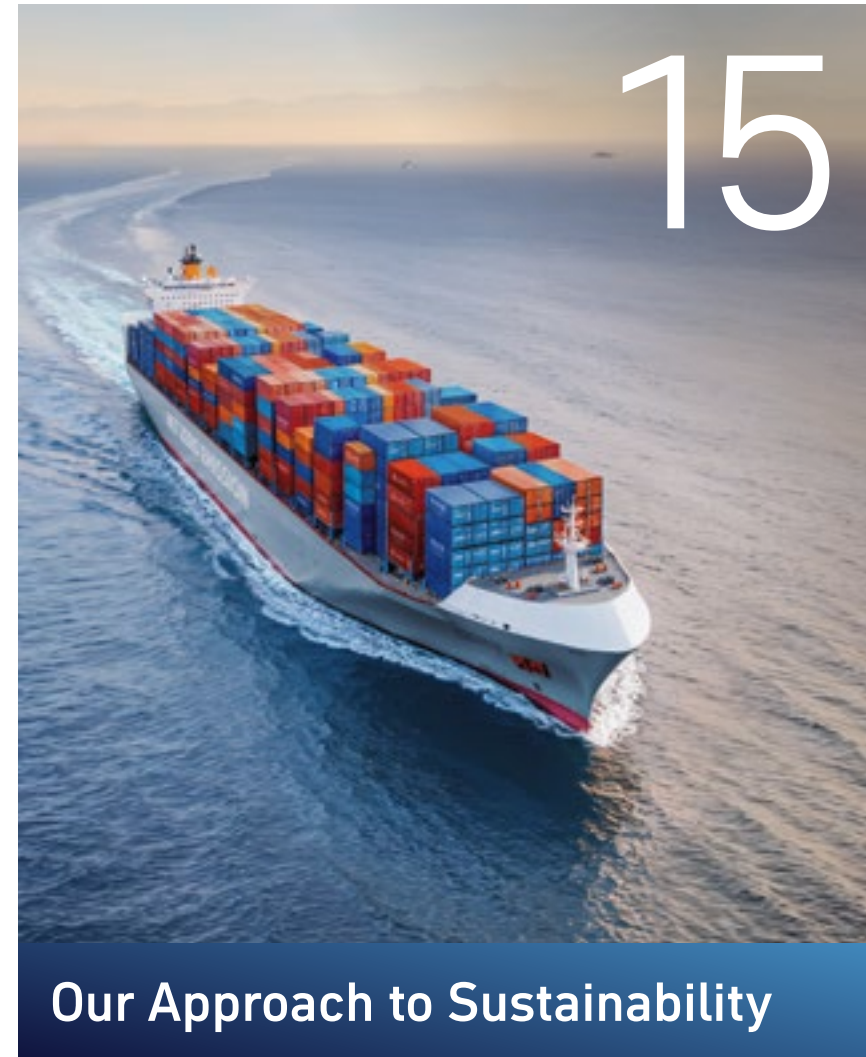


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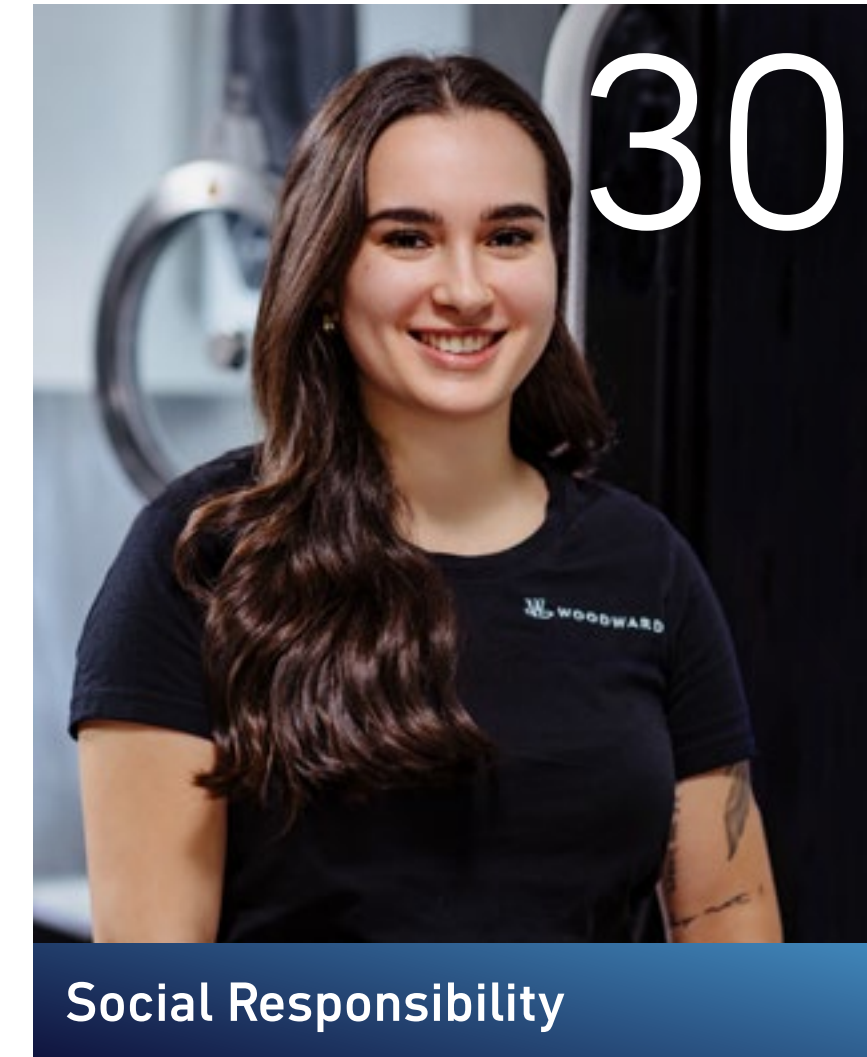
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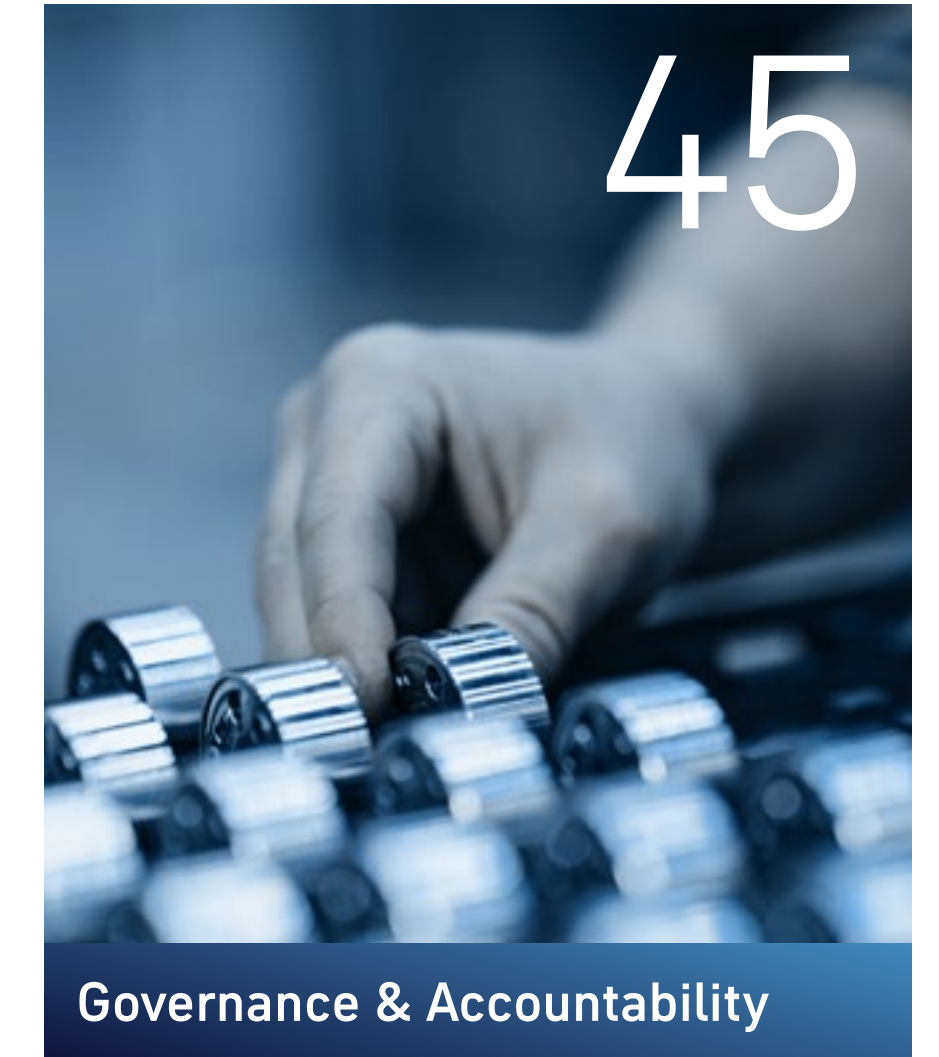
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“As we look ahead, we remain focused on driving sustainable growth, supporting our communities, and strengthening our understanding and alignment with global reporting standards.”

A Message From Our CEO

Woodward takes great pride in our ability to operate with integrity and our determination to have a positive impact on our world. Principles that support the sustainability of our planet, our communities, and our business are embedded into how we operate and how we generate long-term value. As we advance and mature our sustainability strategy, we continue to strengthen our operations, deepen our collaboration with stakeholders, and drive progress that benefits our members, our communities, and our environmental footprint.

Our performance in 2025 was a direct reflection of this commitment. Guided by our purpose to design and deliver energy control solutions our customers count on to power a clean future, we strengthened our capabilities, delivered profitable growth, and improved safety, efficiency, and stakeholder engagement across our global operations.

We are proud of the meaningful progress we made throughout FY 2025, including:

- › **Expanding our sustainability management** foundation by completing our first formal double materiality assessment, ensuring our sustainability strategy and governance reflect the priorities of our stakeholders and the evolving expectations of our markets.
- › **Demonstrating measurable progress in our environmental performance**, with noteworthy reductions across our energy intensity, water withdrawals, and greenhouse gas (GHG) emissions intensity.
- › **Expanding the rollout of our Human and Organizational Performance (HOP) safety program** which now reaches Woodward locations around the world.
- › **Reinforcing safety** as our top priority, including a 6% improvement in our global total recordable incident rate and continuation of our long-standing record of zero fatalities.
- › **Advancing the development of our employees**, who we refer to as members,

completing nearly 18,000 training hours, and ranking in the top quartile of manufacturing companies for employee engagement.

These results reflect the disciplined efforts of our members, targeted investments in efficiency, and the continued maturation of our global sustainability program. We are proud of all that we have accomplished thus far, but we recognize that there is still work to be done. As we look ahead, we remain focused on driving sustainable growth, supporting our communities, strengthening our understanding and alignment with global reporting standards, and sharing this important progress with our stakeholders.

We are grateful for your interest in our sustainability program as we continue this important journey, and we thank you for your continued trust and support.

Charles “Chip” Blankenship,
Chairman of the Board
and Chief Executive Officer

About Woodward

Since our inception in 1870, Woodward has upheld a relentless focus on technological leadership, enabling us to tackle and support some of the world's biggest challenges. Headquartered in Fort Collins, Colorado, USA, Woodward is a global leader in the design, manufacture, and service of energy conversion and control solutions for the aerospace and industrial equipment sectors. Through meaningful collaboration and partnership with our customers, we endeavor to advance the transition to a more efficient, cleaner, decarbonized world.

Our innovative fluid, combustion, electrical, propulsion, and motion control systems operate in some of the world's most demanding environments such as aircraft, power plants, marine vessels, refineries, data centers, and mining operations. Through these technologies, we enable reliable, efficient performance where it matters most.

Our purpose is clear: to design and deliver energy control solutions our partners count on to power a clean future. Every day, our global workforce of roughly 10,300 members works diligently to make a tangible impact on the industries we serve and the communities where we live and work.



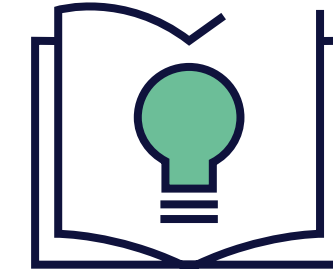
2025: Woodward At a Glance



CORE SEGMENTS & MARKETS



Aerospace
> Commercial / Defense

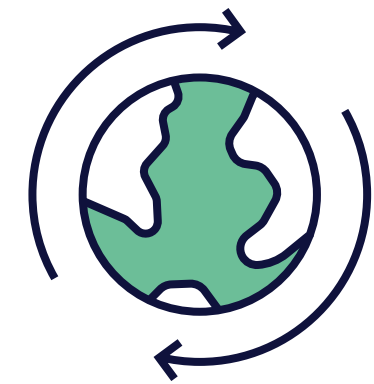


\$148 Million
Investment in R&D

Industrial
> Power Generation /
Transportation / Oil and Gas



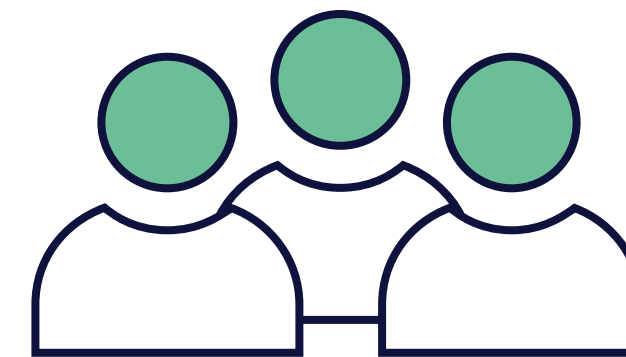
\$238 Million
Amount Returned
to Stockholders



38
Locations
Across
17 Countries

AEROSPACE SALES
\$2.3 Billion

INDUSTRIAL SALES
\$1.3 Billion



Number of Members
Worldwide:
Approximately

\$65 Million
Dividends



\$3.6 Billion
Company Net Sales

10,300

\$173 Million
Share Repurchases

Woodward's Global Presence



— Manufacturing Facilities — Offices/Service Centers



**TIME's America's Best
Midsize Companies 2025**

Annual ranking based on employee satisfaction, revenue growth, and sustainability transparency.



TIME's World's Best Companies 2025

Annual ranking by TIME and Statista that recognizes companies across the globe with at least \$100 million in 2024 revenue that have demonstrated strong employee satisfaction, revenue growth, and a strong commitment to environmental, social, and corporate governance matters.



Forbes List of America's Best Companies

Annual ranking of U.S. public companies based on public trust, employee satisfaction, customer sentiment, workforce stability, financial strength, and cybersecurity.



**Forbes List of America's Most
Successful Mid-Cap Companies**

Annual ranking based on Forbes' assessment of earnings growth, sales growth, return on equity, and total stock return for the last five years.



2025 Manufacturing Leadership Award

Finalist for "Operational Excellence":
Manufacturing Leadership Council

2025

Awards & Accolades

Business Segments

Woodward’s strategic focus is providing energy control and optimization solutions for the aerospace and industrial markets. Our business segments design, manufacture, sell, and service advanced systems that support the management of fuel, air, fluids, gases, combustion, motion, and electricity, contributing to the precise and efficient control of energy for the industry sectors we serve. Through our shared commitment to performance, reliability, and efficiency, we deliver world-class technologies that optimize the operation, effectiveness, and emissions of power equipment in both commercial and defense operations.

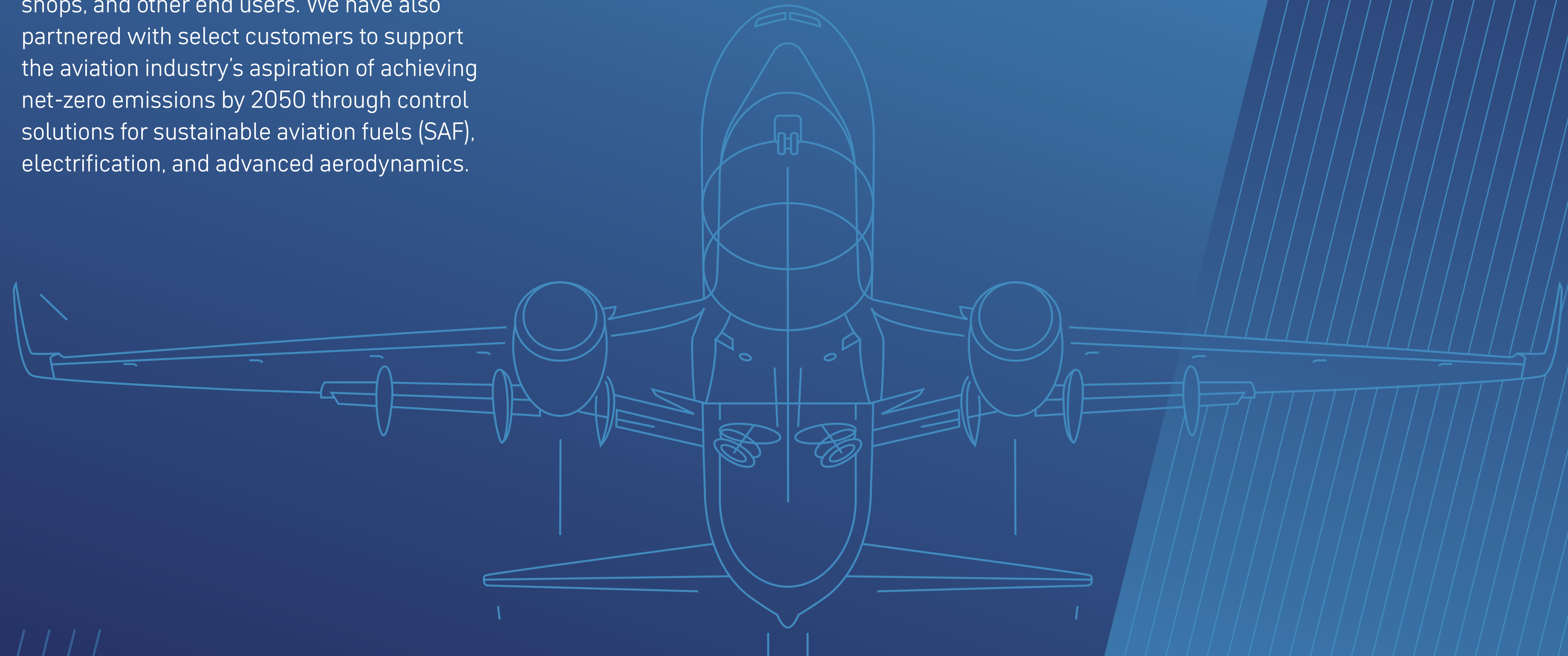


Aerospace

As a global leader in precision energy control solutions for aviation, we deliver advanced fuel and airframe systems across commercial, defense, business, and general aviation platforms. Our technologies are specifically engineered to perform in the most demanding environments, supporting safe, efficient, and reliable flight.

Our portfolio within the aerospace segment focuses on propulsion and combustion control solutions for turbine-powered aircraft and fluid and motion control solutions for critical commercial and defense applications. These solutions power commercial aircraft, rotorcraft, and business jet platforms, as well as military aircraft, rotorcraft, guided weapons, and other defense systems, while continuing to meet and exceed the aerospace industry's rigorous regulatory and performance standards.

We provide services, including maintenance, repair, and overhaul (MRO), as well as other services to commercial airlines, repair facilities, military depots, third-party repair shops, and other end users. We have also partnered with select customers to support the aviation industry's aspiration of achieving net-zero emissions by 2050 through control solutions for sustainable aviation fuels (SAF), electrification, and advanced aerodynamics.

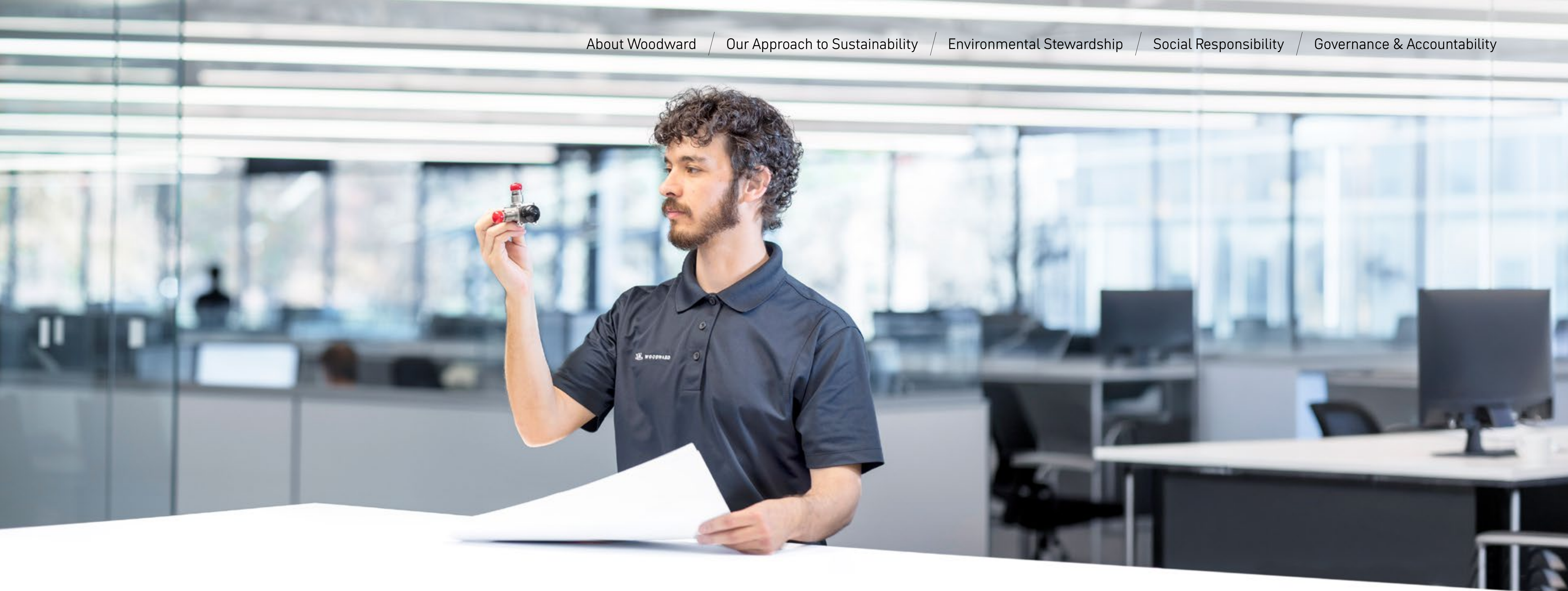


Industrial

Our industrial technologies and services help keep modern life in motion. Our portfolio includes applications and control solutions for machines that produce electricity using conventional or alternative energy sources, as well as fluid, motion, and combustion control solutions for complex oil and gas, industrial, power generation, and transportation applications.

By working closely with original equipment manufacturers (OEMs) and their engineering teams, we develop innovative components and systems that remain aligned with their evolving standards for reliability, emissions reduction, efficiency, and fuel flexibility. Our fuel-control components and renewable fuel technologies enable optimal performance across transportation, power generation, and oil and gas operations, all while supporting the transition to a more sustainable energy future.





Customer and Product Safety

Woodward remains deeply committed to the safety of our customers and the products we deliver across our entire portfolio. We specifically engineer our products and solutions to meet evolving performance and safety standards. In addition, we provide technical safety manuals, software, and documentation to support their installation, operation, and maintenance.

We proactively work with our customers to communicate potential safety hazards. Our dedication also extends to customer education, providing specialized product and application training courses for control systems to empower users with the knowledge and confidence to deploy our products and systems safely, effectively, and reliably across all environments.



Our Purpose & Values

Our Purpose

Our purpose serves as our north star and helps to guide our strategic decisions, inspire our members, and ensure trust amongst our stakeholders. We are united by our shared purpose to design and deliver energy control solutions our partners count on to power a clean future.



Our Purpose & Values

Our Values

Our core values continue to define who we are as a company. They empower us to pursue our purpose and are woven into every aspect of our business, enabling us to serve all our stakeholders responsibly and efficiently.



Our Core Values

Integrity

We do the right thing. Always.

Respectful & Accountable

We hold each other in high esteem and to high standards.

Humble & Driven

We're confident but not arrogant.
We're always striving for better.

Our Approach to Sustainability

Woodward remains focused on fostering a more sustainable future for our planet, our communities, and our business. We focus our sustainability efforts on the areas where we can generate the most impact, including environmental stewardship, social responsibility, and corporate governance. We ground our corporate citizenship in our proactive approach to sustainability, systematically identifying, evaluating, and managing environmental, social, and governance (ESG) risks across our operations. This discipline supports our long-term resilience and continues to set us apart as an employer, supplier, and community partner of choice.





Environmental Performance

- > **6% reduction** in purchased electricity intensity from 2024.
- > **6% reduction** in total water withdrawal from 2024.

Health & Safety

- > Global total recordable incident rate (TRIR) of 1.19, a **6% improvement** from 2024.
- > Continued our long-standing record of **zero fatalities**.

Sustainability Highlights

Sustainability Management

Completed our first formal **double materiality assessment** to guide our strategy, governance, and performance management across our global operations and value chain.

Training & Development

- > Completed nearly **18,000 training hours** through Woodward University and LinkedIn Learning.
- > Ranked in the **top 25% of manufacturing companies** based on member engagement results.



Our Strategic Approach to Sustainability

Sustainability has been a defining part of Woodward's values, purpose, and strategy.

Our sustainability strategy is embedded in our enterprise risk management processes, supports our Company's long-term values,

and aligns with the expectations of our stakeholders, who carefully identify, evaluate, and consider environmental and social risks and impacts in their decision-making. In 2025, we completed our inaugural double materiality assessment and strengthened our investment across the four pillars that anchor

our sustainability strategy, positioning us for more scalable progress ahead.

Our four-stage sustainability approach provides us with a clear, credible, and repeatable process to generate meaningful impact:



Evaluate

Evaluate Woodward's sustainability practices and how these practices address pertinent local and global sustainability issues.



Strategize

Develop and recommend sustainability strategies, practices, and commitments, including the identification of sustainability matters that should be a principal focus Company-wide.



Implement

Coordinate and engage with business groups and functional leaders to ensure efforts are leveraged and synchronized across the enterprise, **in-line with existing business targets**, and **help** support the businesses to achieve effective implementation of sustainability initiatives



Communicate

Ensure Woodward's global sustainability strategies, initiatives, and accomplishments are accurately and transparently communicated to all stakeholders (e.g., stockholders, members, communities, customers, and suppliers).

Double Materiality Assessment

In 2025, we partnered with an independent consultant to complete our first formal double materiality assessment in an effort to identify and prioritize our most significant economic and ESG impacts, as well as the sustainability-related risks and opportunities affecting our business. Various topics were assessed through stakeholder interviews and supplemental desktop research across our entire value chain, including upstream, operational, and downstream activities. Based on these inputs, scores were assigned to each topic using a standardized scoring rubric, resulting in the identification of a select group of topics that were considered material to our organization.



Based on this assessment, the following topics were identified as material to Woodward:

ENVIRONMENTAL

- > Climate change adaptation
- > Climate change mitigation
- > Energy
- > Resource inflows and use
- > Resource outflows of products and services

SOCIAL

- > Safety of customers and end users
- > Communities' civil and political rights
- > Child labor and forced labor
- > Working conditions (direct operations and value chain)
- > Equal treatment and opportunities for all

GOVERNANCE

- > Corporate culture
- > Protection of whistleblowers

The identified priorities will assist in guiding our strategy, governance, and performance management across our operations and supply chain. We look forward to strengthening our management of these topics and sharing our progress as our sustainability program continues to mature.



Sustainability Oversight

At Woodward, we believe that strong sustainability oversight and governance is critical to the success of our organization, especially for matters that have the potential to impact our stakeholders. We rely on a robust governance structure to effectively manage our sustainability program, including oversight from our Board of Directors, our Board committees, and our executive leadership team.

Board Oversight

Our Board of Directors (Board) maintains ultimate responsibility for sustainability matters, including direct and active oversight of our health and safety performance. Various standing committees of the Board have oversight duties associated with their respective areas of responsibility, including:

- › **Nominating & Governance Committee:** Maintains primary oversight of our sustainability strategy, program, and performance, as delegated by the Board.
- › **Audit Committee:** Oversees the performance and management of our ethics and compliance program, information security and risk management programs, and any public emissions and climate-related disclosures, including the establishment and periodic review of internal controls and procedures related to such disclosures.
- › **Human Capital & Compensation Committee:** Oversees the development, implementation, and effectiveness of our strategies and policies related to executive compensation and human capital management.

To review our key policy and disclosure documents related to Board governance and committee charters, please see the governance documents available on our [Investor Relations website](#).

Role of Management

Our Chief Operating Officer (COO) oversees management's efforts to effectively strategize, manage, and operationalize our sustainability programs and initiatives, providing regular updates to the Board on our progress. Under the leadership of our COO, and with meaningful cross-functional collaboration, the sustainability team is responsible for the following elements of sustainability management:

- › Evaluating our sustainability practices.
- › Recommending and developing sustainability strategies, practices, and commitments.
- › Coordinating and synchronizing sustainability efforts across the enterprise.
- › Supporting and achieving sustainability goals.
- › Ensuring that our global sustainability strategies, initiatives, and accomplishments are effectively communicated to our stakeholders.

Stakeholder Engagement

Woodward maintains a long-standing commitment to engaging with stakeholders. To better understand what is expected of us and to inform our strategic decision-making, we purposely engage with a broad range of stakeholders, including our members, customers, suppliers, stockholders, and communities. Engagement is conducted through various formal and informal channels such as surveys, audits, and ongoing business interactions. We strive to solicit input from a diverse range of perspectives and incorporate these insights into the development and refinement of our sustainability priorities, policies, goals, and initiatives across our global operations and value chain.

Throughout 2025, we deployed a variety of engagement mechanisms across several stakeholder groups, including:

STAKEHOLDER GROUP	PHILOSOPHY	ENGAGEMENT MECHANISMS	IMPACT OF STAKEHOLDER INPUT
Stockholders	As stewards for our stockholders, we strive to ensure they receive a return that represents a superior, long-term investment.	<ul style="list-style-type: none"> › Quarterly and annual reports › Quarterly earnings calls › Investor Days › Annual meetings › Investor calls, meetings, tours, and conferences 	<ul style="list-style-type: none"> › Financial performance › Long-term strategies › Capital allocation › Executive compensation › Sustainability performance
Members	We promote an environment that ensures safety, enables growth and development, and promotes meaningful work.	<ul style="list-style-type: none"> › Regular member engagement surveys › Quarterly all-member meetings across our global sites › Interactive internal member platform (Upward) 	<ul style="list-style-type: none"> › Prioritize workplace safety and the wellbeing of our members › Build a culture that enhances workforce capability › Provide meaningful employment that provides fair and competitive wages › Promote opportunities for all members, including professional development, tuition reimbursement, and leadership training
Customers	We are committed to partnering with our customers to deliver products and services that meet or exceed their expectations.	<ul style="list-style-type: none"> › Customer events › New product development › Sales meetings › Participation in industry associations (NAM, CIMAC, AIA, and GAMA) 	<ul style="list-style-type: none"> › Invest in innovation to provide our customers with high quality products and services that maximize energy efficiency and enable affordable and clean energy solutions › Product safety and quality › Enhanced product cybersecurity › Responsible sourcing › Support customer sustainability goals and initiatives
Suppliers	We are invested in long-term partnerships with our suppliers, recognizing that our success is strongly linked to their performance and success.	<ul style="list-style-type: none"> › Onboarding process › Direct engagement › Responsible sourcing campaigns 	<ul style="list-style-type: none"> › Supplier development › Responsible sourcing › Quality expectations
Communities	We cultivate a spirit of giving and volunteerism and engage in our communities to ensure that they are desirable places to live and work.	<ul style="list-style-type: none"> › Active involvement with chambers of commerce, economic development organizations, non-profits, and NGOs in many of the locations where we operate › Member volunteering efforts 	<ul style="list-style-type: none"> › STEM learning and access › Shared impact with the industries we serve › Advancing a clean energy future › Workforce and economic development › Health and wellness › Cultural enrichment
Environment	We leverage some of the brightest minds in the world and unique engineering and manufacturing capabilities to contribute to a cleaner future.	<ul style="list-style-type: none"> › Product innovation to increase energy efficiency and reduce emissions › Supporting and enabling the energy transition to low-carbon fuels 	<ul style="list-style-type: none"> › Develop a plan to reduce the impacts of our own global footprint by monitoring and improving the efficiency of our operations

Environmental Stewardship

Woodward remains dedicated to sound environmental stewardship, managing our operations responsibly while continuing to develop innovative products and solutions that improve efficiency, strengthen energy control, and reduce emissions. We strive to implement a holistic approach to environmental management that conserves natural resources, minimizes the environmental impact of our facilities, and proactively manages global regulatory risks and opportunities. By advancing product efficiency and fostering a culture of continuous innovation, we strive to create sustainable value while protecting the ecosystems and communities that we depend on.



Natural Resource Conservation

We aim to effectively managing our environmental impacts, including identifying efficiency improvement opportunities that enable us to conserve valuable natural resources. Throughout 2025, we continued to invest in conservation measures that reduce energy usage, mitigate GHG emissions, and responsibly manage our wastewater and solid waste.

Energy Management

Manufacturing operations require a significant amount of energy, often derived from nonrenewable sources. We continually seek opportunities to improve our overall energy efficiency and partner with power providers to increase our purchase of renewable energy whenever possible.

GHG Emissions Management

We continue to refine our data collection processes to effectively assess, quantify, and validate the GHG emissions associated with our direct operations. We have been measuring our Scope 1 and Scope 2 emissions for five consecutive years and endeavor to build upon this momentum in the years ahead.

Wastewater Management

Several manufacturing locations are equipped with on-site wastewater treatment systems that enable us to effectively remove contaminants from our effluent in accordance with local permits and regulatory standards. These facilities deploy a variety of treatment methods, including flocculation and precipitation processes to remove suspended solids and chemical adjustments to maintain appropriate pH levels. Several manufacturing locations also use closed-loop cooling systems, enabling us to recycle process water and reduce overall freshwater demand.

Industrial Waste Management

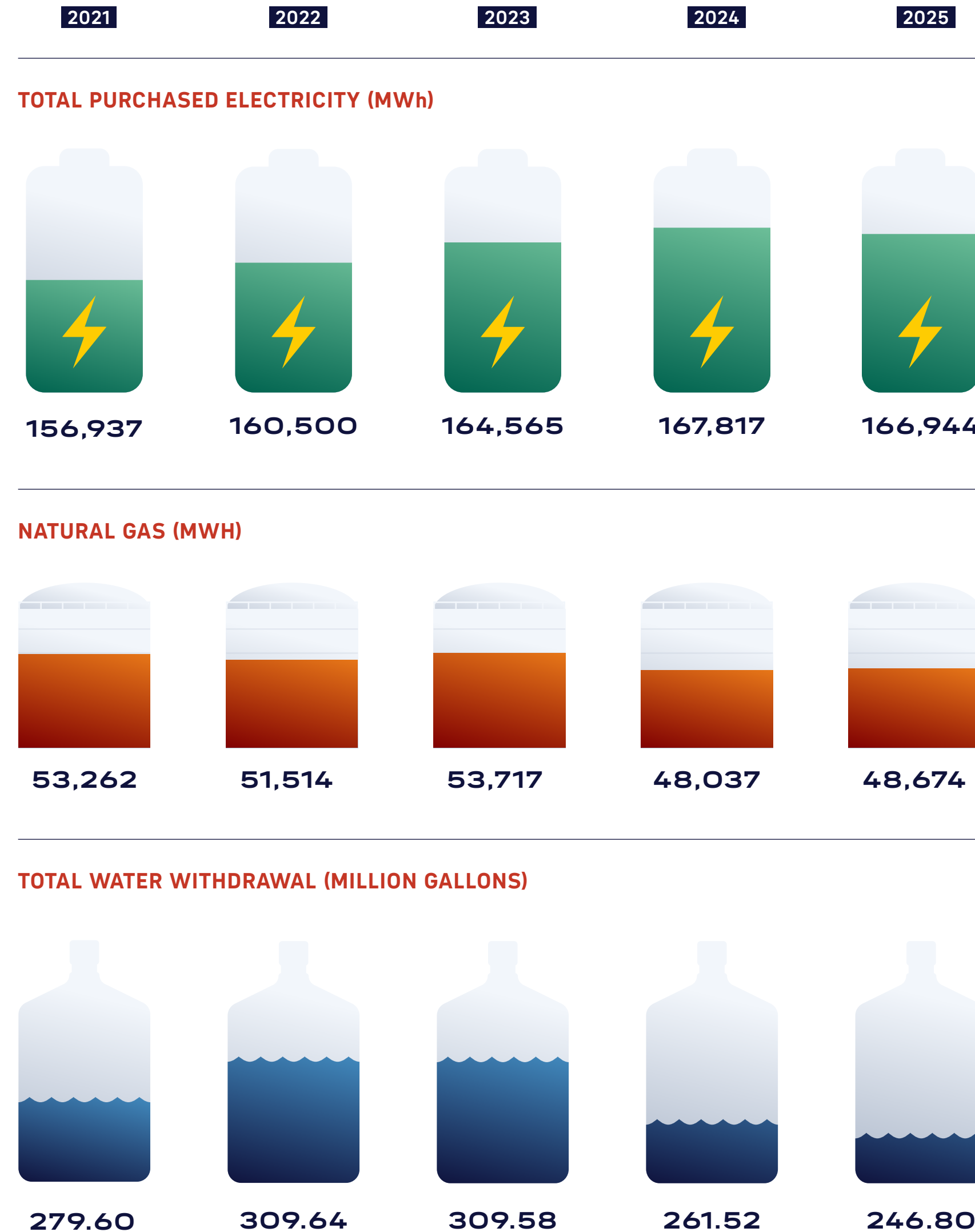
Although waste is an inherent byproduct of our manufacturing processes, we work to minimize our overall waste footprint through material substitution, reuse initiatives, and comprehensive recycling programs across our facilities. Our manufacturing facilities continue to recycle significant volumes of various solid and liquid wastes, including scrap metal, used oil, and solvents, thereby diverting these materials from landfills. Any hazardous and non-hazardous waste that cannot be recycled is responsibly managed by qualified third-party vendors in accordance with local waste permits and regulatory requirements.



2025 Environmental Performance

We are proud to share our key environmental performance metrics, including both absolute and intensity metrics across key resource and emissions categories. Current metrics include purchased electricity, natural gas, total water withdrawal, GHG emissions, and waste. Where available, we have reported 5-year trends across 2021 to 2025, demonstrating our ongoing progress and commitment to providing transparent, data-driven insights regarding our environmental performance. Our Scope 1 and Scope 2 emissions for 2025 have received limited assurance from an independent auditor. For additional details regarding our GHG emissions quantification methodologies and data assurance, please refer to [Appendix A](#) and [2025 Independent Limited Assurance Report](#).

Environmental Performance Metrics (2021–2025)*

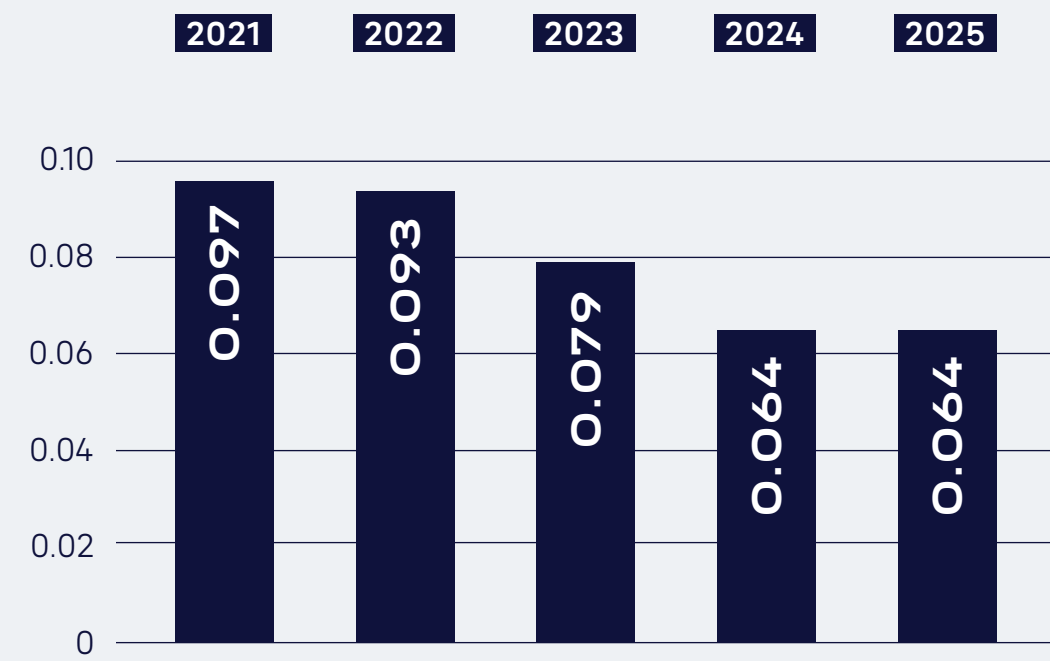


Waste Metrics (MT)	2024	2025
Total Waste Generated	6,016	6,776
Total Hazardous Waste Landfilled	42	47
Total Non-Hazardous Waste Landfilled	458	359
Total Hazardous Waste Recycled	441	368
Total Non-Hazardous Waste Recycled	3,286	4,051

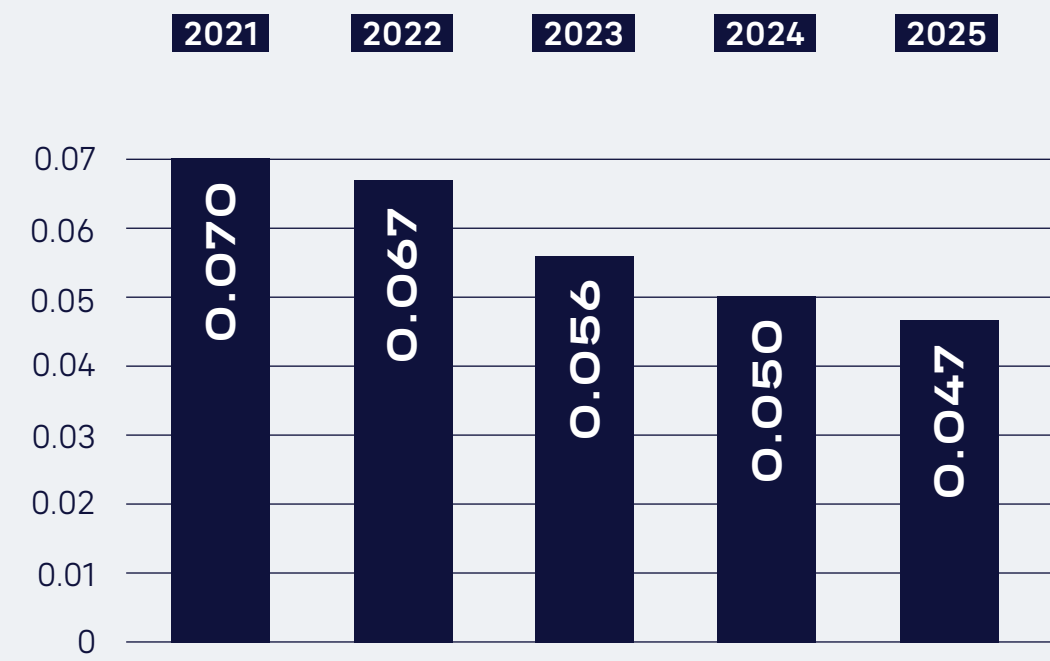
* We began quantifying our waste footprint in 2024. We look forward to reporting on our progress in this area as our data management processes continue to mature.

Intensity Metrics

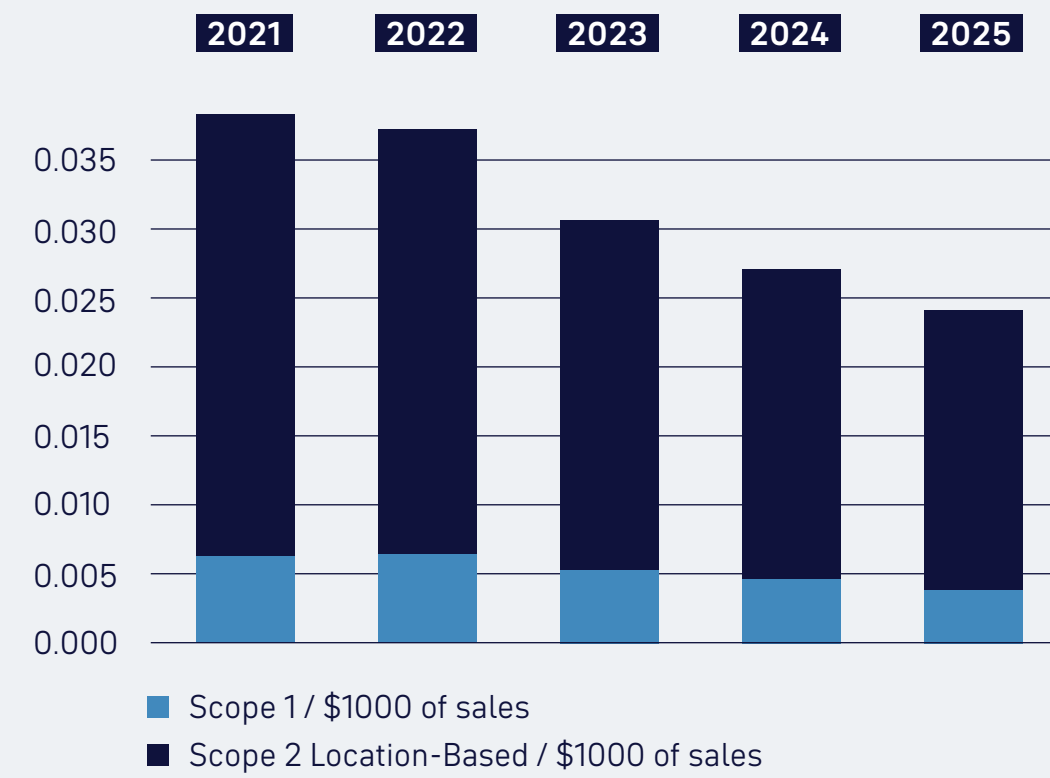
ENERGY CONSUMPTION / \$1000 OF SALES



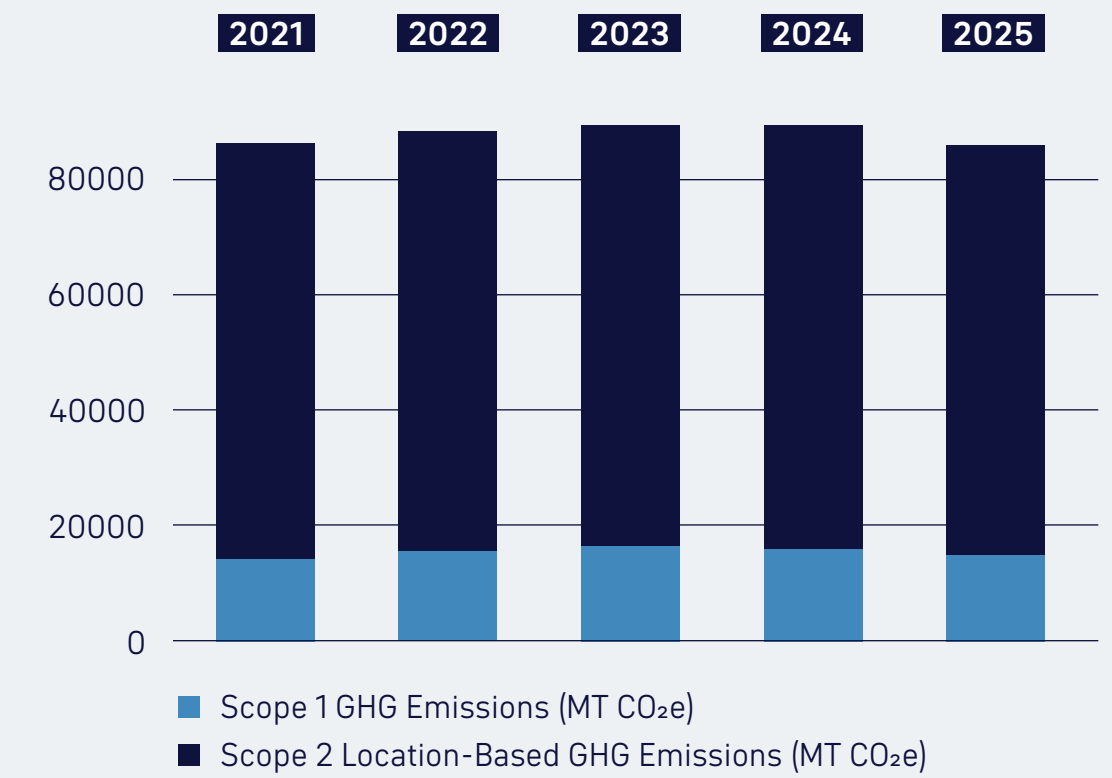
PURCHASED ELECTRICITY (MWh) / \$1000 OF SALES



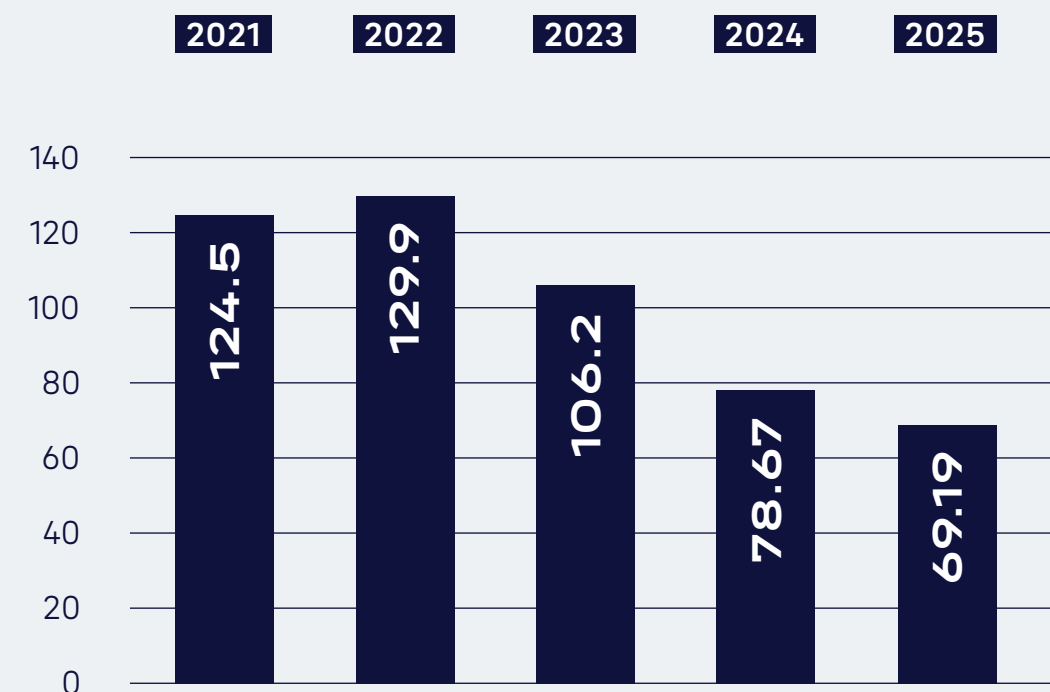
SCOPE 1 & 2 GHG EMISSIONS INTENSITY



Absolute Scope 1 and Scope 2 Emissions

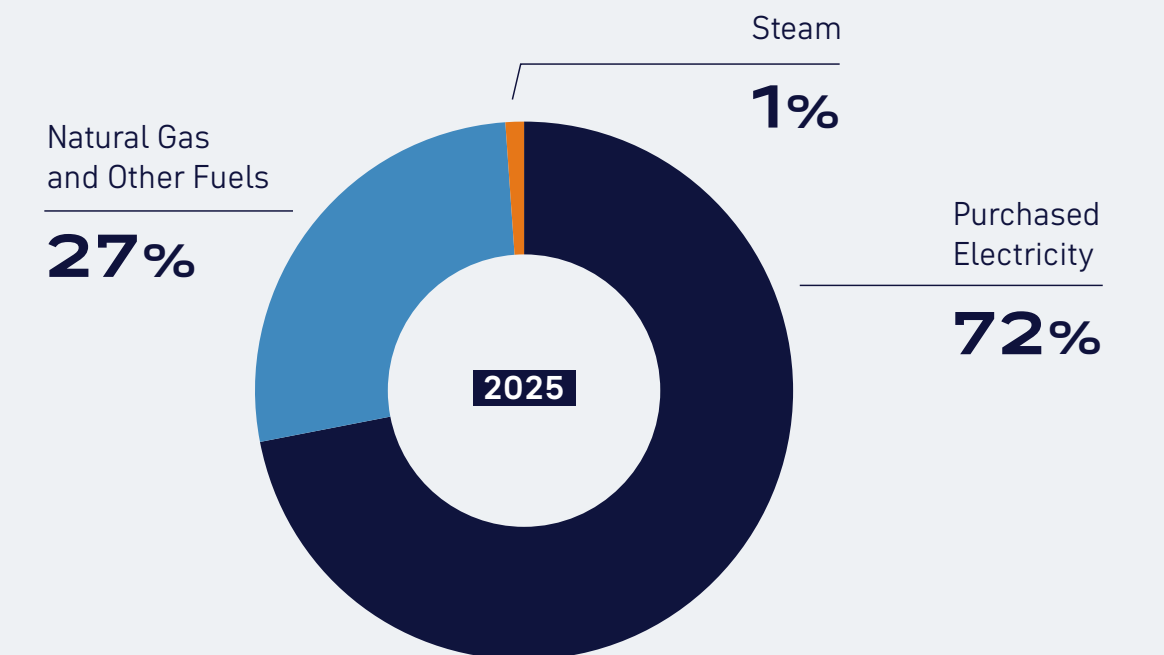


WATER WITHDRAWAL (MILLION GALLONS) / \$1000 OF SALES



INTENSITY METRIC	2021	2022	2023	2024	2025
Energy Consumption (MWh) / \$1000 of sales	0.097	0.093	0.079	0.064	0.064
Purchased Electricity (MWh) / \$1000 of sales	0.070	0.067	0.056	0.050	0.047
Natural Gas (MWh) / \$1000 of sales	0.024	0.022	0.018	0.014	0.014
Scope 1 GHG Emissions (MT CO _{2e}) / \$1000 of sales	0.0061	0.0064	0.0055	0.0047	0.0041
Scope 2 Location-Based GHG Emissions (MT CO _{2e}) / \$1000 of sales	0.032	0.031	0.025	0.022	0.020
Scope 2 Market-Based GHG Emissions (MT CO _{2e}) / \$1000 of sales	0.034	0.029	0.024	0.019	0.016
Water Withdrawal (million gallons) / \$1000 of sales	124.5	129.9	106.2	78.67	69.19

Energy Consumption by Commodity



Managing The Environmental Impact of Facilities & Operations

Our approach to sustainable operations is rooted in our core value of doing the right thing. We manage our facilities and operations in a way that promotes environmental stewardship, mitigates our environmental footprint, and enhances resource efficiency. Responsible management is underpinned by our [Environment, Health & Safety \(EHS\) Policy](#), which formalizes our commitment to reducing pollution, improving the environment, and minimizing the environmental impacts of our operations on a local, regional, and global scale.

Facility Planning and Retrofitting

We continue to expand our manufacturing footprint and production capacity as the demand for Woodward products increases around the globe. We carefully integrate various environmental considerations into the design and development of new and retrofitted facilities, incorporating more sustainable and energy-efficient features such as light-emitting diode (LED) lighting, high-efficiency heating, ventilation, air conditioning systems, and occupancy sensors. Throughout 2025, several facilities also introduced new waste management strategies, including recycling and waste sorting initiatives, composting bins, and the provision of reusable food containers to divert waste from local landfills.

CLOSED-LOOP COOLING IN LOVES PARK, ILLINOIS

In July 2025, our Loves Park facility installed the first phase of a closed-loop cooling system to reduce and eventually eliminate the need for once-through cooling water for process equipment. The project is planned to be completed in late 2026 and has already realized a total water savings of approximately 40 million gallons compared to 2024.

COOLANT FILTER SYSTEM IN SANTA CLARITA, CALIFORNIA

Coolant oils, which are primarily used in our machining equipment and require frequent replacement, are classified as hazardous waste in California. In April 2025, our Santa Clarita facility installed a coolant filter system to recycle the coolant for machine use. From April to August 2025, the facility was able to recycle 3,975 gallons of coolant, thus decreasing the cost of purchasing new coolant and reducing our volume of hazardous waste.

ISO CERTIFICATIONS FOR ENVIRONMENTAL AND ENERGY MANAGEMENT

- > **ISO 14001:** ISO 14001 is the globally recognized standard for environmental management systems, demonstrating enterprise-level environmental stewardship through environmental controls, compliance processes, and risk management. As of 2025, Woodward held 12 certificates covering 19 global locations.
- > **ISO 50001:** ISO 50001 focuses specifically on energy management, demonstrating strong energy efficiency, reduced energy consumption, and lower emissions. As of 2025, Woodward held two certificates covering four locations.

Climate Change Adaptation

As global temperatures continue to rise, so does the importance of adapting to climate change to further business continuity, protect environmental resources, and strengthen our operational resilience. We work to manage our climate-related risks through both enterprise-level processes and site-specific controls. Our leadership and management teams evaluate risks based on their potential operational, financial, and strategic impacts and implement mitigation measures that align with existing safety, business continuity, and engineering protocols.

For physical risks, mitigation actions include enhancements to facility hardening, defensible space management, smoke intrusion controls, and improvements to emergency preparedness (especially for potential wildfire-exposed sites). Transition risks are managed through ongoing monitoring of regulatory requirements and close engagement with customers to understand evolving expectations related to emissions, efficiency, and alternative fuel technologies. Woodward's product development strategies, participation in future-flight demonstrator programs, and

investments in advanced control technologies help to position the Company to respond effectively to long-term structural shifts within our markets. Together, these efforts help to reinforce our commitment to building resilient operations that can thrive despite a changing climate.



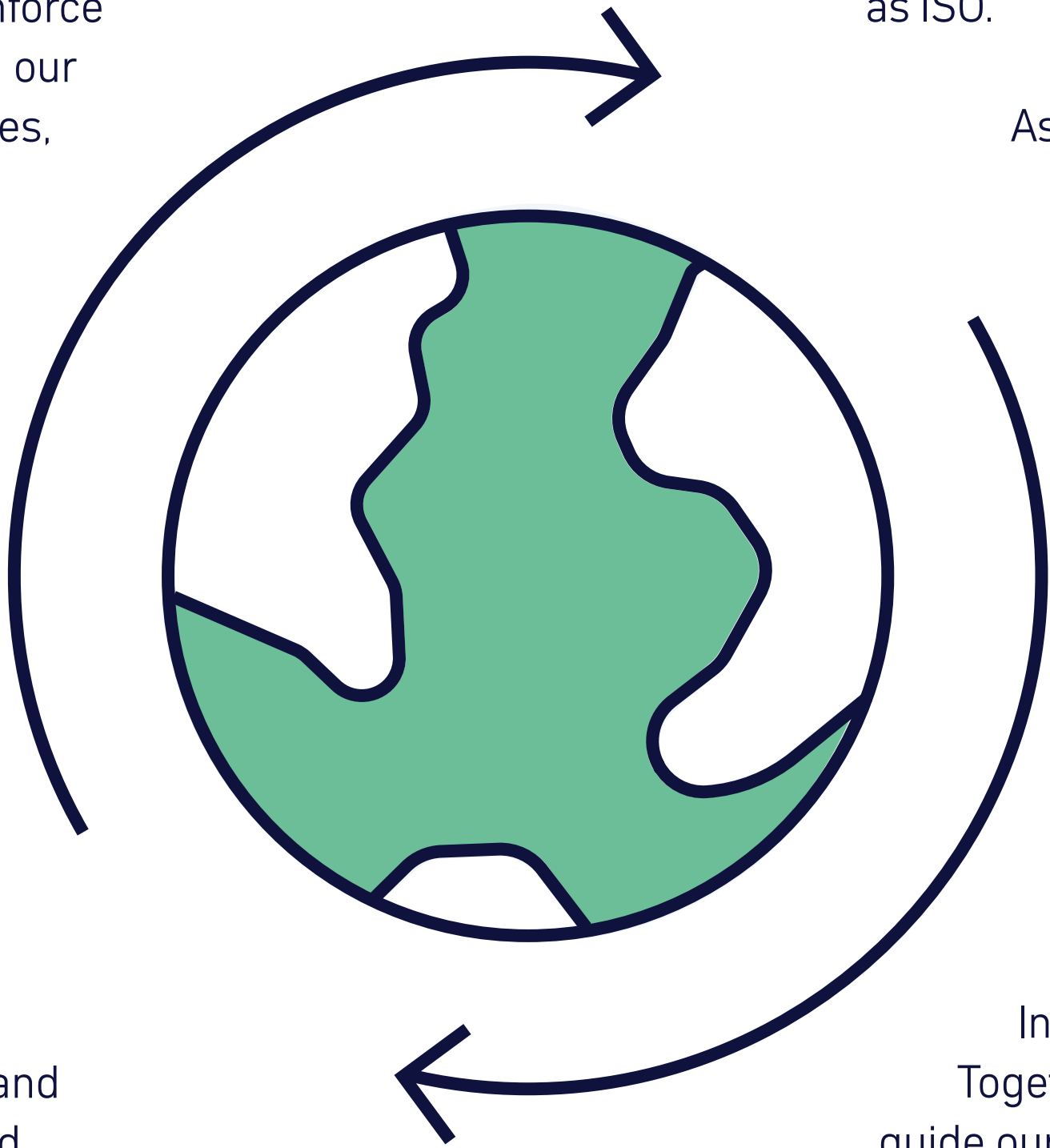
Woodward facilities in Suzhou/China (above) and Wolfratshausen/Germany (below)

Global Environmental Regulatory Risks & Opportunities Management

Woodward is regulated by a comprehensive framework of state, federal, and international laws that govern many environmental considerations, including our use, transport, and disposal of substances as well as the control of emissions across our operations. Several Woodward policies reinforce these requirements and uphold our corporate responsibility practices, including our **Code of Business Conduct and Ethics**, and our EHS Policy. Across all global operations and regulatory environments, Woodward remains committed to conducting business ethically, legally, and with integrity.

Throughout 2025, Woodward implemented a comprehensive internal EHS compliance audit program to mitigate risks to our members and Company, identify strengths and opportunities for program development, and drive continuous improvement and standardization. These risk-based audits are used to assess various

environmental, health, and safety considerations and are intended to prevent member and contractor fatalities, serious injuries, recordable injuries, and regulatory compliance issues, as well as to augment existing system-based audits, such as ISO.



As a publicly traded U.S. company with facilities around the globe, we continue to monitor international developments with respect to climate risk and emissions reporting requirements, including the European Corporate Sustainability Reporting Directive (CSRD). We have also begun to align our reporting with voluntary international sustainability reporting frameworks, including the Global Reporting Initiative (GRI) and SASB Standards. Together, these frameworks help to guide our sustainability program as it matures and bolster our reporting practices to ensure consistent, comparable, and transparent disclosures for our stakeholders.



Product Efficiency & Innovation

Building upon our long history of innovation, Woodward continues to advance technologies that improve fuel efficiency and reduce emissions through product precision, innovation, and operational excellence. By collaborating closely with our customers, we strive to deliver solutions that ensure safety, quality, performance, and efficiency

across complex systems. Our innovation is demonstrated through several key initiatives, including hydrogen-compatible fuel systems, precise fuel energy delivery, and the provision of fuel-flexible components that support the development of lower-carbon alternatives.

Hydrogen Compatible Fuel Systems

Woodward is advancing next-generation fuel system solutions designed to operate reliably across emerging hydrogen-based environments for gas turbines and fuel cell power systems. Leveraging our deep expertise in materials science, systems engineering, and aerospace-grade reliability, we work diligently to address the unique operational challenges associated with hydrogen use. Through collaborations with leading aerospace

OEMs, academic institutions, and research partners, Woodward is strengthening our capabilities to deliver durable, certifiable solutions that meet the performance and reliability expectations of our customers. These efforts support the long-term development of sustainable propulsion technologies for future generations of sustainable air travel and transport.

Precise Fuel Energy Delivery

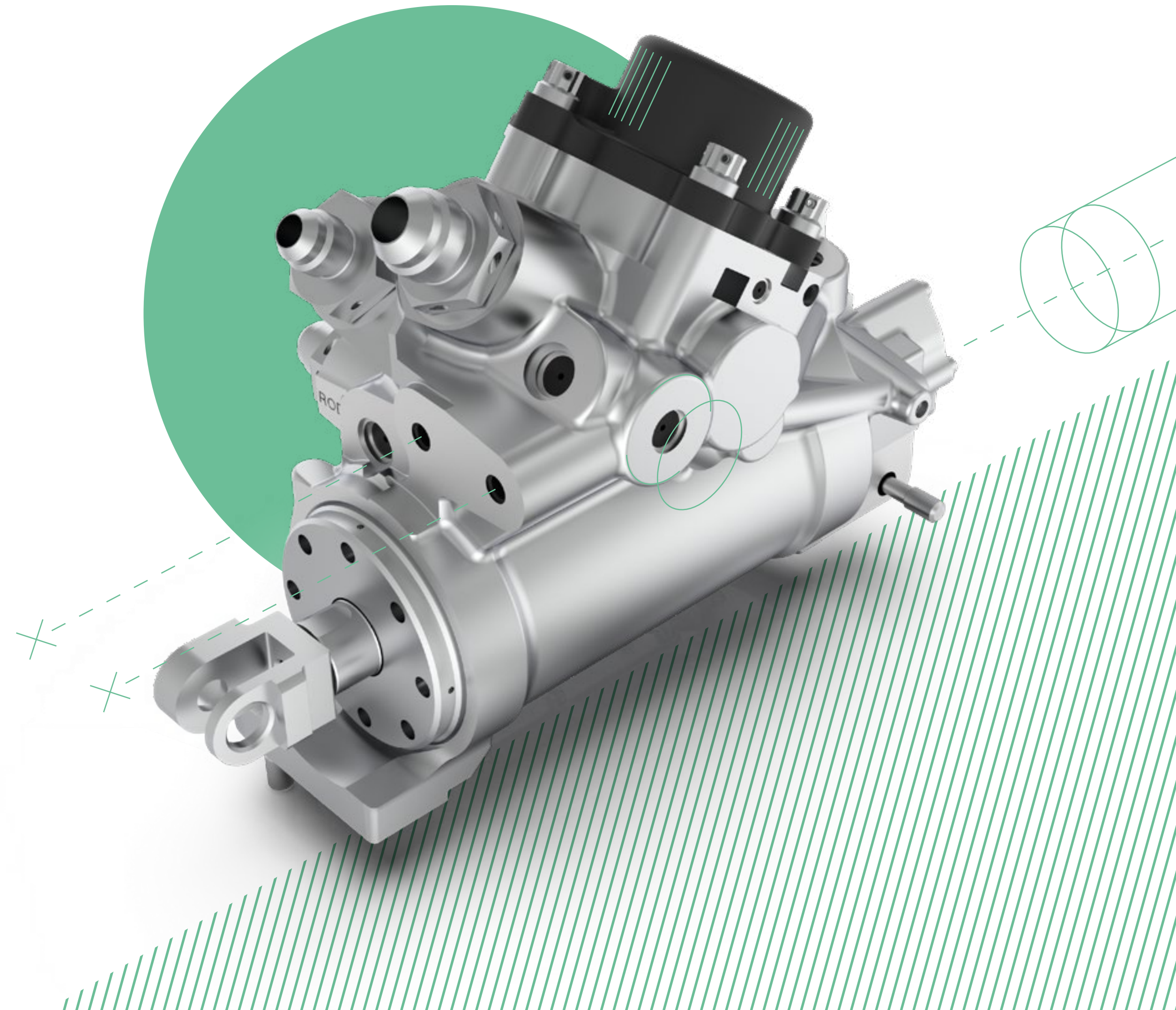
Precise energy delivery is essential for achieving cleaner and more efficient engine operation. Woodward's high accuracy fuel measurement technology ensures that engines receive the exact amount of fuel energy needed regardless of fuel type, enabling the seamless adoption of sustainable aviation fuels (SAFs). This innovation reduces fuel

burns, enhances engine efficiency, and lowers emissions, helping the aerospace industry reduce its environmental footprint. By ensuring that fuel is delivered exactly when it is needed without waste, we are proud to support a cleaner, more energy-efficient future.

Sustainability Through Fuel-Flexible Components Across Industries

Fuel flexibility is one of the key drivers for lowering carbon emissions and increasing fuel efficiency. Switching to new fuels for power generation, marine applications, and aerospace presents several challenges, particularly in ensuring compatibility and reliable operations with existing systems. Woodward is leading the way in addressing these challenges by developing robust, advanced fuel-flexible systems that support both traditional fuels and emerging zero-carbon alternatives. For ground-based power generation and the marine industry,

we offer innovative multi-fuel systems and are also developing fuel systems compatible with ammonia and hydrogen, two promising zero-carbon fuels. In aerospace, we continue to drive the adoption of SAFs by creating fuel system components optimized for their use, enabling a key step forward toward decarbonizing air travel. Through our development of fuel-flexible components, we directly enable the creation of a cleaner, more sustainable future across multiple industries.



Social Responsibility

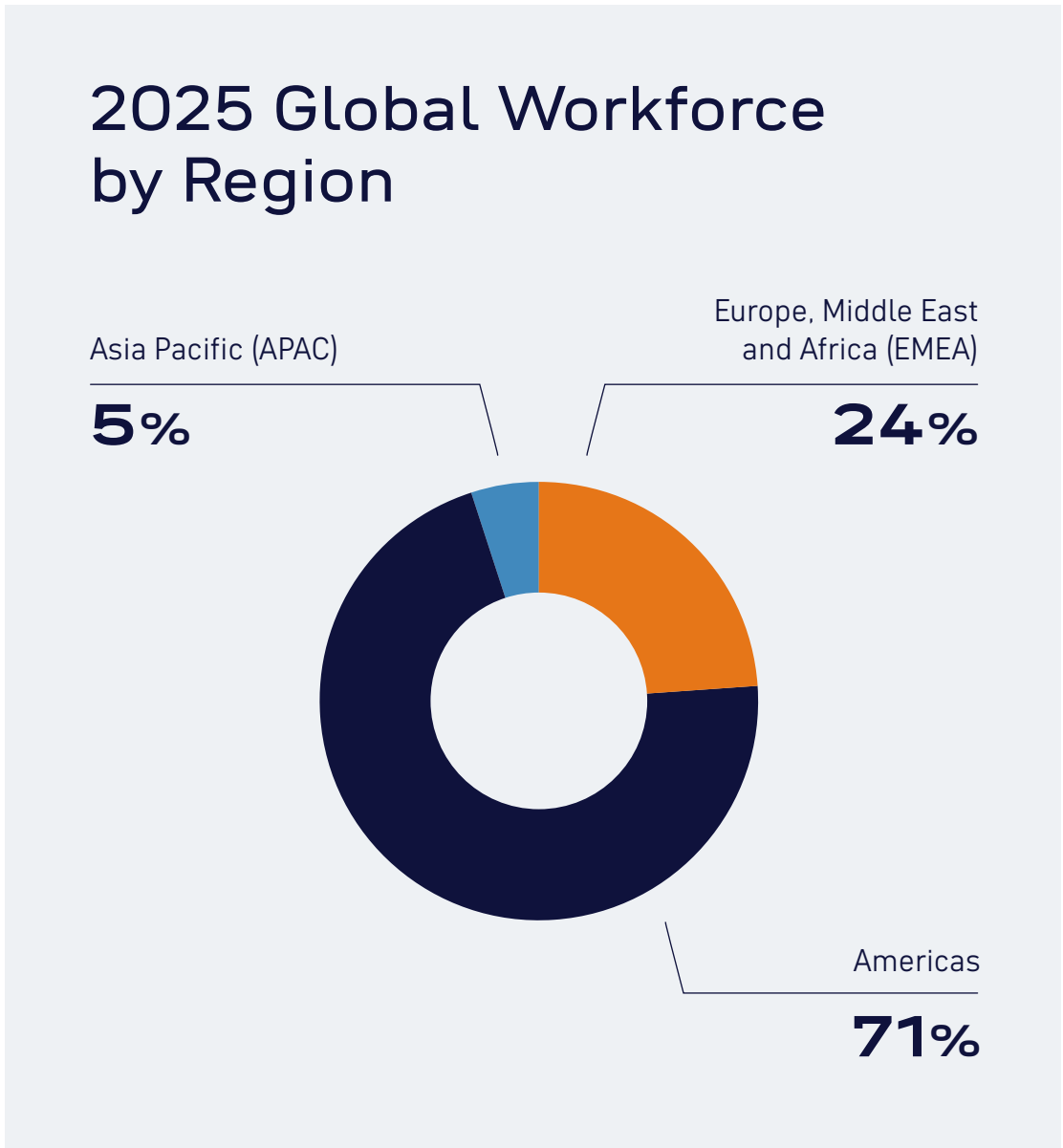
Woodward is deeply dedicated to social responsibility, recognizing that the long-term success of our business is directly reliant on the wellbeing of our members and the communities we serve. We demonstrate this commitment through the thoughtful management of our people-focused priorities, fostering member growth through talent development, ensuring fair and competitive compensation and benefits, and maintaining a strong culture of health and safety. We actively engage our members and empower them to make meaningful contributions within our communities through volunteerism, partnerships, and acts of service.



Our Members

Our members around the world are essential to our success, and we take deliberate steps to create a workplace where they can grow, develop, and feel a strong sense of belonging. We prioritize safety, provide meaningful opportunities for learning and development, and cultivate a purpose-driven culture that supports every individual's potential.

Our diverse global workforce spans multiple regions, with representation in the Americas, Asia Pacific, and Europe, Middle East and Africa. This global team provides a broad range of skills, experiences, and perspectives that enable us to effectively serve our customers and communities. As of 2025, we were the proud employer of over 10,300 regular members worldwide. Where needed, we supplement our regular workforce with qualified contractors who serve as an extension of our Woodward teams, providing specialized expertise and additional capacity to support our project needs.



2025 Global Members by Region & Employment Type

REGION	FULL TIME	PART TIME
Americas	7,343	55
Asia Pacific (APAC)	487	0
Europe, Middle East, and Africa (EMEA)	2,383	83
Total	10,213	138



We are committed to providing a discrimination-free workplace, where all members are treated with dignity, respect, and courtesy.

Non-Discrimination & Non-Harassment

Woodward's employment processes align with the principle of equal employment opportunity, and we recognize that our organization performs at its best when we create a psychologically safe environment where members and visitors feel they belong and know their voice matters. We are committed to providing a discrimination-free workplace, where all members are treated with dignity, respect, and courtesy. We actively promote and maintain a working environment free of harassment in all forms, including in person, on virtual platforms, over the phone, online, at Company-sponsored events, or during business travel. This foundation enables our members to focus on the challenging and rewarding work we do to serve our stakeholders.

Our [Code of Business Conduct and Ethics](#) establishes our expectations for how members, business partners, and suppliers interact and conduct business. This Code is further supported by our [Equal Opportunity and Harassment-Free Workplace](#) policies, which reinforce our standards of respect, accountability, and ethical behavior.

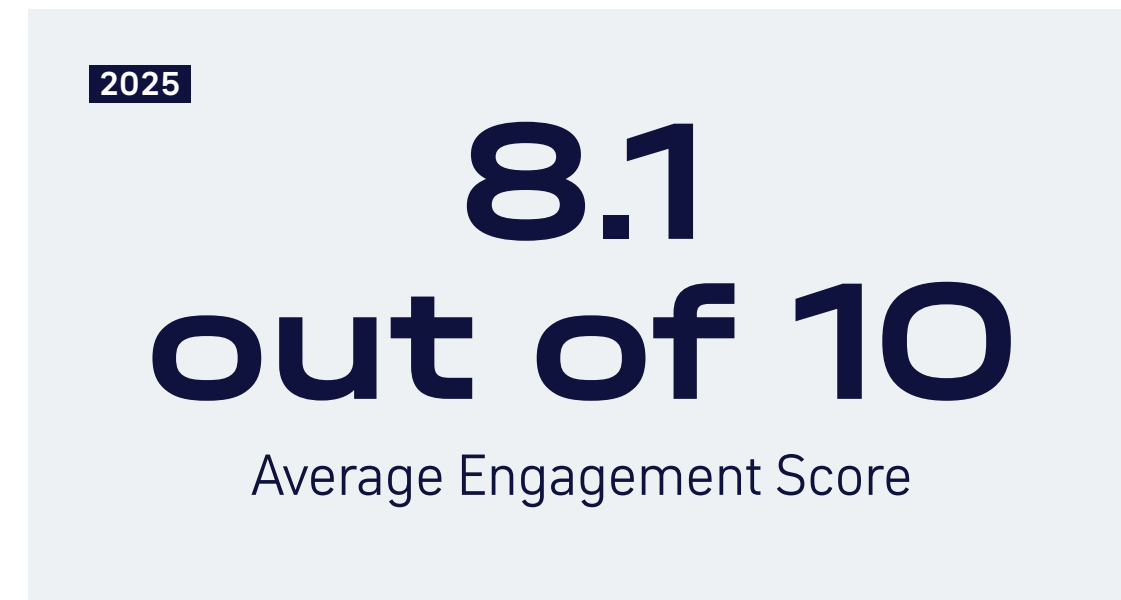
Woodward conducts regular training on discrimination and harassment to all full- and part-time members, enabling them to identify and manage situations that could lead to discrimination or harassment in the workplace. Where required, this training is enhanced to include additional elements for locations or states with additional regulatory standards.

In addition to training, we maintain clear and accessible reporting channels for concerns related to discrimination, harassment, or ethical violations. All members and leaders have the right and responsibility to promptly report concerns openly, confidentially, or anonymously through their leadership, human resources, or our anonymous [Ethics Help Line](#). All reports are treated seriously and are promptly reviewed, investigated, and addressed by a trained team to ensure a safe and respectful workplace for all members.

Member Engagement

Our members are central to fulfilling our purpose, delivering exceptional service to our customers, and creating lasting value for our stakeholders and communities. We believe that when members are highly engaged, they are more fulfilled in their work, more likely to go above and beyond, and more inclined to build long-term careers at Woodward. Across our global locations, we design workplaces that foster engagement and collaboration while maintaining a steadfast focus on safety and security for all members and visitors.

We strive to continually improve the experience of our members, and we conduct Company-wide engagement surveys on a



regular basis. In 2025, we initiated a new partnership with Workday Peakon, a third-party employee engagement and analytics platform used to gather confidential feedback on topics like engagement, leadership, workload, wellbeing, and workplace culture. We were pleased to receive the highest Company-wide participation rate over the last six years—73% at survey close—and an average engagement score of 8.1 out of 10. Per Workday Peakon benchmarks, this rating places Woodward in the top 25% of manufacturing companies, demonstrating our overall improvement in engagement score and participation rate throughout our business. Our leadership team uses these insights to develop strategies and action plans that enhance the overall member experience.

In addition to our formal engagement survey, we deploy the following tools and programs to support an engaged, inclusive culture for all members:

- › We use Upward as our main internal communications platform, providing

ongoing information and news for our members around the globe. This dynamic platform allows targeted communication to our sites and teams, is managed by our Communications team, and is supported by dozens of global content creators who contribute meaningful stories and announcements.

- › Each site holds quarterly all-member meetings, providing updates on safety, financial performance, operations, culture, community, and recognition of key milestones.
- › Most sites facilitate daily standup meetings, and leaders are responsible for hosting regular team staff meetings.
- › Important updates and announcements are regularly posted to digital signs around our sites.
- › Upward consistently features global recognition for individual and team accomplishments, and employment anniversaries are recognized and celebrated in all-member meetings.



We believe that when members are highly engaged, they are more fulfilled in their work, more likely to go above and beyond, and more inclined to build long-term careers at Woodward.

Talent Development

Woodward’s strong talent development strategies and programs are vital for maintaining a resilient, supportive, and future-ready workforce. We strive to attract and retain top talent, invest in continuous professional growth, and create meaningful pathways for emerging professionals, ensuring that our people have the support and opportunities they need to thrive.

Talent Attraction & Retention

Woodward’s ability to fulfill our mission is directly tied to our ability to attract, develop, and retain exceptional talent across the globe. As a purpose-driven organization, we strive to create an environment where members are inspired to create long-term careers and contribute meaningfully to our shared purpose. Our various talent management and engagement initiatives allow us to continuously retain top talent. In 2025, our turnover rate was approximately 10%, and the average tenure of our members was 10 years.



We offer our members the opportunities, resources, and support they need at every stage of their career journey to expand their skillset and realize their full potential. Our talent strategy is based on five key pillars:



Leverage Social Media

Use LinkedIn and Indeed platforms to showcase the Woodward brand and connect with candidates



Employee Referral Programs

Encourage members to refer qualified candidates



Industry-Specific Job Boards

Post openings on niche job boards relevant to the roles for targeted outreach



University Partnerships

Engage with universities to access emerging talent and build our internship pipelines



Streamlined Recruitment Process

Optimize the Woodward hiring process with a focus on reducing time to fill positions



We invest in our members' personal and professional growth by promoting lifelong learning and offering a wide range of education and development opportunities.

Professional Development

We invest in our members' personal and professional growth by promoting lifelong learning and offering a wide range of education and development opportunities. We offer resources to support individual development plans and share constructive feedback through performance management programs. In 2025, 81% of our members participated in the performance review process, while the remaining members were primarily excluded due to union or bargaining agreements. Throughout the year, we continued our focus on providing meaningful learning experiences, expanding access to high-quality content, and ensuring that learning is easy to find, relevant, and usable in our flow of work.



~11,400

Training hours completed through Woodward University

Woodward University

Woodward University provides over 20 instructor-led courses and coaching programs, which are thoughtfully designed to be highly interactive and experiential. These programs provide clear development pathways for members and are designed to engage learners before, during, and after each learning experience. We support this work with a state-of-the-art learning space in our Fort Collins, Colorado headquarters building, and continue to enhance our technology offerings to deliver strong learning outcomes. In 2025, approximately 11,400 training hours were completed through Woodward University.



~6,400

Training hours completed through LinkedIn Learning

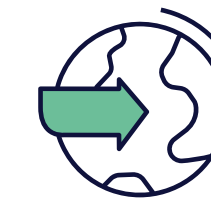


~104,800

Course videos completed through LinkedIn Learning

Woodward Learning Hub

Our Woodward Learning Hub provides unlimited access to thousands of e-learning modules, including content from providers such as Workday Learning, LinkedIn Learning, Skillsoft, and Gemba Academy. The Woodward Learning Hub caters to individuals across all levels of the organization and focuses on four main content categories: values-based development, leadership development, enterprise business processes, and technical development. In 2025, members completed approximately 6,400 training hours and 104,800 course videos from LinkedIn Learning. Members completed an average of eight hours of compliance-related training (on the Woodward Learning Hub), while those in leadership roles averaged 11 hours.



410+

Global members enrolled in the Tuition Assistance Program



160+

Active participants in the Tuition Assistance Program

Tuition Assistance Program

Our Tuition Assistance Program offers financial assistance to eligible members who are interested in higher education to bolster their professional development. By helping to offset the costs associated with degree programs and coursework, we empower members to expand their knowledge, advance their careers, and respond to emerging business and industry trends. In 2025, we successfully reimbursed more than \$665,000 for over 160 applicants in the Tuition Assistance Program.



\$665,000+

Reimbursements through the Tuition Assistance Program

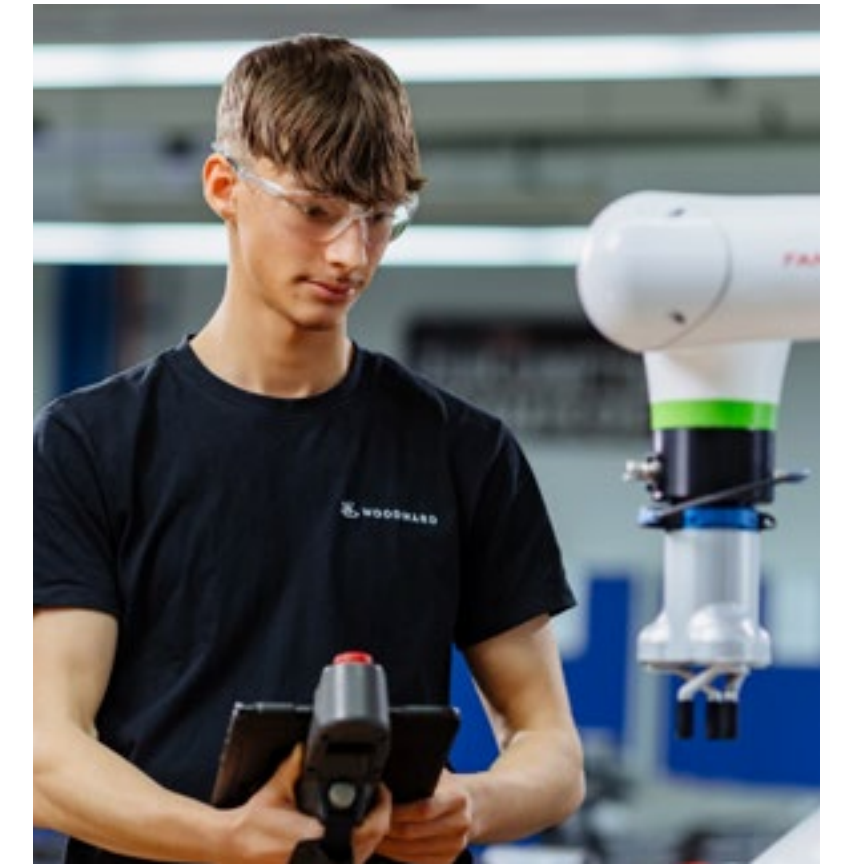
Internship Program & Early Career Development

As part of our early career development program, Woodward's internship program gives students the unique opportunity to work within a large publicly traded engineering company, apply classroom learning in a professional setting, and collaborate with industry-leading professionals on meaningful projects. Our University Relations team is committed to creating a well-rounded experience for all interns, providing opportunities to network with leaders at all levels, participate in community outreach, and build their professional brand. Throughout 2025, this team strengthened our partnerships with our tier one universities to build a stronger brand on campus, further positioning Woodward as an internship employer of choice.

Highlights of our 2025 internship program included:

- › Added an internal networking mixer for interns to meet and chat with leaders at various levels and roles to expand their professional network at Woodward.
- › Added a performance evaluation cycle for interns to get professional feedback during their internship, enabling leaders to be more involved and give real-time feedback to their interns.

At the end of the program, all interns are requested to complete a comprehensive survey to gain a better understanding of their overall experience, including their work, networking opportunities, training, and level of support from leaders and the University Relations team. This feedback helps us continuously strengthen and enhance the internship program.



Compensation & Benefits

A competitive and comprehensive remuneration strategy is essential for attracting, retaining, and supporting top talent. We offer competitive pay and a robust suite of benefits that support our members' holistic wellbeing. Together, these programs demonstrate our dedication to supporting the financial, physical, and emotional health of our workforce.



Compensation Program

Woodward's compensation program is designed to attract, retain, and motivate high-performance teams, linking their total compensation to Company performance, where appropriate. We structure our compensation program to include performance metrics and rigorous performance goals that are aligned with our business strategy and long-term value creation. Woodward follows all applicable wage and work hour laws, including minimum wage, overtime, and maximum hour rules, in all countries where we operate.



Member Benefits

We strive to be an employer of choice by offering a range of benefits that support the health and wellness of our members, enabling them to thrive both inside and outside the workplace. In the U.S., we offer:

- › Comprehensive plans, resources, and services for health care needs, including medical, dental, and vision coverage, as well as flexible health care spending accounts;
- › Paid holidays, paid vacation days, paid sick days, paid parental leave for new births and adoptions, part-time and flexible work arrangements, and several other benefits to support the wellbeing of our members; and
- › A comprehensive and competitive 401(k) savings plan, complete with auto-enrollment, employer match contributions that vest immediately, and annual stock contributions (5% of eligible compensation) into the 401(k) plan accounts of eligible U.S.-based members.

In 2025, we achieved a 90% retention rate for over 140 U.S. members who took parental leave. Outside the U.S., we offer benefit packages that align with competitive market standards, ensuring our programs remain locally appropriate and supportive of our global members.

In addition to our standard health care, paid leave, and retirement programs, we also offer a comprehensive and confidential Employee Assistance Program to help members as they navigate their personal or work-related challenges. We view promoting mental health and wellness as integral to cultivating a positive member experience and extend resources to our members to minimize the barrier of receiving mental health and emotional support.





Our members are regularly trained on our health, safety, and security protocols. Members practice these protocols and are encouraged to keep them in front of mind through daily safety tips.

Occupational Health & Safety

Safety is Woodward’s highest priority. We continue to advance our Human and Organizational Performance (HOP) approach to build a safety culture that is rooted in trust, learning, and proactive problem-solving. Our goal is simple and unwavering: to ensure that every member goes home safe, every day. We promote early intervention opportunities globally and host Health Days and Mental Health Awareness weeks at several facilities to support positive health and safety outcomes.

Health & Safety Leadership

The health and safety of our members is not just a priority; it is a fundamental value. We believe effective leadership is essential to our strategy of incorporating safety-centered processes into our daily operations. At the highest level, our Board exercises direct and active oversight over our health and safety process. We have deployed strategic health and safety plans focused on leading indicators that measure progress on injury prevention, fatal and serious incident prevention, and HOP. Our leading indicators are shared with all members, location leadership teams, executive leadership teams, and the Board.

Safety

We use a risk-based approach to our occupational health and safety programs and are continuously seeking opportunities for improvement and enhancement. Our global total recordable incident rate (TRIR)¹ for 2025 was 1.19, a noteworthy 6% improvement compared to 2024.² Since our last sustainability report, we are proud to report that we have maintained our record of zero fatalities.

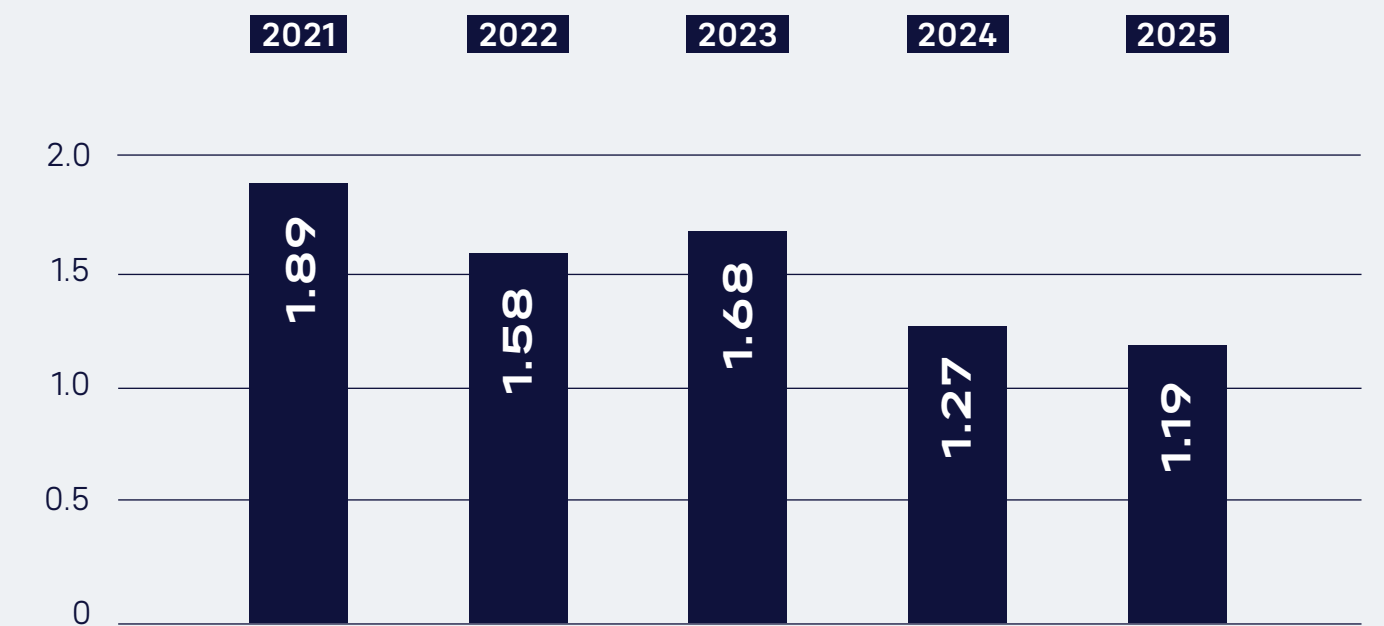
Woodward uses procedures and precautions to ensure the safety of our workforce every day. We maintain policies that require members to perform their work free from the influence of any substance, legal or illegal, that could impair job performance. Our protocols fairly assess reports of member impairment and provide access to resources for any member experiencing substance-abuse-related disorders.

¹ Total recordable incident rate represents the number of injuries and illnesses resulting in days away from work, job transfer or restriction, medical treatment or other recordables per 100 full-time employees.

² Safety metrics are representative of all regular employees as well as contractors under Woodward’s direct supervision.



TOTAL RECORDABLE INCIDENT RATE



We are committed to maintaining compliance with all federal, state, and local occupational health and safety laws, regulations, and requirements in the various regions where we operate. We also continue to look for ways to go beyond compliance, applying our continuous improvement discipline to mitigate risks.

In 2024, we launched our initial effort to reduce fatal and serious incidents that have the potential for life-threatening and/or life-altering outcomes. As part of this approach, we deployed policies, procedures, risk assessments, and forms focused on improving layers of protection, and required each operating location to identify safety risks, evaluate root causes, verify competent support, address gaps, and reduce risk using the hierarchy of controls. In 2025, we developed and implemented a plan to improve layers of protection for hoists and cranes, machine guarding, working at heights, contractor safety, confined space entry, powered industrial trucks and vehicles, and lockout/tagout verification.

Our members are regularly trained on our health, safety, and security protocols. Members practice these protocols and are encouraged to keep them in front of mind through daily safety tips that cover a variety of safety and security topics. In addition, each location conducts annual emergency evacuation drills to ensure members are prepared and know how to respond in the event of an emergency.



2025 Fatal & Serious Incident (FSI) Prevention Accomplishments

FSI PROCESS	PROTECTION IMPROVEMENTS & ACCOMPLISHMENTS
Cranes and Hoists	<ul style="list-style-type: none"> > Deployed updated safety training > Developed and implemented pre-operational checklists > Completed annual third-party inspections
Machine Guarding	<ul style="list-style-type: none"> > Completed safety assessments > Added anti-restart devices at all locations
Working at Heights	<ul style="list-style-type: none"> > Safeguarded access to facility roofs with controlled keys > Deployed a roof access permit > Improved roof fall protection such as new ladders and railing systems
Contractor Safety	<ul style="list-style-type: none"> > Developed and launched an updated policy > Deployed contractor approval process > Deployed safe work permits > Implemented audit requirements
Confined Space Entry	<ul style="list-style-type: none"> > Completed confined space assessments > Updated confined space signage > Conducted entrant, attendant, and entry supervisor trainings > Improved and updated rescue procedures > Verified all third-party rescue service
Powered Industrial Trucks and Vehicles	<ul style="list-style-type: none"> > Mechanically reduced speed of vehicles that enter locations to less than 5 miles per hour > Installed blue warning lights on all fork trucks > Eliminated 64 of 68 fork trucks from use in our manufacturing locations > Deployed new procedures to escort fork trucks into manufacturing areas for infrequent tasks
Lockout/Tagout Verification	<ul style="list-style-type: none"> > Deployed standardized software to convert lockout/tagout verification procedures into a standardized template

Human and Organizational Performance (HOP)

HOP is an approach centered on understanding how people and systems work and how to strengthen that performance to prevent incidents. It recognizes that humans are naturally fallible, and that errors will occur; however, well-designed systems and processes can significantly reduce the likelihood of errors and lessen their impact. HOP also equips members to recognize and avoid “error traps,” including conditions or situations that increase the chance of mistakes and are known contributors to incidents and injuries. By fostering an environment where risks are identified and addressed early, HOP enables us to improve work quality, enhance safety, and strengthen overall engagement.

Woodward started a journey to deploy HOP at our locations in 2023. In 2025, seven additional locations deployed HOP, and plans are in place to complete the remaining locations in 2026. HOP advocates are at the center of our deployment process and are responsible for the following:

- › Attending a rigorous 3-day training to predict where errors are likely to occur based on the task assigned;
- › Evaluating risks associated with the specific task(s) and identifying error prevention tools; and
- › Conducting and teaching the 4-hour member training.

Each location is expected to have 10% of their workforce participate as an advocate and support their engagement.

In 2025, we had six super advocates trained by an outside HOP consultant. Super advocates can present 8-hour HOP leadership training, train site advocates, and conduct train-the-trainer courses. These team members also evaluate the current condition of our HOP process and make suggestions for continuous improvement.

At our locations where we have deployed HOP, we have implemented systems and tools that support the HOP process, guided by dedicated champions at each site. Each day begins with a shift readiness meeting, during which every crew uses a standardized HOP checklist to discuss potential risks and plan for preventing error-likely situations throughout the shift. In 2025, we also introduced a process for our facility and maintenance teams to identify the “high-risk task of the day.” Teams review their planned work, determine which task carries the greatest risk, and assign a member to observe the work as it is performed. This added layer of awareness and oversight helps reinforce safe practices and reduce the likelihood of incidents.

In 2025, we deployed a STOP and Seek Help process at all global locations, including the expectation for all members to use their authority to refuse or stop any work that is deemed unsafe. We reward this behavior through our STOP for Safety coin process, providing a token of appreciation for having the courage to stop and seek help. Our aim is to motivate members to be vigilant in their work and feel safe to stop and seek help when presented with a poten-

tial risk. This philosophy extends to health, safety, quality, and any other process where there is a potential for error leading to an incident.

Find It / Fix It

Woodward launched the “Find It / Fix It” program across all sites in 2022, and we have continued to strengthen the program and our overall safety performance each year. “Find It / Fix It” empowers members to immediately address identified hazards and encourages proactive involvement in creating a safer workplace. The program provides a simple and efficient way for members to report safety concerns, hazards, and potentially unsafe conditions, as well as to share improvement ideas. This solution-oriented approach enables us to quickly eliminate or control environmental, health, and safety risks while fostering strong member engagement. All reports are streamlined and managed to ensure timely responses and corrective actions. Every member, regardless of job category, is encouraged to report observed safety risks and contribute to a safer work environment.

In 2025, we continued to include a strategic safety metric as part of the short-term annual incentive plan applicable to all Woodward officers and senior leaders. This metric was intended to strengthen and solidify a safety culture across the Company where safety remains the foremost priority for all employees, and to continuously enhance our proactive efforts to increase layers of risk protection, ensuring sustained and measurable improvements in safety practices and outcomes.

Community Engagement

Woodward strengthens the communities we serve by driving economic development as an employer and by supporting resident wellbeing through volunteerism, partnerships, philanthropic donations, and acts of service. Community vitality remains a core part of Woodward’s identity, reflected in our ongoing investment in development initiatives around the world that uplift underserved neighborhoods, support families and children, and protect the environment. Throughout 2025, our Community Impact Steering Committee championed and coordinated enterprise-wide volunteering and donations, ensuring that our philanthropic efforts remain aligned with business goals and community needs.

Volunteerism

Woodward’s commitment to volunteering is a defining part of how we strengthen the places we call home. We work intentionally to foster a culture of service, encouraging our members to step forward as active partners in our communities. Across our global locations, teams and individuals contribute countless hours each year to local organizations, lending their time, skills, and compassion to causes that matter most where they live and work.

We spent 2025 developing our Fueling Futures program, which is the focused approach that we take to our philanthropy efforts within the U.S. Formally launched in 2026, we use this program to maximize our community impact across three core pillars:

U.S. MEMBER VOLUNTEER SERVICE

> We provide four hours of paid volunteer service at any 501(c)(3) non-profit organization per full-time U.S. member (subject to collective bargaining agreements for bargained members), per fiscal year. Members may volunteer individually or as part of a team.

CORPORATE CHARITABLE GIVING

> We maintain a dedicated fund for sponsorships of non-profit organizations linked to select priorities including science, technology, engineering, and mathematics (STEM) learning and access; shared impact with the industries we serve (Aerospace and Industrial); workforce development; and advancing our purpose to deliver solutions that power a clean future.

WOODWARD CHARITABLE TRUST

> A separate organization with its own Board of Trustees that oversees grantmaking focused on various priorities, including workforce and economic development, health and wellness, and cultural enrichment.

United Way

Our U.S. sites participate in annual United Way giving campaigns to engage members in fundraising for non-profit organizations that support health and wellness, education, community engagement, and youth and family services. We make sizable corporate contributions to United Way chapters in the communities where we operate. Each year, our sites organize food, clothing, and essential-supply drives that mobilize members to help meet the immediate needs of their communities. These efforts have become a consistent and meaningful part of how we show up for our neighbors. We also regularly review our United Way fundraising to ensure it aligns with our broader charitable giving and volunteer policies, strengthening the impact of our financial contributions and hands-on service.



Building Bikes for Local Students in Loveland, Colorado

Members of our Industrial segment at our Loveland, Colorado location volunteered in partnership with Wish for Wheels to build bikes with students at Laurene Edmondson Elementary School, providing 34 brand-new bikes for the students to take home for the 2025 holiday season.

Wish for Wheels is a non-profit organization dedicated to giving students in underserved communities their first bike, opening doors to fitness, freedom, and fun for children who might never have had a bike of their own. The goal is to equip students with access to a healthy activity that enables them to get to and from school and become more engaged with their community.

“From the bottom of our hearts, we want to thank you for Woodward’s support of our mission and the second grade children at Laurene Edmondson! I love seeing the smiles from the kids and the adults! Thanks to you, 34 children received the gift of fitness, transportation, freedom, outdoor recreation, confidence, and community.”

WISH FOR WHEELS



Governance & Accountability

Woodward's approach to sustainability is anchored by the belief that strong governance, clear accountability, and ethical conduct are critical for long-term business resilience. We operate with transparency and integrity, ensuring that our stakeholders can trust how we manage our business, our risks, and our responsibilities. This commitment is reflected in our work, including corporate governance and risk management, our global ethics and compliance program, robust cybersecurity practices, supplier excellence to uphold quality and integrity throughout our value chain, and respecting human rights and fair labor practices everywhere we operate.



Corporate Governance & Risk Management

Woodward’s corporate governance and risk management practices provide the foundation for responsible, resilient decision-making across our organization. We maintain disciplined governance mechanisms, proactively identify and manage risks, and strive to ensure that our Board composition reflects the expertise needed to guide our long-term strategy.

Corporate Governance

Woodward is committed to operating with integrity, supported by governance policies that are transparent, accountable, and aligned with the interests of our stakeholders. We maintain robust policies that guide the Board and leadership team, including our bylaws, [↘ Director Guidelines](#), [↘ Code of Business Conduct and Ethics](#), and Board committee charters. Together, these frameworks help to establish and formalize sound governance procedures and clear expectations for responsible oversight. Our Board takes this responsibility seriously, focusing on thoughtful governance and diligent oversight of Woodward’s strategic plans to help ensure long-term value for the Company and all those we serve.

To learn more about our corporate governance policies and practices, please see our [↘ Annual Meeting Proxy Statement](#) and [↘ Board Governance webpage](#).

Risk Management

The Board maintains ultimate oversight responsibility for Woodward’s risk management activities, with various committees of the Board composed entirely of independent directors overseeing certain aspects of risk management. The Board meets regularly throughout the year to review the identification and mitigation of risks, including those relating to:

- › Woodward’s strategic plan;
- › Capital structure;
- › Operational performance and supply chain management;
- › Health and safety programs;
- › Business development activities;
- › Talent attraction, retention, and succession planning;
- › Compliance with government regulations;
- › Cybersecurity;
- › Market and technology shifts; and
- › Other significant risks that may arise.

The Board also maintains strategic oversight of risks and opportunities, which it generally exercises through the enterprise risk management process and Board committees. While the Board and its various committees have oversight responsibilities for risk management

processes, management is responsible for the day-to-day aspects of risk management. Our Chief Executive Officer (CEO) and the senior leadership team regularly review and discuss key areas of strategy and risk. We believe the division of risk management responsibilities among the Board, its committees, and management is the most effective approach for addressing the risks that Woodward faces. The existing Board leadership structure supports effective risk oversight by promoting communication between the independent directors and management, including discussions between the Lead Director and the Chairman and CEO.

For additional details regarding our risk management procedures and the responsibilities of each of our committees, please see our [↘ Annual Meeting Proxy Statement](#).



Board Composition

For 2025, Woodward’s Board comprised nine members, eight of whom were independent. Our Board consists of four standing committees, including the Audit Committee, the Human Capital and Compensation Committee, the Nominating and Governance Committee, and the Executive Committee. Except for the Executive Committee, all Board committees are entirely independent. As of the date of filing of our Annual Meeting Proxy Statement, the average director age was 64 years, and the average tenure on the Board was 8.2 years.

The Nominating and Governance Committee regularly reviews Board composition (including within the Board) to ensure that Board members possess the skills, perspectives, and expertise necessary to

effectively oversee the Company’s business and ensure alignment with the Company’s strategic priorities and evolving needs. In evaluating the suitability of candidates, the Nominating and Governance Committee considers many factors, including a candidate’s leadership experience, skills, and understanding of the Company, as well as the overall mix of skills and qualifications on the Board and its standing committees. Consistent with applicable laws, additional relevant factors may be considered as appropriate. Every effort is made to complement and supplement skills within the Board and strengthen identified areas of need.



TRUE INTEGRITY

Our “Tradition of Integrity” touches every aspect of Woodward – our products, our people, our communities, and all of our other stakeholders.



Global Ethics & Compliance Program

Woodward strives to conduct our business with integrity, transparency, and respect everywhere we operate. Our Global Ethics and Compliance program establishes the foundation for how we earn trust and demonstrate accountability, strengthening our Company for long-term success. We manage this program through the following core tenets:

- › Policies and procedures to inform our members of how to conduct business ethically.
- › Tailored trainings to members on a variety of key topics relevant to their roles within Woodward.
- › Annual review and acknowledgement of our Code of Conduct by our members.
- › An ongoing enterprise risk management program.
- › Appropriate due diligence for third-party partners.

Code of Business Conduct and Ethics

Our commitment to compliance is defined by our core value of integrity, as expressed in our [↘ Code of Business Conduct and Ethics](#). The Code outlines the standards expected of all members, leaders, directors, and third parties acting on Woodward’s behalf, ensuring that every decision reflects our core values and legal obligations.

The Code establishes clear guidance on ethical behavior, compliance with laws, respectful workplace conduct, protection of Company assets, and the responsibility to speak up about concerns without fear of retaliation. Together, these principles shape who we are, how we do business, and help to guide our daily interactions both internally and externally.

Anti-Corruption

All members and individuals working on our behalf are required to adhere to the highest standards of integrity and ethics throughout all business dealings. We require compliance with all applicable laws concerning anti-corruption, including the U.S. Foreign Corrupt Practices Act, the U.S. Travel Act, and the UK Bribery Act. Woodward routinely deals with international, federal, state, and local governments in the course of its business, and members must understand and comply with all additional laws and regulations, including those related to government contracting.

We strictly prohibit giving, offering to give, or authorizing the giving of anything of value, directly or indirectly, to any person for the purpose of improperly obtaining/retaining business, gaining business advantages, and/or improperly influencing any business decision. All members are prohibited from accepting anything of value intended to influence a business decision or that creates a real or perceived obligation to the giver. Pursuant to

these policies, “anything of value” extends to monetary rewards as well as items such as stock, charitable donations, political contributions, travel expenses, hospitality, excessive entertainment or gifts, special discounts, offers of employment, assumption or forgiveness of debt, scholarships, and personal favors.

Ethics Help Line

All members and third parties are encouraged to submit all good-faith concerns to our confidential, 24/7 [↘ Ethics Help Line](#), which supports anonymous reporting in local languages. The platform is managed by an independent third-party service provider and enables users to submit reports online, call toll-free, monitor the status of their report, and submit inquiries regarding how to handle difficult situations.

In addition to our reporting platform, members may also report their concerns to any Woodward leader, Human Resources, Legal & Compliance, or at Ethics@Woodward.com. All submissions are taken seriously and managed in accordance with our standard processes and investigation protocols, with oversight by our Business Conduct Oversight Committee (BCOC).

We actively encourage voluntary reporting and support this commitment by providing a free and open environment that respects privacy and confidentiality. If and when concerns arise, Woodward maintains a zero-retaliation policy and prohibits taking adverse action against any individual for raising a good-faith concern or for assisting with an investigation. Such actions include termination, demotion, suspension, threat, or any other type of discrimination or harassment.

Cybersecurity

Our cybersecurity program is designed to protect and preserve the confidentiality, integrity, and continued availability of all information that we own or is in our care.

We apply stringent cybersecurity and data privacy protocols and practices throughout our systems. Our program is based on the U.S. National Institute of Standards and Technology (NIST) standards, and Woodward has successfully completed the Cybersecurity Maturity Model Certification (CMMC) that requires formal third-party audits of defense industrial base (DIB) contractor cybersecurity practices. Our cybersecurity program includes:

- › A cyber incident response plan that provides controls and procedures for timely and accurate reporting of any material cybersecurity incident;
- › Annual security training for all members, including periodic phishing testing to ensure our members remain vigilant and compliant with our expectations;
- › Easy-to-use tools for members to report potential phishing emails; and
- › Periodic testing of cybersecurity posture using third parties.

In the last three fiscal years Woodward has not experienced any material information security breaches, and there were no expenses or fines related to breach penalties and settlements.

Oversight & Risk Management

Woodward's Board maintains ultimate oversight of our cybersecurity program, with the Audit Committee possessing specific responsibility for the oversight of risk management activities related to cybersecurity and other information security and technology risks. The program is managed by a dedicated team of internal and external cybersecurity professionals who conduct periodic control-gap and maturity assessments, benchmark against industry peers, monitor security tools across our Information Technology (IT) environment, and review threat intelligence from public and private sources. This team is led by our Chief Information Security Officer (CISO), who reports to our Vice President of IT.

Our CISO and Vice President of IT are primarily responsible for assessing and managing risks from cybersecurity threats and making regular reports to senior management regarding the cybersecurity program. We maintain a notification process for appropriate escalation of cyber incidents by members of our internal cybersecurity team to senior management, including our CEO, Chief Financial Officer, Chief Accounting Officer, and/or General Counsel, as well as to the Audit Committee. The senior management team, including the CISO and Vice President of IT, provides quarterly data protection and cybersecurity reports to the Audit Committee and periodic reports to the full Board, including information regarding cyber risk management,

the cybersecurity risk environment, and the status of ongoing efforts to strengthen cybersecurity effectiveness.

In addition to our internal cybersecurity management and governance structure, we engage external experts to evaluate our cybersecurity program through penetration tests, control assessments, tabletop exercises, and related activities. We employ a defense-in-depth strategy with real-time, 24/7 monitoring to detect anomalies, potential threats, and alerts. Our cybersecurity approach incorporates established frameworks, policies, and practices to protect sensitive information, supported by a suite of technologies and tools that implement and automate select security protections.

In the last three fiscal years, Woodward has not experienced any material information security breaches, and there were no expenses or fines related to breach penalties and settlements. Nonetheless, we maintain insurance covering certain costs that we may incur in connection with cybersecurity incidents.



Training & Management

We educate our members to raise awareness of cybersecurity threats, including required annual training for all members on cybersecurity standards and additional education to recognize and properly respond to phishing, social engineering schemes, and certain other cyber threats. We equip our members with a mechanism to easily report suspicious emails, which are analyzed by our security systems and dedicated incident response team. We periodically send phishing assessments to our members, and any failures trigger a mandatory retraining exercise. Specific and regular trainings are also administered for our IT team, finance members, and system administrators.

In addition to formal training programs, we maintain processes governing interconnections with third-party systems and perform comprehensive due diligence procedures before onboarding service providers with access to our systems or processing sensitive data on our behalf. This process includes:

- > A review of System and Organization Controls (SOC) 1 and SOC 2 reports;
- > ISO 27001 certifications;
- > Cybersecurity Maturity Model Certifications;
- > Various penetration and vulnerability tests; and
- > Administration of security questionnaires and assessments.

For additional information regarding our cybersecurity program, please see:

- [Woodward Cybersecurity Statement](#)
- [Data Privacy and Protection Policy](#)
- [2025 Annual Report](#)

Supplier Excellence

Woodward’s success is strongly linked to the strength, reliability, and integrity of our supply chain. We view our suppliers as essential business partners, remaining invested in their success and the continuity of our relationships based on shared business principles, values, and ethics. Our approach to supplier excellence ensures that we maintain a balanced focus on both short-term and long-term business objectives that support our resilience, innovation, and sustainable growth.

Supply Chain Management & Oversight

Our COO maintains ultimate oversight responsibility of our global supplier network. We monitor our supply chain in accordance with international, federal, and local laws, ensuring that we manufacture products in an ethical and responsible manner. Our processes enable us to support the development of our supply base and collaborate to identify opportunities to improve individual supplier performance.

We partner with a third-party supply chain risk management resource to provide end-to-end supply chain resilience, mapping our supply chain network and flagging potential risk events. This process enables us to immediately respond to potential issues, helping to prevent supply chain disruptions and risks before they adversely impact our operations and business continuity. In addition to supplier risk management, we also use supplier data management software with dashboard capabilities to identify and monitor supplier performance and environmental management certifications such as ISO 14001 and Eco-Management and Audit Scheme (EMAS).

Supplier Code of Conduct

Woodward’s [Supplier Code of Conduct](#) formalizes our expectations for our suppliers regarding ethics, integrity, and compliance. We incorporate the Supplier Code of Conduct into our legally binding contracts and terms and conditions of purchase, requiring their acknowledgement and alignment with its principles.

Formal supplier requirements include:



Adhering to all applicable laws and regulations, including those pertaining to insider trading, anti-corruption, antitrust/competition, trade compliance, environmental management, member health and safety, human trafficking, forced labor, and child labor.



Ensuring sound governance practices, including discrimination-free work environments, avoiding conflicts of interest, respecting confidentiality, and protecting Woodward’s data and intellectual property rights.



Supporting customer satisfaction through their compliance with our quality standards, responsible materials management, and relevant certifications, as appropriate.

In the event that suppliers fail to meet the principles set forth in the Supplier Code of Conduct and/or violate any applicable laws or regulations, Woodward reserves the right to take corrective action, including terminating the business relationship.

Respecting Human Rights & Fair Labor Practices

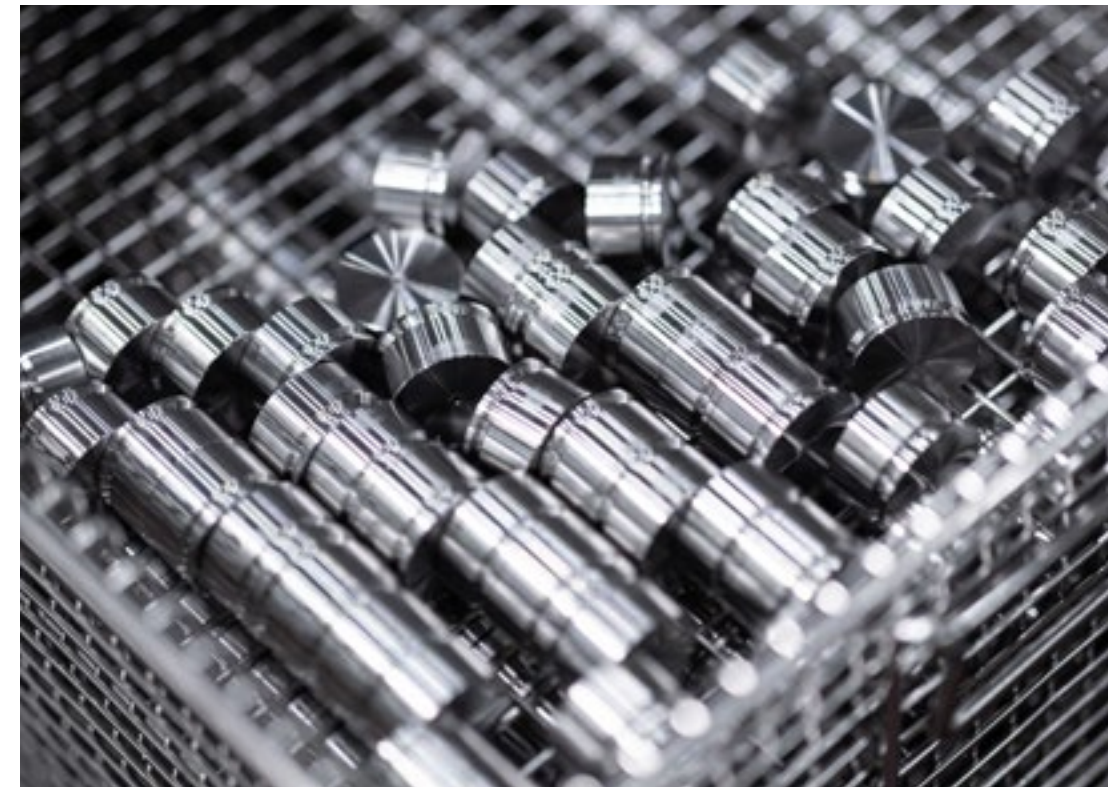
Woodward is committed to upholding human rights and fair labor practices across our global operations and supply chain. We expect all members, partners, and suppliers to support safe working conditions, lawful employment practices, and an environment where every individual is treated with dignity and respect.



Collective Bargaining

We strive to maintain positive, collaborative relationships with our union members and the representative unions. We respect our members' right to freely choose whether to form, join, or refrain from joining labor unions and to engage in collective bargaining in accordance with all applicable laws.

The collective bargaining agreements with our union members are generally renewed through contract renegotiation near the contract expiration dates. Outside the U.S., we enter into employment contracts and agreements in countries where such arrangements are mandatory or customary, including coordination with local works councils. The terms of these agreements align with the legal or customary standards of each jurisdiction, as appropriate.



Mining operations (top) and metal pieces at Woodward (bottom)

Conflict Minerals

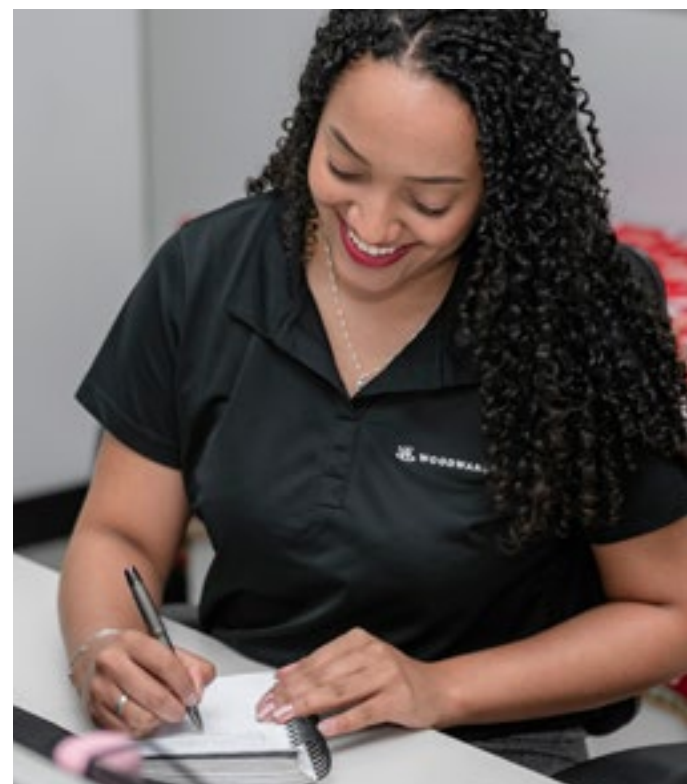
As with many manufactured goods, our products contain different minerals and metals that are required for functionality. Some of these raw materials can originate from conflict-affected and other high-risk areas. Although we do not have direct business relationships with any smelters or refiners of metals, we strive to be transparent about our sources of certain minerals and to procure minerals from suppliers that do not directly or indirectly finance or contribute to armed conflict.

We have implemented robust Company management systems to ensure that we meet our conflict minerals commitments, including adopting an internal management structure that provides executive oversight of our conflict minerals compliance initiatives and the adoption of our formal [Conflict Minerals Policy](#).

We perform extensive due diligence of our supply chain each year in conformance with internationally recognized due diligence frameworks to mitigate the risk that our products contain items or materials procured from sources that fund armed conflict. We

leverage diligence tools offered by third-party service providers, and we proactively engage with suppliers who do not respond to our requests for information.

Suppliers that report the use of smelters or refiners of concern are encouraged to find alternative sourcing relationships and/or request that these smelters or refiners participate in a responsible mineral sourcing validation program. We expect all suppliers to cooperate with Woodward's conflict minerals due diligence efforts and assist us in compliance with the conflict minerals rules. As part of our approach, we encourage suppliers to engage us if they need support with their own due diligence programs. Suppliers that are not compliant with Woodward's conflict minerals program may be subject to remediation steps, including suspension or alternative sourcing arrangements.



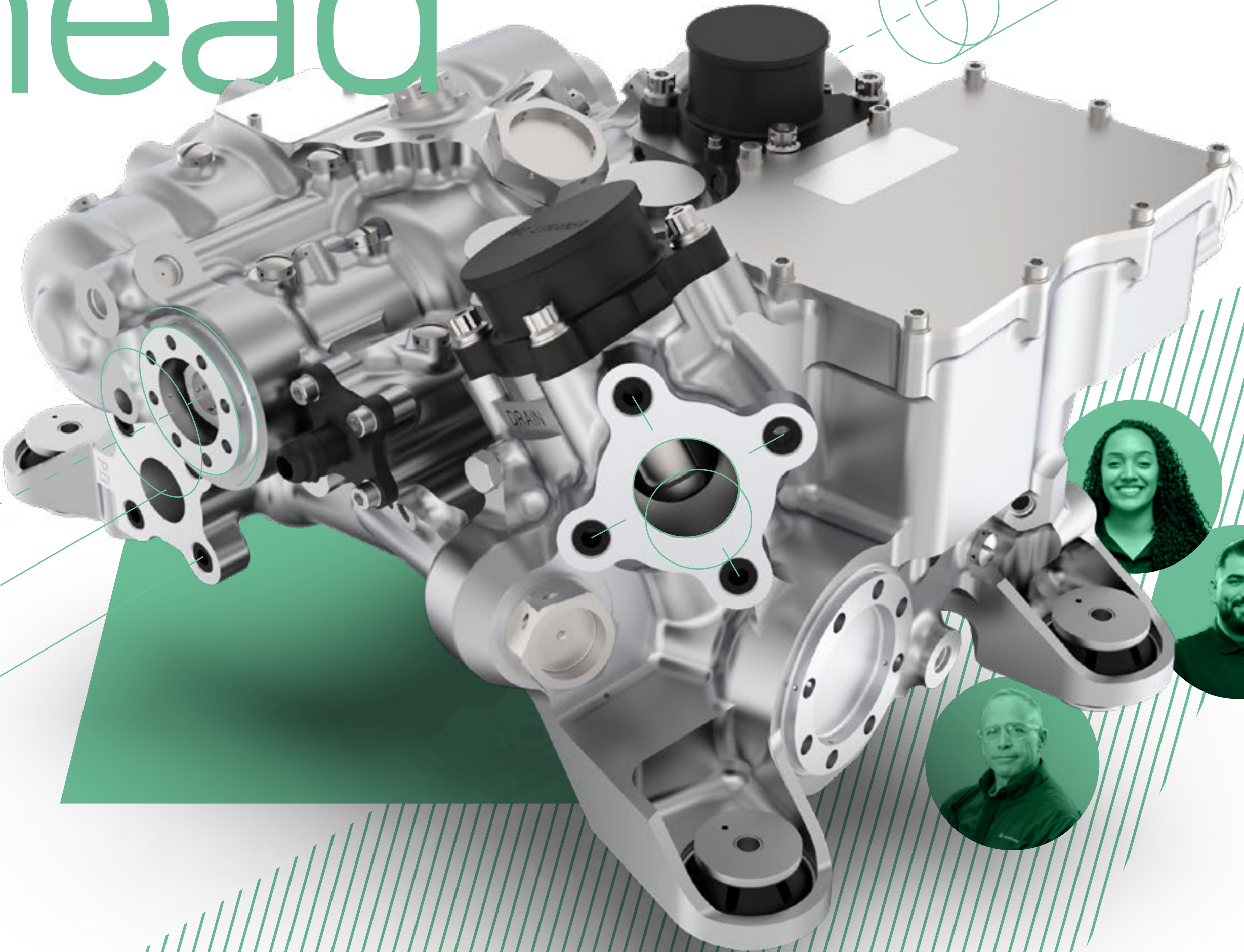
Human Rights

Woodward respects the human rights of all people, strictly prohibiting all forms of modern slavery, illegal child labor, human trafficking, and discrimination throughout our organization and supply chain. These commitments and expectations are explicitly established in our [Code of Business Conduct and Ethics](#), our [Supplier Code of Conduct](#), our [Modern Slavery Act Statement](#), and our Anti-Human Trafficking Policy.

We provide regular training to our members regarding our compliance policies, procedures, and processes, including those related to human rights and modern slavery. Members are also required to acknowledge our Code of Business Conduct and Ethics, which includes provisions on human rights. All members, business partners, and suppliers are required to operate in accordance with all applicable human rights laws in our global operations. Any suspected violations of these laws or Woodward policies should be reported through our confidential [Ethics Help Line](#) or to a Woodward leader.

Ahead Looking

We remain grateful for the interest, support, and dedication of our members, customers, suppliers, and communities as we continue to advance our sustainability program. We look forward to sharing our progress on an annual basis as we continue this important journey and welcome your perspectives as we fulfill our purpose and drive meaningful, long-term change. For more information regarding our sustainability program or questions related to this report, please contact us at sustainability@woodward.com.



About this Report

This report summarizes Woodward's (NASDAQ: WWD) sustainability strategy and performance across global operations. This report does not cover all information about our business. Unless otherwise specified, all references to years in this report refer to fiscal years of the Company and all financial disclosures are presented in United States Dollars (USD). The non-financial data presented herein has been collected based on Woodward's internal systems and processes. 2025 Scope 1 and Scope 2 emissions have been externally assured. Woodward is variously referred to in this report as "Woodward," "the Company," "we," "us," and "our."

Content within this report has been informed by GRI and SASB Standards. The data and disclosures presented have been reviewed for accuracy and completeness by our internal business function leaders, as well as our executive leadership team and Board of Directors.

Reporting Scope and Period

This report covers the 2024 and 2025 fiscal years, which ended on September 30, 2025, and includes data from all global operations under Woodward's operational control and its wholly-owned subsidiaries, unless otherwise specified. Beginning with this report, Woodward plans to publish sustainability reports on an annual basis.

Materiality

So-called material topics in this report were identified using criteria from third-party sustainability frameworks and standards, including ESRS and SASB Standards, and each are distinct from financial materiality as defined by the U.S. Securities and Exchange Commission or U.S. Securities Laws. Any current or potential future events described in this report that may be considered significant do not necessarily equate to the level of maturity of disclosure under securities laws, or any other laws or requirements. For further details about the materiality assessment process, please refer to the Double Materiality Assessment section of this report.

To learn more about Woodward, please visit our website. For questions related to Woodward's sustainability report or other sustainability disclosures, please email sustainability@woodward.com.

Notice of Forward- Looking Statements

This Sustainability Report contains forward-looking statements that involve risks and uncertainties, including but not limited to statements that relate to Woodward's sustainability strategy and program development, anticipated timing and implementation of certain operational and organizational initiatives described in this report, anticipated enhancements to internal systems and processes used to collect and report non-financial data, and anticipated alignment with sustainability reporting frameworks referenced in this report. Forward-looking statements are based on current expectations and assumptions and are subject to risks and uncertainties that could cause actual results to differ materially from those expressed or implied.

Important factors that could cause actual results to differ materially include, but are not limited to: (1) changes in reporting scope, organizational boundary, and operational-control assumptions used for sustainability data; (2) changes to, or interpretations of, the sustainability reporting standards and frameworks referenced in this report and related disclosure expectations, including evolving regulatory reporting requirements discussed in this report; (3) changes in methodologies, emission factors, and calculation approaches used to compile reported metrics; (4) limitations in data quality, completeness, availability, and timeliness across

internal systems and processes, including reliance on utility-provided invoices, delivery invoices, and, where applicable, meter data; (5) the use of estimates, assumptions, and extrapolations where primary data is not available, including the estimation approaches described in this report, and the potential need to revise information as improved data becomes available; (6) the ability to execute planned initiatives on expected timelines, including initiatives described as expected to be completed in future periods; (7) the scope and limitations of any external assurance described in this report; and other risk factors and risks described in Woodward's filings with the Securities and Exchange Commission. Forward-looking statements in this report release speak only as of the date hereof, and Woodward undertakes no obligation to update any forward-looking statements, whether as a result of new information, future events, or otherwise, except as required by applicable law.

Appendix A

GHG Emissions—Basis Of Reporting

Methodology Overview

Within this report, Woodward measures and discloses the Company’s Scope 1 and Scope 2 GHG emissions in accordance with the WRI/WBCSB GHG Protocol. In accordance with the GHG Protocol, Woodward has considered all main greenhouse gases, including carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), sulfur hexafluoride (SF₆), perfluorocarbons (PFCs), hydrofluorocarbons (HFCs), and nitrogen trifluoride (NF₃), in developing the Company’s GHG inventory, expressed in metric tonnes of carbon dioxide equivalent (MT CO₂e).

Organizational Boundary

For Scope 1 and Scope 2 GHG emissions, Woodward selected an organizational boundary based on operational control. Woodward accounts for GHG emissions from facilities for which it has direct control over operations, and where it can influence decisions that impact GHG emissions.

SCOPE 1 GHG EMISSIONS

Data Sources

Woodward obtains primary data to calculate Scope 1 emissions from energy utility invoices or delivery invoices for fuels used for stationary combustion sources, Company-owned or leased mobile equipment, and applicable process units. Fugitive emissions of GHGs are also captured from unintentional refrigerant leaks from HVAC and cooling systems.

Estimates and Assumptions

Where primary data is not available, the Woodward team uses generally accepted estimation methods to calculate emissions to cover our organizational boundary based on operational control. For facility-level data gaps, Woodward utilizes the [Commercial Buildings Energy Consumption Survey](#) (CBECS) energy intensity values and facility square footage to estimate emissions.

SCOPE 2 LOCATION-BASED GHG EMISSIONS

Data Sources

Woodward obtains primary data to calculate Scope 2 location-based emissions from purchased electricity, cooling energy units, and district heat units through utility-provided invoices or meter data.

Estimates and Assumptions

Where primary data is not available, the Woodward team uses generally accepted estimation methods to calculate emissions to cover our organizational boundary based on operational control and reserves the option to use extrapolations based on previous years’ data. For facility-level data gaps, Woodward utilizes the CBECS energy intensity values and facility square footage to estimate emissions.

Scope 2 (Location-Based) Emission Factors

- > International Energy Agency (Pub. Sep 2019)
- > International Energy Agency (Pub. Sep 2022)
- > International Energy Agency (Pub. Sep 2023)
- > Environmental Protection Agency eGRID2016
- > Environmental Protection Agency eGRID2018
- > Environmental Protection Agency eGRID2019
- > Environmental Protection Agency eGRID2021
- > Environmental Protection Agency eGRID2022

SCOPE 2 MARKET-BASED GHG EMISSIONS

Data Sources

Woodward obtains primary data to calculate Scope 2 market-based emissions from purchased electricity, cooling energy units, and district heat units through utility-provided invoices or meter data. Market-based emissions are calculated based on contractual arrangements entered into with suppliers to purchase renewable energy certificates and the residual mix emissions factors used for the remaining energy.

Estimates and Assumptions

Where primary data is not available, the Woodward team uses generally accepted estimation methods to calculate emissions to cover our organizational boundary based on operational control and reserves the option to use extrapolations based on previous years’ data. For facility-level data gaps, Woodward utilizes the CBECS energy intensity values and facility square footage to estimate emissions.

Scope 2 (Market-Based) Emission Factors

- > Stadtwerk Am See Contract for the delivery and supply of electrical energy (2022–2025)
- > KlimalInvest Green Concepts Certificate (2024–2025)
- > International Energy Agency (Pub. Sep 2019)
- > International Energy Agency (Pub. Sep 2022)
- > International Energy Agency (Pub. Sep 2023)
- > Association of Issuing Bodies (AIB) European Residual Mix 2021
- > Association of Issuing Bodies (AIB) European Residual Mix 2022
- > Association of Issuing Bodies (AIB) European Residual Mix 2023
- > Association of Issuing Bodies (AIB) European Residual Mix 2024
- > Green-e Residual Mix Emission Rates (2021)
- > Green-e Residual Mix Emission Rates (2022)
- > Green-e Residual Mix Emission Rates (2023)
- > Green-e Residual Mix Emission Rates (2024)
- > Green-e Residual Mix Emission Rates (2025)

Appendix B Sustainability Accounting Standards Board (SASB) Index

Below are Woodward’s responses to the SASB Aerospace & Defense and Industrial Machinery & Goods Standards. This is the first year that we use SASB Standards to inform our reporting practices, and we look forward to pursuing more robust

alignment with the standards in future disclosures. Information presented in this index represents enterprise-wide performance for fiscal year 2025, unless otherwise noted.

TOPIC	METRIC	CODE	RESPONSE
Energy Management	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	> RT-AE-130a.1 > RT-IG-130a.1	(1) 229,884 MWh (2) Data is not available at this time of disclosure (3) Data is not available at this time of disclosure
	Hazardous Waste Management	(1) Amount of hazardous waste generated, (2) percentage recycled	> RT-AE-150a.1
(1) Number and aggregate quantity of reportable spills, (2) quantity recovered		> RT-AE-150a.2	Data is not available at this time of disclosure.
Data Security	(1) Number of data breaches, (2) percentage involving confidential information	> RT-AE-230a.1	(1) 0 (2) N/A
	Description of approach to identifying and addressing data security risks in (1) entity operations and (2) products	> RT-AE-230a.2	Our cybersecurity program is aligned with the U.S. National Institute of Standards and Technology (NIST) standards, and we have successfully completed the Cybersecurity Maturity Model Certification (CMMC) that requires formal third-party audits of defense industrial base (DIB) contractor cybersecurity practices. For more information, please refer to the Cybersecurity section of this report.

TOPIC	METRIC	CODE	RESPONSE
Product Safety	(1) Number of recalls issued, (2) total units recalled	> RT-AE-250a.1	Data is not available at this time of disclosure.
	(1) Number of counterfeit parts detected, (2) percentage avoided	> RT-AE-250a.2	Data is not available at this time of disclosure.
	(1) Number of Airworthiness Directives received, (2) total units affected	> RT-AE-250a.3	Data is not available at this time of disclosure.
	Total amount of monetary losses as a result of legal proceedings associated with product safety	> RT-AE-250a.4	Data is considered confidential to our business. Information regarding any legal proceedings is included in our Annual Report .
Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	> RT-IG-320a.1	(1) 1.19 (2) 0 (3) Data is not available at this time of disclosure.
Fuel Economy & Emissions in Use-phase	Revenue from alternative energy-related products	> RT-AE-410a.1	Data is not available at this time of disclosure.

TOPIC	METRIC	CODE	RESPONSE
Fuel Economy & Emissions in Use-phase	Description of approach and discussion of strategy to address fuel economy and greenhouse gas (GHG) emissions of products.	> RT-AE-410a.2	We continue to improve fuel efficiency and reduce emissions through product innovation and customer partnerships. For more information, please refer to the Product Efficiency & Innovation section of this report.
	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	> RT-IG-410a.1	Data is not available at this time of disclosure due to complexities in downstream product use.
	Sales-weighted fuel efficiency for non-road equipment	> RT-IG-410a.2	Data is not available at this time of disclosure due to complexities in downstream product use.
	Sales-weighted fuel efficiency for stationary generators	> RT-IG-410a.3	Data is not available at this time of disclosure due to complexities in downstream product use.
	Sales-weighted emissions of (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other non-road diesel engines	> RT-IG-410a.4	Data is not available at this time of disclosure.

TOPIC	METRIC	CODE	RESPONSE
Materials Sourcing	Description of the management of risks associated with the use of critical materials	<ul style="list-style-type: none"> > RT-AE-440a.1 > RT-IG-440a.1 	We have implemented robust Company management systems and policies to ensure that we meet our conflict minerals commitments. On an annual basis, we perform extensive due diligence of our supply chain in conformance with internationally recognized due diligence frameworks to mitigate associated risks. For more information, please refer to the Conflict Minerals section of this report.
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with incidents of corruption, bribery or illicit international trade	> RT-AE-510a.1	Data is not available at this time of disclosure.
	Revenue from countries ranked in the 'E' or 'F' Band of Transparency International's Government Defense Anti-Corruption Index	> RT-AE-510a.2	Data is not available at this time of disclosure.
	Discussion of processes to manage business ethics risks throughout the value chain	> RT-AE-510a.3	Our Code of Business Conduct and Ethics and other Company policies guide our responsible and ethical decision-making processes. We maintain a Supplier Code of Conduct and monitor our supply chain in accordance with international, federal, and local laws, ensuring that we manufacture products in an ethical and responsible manner. For more information, please refer to the Global Ethics & Compliance Program and Supplier Excellence sections of this report.

TOPIC	METRIC	CODE	RESPONSE
Remanufacturing Design & Services	Revenue from remanufactured products and remanufacturing services	> RT-IG-440b.1	Data is not available at this time of disclosure.
Activity Metrics	Production by reportable segment	> RT-AE-000.A	Data is considered confidential to our business.
	Number of units produced by product category	> RT-IG-000.A	Data is considered confidential to our business.
	Number of employees	> RT-AE-000.B > RT-IG-000.B	In 2025, we had approximately 10,300 regular members.

Appendix C

Global Reporting Initiative (GRI) Content Index

Statement of Reference	Woodward, Inc. has reported the information cited in this GRI content index for the fiscal year 2025 that started on October 1, 2024, and ended on September 30, 2025, with reference to the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	REPORT LOCATION AND ADDITIONAL INFORMATION
GRI 2: General Disclosures 2021	2-1 Organizational details	↘ 2025 Annual Report About Woodward
	2-2 Entities included in the organization’s sustainability reporting	About This Report
	2-3 Reporting period, frequency and contact point	About This Report
	2-4 Restatements of information	Woodward does not have restatements in the 2025 Sustainability Report.
	2-5 External assurance	↘ 2025 Independent Limited Assurance Report
	2-6 Activities, value chain and other business relationships	↘ 2025 Annual Report About Woodward
	2-7 Employees	Our Members
	2-8 Workers who are not employees	Our Members
	2-9 Governance structure and composition	↘ Annual Meeting Proxy Statement Corporate Governance & Risk Management


GRI STANDARD	DISCLOSURE	REPORT LOCATION AND ADDITIONAL INFORMATION
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	↘ Annual Meeting Proxy Statement
	2-11 Chair of the highest governance body	↘ Annual Meeting Proxy Statement Because the same individual serves as both Chairman of the Board and CEO, the Board appoints an independent director to serve as "Lead Director."
	2-12 Role of the highest governance body in overseeing the management of impacts	↘ Annual Meeting Proxy Statement Sustainability Oversight
	2-13 Delegation of responsibility for managing impacts	Sustainability Oversight
	2-14 Role of the highest governance body in sustainability reporting	About This Report
	2-15 Conflicts of interest	Woodward deploys strict governance policies and ethics programs to properly detect and address any risks related to conflicts of interest. For more information, please refer to the Corporate Governance & Risk Management and Global Ethics & Compliance Program sections of this report and governance documents on our ↘ website .
	2-16 Communication of critical concerns	Corporate Governance & Risk Management
	2-17 Collective knowledge of the highest governance body	The Nominating & Governance Committee provides oversight over Woodward's sustainability strategy and performance. On an as-needed basis, the committee receives presentations regarding important sustainability topics relevant to Woodward's business.
	2-18 Evaluation of the performance of the highest governance body	↘ Annual Meeting Proxy Statement
	2-19 Remuneration policies	↘ Annual Meeting Proxy Statement
	2-20 Process to determine remuneration	↘ Annual Meeting Proxy Statement

GRI STANDARD	DISCLOSURE	REPORT LOCATION AND ADDITIONAL INFORMATION
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	↘ Annual Meeting Proxy Statement
	2-22 Statement on sustainable development strategy	A Message from Our CEO
	2-23 Policy commitments	Global Ethics & Compliance Program Supplier Excellence Respecting Human Rights & Fair Labor Practices
	2-24 Embedding policy commitments	Global Ethics & Compliance Program Supplier Excellence Respecting Human Rights & Fair Labor Practices
	2-26 Mechanisms for seeking advice and raising concerns	Global Ethics & Compliance Program
	2-27 Compliance with laws and regulations	Global Ethics & Compliance Program
	2-28 Membership associations	Stakeholder Engagement
	2-29 Approach to stakeholder engagement	Stakeholder Engagement
	2-30 Collective bargaining agreements	Respecting Human Rights & Fair Labor Practices

GRI STANDARD	DISCLOSURE	REPORT LOCATION AND ADDITIONAL INFORMATION
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Double Materiality Assessment
	3-2 List of material topics	Double Materiality Assessment
	3-3 Management of material topics	Throughout the report
GRI 205: Anti-corruption 2016	3-3 Management of material topics	Global Ethics & Compliance Program
GRI 301: Materials 2016	3-3 Management of material topics	Natural Resource Conservation
GRI 302: Energy 2016	3-3 Management of material topics	Natural Resource Conservation Managing the Environmental Impact of Facilities & Operations
	302-1 Energy consumption within the organization	Natural Resource Conservation In 2025, Woodward consumed 229,884 MWh of energy.
	302-3 Energy intensity	Natural Resource Conservation
GRI 305: Emissions 2016	3-3 Management of material topics	Natural Resource Conservation Managing the Environmental Impact of Facilities & Operations
	305-1 Direct (Scope 1) GHG emissions	Natural Resource Conservation
	305-2 Energy indirect (Scope 2) GHG emissions	Natural Resource Conservation
	305-4 GHG emissions intensity	Natural Resource Conservation
GRI 401: Employment 2016	3-3 Management of material topics	Talent Development
	401-1 New employee hires and employee turnover	Talent Development
	401-3 Parental leave	Compensation & Benefits

GRI STANDARD	DISCLOSURE	REPORT LOCATION AND ADDITIONAL INFORMATION
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topics	Occupational Health & Safety
	403-1 Occupational health and safety management system	Occupational Health & Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health & Safety
	403-3 Occupational health services	Occupational Health & Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Woodward members participate in the development and implementation of occupational health and safety management programs where relevant and appropriate.
	403-5 Worker training on occupational health and safety	Occupational Health & Safety
	403-6 Promotion of worker health	Occupational Health & Safety Compensation & Benefits
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health & Safety
	403-8 Workers covered by an occupational health and safety management system	All members are expected to adhere to Woodward's health and safety management programs.
GRI 404: Training and Education 2016	403-9 Work-related injuries	Occupational Health & Safety
	3-3 Management of material topics	Talent Development
	404-1 Average hours of training per year per employee	Talent Development
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Development
	404-3 Percentage of employees receiving regular performance and career development reviews	Talent Development

GRI STANDARD	DISCLOSURE	REPORT LOCATION AND ADDITIONAL INFORMATION
GRI 416: Customer Health and Safety 2016	3-3 Management of material topics	Customer and Product Safety
GRI 418: Customer Privacy 2016	3-3 Management of material topics	Cybersecurity
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity



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