2025

Corporate and Environmental Responsibility Report

Ducommun

Contents

A Message from Our Chairman and CEO

Entering our 177th year in business, I am proud to present our sixth annual Corporate and Environmental Responsibility Report to our stakeholders, a strong testament to our continuing effort to make a positive impact in the communities in which we operate through responsible and sustainable business practices.

As always, safety lies at the heart of our results-driven culture and we made significant progress in this area with continued improvements along key metrics, including decreasing our total recordable incident rate (TRIR) by over 70% over the last four years and incurring zero lost time incidents in 2025! We are also very mindful of the Company's environmental footprint and implemented several initiatives that have reduced our combined Scope 1 and 2 GHG emissions by 50% since 2019 by increasing our reliance on renewable energy sources, initiating energy efficiency projects across the organization and minimizing waste sent to landfills.

In addition to reducing the environmental footprint, we continued to actively support local, regional and national non-profit and charitable organizations that make a difference in the communities in which we operate. The Ducommun Foundation, a Section 501(c)(3) organization that serves as Ducommun's philanthropic arm, has donated over $2.1 million since its inception in 2019 to assist organizations that support our veterans, active service members and military families, aid in natural disaster recovery and efforts to end homelessness. In 2025, Ducommun was proud to sponsor and donate $50,000 in support of events hosted by the Orange County United Way, including the annual Women's Philanthropy Fund Breakfast, the annual Rally for Change event, participating in local food drives and having our corporate employees volunteer for a Math STEM Literacy program by building kits for local students. Additionally, we again sponsored the STEM on the Sidelines™ initiative, now in its eighth year, with our partners, the Los Angeles Chargers and the University of California Irvine. This is an annual regional competition promoting STEM education in L.A. and Orange County high schools, with over 1,000 students from 132 high schools having benefited from their involvement in the program since its inception in 2018.

As a result of these efforts, we were thrilled to be named to *Newsweek* magazine's list of most responsible companies for the third consecutive year and recognized by *Time* magazine as one of our nation's best mid-sized companies in 2025, both in recognition of Ducommun's commitment to corporate social responsibility and long-term sustainability.

Thank you for your continued trust in Ducommun and our actions. We are proud of the Company's accomplishments and look forward to sharing future progress on the focus areas identified in this report.

Stephen G. Oswald
Chairman, President and Chief Executive Officer

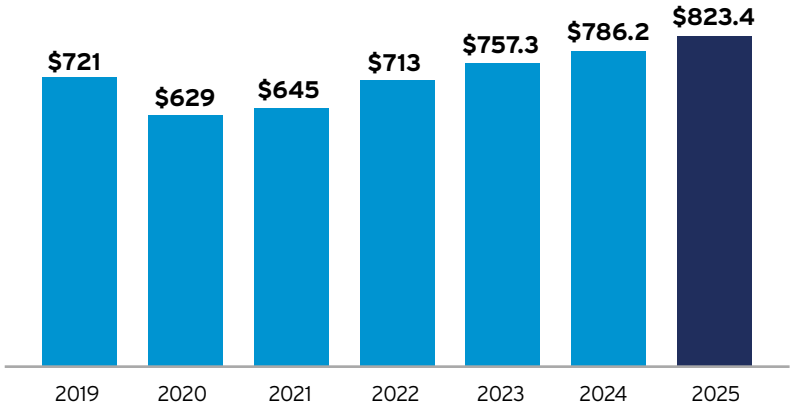
About Us

Ducommun Incorporated delivers innovative, value-added proprietary products and manufacturing solutions to customers in the aerospace, defense and industrial markets. Founded in 1849, the Company specializes in two core areas, electronic systems and structural systems, which produce complex products and components for commercial aircraft platforms, mission-critical military programs and space exploration. For more information, visit Ducommun.com.

Our Vision

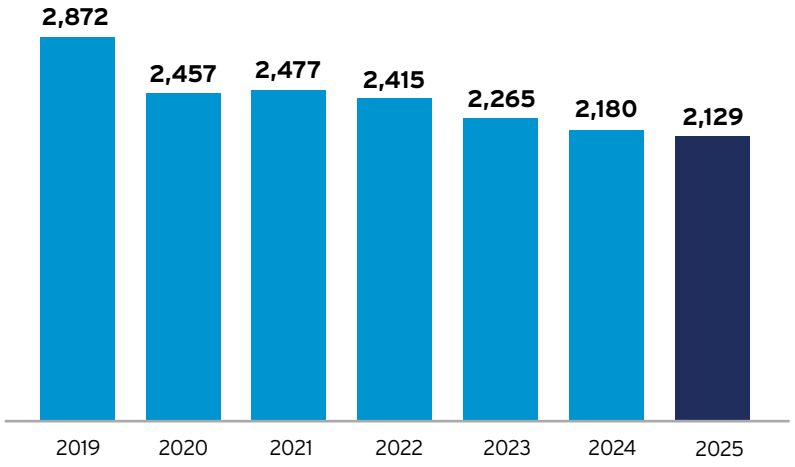
Ducommun Incorporated provides the aerospace and defense industry with leading engineered products, differentiated electronic and structural manufacturing and aftermarket support with assembly services. We supply proprietary products and services that deliver meaningful value to our customers and contribute to the advancement of Aviation, Defense and Space industries. All stakeholders, including our communities, are supported in our mission as we drive for the highest levels of service in every area.

Figure 1: 2019-2025 Revenue



Revenue between 2019-2025.

Figure 2: 2019-2025 Employee Count



Employee Count between 2019-2025.

2025 Highlights

Awards and Recognitions

Ducommun named Most Responsible Company by Newsweek three years in a row

For the third consecutive year, Ducommun was proud to be named to Newsweek magazine's list of most responsible companies in recognition of our commitment to corporate social responsibility and long-term sustainability. Newsweek's annual list of America's Most Responsible Companies was produced in collaboration with data from Statista, a global data and business intelligence platform with an extensive collection of statistics, reports and insights on over 80,000 topics from 22,500 sources in 170 industries. The America's Most Responsible Companies 2025 ranking focuses on a holistic view of corporate responsibility and is based in part on 30 KPIs researched for the top 2,000 public companies by revenue headquartered in the United States and a survey of over 26,000 U.S. residents.

Wall Street Journal Top 100 Most Loved Workplaces

As featured in the Wall Street Journal, Ducommun was named to the 2025 America's Top 100 Most Loved Workplaces® List. This recognition validates our commitment to creating a workplace where every employee feels valued, supported and inspired to grow. Our employees are the driving force behind our success. More than 2.8 million U.S. employees were surveyed across companies of all sizes and industries. Research was conducted by Best Practice Institute (BPI) and measured emotional connection, collaboration, respect, alignment of values and achievement.

EcoVadis Fast Mover Recognition

In September 2025, Ducommun was awarded the 'Fast Mover' badge by EcoVadis, a leading platform for evaluating a company's environmental, social and governance management systems.
https://recognition.ecovadis.com/ybGpG8jzv0ibEm6iCgSzyw

Rhode Island Department of Environmental Management Green Certification for Green Manufacturing

Our Magseal Performance Center has achieved a green certification for green manufacturing from the Rhode Island Department of Environmental Management. This certification is awarded to manufacturing facilities that meet the requirements and definition of a Green Manufacturer. It recognizes companies that follow environmentally responsible manufacturing practices and demonstrate commitment to sustainability and environmental compliance.

Orange County United Way Recognized Ducommun with the 2025 Employee Giving Climber Award

This award is given to organizations who increase their contributions substantially year after year.

Ducommun named Best Mid-Sized Company by TIME Magazine

Ducommun is proud to be recognized by TIME Magazine as one of America's Best Mid-Sized Companies in 2025. This list recognizes organizations who are among the best in employee satisfaction, revenue growth and environmental social governance (ESG) performance.

2025 Key Achievements

Greenhouse Gas Emissions
50%
Reduction in Scope 1[1] and 2[2] emissions combined over 2019 baseline, on an absolute[3] basis

Hazardous Waste Recycling
68%
Hazardous waste[5] volume either reclaimed or recycled onsite and offsite[6]

Health and Safety
92%
Reduction in the Total Recordable Incident Rate since 2019[7]

Energy Savings
24%
Reduction over 2019 baseline, on an absolute basis

Water Recycling
13.7M gallons
Of water returned to source, recycled and avoided

Health and Safety
100%
Reduction in the Total Lost Time Incident Rate since 2019[8]

Renewable Energy Usage
39%
Energy derived from renewable sources[4]

Cybersecurity
2,000 hours
Cybersecurity Training delivered to all team members

Reportable Spills
0
Reportable Spills[9] in 2025 at all Ducommun Performance Centers

Key Spotlight Ducommun Scholarship Program

In 2025, Ducommun awarded a record 94 academic and vocational scholarships, which included 40 new awards and 54 renewals of previously awarded scholarships, an increase from the 92 scholarships awarded in 2024 and 83 in 2023.

1 Scope 1 GHG emissions are calculated by multiplying the amount of natural gas and propane consumed by the respective emission factors. Refrigerant emissions are determined based on the quantity of refrigerant used, adjusted for its GWP as outlined in the GHG Protocol.

2 Scope 2 emissions are calculated using both location-based and market-based methods, in line with the GHG Protocol. The location-based method reflects the average emission intensity of the electricity grid, while the market-based method considers the emissions associated with purchased electricity, including renewable energy purchases and contractual agreements, by not using renewable energy credits, Ducommun reported Scope 2 emissions reflect the true carbon intensity of the electricity it consumes.

3 Absolute basis refers to a value or number change by comparing results on a year over year basis or to a set of baseline data.

4 Please see pages 18 and 56 for additional information regarding Ducommun's renewable energy usage.

5 Hazardous waste generated refers to any waste that meets the applicable governmental authority's definition of a hazardous waste and is not exempt from regulation. This includes wastes that are accumulated onsite for any time before disposal or recycling, placed directly into an onsite disposal or treatment unit or generated and removed from storage tanks.

6 The amount of offsite recycling and reclamation of chemicals is determined via the bills of lading from third-party vendors that recycle and reclaim chemicals.

7 The Total Recordable Incident Rate (TRIR), as defined by OSHA, measures the frequency of workplace injuries and illnesses. It is calculated as the number of recordable incidents per 100 full time workers over a year. To calculate TRIR, multiply the number of recordable cases by 200,000, then divide that number by the total hours worked by all employees.

8 The Lost Time Incident Rate (LTIR), as defined by OSHA, is a metric used to track the frequency of work-related injuries and illness that result in lost workdays. It is calculated by multiplying the number of lost time cases by 200,000, then dividing that number by total hours worked by all employees.

9 Reportable spills are defined by the SASB Aerospace and Defense Industry Standards RT-AE-150a.2. as any release of a hazardous substance in an amount greater than or equal to the threshold required to be reported to applicable jurisdictional legal or regulatory authorities. For this Report, we consulted Table 302.4 in Chapter 40 of the CFR Part 302.4 of the U.S. Comprehensive Environmental Response, Compensation, and Liability Act ("CERCLA"), including consideration of reportable quantities of mixtures and solutions.

Understanding Stakeholders and Materiality Drivers

Before initiating our double materiality assessment (DMA) in 2024, we took a deliberate step to understand who our key stakeholders are and how to best engage with them. Recognizing that meaningful stakeholder engagement is the foundation of a credible and effective Corporate and Environmental Responsibility (CER) strategy, we mapped out our stakeholder ecosystem to ensure we captured a broad range of voices from employees, customers, investors, regulators, suppliers and non-government organizations. A core component of our CER program is to ensure that the perspective, concerns and expectations of our stakeholders are not only heard but actively integrated into our decision-making processes. We believe that by embedding stakeholder insights into our materiality analysis, we are better positioned to identify sustainability issues that are most relevant to both our operation's success and our broader community impact. This approach reflects our commitment to transparency, accountability and long-term value creation for all our key stakeholders. **Figure 3** outlines our stakeholder matrix, highlighting the key groups we engage with as part of our CER efforts and double materiality assessment process.

Double Materiality Assessment

In 2024, we reshaped our materiality assessment to align with the Corporate Sustainability Reporting Directive's (CSRD) double materiality standards. This includes traditional financial materiality, evaluating how sustainability efforts influence our financial incomes and impact materiality, evaluating the effects of our business operations and value chain on society and the environment. We continued this annual review in 2025 to keep improving our understanding of the critical factors and emerging issues that matter most to our stakeholders, while staying responsive to the changing regulatory landscape.

Figure 3: Ducommun Stakeholder Matrix

Assessment Approach

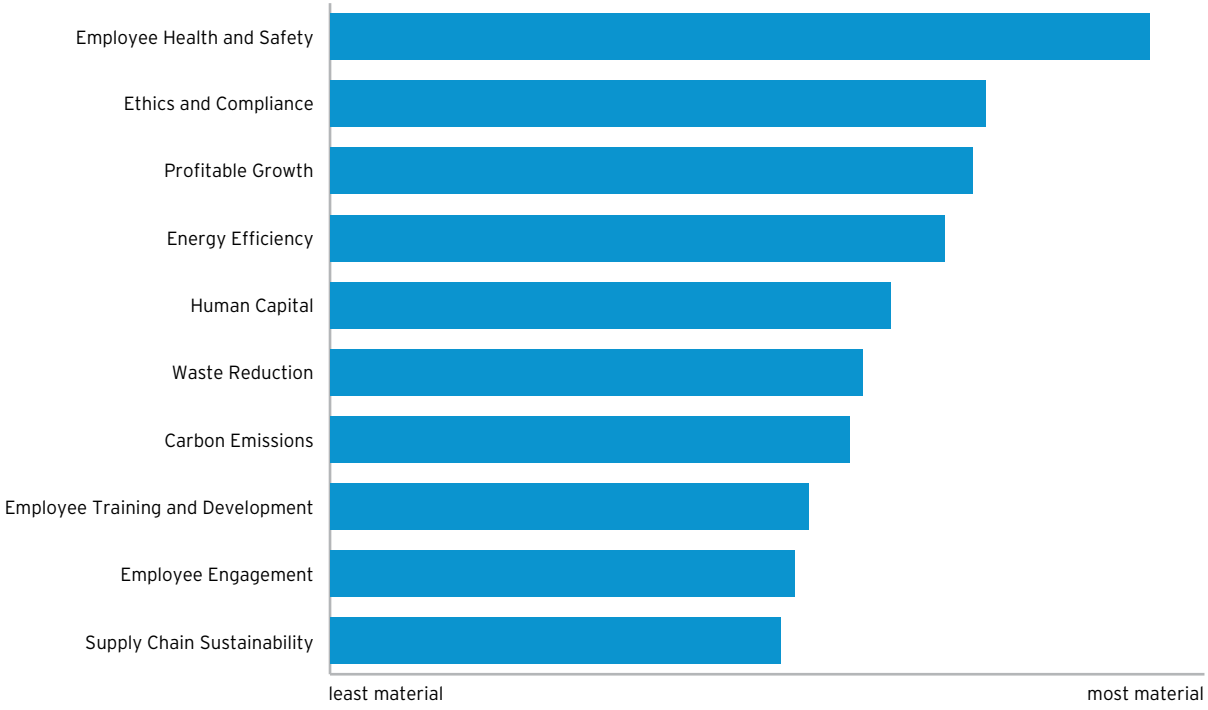
The DMA survey was shared with over 200 key stakeholders, both internal and external, including customers, suppliers, regulatory agencies, community members, Performance Center Directors, HR Business Partners and employees. Through this initiative, we identified the most substantial risks, opportunities and impacts tied to our manufacturing operations. This process was instrumental in refining our CER objectives and defining the steps necessary to drive impactful change in the areas that matter most to our stakeholders.

Results

Through this process, we identified the top ten topics considered most material to our stakeholders and crucial to the success of our CER initiatives, supporting our long-term sustainability goals. These are ranked by importance according to survey responses, as illustrated in **Figure 4**. The findings indicate that our priorities align with stakeholder expectations, including employee health and safety, ethics and compliance and profitable growth, as all these topics are thoroughly explored in this Report.

Figure 4: Materiality

Topics Material to our Organization's Success



Our CER Program

Our CER program is designed to balance our commitment to environmental stewardship, social responsibility and robust governance through responsible business practices. It is designed to create lasting value by addressing key sustainability challenges and opportunities while meeting the expectations of our stakeholders. By integrating sustainability into every aspect of our business, we aim to reduce risks and drive innovation for long-term success. Our CER program is structured in four key areas:

1. **Resource Conservation in Production:** Central to our resource conservation efforts is the understanding of greenhouse gas (GHG) emissions and the adoption of the circular economy[10] model. This is underpinned by our environmental philosophy, aligned with our environmental policy, and implemented through our Environmental Management System (EMS). These principles are further supported by our four key pillars: energy efficiency, waste reduction, wastewater management and the importance of auditable and verifiable data; all essential for effective environmental management.

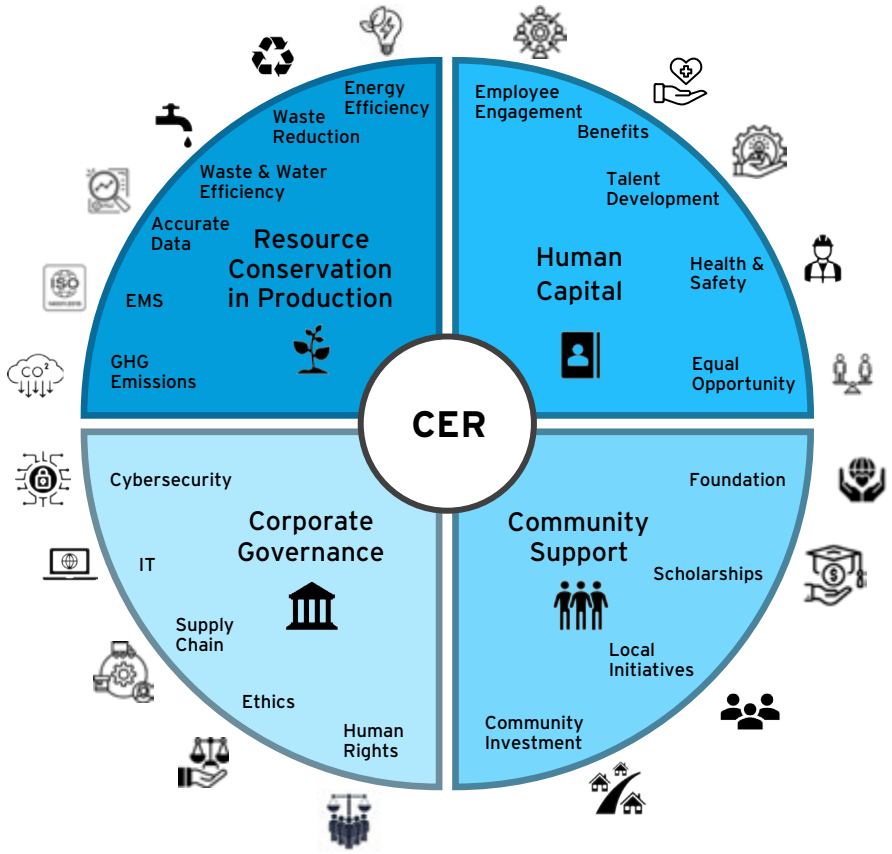
2. **Human Capital:** Human capital focuses on providing equal employment opportunities and fostering employee engagement. This includes health and safety, talent development, employee benefits and engagement strategies.

3. **Community Support:** Community support encompasses the Ducommun Foundation, community investments, scholarships and support for local initiatives.

4. **Corporate Governance:** Corporate Governance covers IT & cybersecurity, supply chain management, conflict minerals, ethics, protection of human rights and CER Governance.

Figure 5 illustrates the conceptual framework of our CER program

Figure 5: CER Framework



[10] A circular economy entails keeping materials, products and services in circulation for as long as possible. A circular economy reduces material usage, results in materials, products and services being less resource-intensive, and recaptures "waste" as a resource to manufacture new materials and products. Source: https://www.epa.gov/recyclingstrategy/what-circular-economy.

Resource Conservation in Production

Our Environmental Philosophy

Ducommun believes that sustainable operations and the consideration of climate change in decision-making not only positions us for long-term success but also makes good business sense. This approach not only strengthens our resilience but also aligns with sound business principles. Through active collaboration with our stakeholders, including customers, suppliers and employees, we work to improve our environmental performance, reduce our environmental footprint and contribute positively to the communities we serve.

Environmental Policy

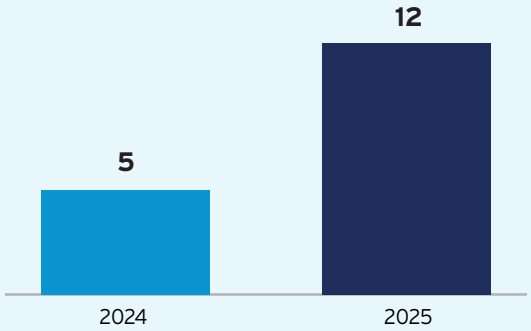
Our environmental policy goals are driven by our belief that environmental protection is important to consider when setting business practices and reducing operational risks for the long-term sustainability of our business. Accordingly, management is committed to environmental protection through leadership, investment and engagement. As such, we strive to:

1. Eliminate spills, releases or other environmental incidents by implementing effective administrative and engineering controls, training our employees on proper material handling practices and promptly investigating and correcting non-conformances.
2. Partner with suppliers who share Ducommun's commitment to the environment and the prudent, safe use of natural resources.
3. Work collaboratively with state, local and federal environmental agencies to seek ways to reduce our environmental footprint and improve the sustainability of our operations.

Key Spotlight: ISO-14001 Environmental Management System

Environmental stewardship remains a cornerstone of our operations at Ducommun. In 2025, we proudly achieved ISO-14001 certification for 12 of our 16 Performance Centers, reflecting a **140% improvement** from 2024. As of December 31, 2025, **75% of our Performance Centers are ISO-14001 certified**, highlighting our dedication to sustainable practices and continuous environmental improvement. ISO-14001 certification recognizes organizations that have successfully implemented an EMS, and this achievement is a testament to our ongoing efforts for improvement. **Figure 6** depicts a comparison of the number of Performance Centers certified in 2024 versus 2025, showcasing this significant progress.

Figure 6: 2024 vs 2025 Number of ISO-14001[11] certified Performance Centers

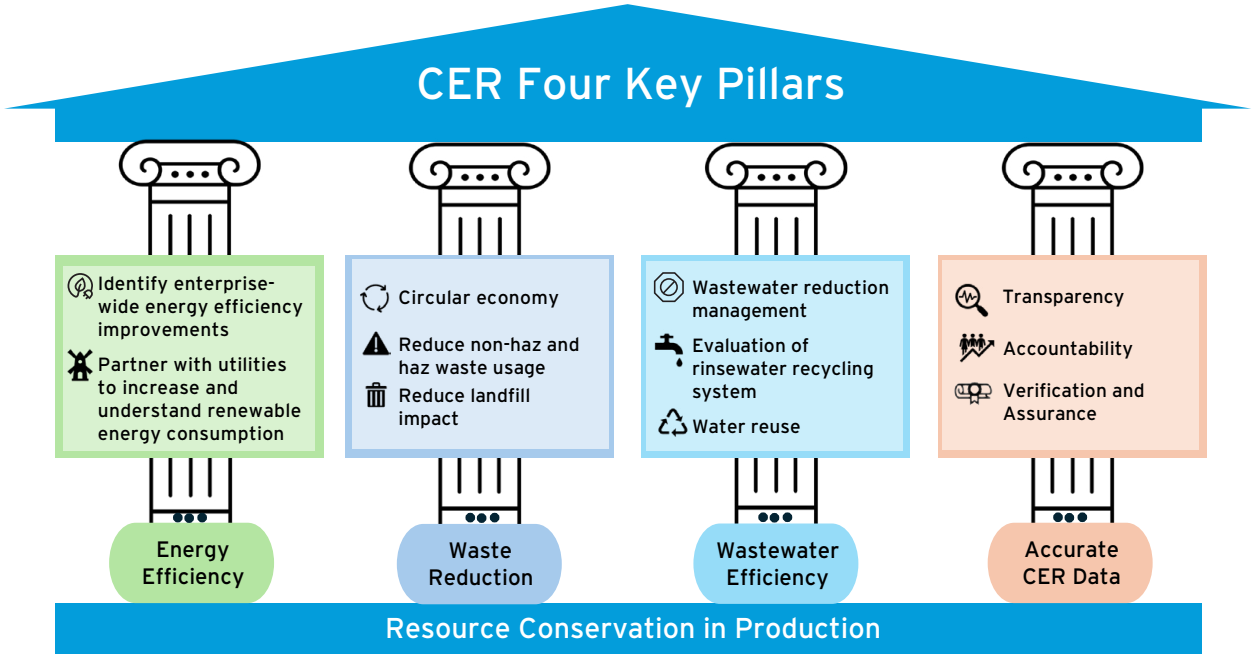


[11] ISO-14001 is the internationally recognized standard for environmental management systems. It provides a framework for organizations to design and implement an EMS and continually improve their environmental performance. By adhering to this standard, Ducommun ensures we are taking proactive measures to minimize our environmental footprint, comply with relevant legal requirements and achieve our environmental objectives. The framework encompasses various aspects, from resource usage and waste management to monitoring environmental performance and involving stakeholders in environmental commitments.

Our Environmental Approach: The Four Key Pillars

At the core of our environmental strategy lies our commitment to the four fundamental pillars: **Energy Efficiency, Waste Reduction, Wastewater Efficiency** and **the Importance of Accurate, Verifiable and Auditable Data**. These pillars guide our operations and are crucial for driving long-term sustainability. They are interconnected to optimize resource conservation in production, reduce GHG emissions, uncover cost-savings opportunities and ensure long-term value for our stakeholders. **Figure 7** illustrates our four environmental pillars:

Figure 7: CER Four Key Pillars



Identifying and Mitigating Climate-Related Risks

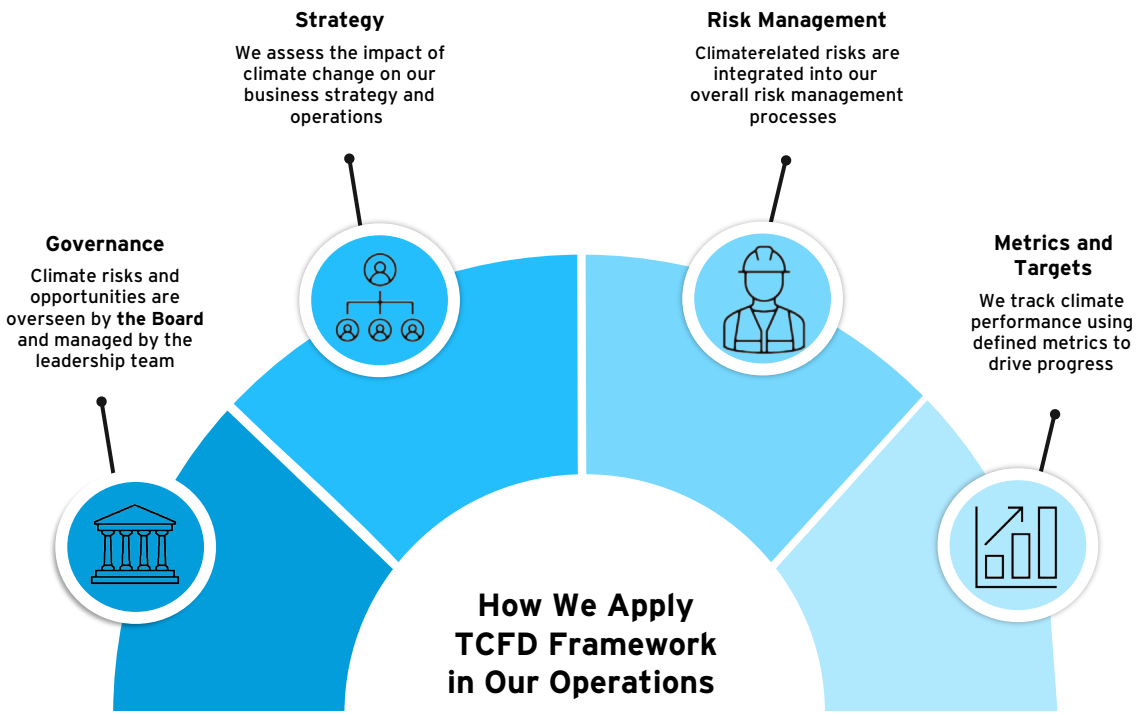
Climate change and global warming are no longer distant concerns, they are present-day realities that could pose potential operational, regulatory and reputational risks to companies. Ducommun has recognized the increasing urgency of climate-related threats and the need to proactively manage impact on business strategy, operations and supply chain. In 2025, we released our first-ever climate risk report aligned with the Task Force on Climate-Related Financial Disclosures (TCFD), which calls for clear, consistent and transparent disclosures of climate-related financial risks. This report is structured around the four key TCFD pillars:

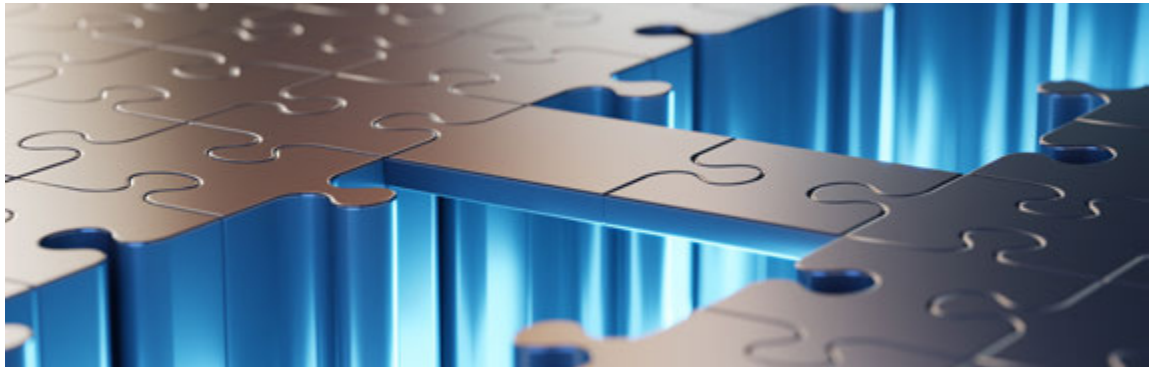
1. **Governance:** Outlines how climate related issues are overseen by the Board and top executives
2. **Strategy:** Assesses how climate related risks and opportunities could affect operations in the short, medium and long-term
3. **Risk Management:** Outlines how climate risks are identified, assessed and integrated into our broader risk management framework
4. **Metrics and Targets:** Details the data and benchmarks used to measure and track climate-related performance

Through this framework, we identified both physical risks (e.g. extreme weather events) and transition risks (e.g., regulatory changes, carbon pricing, policy, market and reputation risks), while also uncovering opportunities in sustainable innovation and low-carbon materials. **Figure 8** conceptualizes the TCFD pillars, illustrating how they interconnect and how we apply these pillars to assess risk exposure across our operations.

For a full overview of how we identify and mitigate climate-related risks, please read the full report at the provided link: 2025 Ducommun TCFD Report.

Figure 8: TCFD Pillars





Greenhouse Gas Emissions: Measuring What Matters

Since the publication of our first CER report for FY 2020, Ducommun has made ongoing efforts to strengthen the transparency and accuracy of our CER program and emissions disclosures. In 2022, we partnered with Novisto, a sustainability management software, and Green Project[12], a carbon accounting software, to automate the collection and reporting of sustainability goals and metrics, including the collection and reporting of GHG emissions. In 2024, we engaged a third-party vendor for a limited assurance review and certification[13] of our Scope 1, 2 and 3 GHG emissions, a process we have continued into 2025. This review ensures that our GHG reporting is based on credible data. Our objective is to provide stakeholders with accurate information regarding our environmental impact.

Figure 9 illustrates the definitions of each scope and the metrics we track.

Figure 9: Scope 1, 2 and 3 metrics and definitions

Scope 1: Direct Emissions

Direct Emission from Owned or Controlled Sources

Emission Sources

- Natural Gas Usage
- Company-Owned Vehicles
- Diesel Generators
- Refrigerants Usage

Scope 2: Indirect Emissions

Indirect Emissions from Purchased Electricity

Emission sources

- Purchased Electricity

Scope 3: Indirect Emissions

All Emissions Created by our Value Chain that is material to our Operations

Emission Sources

- Purchased Goods and Services
- Capital Goods
- Business Travel
- Employee Commuting
- Transportation

[12] Green Project software is used for all of Ducommun's GHG emissions calculations, including Scope 1, 2 and 3 GHG emissions calculations. The platform was designed in full compliance with, and per the technical requirements of, the GHG Protocol Corporate Accounting and Reporting Standard, undergoing an annual audit by industry leading third-party GHG accreditation service providers to ensure the methodology remains up-to-date.

[13] A limited assurance confirmation letter and processes for our Scope 1, 2 and 3 GHG emissions limited assurance calculations can be found in Appendix 8 of this Report.

2019: The Foundation of Our CER Journey

We selected 2019 as our baseline year to represent operations before the COVID pandemic disrupted normal business activities. This baseline allows us to establish a stable reference point for our environmental impact. By comparing our 2025 Scope 1 and 2 GHG emissions with those from 2019, we gain a more accurate understanding of the effectiveness of our CER initiatives, ensuring that our progress is evaluated without the skewing effects caused by pandemic-related operational interruptions.

2025 Environmental Metrics Report: GHG Emissions and Energy Usage Overview

Ducommun continues to implement measures to reduce energy consumption and GHG emissions across our operations. Energy efficiency is one of our four key environmental pillars. This section presents our annual enterprise-wide inventory of energy use and GHG emissions, developed in accordance with the Greenhouse Gas Protocol.

We report:

- Scope 1 and 2 GHG emissions relative to our 2019 baseline year, using both location and market-based methods for Scope 2 as recommended by the Greenhouse Gas Protocol.
- Scope 3[14] emissions for the six most material categories[15], benchmarked against our 2023 baseline. These are calculated using spend-based methodology, and supplemented with primary data from our Top 50 suppliers to improve data quality. The six material subcategories are purchased goods and services, capital expenditure[16], business travel[17], employee travel[18], waste and transportation[19] (upstream and downstream).

We use emission factors from the U.S. Environmental Protection Agency (EPA) and other sources to ensure consistency. **Our calculation methodologies and the third-party limited assurance certification are included in Appendices 5 and 8.** The reported data has undergone limited assurance by an independent assurance provider.

[14] Scope 3 GHG emissions are the result of activities from assets not owned or controlled by the reporting organization, but that the organization indirectly affects in its value chain. For this Report, Scope 3 GHG emissions are calculated using current EPA guidelines and emission factors on third party transportation waste haulers. Current EPA Scope 3 Inventory Guidance can be found at: Climate Leadership/Scope 3 Guidance. All values are estimated based on current third-party haulers' miles driven.

[15] To provide the highest granularity for Ducommun's spend data, Green Project matched expense items to Supply Chain Emissions Factors at the "Sub-Comm Family" or "Class" level when the "Commodity Category" name likely spanned many product/industry emissions factors (e.g., "Indirect" or "Raw Material"). Within this approach, Green Project started with the 16 unique Commodity Categories in the "Spend Detail" workbook and indicated which matched cleanly to a single Supply Chain Emissions Factor (e.g., "Connectors"), and which required consideration of their "Sub-Comm Family" and "Class" to ascertain the relevant emissions factor. Green Project then mapped over 300 expense descriptions from Ducommun to relevant Supply Chain Emissions Factors from the USEPA Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6, April 2024, and had Ducommun review these mappings to ensure alignment with Ducommun's accounting controls and expense categorization.

[16] Any capital expenditures for 2025 were captured in the spend data with the purchased goods & services. Please see the methodology in Appendix 5 for more detail on how the spend data was assigned relevant emissions factors.

[17] As the data from Christopherson was already calculated in the CO_2e for the various quarters, Green Project directly input the CO_2e into the platform. For the spend data, Green Project used the US EIA Average Monthly Gas & Diesel prices to convert the spend data to approximate gallons of fuel used and assumed that gasoline was the fuel type used.

[18] Employee travel is calculated by first determining the daily miles commuted for each employee along with the number of days and weeks each employee drives to work, then using a CO_2 emission factor to determine CO_2 GHG emissions for Scope 3 employee commute time. Green Project utilized the 2024 US EPA GHG Inventory for the emissions factors for the employee commute data.

[19] For hazardous and non-hazardous waste, Green Project utilized the 2024 US EPA GHG Inventory for the emissions factors for the employee commute data. For transportation, Green Project used the US EPA's emissions factor for "General Freight Trucking, Long-Distance, Truckload" from the US EPA's NAICS 2024 dataset. The spend data was then calculated per quarter and applied to this emission factor.

2025 Greenhouse Gas Emissions Overview

In 2025, we continued to advance our decarbonization efforts with determination and transparency. This section provides a detailed overview of our GHG emissions across Scope 1, 2 and Scope 3 categories. **Figures 10 through 12** illustrate our emissions performance broken down by source and operational boundary, enabling a clear view of progress and areas for continued improvement. In 2025, Ducommun emitted an estimated 6.1k metric tons of Scope 1 GHG emissions, or 6% of total reported emissions; 12.9k metric tons of Scope 2 GHG emissions, or 14% of total reported emissions; and 74.9k metric tons of Scope 3 GHG emissions, or 80% of total reported emissions. Our emissions data, depicted in Table 1 of Appendix 1 and **Figure 11**, illustrates a 50% decrease in our combined Scope 1 and Scope 2 GHG emissions in 2025 compared to 2019 baseline levels, on an absolute basis. Specifically, we observed a 33% decrease in Scope 1 GHG emissions and a 55% reduction in Scope 2 levels in 2025, compared to those of 2019. Our Scope 3 GHG emissions data is depicted in **Figure 12**. We observed a 20% reduction in Scope 3 GHG emissions in 2025 compared to our baseline year 2023, on an absolute basis. A summary of our Scope 1, 2 and 3 GHG emissions for 2025 compared to baseline is shown in **Figure 10**.

Figure 10: 2025 Total GHG Emissions vs Baseline Year

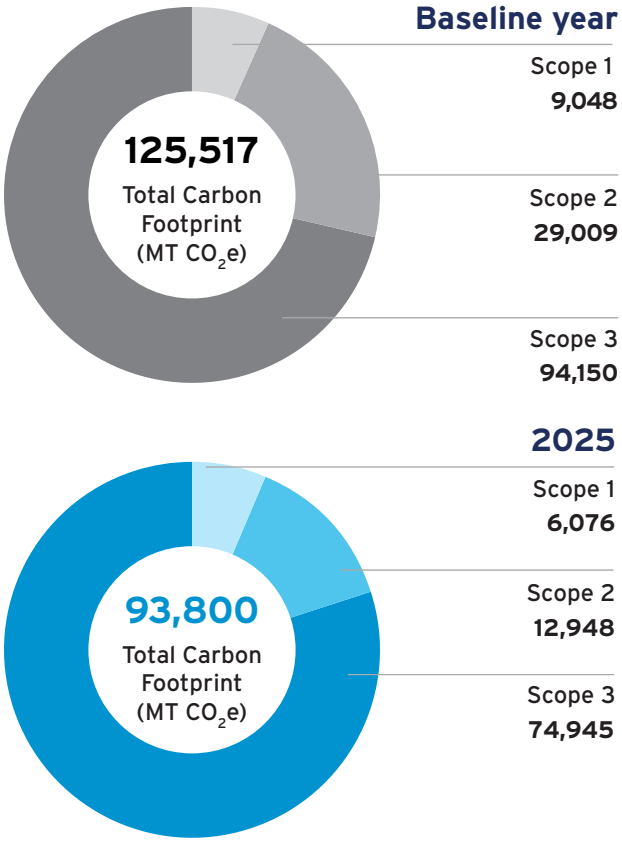


Figure 11: 2019-2025 Scope 1 and 2 GHG Emissions (in CO2e Mtons)

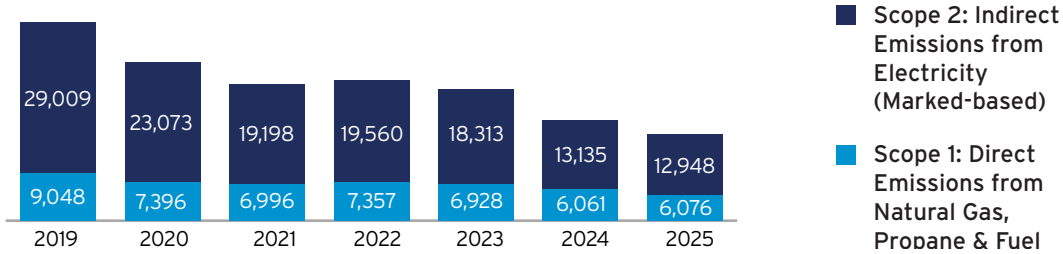
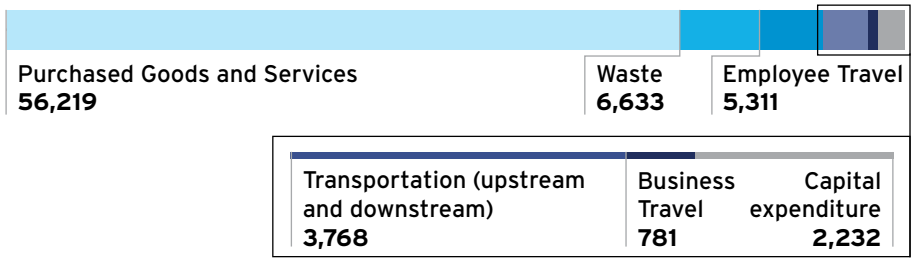
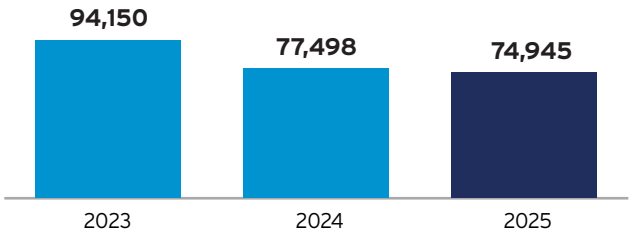


Figure 12: Scope 3 GHG emissions

2025 Scope 3 Emissions by category (in CO2e Mtons)



Total Scope 3 Emissions 2023-2025 (in CO2e Mtons)



Decarbonizing Operations: Strategic Approaches to Reducing Scope 1 and 2 GHG Emissions

In 2025, we built on our success with the ongoing support of our CER Champions to identify and implement new energy-saving initiatives across Ducommun Performance Centers. These Champions, representing a broad spectrum of teams from maintenance, engineering, EHS and operations, are instrumental in driving projects that align with our four key environmental pillars. At each Performance Center, the CER Champions work across departments to execute actionable projects that deliver measurable improvements in environmental performance, with an estimated reduction in both GHG emissions and energy usage. Monthly meetings provide an opportunity for all CER Champions to discuss current and upcoming initiatives, facilitating collaboration and knowledge sharing. **Appendix 10** provides an overview of the energy efficiency projects for 2025, detailing Performance Center, scope affected, energy savings and GHG reductions[20]. **Figure 13** highlights two 2025 projects that demonstrate targeted decarbonization efforts led by some of our Performance Center CER Champions.

"My team and I are dedicated to driving continuous improvements and investing in technological innovations to minimize waste and increase energy efficiency. Reducing our operational and environmental waste is not just a goal, it is our commitment to a sustainable future."

Jared Desrosiers
CER Champion
MagSeal, RI Performance Center

Figure 13: Key Spotlight - Energy Efficiency Projects

Equipment Upgrades

Several Performance Centers upgraded machinery, aiming to improve production efficiency while also reducing energy consumption.

Energy and GHG Emission Impact

265k **Estimated kWh savings**

97 metric tons **GHG emissions reductions**
Scope 2 emissions per year

HVAC Replacement Program

Several Performance Centers have upgraded their HVAC units to those with higher SEER ratings for improved energy efficiency.

Energy and GHG Emission Impact

238k **Estimated kWh savings**

64 metric tons **GHG emissions reductions**
Scope 2 emissions per year

[20] Scope 2 GHG reductions in metric tons are calculated by multiplying the estimated energy usage reduction by the appropriate emission factors, as outlined in the GHG protocol. Estimated energy impact reduction for our energy efficiency projects are calculated based on the projected savings from each initiative, using GHG protocol methodologies and assumptions.

2025 Energy Management and Energy Usage

Energy efficiency remains a foundational pillar of our sustainability program and a key focus area across all our operations. In 2025, we achieved a **24% reduction** in absolute energy usage compared to our 2019 baseline year. This reduction reflects the impact of our decarbonization efforts, supported by a comprehensive energy management framework and targeted energy efficiency projects listed in **Appendix 10**, **Table 1**, led by CER champions throughout all Performance Centers. Approximately 61% of the energy we consume is drawn from the local power grid, with the remaining 39% sourced from renewable energy through strategic partnership with utility providers in the regions we operate. Approximately 7% of the year-over-year renewable energy reduction from 2024 was due to the closure of the Monrovia, CA Performance Center. Additionally, the consolidation of Berryville, Arkansas and Monrovia, California Performance Centers into Coxsackie, New York and Guaymas, Mexico Performance Centers has improved our operational efficiency by significantly reducing energy consumption and the GHG emissions tied to it. Centralizing operations enabled us to eliminate unnecessary energy demand and operate with a smaller footprint. **Figure 14** shows total energy use on an absolute basis, measured in Gigajoules (GJ), from 2019 to 2025.

From Grid to Green: Advancing our Renewable Energy Mix

As part of our broader approach to energy management, renewable energy plays a significant role in how we source and consume power across our operations. In 2025, **39% of our total energy usage was supplied through renewable sources**, made possible by ongoing partnerships with local utility providers. These collaborations enable us to integrate renewable energy into our supply mix while maintaining operational reliability. Additionally, our Santa Clarita, California Performance Center contributes to this effort by generating 10% of its energy onsite through rooftop solar panels. **Figure 15** shows the total percentage and total renewable energy usage in GJ across our operations.

Figure 14: 2019 vs 2025 Total Energy Use (GJ)

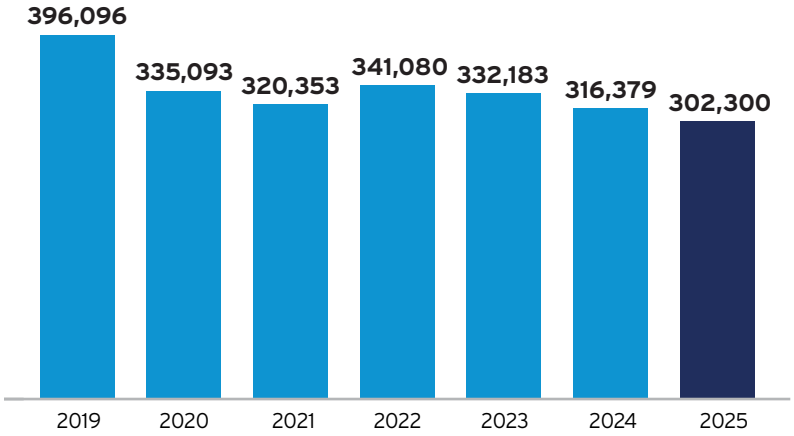
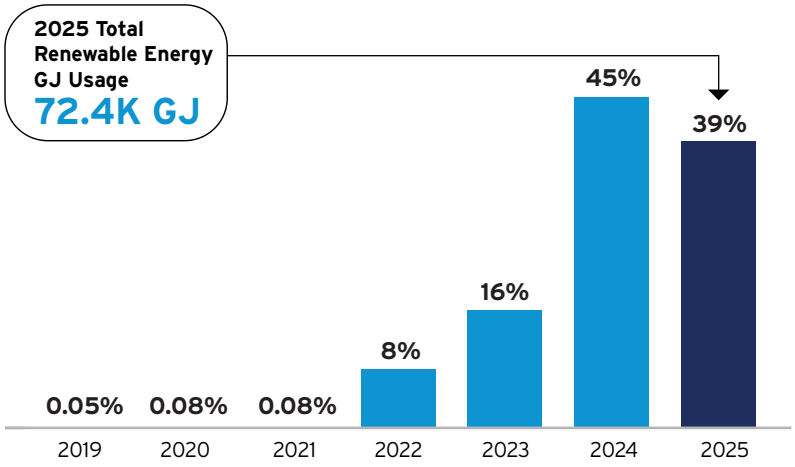


Figure 15: Percentage of Total Renewable Energy Usage between 2019-2025



Driving Circular Economy

Reducing Waste and Scope 3 Emissions While Optimizing Operational Performance

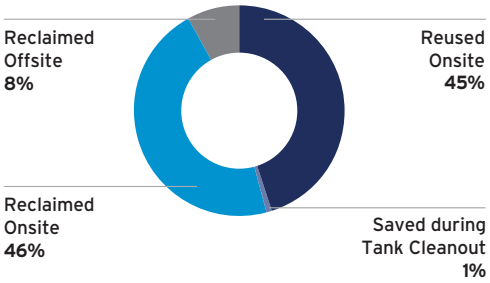
At Ducommun, waste reduction is recognized as one of the four key environmental pillars and acts as the driving force guiding our approach to waste minimization . We apply circular economy principles to recover and reuse materials wherever feasible using proprietary processes. Through these efforts, we reduce our landfill impact and significantly decrease the generation and disposal of hazardous waste, contributing to a lower environmental footprint and improved operational outcomes. Rather than treating waste as an inevitable byproduct, we focus on chemistry that reduces our reliance on raw materials, minimizes environmental impact and supports long-term operational resiliency. **Figure 16** shows the charts that illustrate our 2025 circular economy performance across hazardous and non-hazardous waste streams.

"As CER Champions it is our responsibility to ensure our facility is minimizing our environmental impact by focusing on energy efficiency, waste reduction and recycling programs. We were able to reduce our landfill impact by 3,450 lbs. of metals that were recycled and 269 pallets that were processed for reuse in our first shipment after setting up our local recycling program."

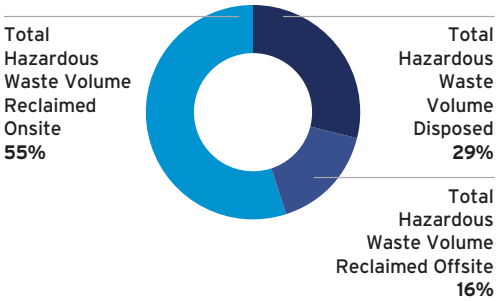
Luke Niebaum
CER Champion
Joplin, MO
Performance Center

Figure 16: Recycling and Disposal Data

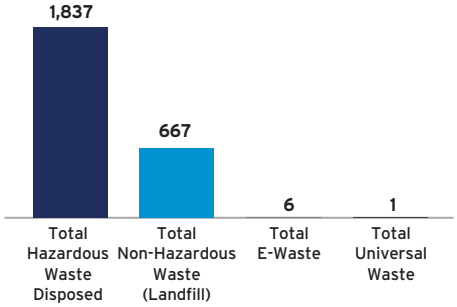
2025 Total Volume of Recycled Chemicals, Reused and Reclaimed in lbs.



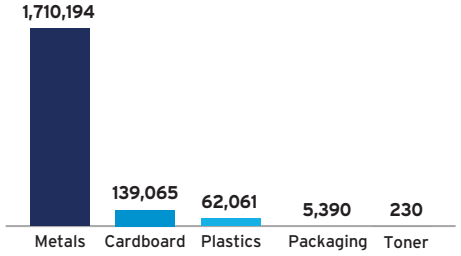
Total Hazardous Waste Generated Volume Disposed vs Volume Reclaimed Offsite and Reclaimed and Reused Onsite



Total Waste Disposed in MT



2025 Total Diverted and Recycled Materials from Landfill by Material Type in lbs.



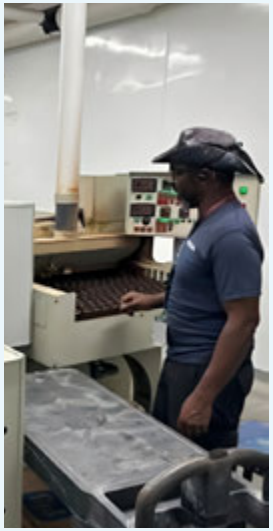
Recycling Initiatives Across Our Performance Centers

Our recycling initiatives include recycling metals from production waste, cardboard packaging, toner cartridges, paper waste and hazardous waste, and align with our commitment to sustainable resource management. **Appendix 10, Table 2**, summarizes key waste recycling projects either ongoing or completed for 2025. It details the Performance Center, type of waste diversion[22] project, associated Scope 3 categories and estimates of GHG reductions and recycling impact. **Figure 17** features two projects led by Performance Center CER Champions aimed at recycling hazardous and non-hazardous waste streams. These efforts reduce the volume of waste requiring disposal, lower Scope 3 GHG emissions and support our circular economy by extending the lifecycle of materials and reducing the carbon footprint of resource extraction and waste processing.

"Our responsibility extends beyond compliance with internal EH&S policies and customer expectations, we also strive to minimize our environmental footprint within the community we serve. Through enhanced recycling initiatives at the Appleton Performance Center, we have diverted roughly 100 tons of material from landfills since 2023. These materials, including plastics, are repurposed into pellets that help offset local consumption in Wisconsin power plants. As the site CER Champion, I partner with employees across all departments to maintain visibility over material flows and ensure effective reuse and recycling practices."

Scott Rougeux
CER Champion
Appleton, WI Performance Center

Figure 17: Key Spotlight - Waste Diversion Projects



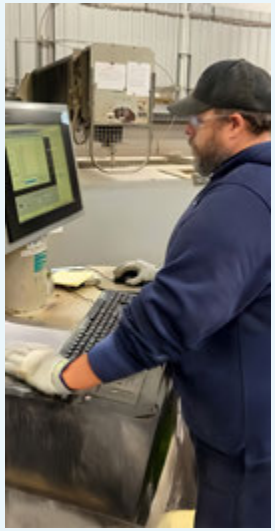
Joplin, MO Performance Center: Offsite Recycling of Ferric Chloride Hazardous Waste

Joplin partnered with a chemical product recovery company who will re-use the material as a source substitute in the wastewater treatment industry to assist with precipitating caustic.

GHG Emission Impact

A reduction of 10K lbs.
of hazardous waste disposal annually

Net reduction of 7 MT
of Scope 3 GHG emissions per year



Coxsackie, NY and Parsons, KS Performance Centers: Garnet Sand Offsite Recycling

Garnet sand previously landfilled as non-hazardous waste is now recycled offsite via third party vendors, reducing landfill impact and saving on cost.

GHG Emission Impact

Estimated reduction in landfill impact of

210 MT
YTD

Net reduction of 100 MT
of Scope 3 GHG emissions per year

[22] The estimated GHG impact from our waste diversion projects includes a reduction in miles driven by waste haulers, along with lower GHG emissions from reusing materials instead of purchasing raw materials. Applicable EPA and GHG protocol factors are used to estimate the GHG impact reductions.

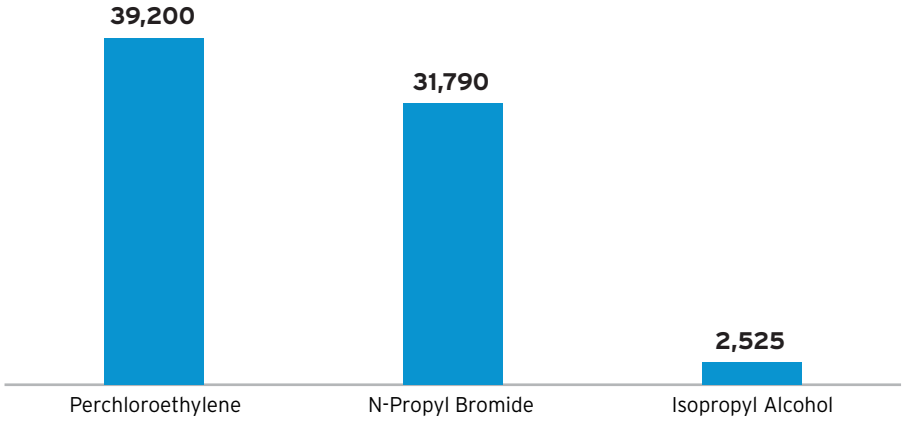
Transitioning to Cleaner Processes by Discontinuing HAPs Use and Lowering VOC Emissions

In 2025, we continued eliminating hazardous air pollutants (HAPs) such as n-propyl bromide and perchloroethylene (PERC) from our operations. In parallel, we expanded our isopropyl (IPA) recycling program to further reduce VOC usage. These combined efforts have led to measurable reductions in Scope 3 emissions, hazardous waste generation and solvent procurement costs, demonstrating positive environmental and operational impact. **Figure 18** illustrates reduction in HAPs usage throughout 2025, reflecting our commitment to safer, more sustainable chemical management.

"My Performance Center began recycling used IPA in 2023. Since then, we have been able to reduce the amount of new solvent we have to purchase and reduce our overall VOC emissions. This has been a win for everyone, we are saving money and reducing our GHG footprint."

Alex Kawasaki
CER Champion, Carson Performance Center
Maintenance Manager

Figure 18: 2025 Total HAPs/VOC Discontinued (Lbs.)



Turning Waste into Resource: Water and Wastewater Recycling across Our Operations

Our water recycling and wastewater initiatives span a wide array of processes, ensuring that we not only minimize the environmental impact of our operations but also optimize resource efficiency across the entire value chain. From innovative filtration systems to advanced treatment technologies, we recycle water from multiple applications, including cooling systems, production processes and facility-wide uses. This closed-loop approach reduces our dependence on freshwater, conserves resources and lowers operational costs. **Appendix 10, Table 3** outlines the various types of water recycling implemented across our Performance Centers. It provides insight into how we recycle wastewater for different purposes, ensuing maximum efficiency and sustainability. **Figure 19** features a project led by a Performance Center CER Champion focusing on integrating water recycling technologies and reducing wastewater output. These efforts reduce operational costs related to water procurement and treatment while maintaining compliance with discharge permits.

"Arkansas is referred to as the 'Natural State,' and our facility in Huntsville is dedicated to safeguarding the environment and reducing our impact on it. We focus on minimizing industrial wastewater by utilizing recycling technology in our washing processes. Currently, we operate as a zero-discharge facility and intend to maintain this status."

Peter West
CER Champion
Huntsville, AR Performance Center

Figure 19: Parsons, KS Closed Loop Water System

Key Spotlight - Parsons, KS Performance Center Hot Form Press #12 Water Closed Loop System

A closed loop chiller was installed. Press #12 now uses water from the press brake, enabling reuse and replacing the previous discharged-based process.

Recycling Impact

Estimated Cost Savings
$53K
annually

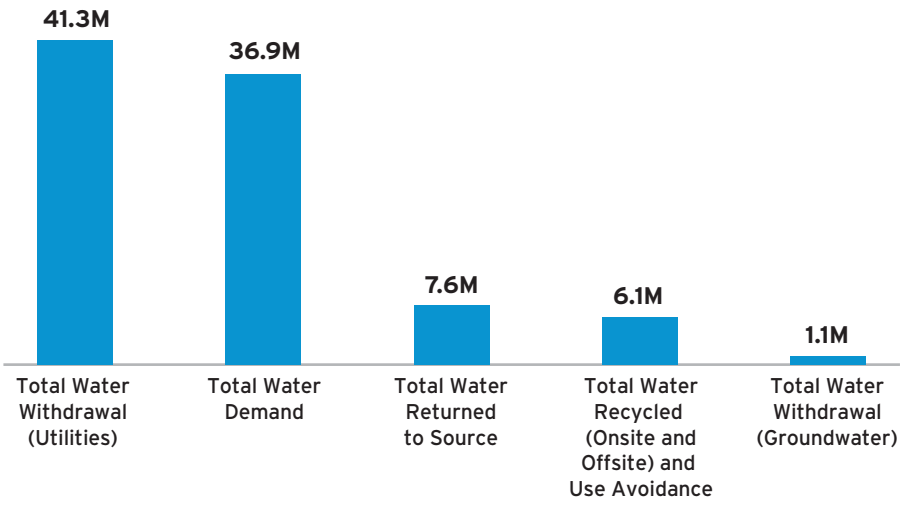
Reduction in approximately
7.5M gallons
of freshwater usage *annually*

Responsible Water Withdrawals and Reducing Effluent Impact

Water is integral to nearly every aspect of Ducommun's operations. As a critical process input, it supports a wide range of activities essential to our manufacturing operations and service delivery. This includes rinsing and cleaning within process tanks, preparing chemical and product solutions, supporting employee facilities across our Performance Centers, generating steam and heat through boiler operations and enabling the treatment of industrial wastewater prior to its safe discharge or reuse. We are committed to using water efficiently and responsibly across all these functions.

In 2025, Ducommun continued its commitment to protecting and conserving water resources by managing consumption across all Performance Centers and expanding water-recycling initiatives where feasible. Ducommun's total water withdrawals in 2025 amounted to 42.4M gallons, including 41.3M gallons from utility providers and 1.1M gallons from onsite water wells. Total demand for 2025 was 36.9M gallons. We recycled or avoided use of 6.1M gallons of water. The water management performance is illustrated in **Figure 20**, which shows total water withdrawal[23] versus demand[24], recycled[25], use avoidance[26], reused, and returned to source[27].

Figure 20: 2025 Ducommun Total Water Withdrawal



"At Coxsackie, NY Performance Center our commitment to energy efficiency, waste reduction and water recycling continues to drive meaningful positive change. Through our energy-efficiency initiatives, we now source 100% of our energy from market-purchased renewable power and hydropower. In 2025, we recycled approximately 1.3M gallons of water, helping to significantly reduce our freshwater demand. As a CER Champion for the facility, it's my job to continue working with the team to advance these efforts and seek new opportunities for improvement. These ongoing initiatives create a lasting benefit for both our Company and the communities we serve."

Sunder Shelhamer
CER Champion
Coxsackie, NY Performance Center

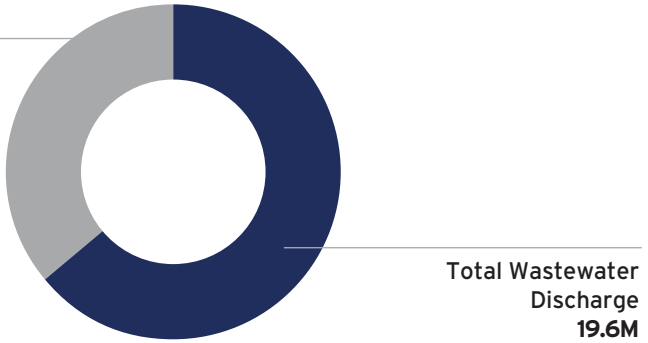
[23] Water withdrawal refers to the total amount of water taken from the source, including both fresh and recycled water, for use in the manufacturing process. Water procured from water utility companies is considered water withdrawal as the water company withdrew the water from source then delivered it to its consumer.
[24] Water demand refers to the portion of withdrawn water that is not returned to the source, typically lost through evaporation or incorporated into a product.
[25] Water recycled is water that has been treated as wastewater and is reused for other purposes like irrigation or industrial processes.
[26] Water use avoidance is the volume of water that would have been consumed under baseline conditions but was avoided through the use of recycled water.
[27] Water returned to source is water that has been diverted for a non-consumptive use, then returned to its original source.

Sustainable Wastewater Management and Discharge Practices

Ducommun recycles and reuses treated wastewater either onsite or through authorized third-party treatment facilities where technically and economically feasible. Ducommun remains fully committed to the responsible management of wastewater, a natural output of our manufacturing operations. Our maintenance and EHS teams are responsible for operating and monitoring wastewater-treatment systems to ensure compliance with regulatory discharge requirements and to apply industry-leading practices wherever possible. In 2025, our treated wastewater discharges totaled roughly 19.4 million gallons. **Figure 21** shows total wastewater discharge and total wastewater recycled, reused or avoided. Our sustainable wastewater management strategy is driven by two core components:

1. **Beyond Compliance:** We consistently meet regulatory requirements and seek to exceed them to further support local water quality.
2. **Recycling and Reuse Initiatives:** We work to recycle and reuse treated wastewater wherever feasible, reducing overall water consumption and limiting environmental impact.

Figure 21: 2025 Ducommun Total Wastewater Discharge vs Total Wastewater Recycled, Reused or Avoided[28] (gallons)



[28] Our estimated wastewater recycled, reused or avoided impact is based on the volume of water either saved through recycling, reused or recirculated within our processes or wastewater generated that does not result in discharge to the publicly owned treatment works (POTW) due to on-site treatment and reuse.

Empowering Our Partners in their Decarbonization Journey

Ducommun recognizes that many of our customers are committed to ambitious GHG emission reduction goals centered on fuel efficiency. As a trusted partner with many major aerospace companies, we leverage our high-performance engineering and manufacturing teams, strong customer relationships and active industry engagement to help meet these evolving challenges. Working together with our customers, we innovate to reduce drag and weight in aerospace products, improving fuel efficiency for both commercial aircraft and space rockets. The examples below highlight our commitment to advancing sustainable aerospace solutions.

Our Santa Clarita, CA Performance Center designs solutions to replace aluminum parts with lightweight plastic components that result in weight reduction to improve fuel efficiency of aircraft.

Our Orange, CA Performance Center utilizes chemical processing on fuel bottle lines used by space rockets to minimize weight, resulting in a lighter rocket for improved efficiency and performance.

Our BLR Performance Center in Everett, WA designs winglets, FastFin® and vortex generators to optimize airflow and the Whisper Prop®, a carbon fiber propeller using natural composite materials instead of metals. BLR's products are intended to reduce drag, thereby enhancing the fuel efficiency and performance of helicopters.

At our El Mirage, CA Performance Center, hollow fan blades are chemically milled to reduce weight, improving the efficiency of the rotating components of an engine.

At our Guaymas, Mexico Performance Center, we design and manufacture VersaCore Composite™ components for engine transcowls and aircraft control surfaces. The lightweight composite materials used to manufacture each component weigh less than traditional materials, therefore helping to improve fuel efficiency by reducing the overall weight of an aircraft.

Our Orange, CA Performance Center chemically mills aircraft aluminum skins to reduce the overall weight of aircraft and improve fuel efficiency.

Supporting Advancement of Renewable Sources of Energy

With sustainability becoming a key driver in the aerospace sector, we see a clear opportunity to lead as a technology enabler in the transition toward a low-carbon economy. Our manufacturing expertise helps us tackle climate risk and opportunity, unlocking productivity gains across our operations. Our Annual Engineering Week event showcases this mindset in action, with teams submitting projects aimed to improve productivity while reducing waste and energy consumption. We are also committed to supporting the industry's mission to lower fuel consumption through our targeted products and services. In addition, through an R&D partnership with our Lightning Diversion Systems (LDS) Performance Center in Huntington Beach, CA and Wichita State University (WSU), we are working to improve wind farm protection against lightning strikes, enhancing the resilience and reliability of renewable energy systems.

Smart Engineering: Powering Productivity and Sustainability

During Engineering Week, teams across Ducommun submitted projects focused on sustainability initiatives such as improving efficiency, reducing energy use and minimizing waste. This demonstrates how practical bottom-up improvements can contribute directly to our climate strategy by reducing environmental impact and position the business to adapt, compete and lead in a low-carbon economy.

Top Honors - Nobles Worldwide St. Croix Falls, WI Performance Center

Investment in Low Carbon and Sustainable Opportunities

Since 2020, LDS has been in an exclusive licensing relationship with WSU for advanced lightning strike protection technology for use on wind turbines. The intent of the partnership with WSU is to further develop and commercialize the technology, originally developed at WSU's National Institute for Aviation Research, and offer it to wind turbine manufacturers and operators who require more robust, cost-efficient lightning strike protection to further develop this renewable energy source.

SHOCKTAPE™

Human Capital, Health and Safety

Workforce and Equal Employment Opportunity (EEO)

Ducommun's human capital strategy involves creating a work environment that encourages safety, health, well-being, overall engagement and development for our employees. We promote fairness and equal opportunities across our employment practices and processes and continue to drive such culture throughout the Company. We nurture employee well-being and encourage the sharing of ideas and unique perspectives, as well as advancing innovation, creativity, collaboration and supporting the development, growth and advancement of individuals.

Ducommun makes all employment decisions based on individual merit and prohibits all forms of unlawful discrimination. Ducommun's employment philosophy and practices focus on providing equal and fair employment opportunities for all individuals.

"After working with Ducommun for 30 years, one of the great things that has happened to me is the opportunity to learn new trades along the way. **Ducommun molded me to be a leader.** I started in 1995 working for a temp agency; in Jan. 1996 I was hired permanently. I have been a general helper, stretch press operator, lead in the stretch press area and now my current position is in shipping and receiving. **I have had many mentors** along the way and have always had a good relationship with my immediate manager. "

Rafael Quezada
Gardena, CA Performance Center

Workforce Data

Our workforce is comprised of hardworking, talented and innovative individuals. We are consistently extending our appreciation for the value each individual adds. The total headcount as of December 31, 2025, was 2,129 full-time, permanent employees. The long tenure of our employees is indicative of the positive environment we cultivate, one that promotes a culture of respect and individual growth. **Figures 22 and 23** show our workforce distribution by tenure and age.

Figure 22: 2025 Workforce Tenure

34% of our workforce has been with Ducommun for over 10 years.

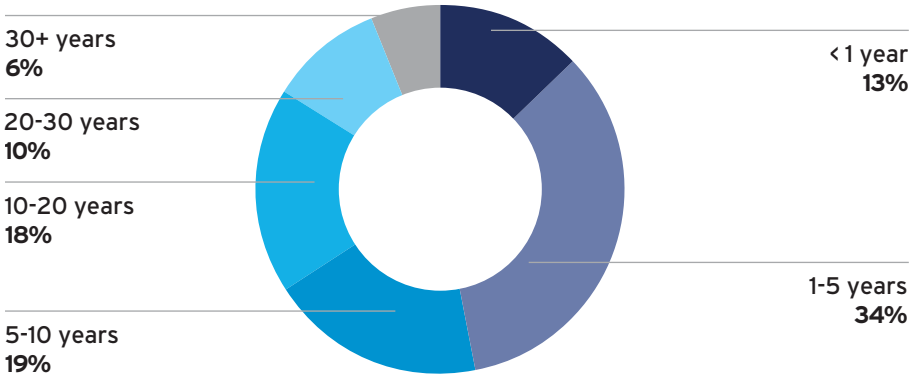
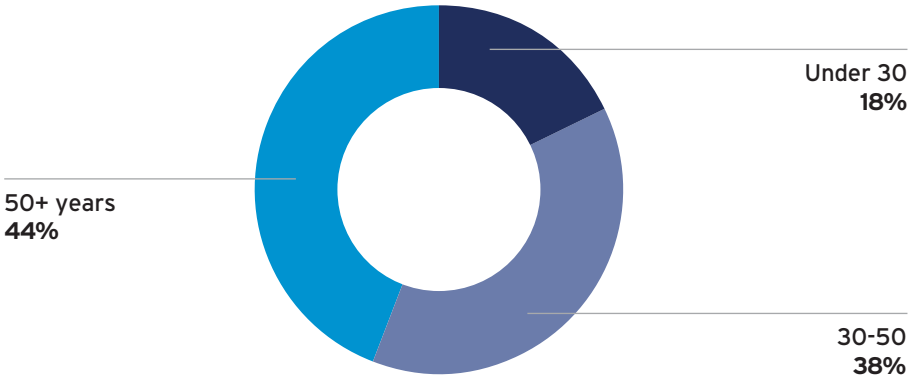


Figure 23: 2025 Age of Workforce

18% of our workforce is under 30, 38% of our workforce is between 30-50 and 44% of our workforce is over 50.



Leadership and Board

Leadership

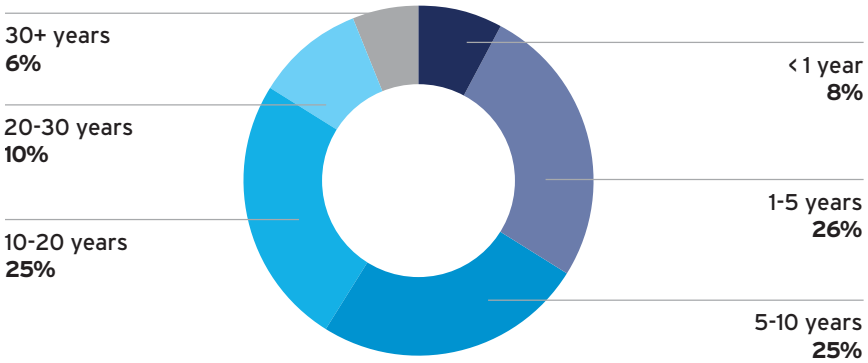
Leadership positions[29] within Ducommun encompass both long-standing expertise and fresh perspectives, as shown in **Figure 25**[30]. This provides a balance of both stability and innovation. This leadership section refers only to Company leadership and is not necessarily reflective of the Board. The broad range of leadership expertise within the Company combines deep experience with new ideas to guide our organization forward. The table in **Figure 24** outlines the distribution of various leadership roles.

Figure 24: Leadership Level Distribution

Leadership Level	2024	2025
VP and Above	3%	3%
Director	14%	15%
Manager	58%	57%
Supervisor	25%	25%

Figure 25: Leadership Tenure

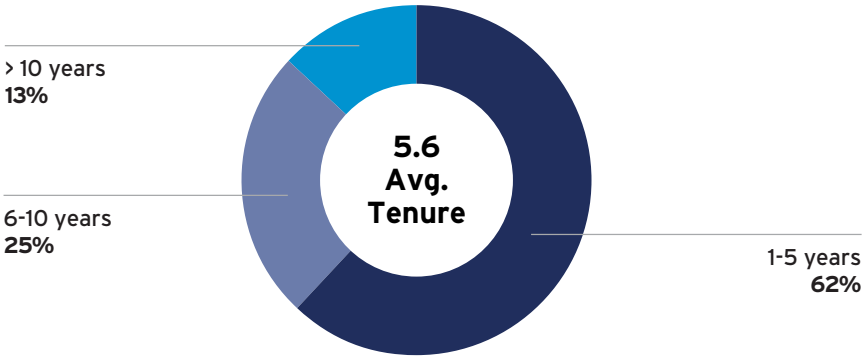
Over 40% of our leadership team has been with Ducommun for over 10 years



Board of Directors

The Ducommun Board of Directors consists of eight individuals with experience and expertise across six industries and professions. The Board of Directors met five times in 2025 with key focus areas and initiatives around cybersecurity, CER and profitability. For more detail on the Board of Directors refer to the annual proxy report. **Figure 26** shows the Board tenure.

Figure 26: 2025 Board Tenure



[29] A leadership position refers to a role that involves overseeing, guiding and influencing others within our organization. This includes supervisory positions and higher levels, where individuals are responsible for decision making, strategic direction and management of teams or departments.
[30] Data is based on active employee headcount as of December 31 for each calendar year.

Occupational Health and Safety

Operational Health and Safety-Lagging Indicators

Our workforce strategy is grounded in a comprehensive policy structure and our unwavering commitment to maintaining a safe and healthy workplace. This commitment is reinforced annually through one of our key focus areas: **"Safety First, Always Look Out for One Another, Minimize Environmental Impact From DCO Operations and Seek Out Opportunities."** Safety is not simply a priority, it is a foundational principle shaping our decisions and operational behavior.

We strengthened this approach by aligning our Safety Management System (SMS) with ISO-45001, the international standard that guides organizations in implementing systematic hazard identification, risk mitigation, employee engagement and continuous improvement. ISO-45001 helps ensure we proactively address risks before incidents occur and foster a culture of accountability and learning.

Figures 27 and 28 illustrate our progress relative to our 2019 baseline: LTIR decreased by 100% and TRIR decreased by approximately 92%.

"I believe safety metrics and culture have improved because of the direction and focus on safety from the top down. Previously, we did not receive as much direction and safety-specific instructions, but now that we have focused training, safety talks and safety goals, our culture and metrics have improved. I feel our safety is prioritized by management, which as a result makes employees prioritize safety."

Agustin Martinez
Safety Committee Member
Orange, CA Performance Center

Figure 27: Lost Time Incident Rate (LTIR)

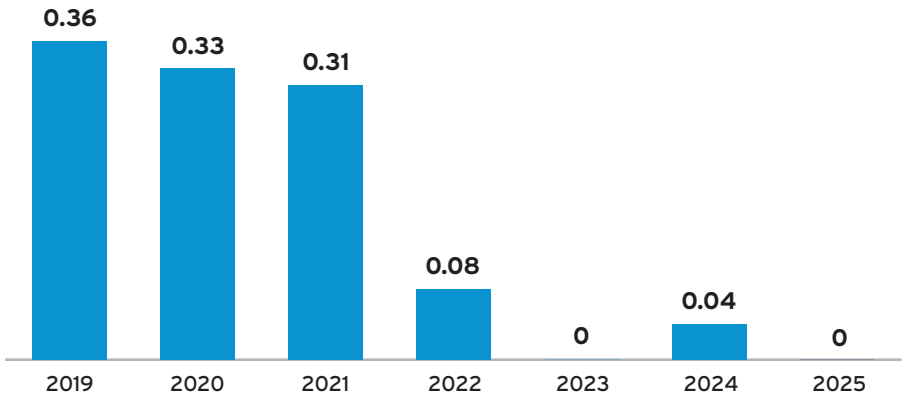
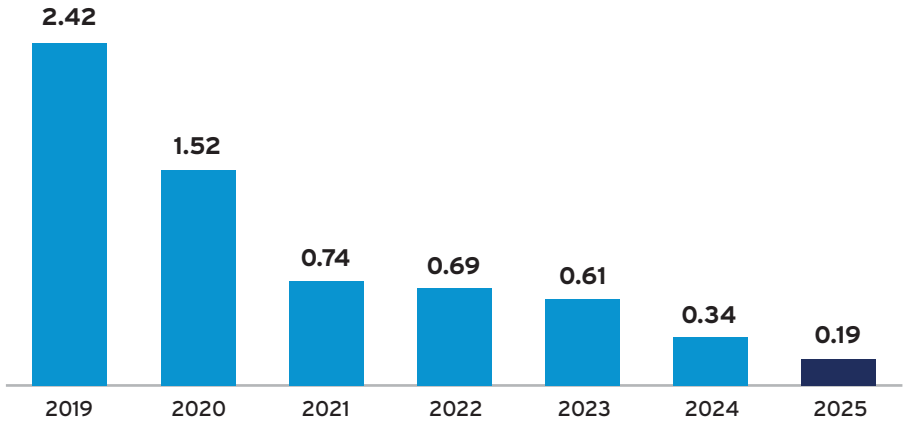


Figure 28: Total Recordable Incident Rate (TRIR)



Advancing Safety Through Leading Indicators

Our safety strategy continues to evolve as we strengthen our focus on leading indicators to proactively prevent incidents and improve overall safety performance. We began this shift by closely tracking two foundational leading metrics, **near miss incidents and first aid cases. Figure 29** illustrates the number of near-miss (NM) incidents and **Figure 30** shows the number of first aid cases recorded since 2021. These indicators have provided early visibility into potential hazards and help us better understand where risks originate before they escalate into recordable injuries. Building on this foundation, we expanded our use of additional leading indicators, including tracking of safety action items, monitoring compliance activities and increasing the number of workplace inspections completed across our Performance Centers.

Figure 29: Number of Near-Miss Incidents[31]

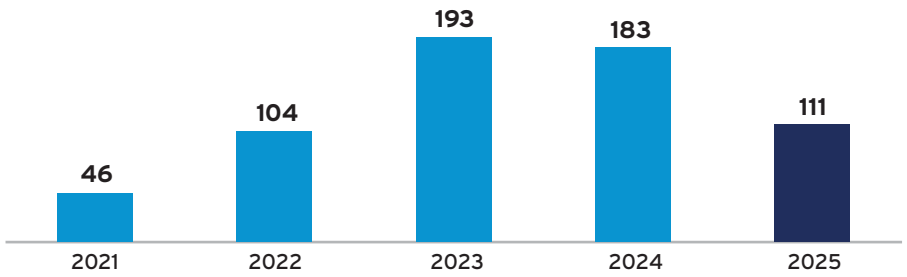
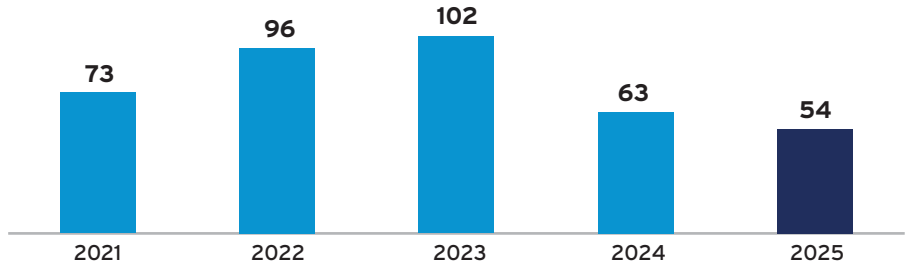
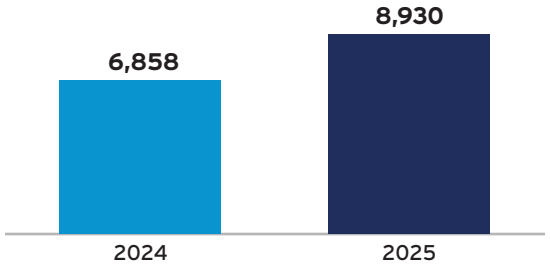


Figure 30: Number of First Aid Incidents[32]



To further advance our preventive approach, we introduced our Behavior-Based Safety (BBS) program in late 2023. This program marks a significant milestone in our safety journey. Through structured BBS observations conducted by supervisors and safety committee members, we are evaluating both safe and unsafe practices in real time, promoting open dialogue and reinforcing the behaviors that prevent incidents. The insights gained through these observations drive meaningful improvements in our processes and support a stronger, more engaged safety culture. Our BBS program is expanding, with **Figure 31** showing a steady rise in observations, reinforcing accountability and peer-led safety engagement.

Figure 31: 2024 vs 2025 Number of Behavior-Based Safety Observations



"As a supervisor, near-miss reporting and behavior-based observations keep the team accountable. In the past, those were not emphasized so risks and unsafe behaviors were easily overlooked. Consistent observations and reporting help me identify patterns and correct unsafe behaviors to prevent incidents, injuries and maintain a safer work environment."

Joel Diaz-Maaele
Operations Supervisor
Huntington Beach, CA Performance Center

[31] We first began reporting our near-miss incidents in 2021, therefore there is only a 5-year look back for near-miss cases.
[32] We first began reporting our first aid incidents in 2021, therefore there is only a 5-year look back for first aid cases.

Employee Benefits

Health and Wellness

Ducommun recognizes that our employees are a valuable part of the community. Accordingly, our employees' health and wellness are critically important. In 2025, as part of our health and wellness initiatives, we provided access to Talkspace Go as part of our Employee Assistance Program, which is a mobile app that provides self-guided counseling support and featured live group classes hosted by expert professional counselors. Other initiatives included annual health fairs, flu shot clinics and onsite grief counseling support services.

Our employees have access to a variety of resources, including counseling support and training on topics such as stress management and emotional intelligence. They can also access self-service tools, videos, financial calculators and articles designed to help navigate life events like adoption, relationship challenges, legal concerns, financial wellness and health-related issues.

"Supporting our Company's health and wellness initiatives is deeply meaningful to me. I take great pride in helping design and deliver benefits that promote healthier lives, meaningful work-life balance and long-term security for our workforce. My goal is to ensure that our employees feel supported both professionally and personally by providing access to benefits that nurture their physical, mental and financial well-being. I am especially honored to support impactful programs such as our robust Employee Assistance Program, the Ducommun Scholarship Program and our many philanthropic efforts across the organization."

Tara Molina
Benefits Manager
Costa Mesa, CA Corporate

Employee Stock Purchase Program and Retirement Benefits

Since 2019, Ducommun has offered its eligible employees the opportunity to participate in the Employee Stock Purchase Program (ESPP). The ESPP provides employees with the opportunity to share in Ducommun's success and continued growth through the purchase of shares of the Company's stock. The plan allows eligible employees to accumulate contributions through after-tax payroll deductions to purchase shares of Ducommun stock at a 15% discount. Overall participation levels in the ESPP have increased by 25% since the program's inception. In addition, our 401(k) program has a 93% participation rate among eligible employees. Both programs emphasize the importance of investing and building for the future of our employees and their families.

Employee Tuition Assistance Program

Ducommun offers a tuition assistance program to encourage employees to continue their formal education. The program provides financial assistance to eligible employees for completing courses that align directly with an employee's assigned job function or that will help prepare them for future advancement within the Company. In 2025, Ducommun issued tuition reimbursement payments totaling approximately $30,000 to employees in various functional departments, including engineering, accounting, quality, sales, supply chain and logistics.

93%
401k Participation

$30k
Tuition Reimbursements

"Through Ducommun's tuition reimbursement program, I was able to successfully complete my master's degree at USC Bovard College. This investment in my education supported my long-term career development and strengthened my ability to contribute advanced knowledge and skills to the organization."

Sasha Torres
Program Manager I
Carson, CA Performance Center

Ducommun Scholarship Program

The Ducommun Scholarship Program is an exclusive benefit for the children and grandchildren of full-time Ducommun employees who plan to continue their education by attending a four-year college or university, or a two-year accredited technical or vocational program. Student applicants are evaluated by an independent scholarship firm that administers the application and review process, and scholarships are awarded based on factors such as academic performance, demonstrated leadership, participation in school and community activities, honors, work experience, goals and aspirations. In 2025, Ducommun awarded a record 94 academic and vocational scholarships, which included 40 new awards and the renewal of 54 previously awarded scholarships, an increase from the 92 scholarships awarded in 2024 and 83 in 2023. Students can renew their scholarship awards for each academic year, allowing them to work toward a two- or four-year degree, provided they continue to meet minimum academic performance levels and have a parent or grandparent employed by Ducommun. The total value of the scholarship awards in 2025 was $259,000 and over $1.4M awarded since program inception.

94
Scholarships Awards

$259k
Scholarships Awards

"The scholarship I received from Ducommun has been vital in paying for college. It has allowed me to follow my plan and attend the University of Wyoming where I am majoring in Agriculture Business with an emphasis in Farm and Ranch Management and minoring in Rangeland Management. Ducommun's commitment in helping students achieve their dreams of higher education is invaluable."

Marisa O'Brien
Grandchild of Larry Taylor
Parsons, KS Performance Center

"Being selected for the Ducommun scholarship was a huge blessing in my educational journey. It helped me pay for my course materials, textbooks, transportation and meals."

Samantha Esparza
Daughter of Gabriel Esparza
Orange, CA Performance Center

Employee Engagement

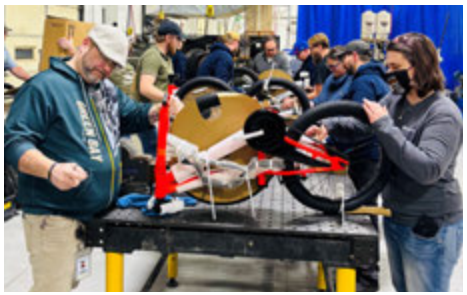
6th Annual Engineers Week

In 2025, we celebrated our 6th Annual Engineers Week (EWeek) event, which is dedicated to recognizing and appreciating our engineers and technicians for their innovation and creativity. The event kicked off with an opening keynote address by Dave Carter, Ducommun Board of Directors member and former Sr. VP of Engineering from Pratt & Whitney Company, Inc. Other events included fun interactive STEM and team building activities such as bridge design competitions, pinewood derby races and golf outings. Several sites also held a build bike competition where 29 bikes were assembled and donated to charitable organizations.

EWeek includes student outreach to local STEM organizations at the high school and college levels to promote an interest in the engineering profession as well as a specialized focus on promoting women in engineering. These outreach efforts have allowed our Performance Centers to develop valuable relationships with local organizations that continue well beyond the one-week event. The Excellence in Innovation Award competition showcases the innovation and creativity across our Performance Centers with top honors, in 2025, being presented to the Nobles Worldwide Performance Center for its project on the Allen Control Systems Bullfrog Ammunition Handling System.

5th Annual National Manufacturing Day Event

In October 2025, each Ducommun Performance Center participated in the 5th Annual Manufacturing Day (MFGDay) event. This event, organized nationally by the Manufacturing Institute and the National Association of Manufacturers, presents unique opportunities for middle and high school students to learn about careers in manufacturing. Our teams across Ducommun hosted onsite tours, presentations and hands-on activities. Some locations attended local community student events highlighting manufacturing careers for students. In 2025, our Performance Centers connected with over 1,100 students to provide support and education for career planning. During this annual event, we took the opportunity to recognize and appreciate the efforts of our entire workforce for the hard work and dedication they provide to the Company and to our customers.



"Our annual manufacturing day celebration includes visiting a local high school to present to seniors and juniors in STEM. When we do this, we get to inform the students about Ducommun as well as opportunities within the Company. We get to answer questions from students interested in working in aerospace and even spark an interest in working in the manufacturing field for some students. Presenting to our local high school is crucial for inspiring the future workforce, eliminates outdated stereotypes about the manufacturing industry and promotes community partnerships."

Stephanie Gorubao
HR Generalist
GOREM, CA Performance Center

Employee Appreciation Events

Ducommun consistently seeks opportunities to recognize and show appreciation to our employees. Celebrations and events throughout 2025 included Employee of the Quarter recognitions, employee appreciation days and luncheons to commemorate the achievement of operational goals and employee milestones, birthdays, retirements and holidays. In addition, we held special events to acknowledge and appreciate our military service employees on Veteran's Day. Below are highlights from a few of our Performance Centers:

GOREM, CA

The GOREM Performance Centers include our Gardena, Orange and El Mirage, CA locations. This year they hosted numerous employee appreciation lunches, health fairs, ice cream socials and other appreciation activities.

Coxsackie, NY

Events hosted by the Coxsackie Performance Center included a BBQ lunch, a bike build event and holiday parties.

Appleton, WI

The Appleton Performance Center organized numerous appreciation events including birthday recognitions, work anniversaries, celebration luncheons, retirements and a summer picnic. During Employee Appreciation Day, the site provided "Shout Out" cards for everyone to share their appreciation for coworkers and received more than 450 responses.

Huntsville, AR

Appreciation events hosted at our Huntsville Performance Center included retirement celebrations, a "Souper" Bowl party, Employee Appreciation Day, Bomb Pop Day, Rice Krispie Day and numerous holiday events. The local Fun Committee also hosted events such as an Easter Egg Hunt and Taste the Rainbow Shamrock game.

Joplin, MO

The Joplin Performance Center provided numerous employee appreciation events including monthly birthday breakfasts, summertime cookouts, an ice cream truck, a health fair, spirit week, Veteran's Day appreciation and holiday luncheons.

Talent and Development

At Ducommun, we recognize our employees as our most valuable resource. The talent and skills of our employees allow us to drive innovation and solutions across the organization in support of our customers and their needs. We continue to seek ways to standardize and improve systems and processes to promote consistency and fairness in our employment practices. Ducommun is committed to attracting, motivating and retaining top talent through a compensation program that is competitive, equitable and aligned with our strategic goals. Our compensation philosophy is guided by a pay-for-performance approach based on individual contributions and results.

Leadership Development

In 2025, we launched our Ducommun Leadership Series, an exciting new program to provide tools, resources and individual development for leaders across the organization. We are excited to share that over 100 leaders participated in the leadership program this past year attending one or more of thirteen different leadership workshops. These workshops focused on developing a "leader's mindset" and equipping leaders with essential critical skills to build highly effective teams and high-trust work environments.

"The leadership development experience equipped me with valuable knowledge and real-world skills that will help me motivate, support and inspire others at my Performance Center."

Rafael Campos
Operations Manager
Orange, CA Performance Center

Talent and Performance

Talent management and performance reviews are vital to increasing our capabilities, productivity and efficiency across every facet of the organization. Specifically, robust performance management processes support our philosophy of ongoing coaching and feedback as well as foster employee engagement and collaboration within all levels of the organization. These processes are a part of our focused effort to drive organizational effectiveness, process efficiency and talent development.

In 2025, we developed an online formal talent review and succession planning process which will formally launch in 2026 and will facilitate our ability to proactively and intentionally identify and develop internal talent in a manner that aligns competencies with our core values, annual key focus areas and employee and leadership expectations.

Recruitment and Onboarding

Recruiting and retaining strong talent continues to be critical to driving quality and innovation. We use a variety of methods and resources to attract, recruit and retain our human capital. In 2025, in support of our recruitment strategy to attract and retain top talent, we focused heavily on strengthening our external branding and deepening our relationships with students and veterans. These efforts, along with ongoing improvements to the recruiting and selection process, support our goal of enhancing the overall applicant experience.

In 2025, our recruiting team implemented several enhancements to our career website to better showcase key initiatives, including our veteran recruiting programs and partnerships such as the Department of Defense's SkillBridge Program. We also refreshed our corporate LinkedIn page and updated our Indeed Company profile, ensuring we present a clear and compelling message to prospective candidates. These branding updates help us better communicate who we are as a Company and more effectively tell our story to the external talent market.

Our commitment to building strong relationships with universities remained a priority in 2025. The HR and recruiting teams attended 23 career fairs, continuing our consistent presence at key campuses such as the University of Arkansas and Missouri University of Science and Technology. This visibility has strengthened our partnerships and increased recognition among students. In fact, we have begun to see repeat engagement from students year after year, including one student, Avery, who has visited us for three consecutive years. Our student connection database has grown to approximately 1,100 students, further improving our ability to communicate job openings, maintain engagement and fill critical entry-level engineering positions across Performance Centers.

Outreach efforts to build meaningful partnerships with veteran organizations also continued throughout 2025. We expanded our involvement with the SkillBridge Program and hosted two SkillBridge interns during the year. One intern, Benjamin, trained at our Performance Center in Joplin, Missouri, and was hired full time as a Program Management Analyst following his internship. These efforts, coupled with our ongoing partnerships with veteran-focused organizations, support our long-term commitment to attracting, hiring and supporting veterans as they transition to civilian careers.

"When I reached out to Ducommun about their newly established Skillbridge program, I didn't know what to expect. After 20 years in the Army, I assumed that regardless of the internship, I would feel like a stranger in a new world. From the moment I spoke to the Skillbridge coordinator to the day I met my designated prior-service mentor, I have never felt so comfortable. Ducommun has been more welcoming than I could have ever imagined, and I was more than excited to accept the same position permanently. It truly feels like a second home after the Army, and I am grateful for every individual I have gotten to interact with along the way."

Benjamin Jakaitis
Program Management Analyst
Joplin, MO Performance Center

Community and Philanthropy

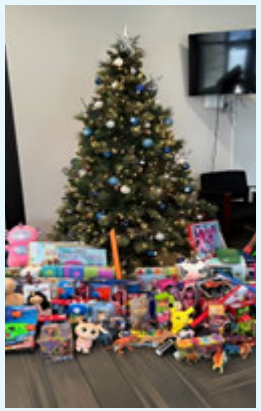
Community Involvement

Donations and Fundraising

Ducommun is committed to being an active member of the local communities in which we operate by contributing financial resources and encouraging employees to contribute to the non-profit and community-based organizations they care most about. It means a lot to our employees to support the communities and citizens in the local areas where we live. Below are just a few of the highlights of events and organizations we participated in 2025:

Donations and Fundraising

- **Blood Drives** – Parsons, KS
- **Build a Bike** activities across multiple sites to donate a total of 29 bikes locally to youth organizations during both EWeek and MFGDay Events
- Donations to **Heartland Patriots – Canine for Soldiers** in Joplin, MO
- Supplies donated for **Build My Future** program in Joplin, MO
- Donated uniforms to the **pee-wee volleyball team** "block-a-moles" in Huntsville, AR.
- Donation to **Huntsville, AR Middle School EAST** program
- Donation to **Huntsville, AR Skills USA Chapter**
- Fundraising **for Reach One Teach One Foundation** – Labette County, KS
- **American Cancer Society SoleBurner 5K Run/Walk** – Appleton, WI
- **Toys for Tots** Christmas gift donations for multiple communities



"We have already had three advocates come by to pick up bikes to give to their CASA kiddos! I got to chat with one CASA advocate, and she is SO EXCITED to be able to gift this bike to one of the children she is advocating for. He has had a rough young life with multiple placements along the way. She has really been able to connect with him recently and was so happy that she can gift this to him so he can experience a bit of a normal childhood that most of us take for granted!

Thank you so much for your support – please share with your teams how grateful we are, and how impactful these bikes will be to the children that receive them!"

Becky Burns
Assistant Executive Director
Jasper County CASA | CASA for Children

Volunteering and Support

Ducommun's volunteer efforts allow us to give back to support our communities and the environment. We support a variety of organizations and initiatives by volunteering our time to help those in our community. The following are a few of the highlighted volunteer initiatives we participated in in 2025:

"Being part of Ducommun's volunteer efforts means putting our values into action. It's a chance to contribute beyond our day-to-day roles, strengthen the connection to our community and be proud of the positive impact we create together."

Beth Kerrigan
Sr. HR Business Partner
Appleton, WI
Performance Center

Volunteering and Support

- Participated in mock interviews for local high schools within multiple communities
- Provided food for the **Madison County Soccer Association** – Huntsville, AR
- Supported Career Days and other school visits at numerous local high schools
- Support for the **Valley Packaging Industries** partnership to close barriers of employment for individuals with disabilities
- **9/11 Stair Climb** at Lambeau Field in Green Bay, Wisconsin supporting victims and their families – Appleton, WI
- Volunteered at a food sort event for the **Feed America** organization in Eastern Wisconsin
- Participated in the 2025 Kansas Association of Colleges and Employers Summer Drive-In connecting businesses with education and career services

Environment

Ducommun participated in a beach cleanup at **Bolsa Chica State Beach** in Huntington Beach, CA. Ducommun team members picked up trash and other debris along a one mile stretch of beach to protect this treasured resource in our community and to promote sustainability.

Community and Philanthropy Initiatives

Ducommun is focused on giving back and donating to philanthropic organizations to support the needs of our communities.

The Ducommun Foundation

In 2019 we founded the Ducommun Foundation, a Section 501(c)(3) organization that serves as the Company's philanthropic arm to financially support various local and nationwide non-profit and charitable organizations in the communities in which we operate. Since its inception, the Ducommun Foundation has donated over $2.1 million to assist organizations that support veterans, active service members and military families and efforts to end homelessness in local communities. In 2025, donations were provided to organizations such as **American Red Cross, United Way, Los Angeles Fire Department, Children of Fallen Patriots** and **Wounded Warriors Family Support**. Additionally, in honor of Veteran's Day, donations were provided to the American Battle Monuments Foundation, which maintains American military cemeteries and monuments overseas in support of those who have made the ultimate sacrifice in defending our freedom. In past years, contributions were also made to the **Hire Heros USA, American Legion, Fisher House Foundation, U.S. Veterans Initiative, World Central Kitchen, UNICEF USA** and other humanitarian causes.

Ducommun Cares E-Pledge Campaign

In 2025, Ducommun partnered again with several nonprofit organizations for the companywide "Ducommun Cares" giving campaign, including **United for Students Success-OCUW, St. Jude Children's Research Hospital, UC Riverside Foundation, National Public Radio, Inc., Laguna Canyon Foundation, Discovery Cube Orange County, Friends of the Aliso Viejo Library, Inc. and USA Marshall External Relations**. Pursuant to this initiative, our employees and the Company donated more than $75,000 to support meaningful causes in the communities in which we serve.

Ducommun Partners with OC United Way ("OCUW")

In 2025, Ducommun was proud to sponsor and donate $50,000 in support of events hosted by **the United Way** including the **annual Women's Philanthropy Fund Breakfast, Rally for Change** and the **Orange County United Way Gala**. We volunteered for the **Math STEM Literacy** program where employees volunteered to build kits for students. Our employees also participated in a food drive where over 800 food items were collected to provide to individuals in need.

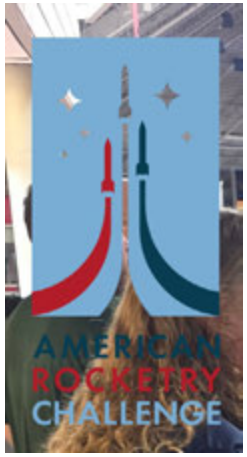
STEM on the Sidelines™ Program

As a leader in the aerospace and defense industry, Ducommun continues to support community-based STEM (Science Technology Engineering & Mathematics) programs and initiatives that nurture and develop the next generation of innovators, thinkers and technicians. In partnership with the Los Angeles Chargers of the National Football League and the University of California, Irvine UCI Samueli School of Engineering, Ducommun established and sponsors STEM on the Sidelines™, an annual regional competition promoting STEM education in high schools around Los Angeles County and Orange County, CA.

Ducommun celebrated its 8th year sponsoring STEM on the Sidelines™ in partnership with the Los Angeles Chargers and the University of California, Irvine UCI Samueli School of Engineering. STEM on the Sidelines™ is a regional competition that promotes STEM education. On November 8, 2025, twenty-four teams from 13 schools in Los Angeles County and Orange County competed at SoFi Stadium in Inglewood, CA for top honors. Top Honors for 2025 went to the "Construct Coders" team from Santiago High School. The winning teams were honored at an LA Chargers game in December 2025. Since the inception of STEM on the Sidelines™ in 2018 , the program has welcomed almost 1,000 student participants.

The American Rocketry Challenge

Ducommun Incorporated is a proud sponsor of The American Rocketry Challenge, the world's largest student rocketry competition, with over 1,000 teams from 46 states. In 2025, the National Championship was awarded to the Boy Scout Troop 74 from Montville, New Jersey who subsequently finished in first place representing the United States at the International Rocketry Challenge at the International Paris Air Show in June. To date, the American Rocketry Challenge has inspired more than 100,000 middle and high school students to explore education and careers in STEM fields. Ducommun helped sponsor the event by donating $25,000, allowing middle and high school students to continue exploring education and careers in STEM fields.



Corporate Governance

Core Values

Our approach to proper governance and responsible business is deeply rooted in our core values as shown in **Figure 32**. These principles act as our compass, guiding every decision and action. As we start a new year of renewal, we have added two core values to the other foundational values we have followed.

Fearless Curiosity is about being courageous in our actions so that we are asking the right questions to learn, improve understanding so that we may support the organization and our customers.

Challenging the Status Quo encourages us all to ask questions and challenge ourselves and each other on the every day things we do so that we can improve every day to get better.

The new values further enhance our other values of **Honesty**, **Professionalism**, **Respect**, **Trust** and **Teamwork** and are central to how we operate and lead as an organization.

Figure 32: Ducommun Values

Board Leadership and Governance Summary

Ducommun's Board is composed of individuals whose varied expertise and leadership experience strengthen our governance framework. Our directors bring a mix of professional achievements, leadership acumen and personal backgrounds that enrich the Board's collective perspective. This combination equips the Board to provide robust oversight and uphold strong governance practices. **Figure 33** summarizes the Board Skills and Competency Overview.

CER Governance Strategy and Accountability

Ducommun's Board plays an active role in monitoring CER initiatives through the Corporate Governance and Nominating Committee, which evaluates CER metrics, reviews programs and provides an annual update to the full Board. A Sr. Corporate Manager role and Sr. Leadership Steering Committee oversee implementation, coordinating resources and actions across departments. For additional detail on our CER governance structure, read our 2025 Ducommun TCFD Report.

Enterprise Risk Management (ERM) is an integral part of the Board's oversight. The Board evaluates risks related to operations, liquidity, delivery, security, cybersecurity, sustainability and climate risks. Cybersecurity and data-privacy receive focused attention as part of the ERM framework. These areas are monitored in partnership with the Innovation Committee, which reviews technology, cybersecurity and data-privacy updates from management including the Head of IT and Security on at least an annual basis. The Board believes its risk-oversight practices are effective under a variety of leadership structures.

Figure 33 – Board Skill Matrix

Director	Gender	Director Since	Committees	Senior Leadership	Global/ International	Financial	Aerospace & Defense Experience	Manufacturing	Technology	Strategy, Business Development and M&A	Product Marketing/ Innovation	Cybersecurity/ Information Security	Human Capital	Sustainability	Public Company Board
Stephen G. Oswald	M	2017	Innovation	●	●		●	●	●	●	●	●	●	●	
Richard A. Baldridge	M	2013	Audit and Innovation	●	●	●	●	●	●	●	●	●	●		●
Daniel L. Boehle	M	2024	Audit and Innovation	●	●	●	●	●	●	●	●	●	●	●	
David B. Carter	M	2024	Innovation (Chair)	●	●		●	●	●	●	●	●	●		
Shirley G. Drazba	F	2018	Compensation (Chair) and Corporate Governance & Nominating	●	●		●	●	●	●	●	●	●	●	
Daniel G. Korte	F	2024	Corporate Governance & Nominating and Audit	●	●	●	●	●	●	●	●			●	●
Sheila G. Kramer	F	2021	Corporate Governance & Nominating (Chair) and Compensation	●	●			●	●	●	●	●	●	●	
Samara A. Strycker	F	2021	Audit (Chair) and Compensation	●	●	●	●	●		●		●		●	

Cybersecurity

Managing Digital Risk to Maintain Operational Continuity

Cybersecurity is central to our operational resilience, ensuring that our manufacturing systems operate safely, reliably and efficiently. As our operations become increasingly digital and interconnected, protecting critical systems, data and processes from evolving cyber threats is essential for sustaining productivity, innovation and stakeholder confidence. Our approach integrates risk management, governance oversight, technological innovation, supply chain integrity and employee engagement, creating a strong cybersecurity program aligned with global standards such as the Cybersecurity Maturity Model Certification (CMMC). We have an enterprise-wide approach to addressing cybersecurity risk, including input and participation from management and support from our IT Steering Committee that is composed of our Senior Vice President of Electronics and Structural Systems, Chief Financial Officer, General Counsel, Chief Human Resources Officer, Vice President of Supply Chain Management and Head of IT and Cybersecurity. Our cybersecurity risk management program leverages the National Institute of Standards and Technology Framework which is augmented with the CMMC components to meet our needs. We regularly assess the threat landscape and take a holistic view of cybersecurity risks with a layered strategy based on protection, detection and mitigation. Our IT security team, which is comprised of internal resources, reviews enterprise risk management-level cybersecurity risks on an annual basis at minimum. Accordingly, Ducommun incorporates security throughout our operations, while seeking to continue to improve our security posture in these key areas:

1. **Risk Reduction** - Using established industry standard frameworks to mitigate our risk exposure and reduce the likelihood of catastrophic failures that can result in the loss of data or revenue and severely impact business operations.

2. **Securing the Enterprise** - Using a multi-layered IT infrastructure to identify, protect, detect and recover from directed attacks from cybercriminals and adversarial nation-state actors.

3. **Vendor Risk** – Improving third-party cyber-risk reviews, via updated review processes.

4. **Product Security** – Improving cybersecurity controls such as moving to multi-factor authentication via smart badges, and improved video surveillance systems to control access/gain visibility to Performance Centers in order to provide product security.

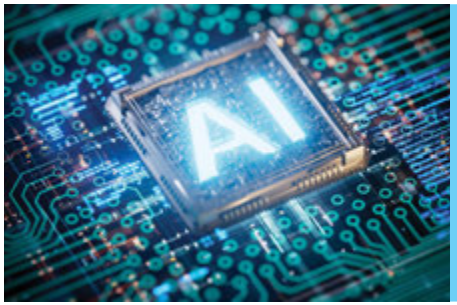
5. **Privacy** – Striving to comply with applicable privacy laws and regulations to secure Personally Identifiable Information (PII) collected for business purposes.

6. **System Upgrades** – Where applicable, continue to upgrade, replace or secure systems that are end-of-life.

Cybersecurity Maturity Model Certification

Ducommun is working towards attaining a CMMC at all applicable sites by 2026. We have invested considerable resources into the implementation of world class cybersecurity solutions, documentation, personnel and training. **Figure 34** illustrates the measures implemented to reduce enterprise risk while strengthening security controls and privacy.

Figure 34: Risk Mitigation and Security Controls



Risk Reduction

- Use of established standard cybersecurity frameworks.

Securing the Enterprise

- Multi-layered IT infrastructure approach to identify, protect, detect, respond and recover from attacks.

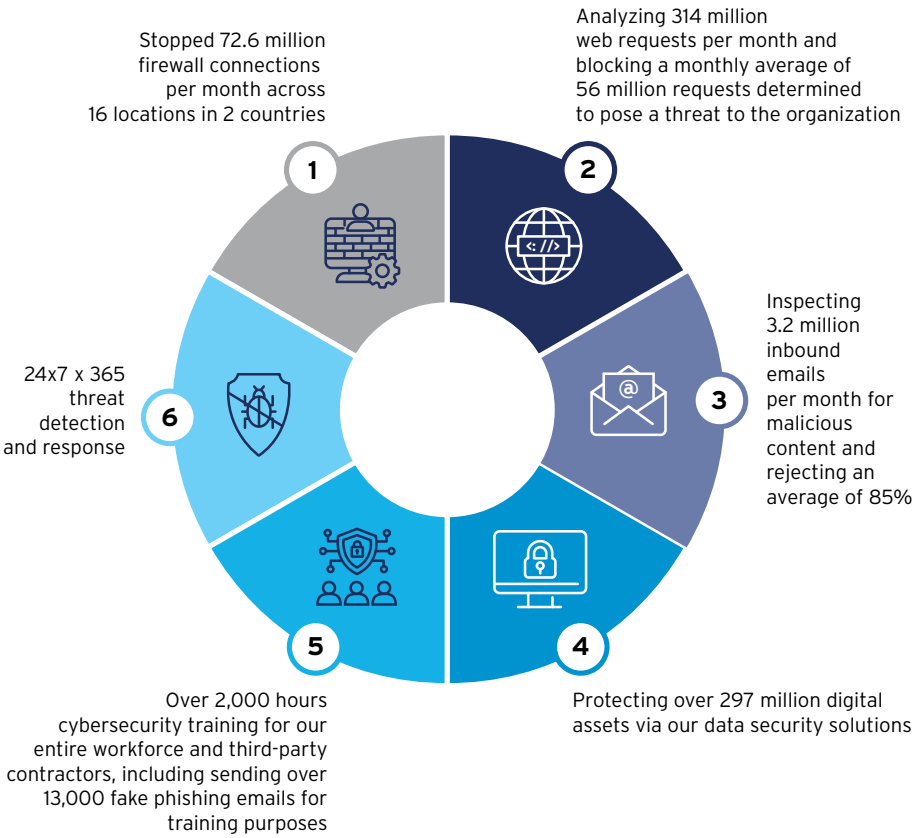
Security Control & Privacy

- Requirement of anti-malware software on computers and servers and badge access controls.
- Implementation of procedures to comply with all applicable privacy laws.

Operational Resilience Through Stronger Data Security

To mitigate risk to its digital assets, Ducommun has made significant investments in recognized cyber defense solutions to help safeguard the enterprise against cyberattacks. **Figure 35** shows our 2025 Cybersecurity defenses data.

Figure 35: Cybersecurity Defenses Data



Responsible Sourcing and Supplier Collaboration

At Ducommun, building an ethically sound supply chain is fundamental to our resilience and operational success. With 16 Performance Centers, we depend on suppliers that provide essential raw materials, processes and services. Our Supply Chain and Conflict Minerals policies set the foundation for integrity, transparency and responsible sourcing.

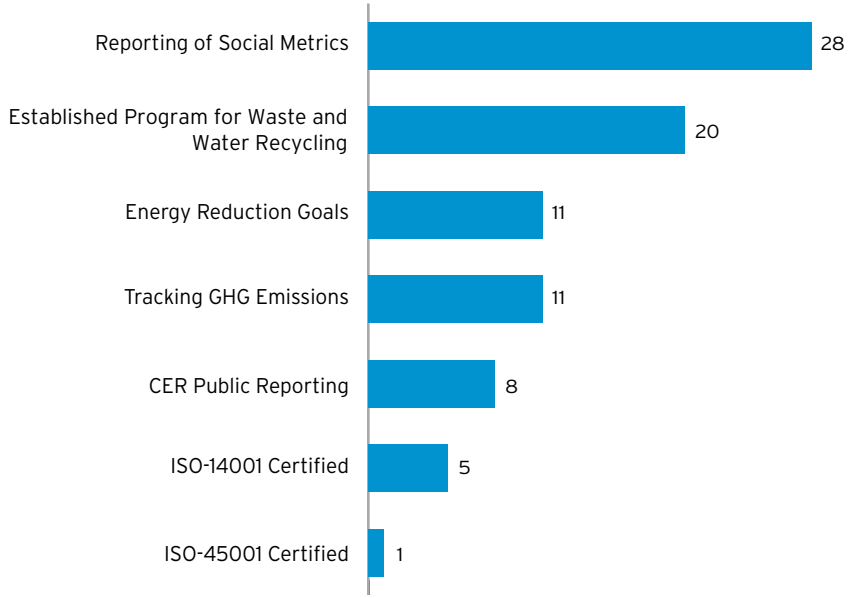
Our onboarding process includes due diligence questionnaires and compliance reviews to ensure suppliers meet our ethical and sustainability standards. Noncompliant suppliers may not receive purchase orders or project approvals until issues are resolved.

In 2025, we expanded and enhanced our Supplier Engagement Program. We continued our annual CER survey for the top 30 suppliers at each facility but introduced supplier scorecards to benchmark CER progress. The updated questionnaires now measure GHG emissions, workplace safety, human rights protections, human capital development and other CER indicators. **Figure 36** shows insights from the supplier survey, including the number of suppliers reporting metrics related to energy, waste, energy reduction, emission tracking and human capital programs.

Aligned with our climate resiliency strategy and outlined in our TCFD Report, we also carried out a climate risk assessment for our top 30 critical suppliers to evaluate their exposure to climate-related disruptions.

By integrating CER metrics, climate data and supplier performance management, Ducommun is reinforcing the resilience, transparency and sustainability of its global supply chain.

Figure 36: Supplier Scorecard Data



Conflict Minerals

We recognize that the extraction, transportation and trade of specific minerals and materials can pose serious human rights risks. Ducommun is firmly committed to responsible sourcing and partners only with suppliers who reflect our ethical standards. Our Conflict Minerals Policy guides us in mitigating potential violations throughout our procurement processes. We submit an annual report to the SEC and make our policy accessible on our website to ensure transparency and accountability. Below are the links to our **SEC Conflict Minerals Disclosure** and our **Conflict Minerals Policy**.

Conflict Minerals Disclosure

Conflict Minerals Policy

Ethics and Protection of Human Rights

Our employees have access to a variety of resources including counseling support, training and development on topics such as managing remote work, stress management, emotional intelligence and improved self-help resources including tools, videos, financial calculators and informative articles to assist with life decisions and events such as adoption, relationship troubles, legal issues, financial well-being and health issues.

Ducommun understands the importance of building trust with our investors, customers, vendors and suppliers, and that the foundation for doing so begins with our employees. As part of its efforts to establish this trust and demonstrate our commitment, the Company provides an anonymous hotline to support its Code of Business Conduct and Ethics to empower employees to provide suggestions and report concerns or instances of misconduct. Honesty and trust are foundational core values at Ducommun, and in keeping with these values, we offer employees regular ethics training and monthly bulletins to promote a culture of high ethical standards and integrity where employees are free to voice any concerns.

The Company is also committed to respecting human rights and establishing high levels of ethical conduct throughout its supply chain. The Company strives to comply with all applicable laws and regulations with respect to human rights. For example, in support of the United States Government's policy prohibiting trafficking in persons, Ducommun implemented policies and procedures designed to comply with Executive Order 13627 "Strengthening Protections Against Trafficking in Persons in Federal Contracts" and Title XVII of the National Defense Authorization Act for FY 2013. As such, we expect our employees and suppliers to refrain from engaging in the use of forced, bonded or indentured labor, involuntary prison labor and slavery as well as from procuring commercial sex acts or engaging in the trafficking of persons. Moreover, in accordance with the California Transparency in Supply Chains Act of 2010, which requires retailers and manufacturers doing business in California to disclose efforts to eradicate slavery and human trafficking from their direct supply chain, Ducommun has implemented policies expecting its employees and suppliers to take appropriate steps to mitigate the risk of such behaviors from occurring in its supply chain. These requirements are flowed down to our suppliers through our general terms and conditions of purchase.

About this Report

The 2025 Report

Our 2025 Corporate and Environmental Responsibility (CER) Report, represents the fifth edition of our voluntary non-financial disclosures. It highlights our journey toward stronger environmental stewardship, inclusive human capital growth, meaningful community impact and transparent governance. Through this Report, we share progress and milestones with those who matter most: our investors, customers, employees and the communities we serve.

Reporting Principles

This Report covers our 2025 fiscal year spanning January 1, 2025, through December 31, 2025, and covers all of Ducommun's Performance Centers under our operational control. Year-over-year metrics are disclosed to demonstrate quantitative performance and support trend analysis.

Reporting Frameworks and Standards

We align our disclosures with internationally recognized reporting frameworks to ensure accountability and transparency. This includes the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB) specific to the Aerospace and Defense sector, Corporate Sustainability Report Directive (CSRD), United Nations Global Compact (UNGC) and the Task Force on Climate-Related Financial Disclosures (TCFD) framework. **A separate, standalone TCFD report provides additional insights into our climate-related risk, opportunities and management practices.**

Third-Party Verification of Our Data and Reports

Ducommun's reported emissions have been externally assured by Yorke Engineering, GHG Division, following ISO 14-64-3 and the Greenhouse Gas Protocol. The verification also references the IPCC 2023 Guidelines, ensuring our reporting aligns with best practices used by sustainability professionals. For detailed assurance information, see the full statement in **Appendix 5**.

Forward Looking Statements and Related Cautionary Notes

This Report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, Section 21E of the Securities Exchange Act of 1934 and the Private Securities Litigation Reform Act of 1995. Forward-looking statements may be preceded by, followed by or include the words "could," "may," "will," "believe," "expect," "anticipate," "plan," "estimate," "aim," "strive," "continue," "outlook," "guidance," "seek," "ensure" or similar expressions. These statements are based on the beliefs and assumptions of our management relating to our environmental, social and governance initiatives and program, and may be based on standards for measuring progress (including standards for the measurement of underlying data) that are still developing, on internal controls that are evolving, and on assumptions or third-party information that are subject to change in the future. For example, our disclosures based on any standards may change due to revisions in framework requirements, changes in how GHG emissions are calculated, availability of information, changes in our business or applicable governmental policies, or other factors, some of which may be beyond our control. Generally, forward-looking statements include information concerning our possible or assumed future actions, events, or results of operations. Forward-looking statements in this Report address the Company's goals, targets, aspirations, or expectations regarding sustainability, environmental matters, corporate responsibility, cybersecurity matters and our employees, policies, business opportunities and risks. These forward-looking statements are subject to numerous factors, risks, and uncertainties that could cause actual outcomes and results to be materially different

from those projected. Forward-looking statements are aspirational and not guarantees of future results, performance or achievements. Moreover, neither we nor any other person assumes responsibility for the accuracy and completeness of the forward-looking statements. Information included in, and any issues identified as material for purposes of, this Report may not be considered material for SEC reporting purposes. Within the context of this Report, the terms "material" and "materiality" are distinct from, and should not be confused with, such terms as defined for applicable rules and regulations, including SEC reporting purposes. All written and oral forward-looking statements made in connection with this Report that are attributable to us or persons acting on our behalf are expressly qualified in their entirety by "Risk Factors" contained within Part I, Item 1A of our Annual Report on Form 10-K and our subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K filed with the SEC, and other cautionary statements included therein. Furthermore, with respect to our targets, goals, and commitments outlined in this Report and elsewhere, there are additional risks associated with, among other things, socio-demographic and economic trends; energy and fuel prices and availability; technological innovations; climate-related conditions and weather events; legislative and regulatory changes; our ability to gather and verify relevant information, including data regarding environmental impacts, and the challenges, assumptions, and other methodological considerations associated with such information; our ability to successfully implement various initiatives throughout the Company under expected time frames and at expected levels of cost and complexity; risks related to our public statements with respect to such matters that may be subject to heightened scrutiny from public and governmental authorities related to the risk of potential "greenwashing," (i.e., misleading information or false claims overstating potential sustainability-related benefits, risks that we may face regarding potentially conflicting anti-ESG initiatives from certain U.S. state or other governments, which could lead to increased litigation risk from private parties and governmental authorities or regulatory bodies related to our sustainability initiatives); the compliance of various third parties with our policies and procedures and legal requirements; our dependency on certain third parties to perform; and other unforeseen events or conditions. We may also rely on information prepared by government agencies or third-party vendors and consultants in certain of our disclosures, including with respect to calculating GHG emissions, which involves certain important risks. For example, third-party information may change over time as methodologies and data availability and quality continue to evolve. These factors, as well as any inaccuracies in the third-party information we use, including in our estimates or assumptions, may cause results to differ materially, and adversely, from estimates and beliefs made by us or third parties, including regarding our ability to achieve our goals. While we are not aware of any materials flaws with the information we have used, except to the extent disclosed, we have not undertaken to independently verify this information or the assumptions or other methodological aspects underlying such information. The information should not be interpreted as any form or guaranty or assurance of accuracy, future results or trends, and we make no representation or warranty as to third-party information. These factors are not necessarily all of the important factors that could cause actual results to differ materially, and adversely, from those expressed in any of our forward-looking statements. Other factors could also have material adverse effects on our future results, including factors that are unknown to us and factors that we currently consider to be immaterial. We urge you to consider all of the risks, uncertainties, and factors identified above or discussed in such reports carefully in evaluating the forward-looking statements in this CER Report. We cannot assure you that the results reflected or implied by any forward-looking statement, including any goals or targets, will be realized or, even if substantially realized, that those results will have the forecasted or expected consequences and effects. The forward-looking statements in this Report are made as of the date of this Report unless otherwise indicated, and we undertake no obligation to update these forward-looking statements to reflect subsequent events or circumstances. Unless explicitly noted in each instance where it occurs, the relevant sustainability and CER-related data provided in this report has not been audited or subject to any third-party assurance process. The information herein should not be interpreted as any form of guaranty or assurance of accuracy, future results or trends. Unless otherwise provided, the information contained in this Report, including website references and hyperlinks throughout this document, are provided for convenience only, and the content therein is not incorporated by, nor does it form a part of, any filing of Ducommun made with the SEC, or any other filing, report, application or statement made by Ducommun to any federal, state, tribal or local governmental authority.

Appendix

Appendix 1

Table 1: 2019 Baseline comparison to 2025[1]

Combined Ducommun Incorporated US Performance Centers	2019	2020	2021	2022	2023	2024	2025	Percent Change	Normalized by Employee Count	Normalized by Revenue
GHG Emissions[2] (metric tons CO_2e)										
Scope 1: Direct Emissions from Natural Gas	9,048	7,396	6,996	7,357	6,928	6,061	6,076	-33%	-9%	-41%
Scope 2: Indirect Emissions from Electricity Use	29,009	23,073	19,198	19,560	18,313	13,135	12,948	-55%	-40%	-61%
Total: Scope 1 and 2	**38,057**	**30,469**	**26,194**	**26,917**	**25,241**	**19,196**	**19,024**	**-50%**	**-33%**	**-56%**
Total Scope 3: Value Chain Emissions[3]	N/A	N/A	N/A	N/A	94,150	77,498	74,945	-20%	-15%	-27%
Energy Management[4] (GJ)										
Total Electricity	232,453	201,319	194,252	209,416	209,502	197,565	186,598	-20%	8%	-30%
Renewable Electricity[5]	122	153	148	16,038	34,121	89,837	72,393	59,036%	79,647%	51,688%
Percent Renewable Electricity (%)	0.053	0.076	0.076	7.658	16.287	45.472	38.796	73,568%	99,278%	64,415%
Natural Gas, Propane, and Fuel	163,643	133,774	126,101	131,664	125,343	118,814	115,701	-31%	-7%	-40%
Total Energy Use	**396,096**	**335,093**	**320,353**	**341,080**	**332,183**	**316,379**	**302,300**	**-24%**	**3%**	**-33%**
Reportable Spills[6]										
Number of Reportable Spills	1	1	0	0	0	0	0	-100%	-100%	-100%
Quantity Spilled (kg)	461	2,559	0	0	0	0	0	N/A	N/A	N/A
Quantity Recovered (kg)	0	0	0	0	0	0	0	N/A	N/A	N/A
Activity Ratio[7]										
Number of Employees	2,872	2,457	2,477	2,415	2,265	2,180	2,129	-26%	N/A	N/A
Revenue ($000s)	721,088	628,900	645,400	712,000	757,300	786,550	825,000	N/A	N/A	N/A

1 The data and claims in this report went through limited assurance and verification by an external third-party auditing team, Yorke Engineering.
2 Carbon dioxide equivalent ("CO2e") emissions are calculated based on US EPA Emission Factors for GHG Inventories using the location and market-based method. Calculations are based on EPA emission factors released in the corresponding year. 2019 calculations were based on emission factors released in 2018.
3 See Appendix 5 for the methodology and assumptions related to our Scope 3 GHG emissions calculations.
4 Energy usage was estimated for December data for all Performance Centers due to a time delay in the receipt of December 2025 electricity consumption data and natural gas data. Electricity and natural gas usage data lags were estimated based on November data usage. At this time, Ducommun does not use carbon credits or renewable energy credits to offset our Scope 2 emissions.
5 Per SASB Aerospace and Defense Industry Framework (Code RT-AE-130a.1), renewables were included only if produced onsite or procured through a special agreement with the applicable utility. Any location with 100% renewable energy was assigned an emissions factor of 0 kgCO2e/kWh under the market-based emissions.
6 The definition of reportable spills comes from the SASB Aerospace and Defense Industry Framework (Code RT-AE-150a.2).
7 Annual number of employees derived from Proxy Statements corresponding to 2019 – 2025 for normalizing data under the SASB Aerospace and Defense Industry Framework (Code RT-AE-000.B).

Appendix 1

Table 2: Scope 3 GHG emissions 2023 vs 2025

Combined Ducommun Incorporated US Performance Centers	2023	2024	2025	Percent Change	Normalized by Employee Count	Normalized by Revenue
Scope 3 GHG Emissions[8] (metric tons CO_2e)						
Total Scope 3: Value Chain Emissions[9]	94,150	77,498	74,945	-20%	-15%	-27%
Purchased Goods and Services	73,547	58,526	56,219	-24%	-19%	-30%
Capital Expenditure	2,602	4,656	2,232	-14%	-9%	-21%
Business Travel	986	467	781	-21%	-16%	-27%
Employee Travel	7,835	4,580	5,311	-32%	-28%	-38%
Waste[10]	1,416	5,777	6,633	368%	398%	331%
Transportation (Upstream and Downstream)	7,763	3,492	3,768	-51%	-48%	-55%

Table 3: Total Water Demand and Wastewater Recycling

Combined Ducommun Incorporated US Performance Centers	2024	2025
Total Water Demand (gallons)		
Total Water Usage (Demand)	41,232,800	42,259,287
Total Water Withdrawal (groundwater)	564,256	1,102,819
Total Water Withdrawal (Non-groundwater utilities)	54,492,938	41,156,467
Total Withdrawal (all)	55,057,194	42,259,286
Total Water Returned to Source	13,535,538	7,574,364
Total Water Recycled	2,939,123	2,123,470

[8] Carbon dioxide equivalent ("CO2e") emissions are calculated based on US EPA Emission Factors for GHG Inventories using the location and market-based method. Calculations are based on EPA emission factors released in the corresponding year. 2019 calculations were based on emission factors released in 2018

[9] See Appendix 5 for the methodology and assumptions related to our Scope 3 GHG emissions calculations.

[10] The increase in waste was due to the closure of the Monrovia Performance Center and the disposal of all materials, hazmat and process tank solutions.

Appendix 2

SASB Aerospace and Defense Industry Framework Index

Accounting Metric	Code	Ducommun Disclosure(s) location
Energy Management		
Total energy consumed (GJ)	RT-AE-130a.1	Pages 17, 56, 80
Percentage grid electricity (%)	RT-AE-130a.1	Pages 17, 56
Percentage renewable electricity (%)	RT-AE-130a.1	Pages 17, 56
Hazardous Waste Management		
Amount of hazardous waste generated	RT-AE-150a.1	Pages 19, 73, 80
Percentage of hazardous waste recycled	RT-AE-150a.1	Pages 6, 19, 73
Number and aggregate quantity of reportable spills	RT-AE-150a.2	Pages 6, 56
Quantity recovered from reportable spills	RT-AE-150a.2	Pages 5, 56
Data Security		
Description of approach to identifying and addressing data security risks in Company operations and products	RT-AE-230a.1	Pages 6, 49, 50
Number of data security breaches	RT-AE-2301.2	Pages 6, 49, 50
Percentage of data breaches involving confidential information	RT-AE-2301.2	Pages 6, 49, 50
Product Safety		
Number of recalls issued	RT-AE-250a.1	Not Applicable
Total units recalled	RT-AE-250a.1	Not Applicable
Number of counterfeit parts detected	RT-AE-250a.2	Not Applicable
Percentage counterfeit parts avoided	RT-AE-250a.2	Not Applicable
Number of Airworthiness Directives received	RT-AE-250a.3	Not Applicable
Total Units Affected	RT-AE-250a.3	Not Applicable
Total Amount of monetary losses as a result of legal proceedings associated with product safety	RT-AE-250a.4	Not Applicable
Fuel Economy and Emissions in Use-Phase		
Revenue from alternative energy-related products	RT-AE-410a.1	Not Applicable
Description of approach and discussion of strategy to address fuel economy and GHG emissions of products	RT-AE-410a.2	Pages 14, 18-20, 51
Material Sourcing		
Description of the management of risks associated with the use of critical materials	RT-AE-440a.1	Pages 9, 51-52
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	Not Applicable
Revenue from countries ranked in the 'E' of 'F' Band of Transparency International's Government Defence Anti-Corruption Index	RT-AE-510a.2	Not Applicable
Discussion of processes to manage business ethics risks throughout the value chain	RT-AE-510a.3	Pages 51-52
Activity Metric		
Production by reportable segment	RT-AE-000.A	Annual Report
Number of employees	RT-AE-000.B	Pages 3, 56

Appendix 3

Task Force on Climate-Related Financial Disclosures Framework Index

Disclosure	TCFD Recommended Disclosures	Sustainability Report Section(s), Page Number(s)
Governance	Describe the Board's oversight of climate- related risks and opportunities	Identifying and Mitigating Climate-Related Risks, Page 13 CER Governance Strategy & Accountability, Page 48
	Describe management's role in assessing and managing climate-related risks and opportunities	Identifying and Mitigating Climate-Related Risks, Page 13 CER Governance Strategy & Accountability, Page 48
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term	Identifying and Mitigating Climate-Related Risks, Page 13
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning	
	Describe the potential impact of different scenarios, including a 1.5°C scenario, on the organization's businesses, strategy and financial planning	
Risk Management	Describe the organization's process for identifying and assessing climate-related risks	Identifying and Mitigating Climate-Related Risks, Page 13
	Describe the organization's processes for managing climate-related risks	Identifying and Mitigating Climate-Related Risks, Page 13
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management	Identifying and Mitigating Climate-Related Risks, Page 13
Metrics & Targets	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk-management process	
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks	Appendix 1, Pages 56-57
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	
Additional Resources	https://investors.ducommun.com/static-files/b681e276-c668-47bc-b7b5-29ba40e044f4	

Appendix 4

Global Reporting Initiative Framework

Statement of use	Ducommun Incorporated has reported the information cited in this GRI content index for the period January 1, 2025, to December 31, 2025, with reference to the GRI standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard and Disclosure	Sustainability Report Section(s)	Additional References
GRI2: General Disclosures 2021		
2-1 Organizational details	About Us, Page 3	Ducommun Incorporated is a publicly traded company (NYSE: DCO). Organization details and ownership information: 10-k form. The headquarters are located at 600 Anton Blvd, Suite 1100, Costa Mesa, California, U.S.A. 92626-7100. For location operations, see the Ducommun website.
2-2 Entities included in the organization's sustainability reporting		Ducommun Incorporated
2-3 Reporting period, frequency and contact point		Sustainability reporting for Ducommun occurs annually. The reporting period for this report is January 1, 2025, to December 31, 2025. The reporting period for Ducommun's financial reporting is aligned with the period for sustainability reporting. For questions, please email pdumaua@ducommun.com
2-4 Restatements of information		None.
2-5 External assurance		None
2-6 Activities, value chain and other business relationships		GRI Sector: Aerospace and Defense. SEC 10-K form
2-7 Employees	About Us, Page 3 In 2025, Ducommun employed 2,129 people worldwide. Appendix 1, Pages 56-57	
2-8 Workers who are not employees		Information not available
2-9 Governance structure and composition	Board Leadership and Governance summary, Page 48	2025 Proxy Statement (PS)
2-10 Nomination and selection of the highest governance body	Board Leadership and Governance summary, Page 48	PS, Page 16
2-11 Chair of the highest governance body		Samara A. Stryker is a non-employee director and serves as independent lead director of the Board.
2-12 Role of the highest governance body in overseeing the management of impacts	Board Leadership and Governance summary, Page 48	PS, Page 13 PS, Page 19
2-13 Delegation of responsibility for managing impacts	Board Leadership and Governance summary, Page 48 Identifying and Mitigating Climate-Related Risks, Page 13	PS, Page 19
2-14 Role of the highest governance body in sustainability reporting	Board Leadership and Governance summary, Page 48	PS, Page 22 Ducommun's sustainability report is reviewed by Ducommun' s Board of Directors, Executive and the CER Committee.

GRI Standard and Disclosure	Sustainability Report Section(s)	Additional References
GRI2: General Disclosures 2021		
2-15 Conflicts of interest		Code of Business Conduct and Ethics
2-16 Communication of critical concerns	2025 Highlights and Recognitions, Page 6 Corporate Governance, Pages 46-52	Code of Business Conduct and Ethics
2-17 Collective knowledge of the highest governance body	Corporate Governance, Pages 46-52	PS, Pages 8-13 Corporate Governance and Nominating Committee Charter
2-18 Evaluation of the performance of the highest governance body		PS, Page 18
2-19 Remuneration policies		PS, Page 42
2-20 Process to determine remuneration		PS, Pages 42-53
2-21 Annual total compensation ratio		Our CEO total compensation ratio can be found in our PS, Page 60
2-22 Statement on sustainable development strategy	A Message from Our Chairman and CEO, Page 4 About This Report, Page 53-54	
2-23 Policy commitments		PS, Page 20, 24 Code of Business Conduct and Ethics
2-25 Processes to remediate negative impacts	Ethics and Protection of Human Rights, Page 52	
2-26 Mechanisms for seeking advice and raising concerns	Ethics and Protection of Human Rights, Page 52	
2-27 Compliance with laws and regulations	Corporate Governance, Pages 46-52	Ducommun did not incur any significant reportable penalties or notices of violations in 2024.
2-29 Approach to stakeholder engagement	Understanding Stakeholders and Materiality Drivers, Page 7 Appendix 6, Pages 69-72	AR, Pages 20-21 PS, Page 20
2-30 Collective bargaining agreements		AR, Page 20 Two of our Performance Centers engage in collective bargaining agreements, covering 435 employees, or 18% of our workforce.
GRI 3: Material Topics 2021		
3-1 Process to determine material topics	Understanding Stakeholders and Materiality Drivers, Page 7, Appendix 6, Pages 69-72	
3-2 List of material topics	Understanding Stakeholders and Materiality Drivers, Page 7, Appendix 6, Pages 69-72	
3-3 Management of material topics	Understanding Stakeholders and Materiality Drivers, Page 7, Appendix 6, Pages 69-72	
GRI 201: Economic Performance 2016		
201-1 Direct economic value generated and distributed	2025 Highlights and Recognitions, Page 6 Corporate Governance, Pages 46-52	AR, Pages 24-36
201-2 Financial implications and other risks and opportunities due to climate change	Identifying and Mitigating Climate-Related Risks, Page 13	
201-3 Defined benefit plan obligations and other retirement plans	Employee Benefits, Pages 33-35	Our Benefits

GRI Standard and Disclosure	Sustainability Report Section(s)	Additional References
GRI 203: Indirect Economic Impacts 2016		
203-1 Infrastructure investments and services supported	Community and Philanthropy, Pages 40-45	
203-2 Significant indirect economic impacts	Corporate Governance, Pages 46-52 About This Report, Pages 53-54	
GRI 205: Anti-corruption 2016		
205-1 Operations assessed for risks related to corruption	Corporate Governance, Pages 46-52	
205-2 Communication and training about anti-corruption policies and procedures	Ethics and the Protection of Human Rights, Page 52 Corporate Governance, Pages 46-52	
GRI 301: Materials 2016		
301-2 Recycled input materials used	Driving Waste Reduction Through the Circular Economy Concept: A Strategy to Reduce Scope 3 Emissions and Optimize Operations, Page 19 Driving Circular Economy: Recycling Initiatives Across Our Performance Centers, Page 20	
301-3 Reclaimed products and their packaging materials	Driving Waste Reduction Through the Circular Economy Concept: A Strategy to Reduce Scope 3 Emissions and Optimize Operations, Page 19 Driving Circular Economy: Recycling Initiatives Across Our Performance Centers, Page 20	
GRI 302: Energy 2016		
302-1 Energy consumption within the organization	2025 Greenhouse Gas Emissions Overview, Page 16 Energy Management and 2025 Energy Use, Page 17 Decarbonizing Operations: Strategic Approaches to Reducing Scope 1 and 2 GHG Emissions, Page 18 Appendix 1, Pages 56-57 Our CER Program, Page 9 Appendix 12, Page 80	
302-2 Energy consumption outside of the organization	2025 Greenhouse Gas Emissions Overview, Page 16 Appendix 1, Pages 56-57 Our CER Program, Page 9 Appendix 12, Page 80	
302-3 Energy intensity	2025 Highlights and Recognitions, Page 6 2025 Greenhouse Gas Emissions Overview, Page 16 Appendix 12, Page 80	
302-4 Reduction of energy consumption	Energy Management and 2025 Energy Use, Page 17 Appendix 1, Pages 56-57 Our CER Program, Page 9 Appendix 10, Page 76 Appendix 12, Page 80	
302-5 Reductions in energy requirements of products and services	Energy Management and 2025 Energy Use, Page 17 Appendix 1, Pages 56-57 Our CER program, Page 9 Appendix 10, Page 76 Appendix 12, Page 80	

GRI Standard and Disclosure	Sustainability Report Section(s)	Additional References
GRI 303: Water and Effluents 2018		
303-1 Interactions with water as a shared resource	Turning Water into Resource, Water and Wastewater Recycling across Our Operations, Page 22 Responsible Water Withdrawals and Reducing Effluent Impact, Page 23 Appendix 1, Pages 56-57 Our CER Program, Page 9 Appendix 10, Page 78	
303-2 Management of water discharge-related impacts	Sustainable Wastewater Management and Discharge Practices, Page 24 Appendix 1, Pages 56-57 Our CER Program, Page 9 Appendix 10, Page 78	
303-3 Water withdrawal	Turning Water into Resource, Water and Wastewater Recycling across Our Operations, Page 22 Responsible Water Withdrawals and Reducing Effluent Impact, Page 23 Appendix 1, Pages 56-57 Our CER Program, Page 9	
303-4 Water discharge	Sustainable Wastewater Management and Discharge Practices, Page 24 Appendix 1, Pages 56-57 Our CER Program, Page 9 Appendix 10, Page 78	
303-5 Water consumption	2025 Highlights and Recognitions, Page 6 Responsible Water Withdrawals and Reducing Effluent Impact, Page 23 Turning Water into Resource, Water and Wastewater Recycling across Our Operations, Page 22 Appendix 1, Pages 56-57 Our CER Program, Page 9 Appendix 10, Page 78	
GRI 305: Emissions 2016		
305-3 Other indirect (Scope 3) GHG emissions	2025 Greenhouse Gas Emissions Overview, Page 16 Appendix 1, Pages 56-57 Our CER Program, Page 9 Appendix 12, Page 80	
305-4 GHG emissions intensity	2025 Greenhouse Gas Emissions Overview, Page 16 Appendix 1, Pages 56-57 Our CER Program, Page 9 Appendix 9, Page 63 Appendix 12, Page 80	
305-5 Reduction of GHG emissions	2025 Greenhouse Gas Emissions Overview, Page 16 Energy Management and 2025 Energy Use, Page 17 Decarbonizing Operations: Strategic Approaches to Reducing Scope 1 and 2 GHG Emissions, Page 18 Appendix 1, Pages 56-57 Our CER Program, Page 9 Appendix 12, Page 80	
305-6 Emissions of ozone-depleting substances (ODS)	Decarbonizing Operations: Strategic Approaches to Reducing Scope 1 and 2 GHG Emissions, Page 18 Appendix 9, Page 75	
305-7 NOx, SOx, and other significant air emissions	Appendix 9, Page 75	Annual emission report AQMD EPA

GRI Standard and Disclosure	Sustainability Report Section(s)	Additional References
GRI 306: Waste 2020		
306-1 Waste generation and significant waste-related impacts	Driving Waste Reduction Through the Circular Economy Concept: A Strategy to Reduce Scope 3 Emissions and Optimize Operations, Page 19 Our CER Program, Page 9 Appendix 7, Page 73 Appendix 10, Page 77 Appendix 12, Page 80	
306-2 Management of significant waste-related impacts	Driving Circular Economy: Recycling Initiatives Across Our Performance Centers, Page 20 Our CER Program, Page 9 Appendix 7, Page 73 Appendix 10, Page 77 Appendix 12, Page 80	
306-3 Waste generated	Driving Circular Economy: Recycling Initiatives Across Our Performance Centers, Page 20 Our CER Program, Page 9 Appendix 7, Page 73 Appendix 12, Page 80	
306-4 Waste diverted from disposal	Driving Circular Economy: Recycling Initiatives Across Our Performance Centers, Page 20 Appendix 7, Page 73 Appendix 10, Page 77 Appendix 12, Page 80	
306-5 Waste directed to disposal	Driving Circular Economy: Recycling Initiatives Across Our Performance Centers, Page 20 Appendix 7, Page 73 Appendix 10, Page 77 Appendix 12, Page 80	
GRI 308: Supplier Environmental Assessment		
308-1 New suppliers that were screened using environmental criteria	Responsible Sourcing and Supplier Collaboration, Page 51	
GRI 401: Employment 2016		
401-1 New employee hires and employee turnover	Talent and Development, Pages 38-39	
401-3 Parental leave		Our Benefits
GRI 402: Labor/Management Relations 2016		
402-1 Minimum notice periods regarding operational changes		We provide advance notice in accordance with all applicable legal and /or contractual requirements in the different locations where we operate.
GRI 403: Occupational Health and Safety 2018		
403-1 Occupational health and safety management system	Our Environmental Philosophy, Page 11 Health and Safety, Pages 31-32 Appendix 11, Page 79	
403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety, Pages 31-32 Appendix 11, Page 79	
403-3 Occupational health services		Ducommun utilizes an approved occupational clinic for all occupational health services.

GRI Standard and Disclosure	Sustainability Report Section(s)	Additional References
GRI 403: Occupational Health and Safety 2018		
403-4 Worker participation, consultation, and communication on occupational health and safety		Each Performance Center has a safety committee consisting of one employee from each department. The safety committee meets monthly and gives employees a space to participate and communicate with the EHS team.
403-5 Worker training on occupational health and safety	Health and Safety, Pages 31-32 Appendix 11, Page 79	
403-6 Promotion of worker health	Health and Safety, Pages 31-32 Appendix 11, Page 79	
403-8 Workers covered by an occupational health and safety management system	Health and Safety, Pages 31-32 Our Environmental Philosophy, Page 11	
403-9 Work-related injuries	Health and Safety, Pages 31-32 Appendix 11, Page 79	
403-10 Work-related ill health	Health and Safety, Pages 31-32 Appendix 11, Page 79	
GRI 404: Training and Education 2016		
404-1 Average hours of training per year per employee		6 hours of training per year
404-2 Programs for upgrading employee skills and transition assistance programs	Talent and Development, Pages 38-39	
404-3 Percentage of employees receiving regular performance and career development reviews		100%. All full-time employees receive annual performance and career development reviews.
GRI 405: Diversity and Equal Opportunity 2016		
405-1 Diversity of governance bodies and employees	Human Capital Management, Pages 27-29 Corporate Governance Programs, Pages 46-52	
GRI 408: Child Labor 2016		
408-1 Operations and suppliers at significant risk for incidents of child labor		California Transparency in Supply Chain Act
GRI 409: Forced or Compulsory Labor 2016		
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor		California Transparency in Supply Chain Act
GRI 413: Local Communities 2016		
413-1 Operations with local community engagement, impact assessments, and development programs	Community and Philanthropy, Pages 40-45	
413-2 Operations with significant actual and potential negative impacts on local communities	Identifying and Mitigating Climate-Related Risks, Page 13 Community and Philanthropy, Pages 40-45	

GRI Standard and Disclosure	Sustainability Report Section(s)	Additional References
GRI 414: Supplier Social Assessment 2016		
414-1 New suppliers that were screened using social criteria		Ducommun does not screen new suppliers using social criteria
GRI 418: Customer Privacy 2016		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Corporate Governance, Pages 46-52	

Appendix 5

Scope 3 GHG Calculations- Methodology & Assumptions

3.1 – Purchased Goods & Services

Data provided: Ducommun compiled all facilities' purchased goods & services, as well as capital expenditures, into a consolidated file with various metadata adhered including date of spend, vendor name, commodity category (Tier 1 description), sub-commodity family (Tier 2 description), and class (Tier 3 description).

Emissions factors: To provide the highest granularity for Ducommun's spend data, Green Project matched expense items to Supply Chain Emissions Factors at the "Sub-Comm Family" or "Class" level when the "Commodity Category" name likely spanned many product/industry emissions factors (e.g., "Indirect" or "Raw Material"). Within this approach, Green Project started with the 16 unique Commodity Categories in the "Spend Detail" workbook and indicated which matched cleanly to a single Supply Chain Emissions Factor (e.g., "Connectors"), and which required consideration of their "Sub-Comm Family" and "Class" to ascertain the relevant emissions factor. Green Project then mapped over 300 expense descriptions from Ducommun to relevant Supply Chain Emissions Factors from the USEPA Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6, April 2024, and had Ducommun review these mappings to ensure alignment with Ducommun's accounting controls and expense categorization.

3.2 – Capital Expenditures

As any capital expenditures for 2024 were captured in the spend data with the Purchased Goods & Services, please see the methodology in category 3.1 above for more detail on how the spend data here was assigned relevant emissions factors.

3.3 – Fuel and Energy Related Activities

All fuel and energy related activities for 2024 were captured under scope 1 emissions. No Scope 3 calculations were necessary.

3.4 – Upstream Distribution & Transportation

Data provided: Spend data for the freight that Ducommun used throughout their operations was provided by month and year.

Emissions factors: Green Project used the US EPA's emissions factor for "General Freight Trucking, Long-Distance, Truckload" from the US EPA's NAICS 2024 dataset. The spend data was then calculated per quarter and applied to this emission factor.

3.5 – Waste Generated in Operations

Non-hazardous Waste

Data provided: Ducommun provided PDF invoices containing details on the amount spent, volume serviced, or weight of waste removed from each site (with the exception of BLR). Based on the descriptions provided by each invoice, waste streams were separated into 9 categories (organic/organics (to landfill), trash, recycle, compost, C&D waste, special waste, scrap metal, food waste, and pallets).

- For invoices where spend only was provided (here, this is just for the El Mirage facility), spend values were taken and mapped to the US EPA spend-based emissions factor for solid waste landfill.
- For invoices where a direct weight was provided, this weight was taken as the total weight of waste generated, and was converted to kg and mapped to weight-based US EPA emissions factors by waste type.
- For invoices where only a volume was provided, GPT first confirmed with the client the frequency of pick-up, as well as confirmed with the client to assume 100% full containers at every instance of pick-up.
  - For containers picked up less than once per month, the frequency of pick-up matches the invoice frequency, and thus no further multiplier is needed.
  - For containers picked up more than once per month, including more than once per week - because there is one invoice per month regardless of pick-up frequency, the volume of waste was multiplied by its assumed density, then again by the number of times picked up per month.
  - For containers picked up weekly, monthly totals were assumed to be the weight weekly pickup frequency multiplied by 4.
  - Densities of each waste stream were calculated using US EPA 2016 values for volume-weight conversions for waste.

to calculate the emissions factors for the employee commute data (in miles) as opposed to the US EPA 2023 GHG Emission Factors Hub.

Hazardous Waste

Data provided: Ducommun provided PDF invoices that contained both the total cost of hazardous waste pick-up services, as well as line items regarding each hazardous waste stream that was generated.

Emissions factors: Due to limited availability of weight-based EFs for hazardous wastes (for example, "inorganic acids" do not map well to any Table 9 US EPA emissions factors for waste), and because of the lack of standardization regarding units of hazardous waste removed (for example, many hazardous waste items were given in gallons, where a density is needed to derive actual weight), the spend-based approach was utilized in this scenario. In this case, the total cost of hazardous waste pickup services was multiplied with the most recently available US EPA spend-based emissions factor (USEPA Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6, April 2024) for Hazardous waste collection.

3.6 – Business Travel

Data provided: Ducommun provided business travel data from two sources (i) a business travel management software (Christopherson) that calculated the CO_2e and (ii) the spend data from fuel used in rental cars.

Emissions factors: As the data from Christopherson was already calculated in the CO_2e for the various quarters, Green Project directly input the CO_2e into platform. For the spend data, Green Project used the US EIA Average Monthly Gas & Diesel prices to convert the spend data to approximate gallons of fuel used and assumed that gasoline was the fuel type used.

3.7 – Employee Commuting

Data provided: Ducommun provided the mileage of employees from their home addresses to their respective facility addresses. It was assumed that all employees drive to work and commute to work 5 days a week for 48 weeks of the year.

Emissions factor: Green Project utilized the 2024 US EPA GHG Inventory for the emissions factors for the employee commute data.

Water

Data provided: Water usage was provided for all facilities.

Notes & Assumptions

Waste – as several locations only provided invoices with the pickup frequency and the volume of the containers used for various waste types, Green Project assumed that these containers were 100% full each time they were serviced.

Business travel – the rental cars that were not tracked on the business management software (Christopherson and/or Concur) were assumed to be gasoline passenger cars.

Employee commuting – Green Project utilized the US EPA 2024 GHG Emission Factors Hub to calculate the emissions factors for the employee commute data (in miles) as opposed to the US EPA 2023 GHG Emission Factors Hub.

Appendix 6

Double Materiality Context Overview

In today's evolving landscape, companies must stay attuned to the sustainability issues that matter most to their stakeholders and business. By conducting regular materiality assessments, we strive to ensure our actions are both strategically sound and contribute to meaningful, long-term impacts on the world.

At Ducommun, we recognize the varied needs of our key stakeholders. Our materiality assessments help us focus on the issues that are most significant to both our stakeholders and our operations. By conducting regular assessments, we can determine which CER topics are most relevant to our organization and shape the scope of our disclosures. Additionally, these assessments allow us to evaluate the evolving landscape and aid us in addressing the most pressing issues effectively.

For 2025 reporting, Ducommun has enhanced its double materiality assessment, building on the assessments conducted in 2023 and 2024. This improvement aligns with the requirements of the CSRD. The assessment focuses on the Company's impact on the environment and society as well as external sustainability risks and improvement opportunities for the business. We engaged a broad group of internal and external stakeholders to identify risks and opportunities across our value chain.

We distributed our survey to at least 160 key stakeholders, both internal and external, ranging from customers, vendors, and regulatory agencies to community members, our Performance Center leadership, HR Business Partners and employees to identify impacts, risks and opportunities across our manufacturing operations. This process has helped frame our future sustainability ambitions and clarified the steps needed to achieve meaningful impact in the areas that matter most to our stakeholders. With each assessment, we gain deeper insights into our audiences, pinpointing where our business can truly make a difference. This report summarizes the approach methodology for our DMA conducted in 2025, emphasizing the key findings and outcomes. The results will serve as a foundation for refining our strategy and will play a critical role in informing our future CER initiatives.

Methodology

In conducting our materiality assessment, we consulted a range of external experts and organizations to learn from their experience and help ensure that our approach aligns with sustainability best practices. We incorporated a broad set of topics and evaluated them from the standpoint of each stakeholder group to ensure a well-rounded perspective.

Our methodology focused on two key perspectives:

Impact Perspective: We evaluated the actual or potential positive and negative impacts on people and the environment throughout our value chain, considering both short-term and long-term effects.

Financial Perspective: We determined a CER topic material if it could result in significant financial consequences for Ducommun, including risks or opportunities that could affect cash flows, growth or access to finance, both now and in the future.

By using these perspectives, we identified the material impacts, risks and opportunities that will guide our strategic planning and sustainability goals.

Define List of Topics	Assess Topic Materiality on Two Dimensions (Double Materiality)	Results Overview	Consolidate Outcomes and Report Findings
› Ducommun's current CER framework › Market trends and peer group benchmarks › Present and future regulatory standards and frameworks	› Internal stakeholder engagement through one-on-one interviews and Company-wide surveys › External stakeholder engagement through surveys, peer group benchmarking research and analysis of emerging CER-related frameworks	› All stakeholders believe employee health and safety is most significant to our organization's success. › Customers believe energy efficiency is most important to our organization's success, while employee health and safety is most important for assessing our organization's impact on stakeholders. › Leadership believes employee health and safety is most significant to our organization's success, while energy efficiency is most important to our external stakeholders.	› Presentation discussion with Leadership CER Steering Committee › Presentation discussion with Performance Center CER Committee › Integration into 2026 CER disclosure › Preparation for future reporting requirements

Results Summary

Ducommun distributed the DMA to key stakeholders, including customers, suppliers, leadership, community, employees and regulatory agencies to gather insights on the most relevant and impact CER topics. The survey aimed to assess both the financial and non-financial impacts of various CER factors.

The following are the top 5 material topics most important and top 5 material topics least important to our stakeholders:

Most Important	Least Important
Employee Health and Safety	Community Engagement
Profitable Growth	Corporate Governance
Energy Efficiency	Water Usage
Carbon Emissions	Employee Training and Development
Ethics and Compliance	Talent Acquisition

See the table below for a further breakdown of the most material topics to each stakeholder group:

Customers	Leadership	Employees	Regulatory Agencies	Community Members
Employee Health and Safety	Employee Health and Safety	Employee Health and Safety	N/A	N/A
Profitable Growth	Profitable Growth	Profitable Growth	N/A	N/A
Carbon Emissions	Ethics and Compliance	Waste Reduction	N/A	N/A
Ethics and Compliance	Energy Efficiency	Carbon Emissions	N/A	N/A
Accurate and Auditable ESG Reporting and Disclosures	Supply Chain Sustainability	Human Capital	N/A	N/A

See the table below for a further breakdown of the least material topics to each stakeholder group:

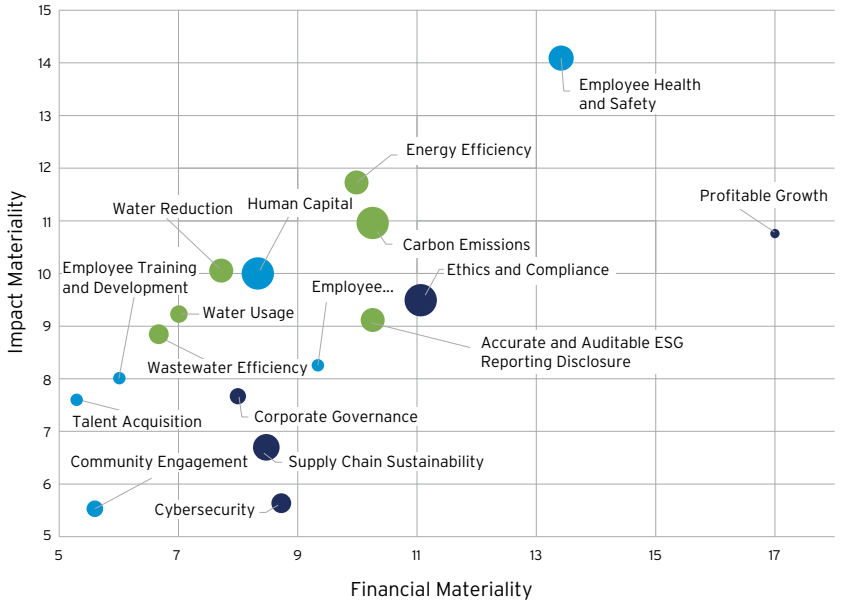
Customers	Leadership	Employees	Regulatory Agencies	Community Members
Community Engagement	Community Engagement	Community Engagement	N/A	N/A
Employee Training and Development	Water Usage	Corporate Governance	N/A	N/A
Talent Acquisition	Wastewater Efficiency	Employee Engagement	N/A	N/A
Wastewater Efficiency	Human Capital	Ethics and Compliance	N/A	N/A
Water Usage	Corporate Governance	Talent Acquisition	N/A	N/A

Next Steps

Findings	Action
Safety, health and well-being were assessed as the most material issues for all stakeholders.	Continue absolute focus on keeping our people safe and healthy with an increasing emphasis on health and well-being matters alongside physical safety.
Ethics and compliance was ranked as a highly material issue by more than one of our stakeholders.	Continue striving for excellence in ethics and compliance by providing monthly ethics bulletins to all employees and providing ethics training.
Accurate and Auditable ESG Reporting and Disclosures is one of the most significant material issues for our customers.	Continue progressing in our ESG reporting disclosures, including 3rd party verification of all of our reported data and investing in new technology.
Leadership and employees believe profitable growth is the second most significant material topic.	Continue to reduce emission, waste and water usage to save money and increase profit. Continue to create more efficient workplaces to increase production.
Community engagement was the least significant material issue overall.	Find creative ways to engage our community members at our Performance Centers across the United States to increase our corporate governance.

Our DMA identified the most material topics to our organization and to our stakeholders, as well as the most material topics to our organization from a financial perspective. Each topic was ranked from most material to least material from three different perspectives. **Figure 1** below shows how each topic was rated based on significance to our organization versus financial significance. The size of the bubbles shows the significance to our stakeholders.

Figure 1



Appendix 7

Table 1: 2025 Waste Data Breakdown (lbs.)

Categories	2025
Total Hazardous Waste Generated	5,211,090
Total Hazardous Waste Recycled/Reclaimed Onsite	7,653,127
Total Hazardous Waste Recycled/Reclaimed Offsite	2,210,338
Total Hazardous Waste Disposed	4,050,637
Total Hazardous Waste Incinerated with Energy Recovery	34,141
Total Hazardous Waste Incinerated without Energy Recovery	1,051,924
Non-Hazardous Waste Landfilled	1,470,395
Total Non-Hazardous Waste Incinerated with Energy Recovery	0
Total Non-Hazardous Waste Incinerated with Energy Recovery	0
Total Non-Hazardous Waste Recycled and Recovered	1,279,307
Total E-Waste	13,228
Total Universal Waste	22

Appendix 8

Yorke Engineering Scope 1, 2 and 3 Limited Assurance

Appendix 9

Scope 1 and Scope 2 GHG Emissions by Category and Sources

Scope	GHG Category	Direct emissions (in $mtCO_2e$)
1	CO_2	5835.628
1	CH_4	2.967
1	N_2O	4.341
1	HFC	231.597
1	PFC	0
1	SF_6	0
2	CO_2	12874.733
2	CH_4	31.311
2	N_2O	42.353
2	HFC	0
2	PFC	0
2	SF_6	0

Scope	GHG Category	Direct emissions (in $mtCO_2e$)	Sources
1	CO_2	5740.409	Stationary Combustion
1	CH_4	2.956	Stationary Combustion
1	N_2O	3.069	Stationary Combustion
1	HFCs	0	Stationary Combustion
1	PFCs	0	Stationary Combustion
1	SF_6	0	Stationary Combustion
1	CO_2	95.219	Mobile Combustion
1	CH_4	0.011	Mobile Combustion
1	N_2O	1.272	Mobile Combustion
1	HFCs	0	Mobile Combustion
1	PFCs	0	Mobile Combustion
1	SF_6	0	Mobile Combustion
1	CO_2	0	Process Sources
1	CH_4	0	Process Sources
1	N_2O	0	Process Sources
1	HFCs	0	Process Sources
1	PFCs	0	Process Sources
1	SF_6	0	Fugitive Sources
1	CO_2	0	Fugitive Sources
1	CH_4	0	Fugitive Sources
1	N_2O	231.597	Fugitive Sources
1	HFCs	0	Fugitive Sources
1	PFCs	0	Fugitive Sources
1	SF_6	0	Agricultural Sources
1	CO_2	0	Agricultural Sources
1	CH_4	0	Agricultural Sources
1	N_2O	0	Agricultural Sources
1	HFCs	0	Agricultural Sources
1	PFCs	0	Agricultural Sources
1	SF_6	0	Agricultural Sources
2	CO_2	12874.733	Purchased/Acquired Electricity
2	CH_4	31.311	Purchased/Acquired Electricity
2	N_2O	42.353	Purchased/Acquired Electricity
2	HFCs	0	Purchased/Acquired Electricity
2	PFCs	0	Purchased/Acquired Electricity
2	SF_6	0	Purchased/Acquired Electricity
2	CO_2	0	Purchased/Acquired Electricity
2	CH_4	0	Purchased/Acquired Steam
2	N_2O	0	Purchased/Acquired Steam
2	HFCs	0	Purchased/Acquired Steam
2	PFCs	0	Purchased/Acquired Steam
2	SF_6	0	Purchased/Acquired Steam
2	CO_2	0	Purchased/Acquired Steam
2	CH_4	0	Purchased/Acquired Heating
2	N_2O	0	Purchased/Acquired Heating
2	HFCs	0	Purchased/Acquired Heating
2	PFCs	0	Purchased/Acquired Heating
2	SF_6	0	Purchased/Acquired Heating
2	CO_2	0	Purchased/Acquired Cooling
2	CH_4	0	Purchased/Acquired Cooling
2	N_2O	0	Purchased/Acquired Cooling
2	HFCs	0	Purchased/Acquired Cooling
2	PFCs	0	Purchased/Acquired Cooling
2	SF_6	0	Purchased/Acquired Cooling

Appendix 10

Ducommun Four Key Pillars Initiatives

Table 1: Energy Saving Initiatives

Performance Center	Energy Efficiency Type	Scope Affected	Estimated GHG Reduction (MT CO_2e/year)	Estimated Energy Savings (kWh/year)
Appleton, WI	Compressor Heat Recovery	Scope 1	Reduction of 51 MT of Scope 1 emissions	Energy Savings of 278,507 kWh/year
All Performance Centers	LED Lighting Upgrade	Scope 2	Reduction of 1,306 MT of scope 2 emissions	Energy Savings of 4.2 M kWh/year
Appleton, WI **Coxsackie, NY** **Gardena, CA** **Huntsville, AR** **Joplin, MO** **Huntington Beach, CA** **Parsons, KS**	HVAC Optimization	Scope 2	Reduction of 64 MT of scope 2 emissions	Energy savings of 476,000 kWh/year
Carson, CA **Parsons, KS** **Warren, RI**	Equipment Efficiency Upgrade	Scope 2	Reduction of 66 MT of Scope 2 emissions	Energy savings of 265,306 kWh/year
El Mirage, CA	Compressor Conversion	Scope 2	Reduction of 61 MT of Scope 2 emissions	Energy Savings of 262,800 kWh/year
Orange, CA	Boiler Retrofit	Scope 2	Reduction of 185 MT of Scope 2 emissions	Energy Savings of 34,744 therms per year
Santa Clarita, CA	Onsite solar	Scope 2	Reduction of 5 MT of Scope 2 emissions	Energy savings of 21,499 kWh/year

Table 2: Waste Diversion Projects 2025

Performance Center	Project Type	Scope 3 Category	Estimated Scope 3 GHG Reduction Impact (Metric Tons CO_2e)	Estimated Recycling Impact
Orange, CA	Regeneration of used sodium hydroxide (etchant)	Purchased Goods and Servies Waste Generated in Operations	Reduction of 1,210 MT of Scope 3 GHG emissions	7,407,180 lbs of NaOH recycled
Orange, CA	Perc recycling and reuse	Purchased Goods and Services Waste Generated in Operations	Reduction of 114 MT Scope 3 GHG emissions	157,186 lbs of PERC recycled
Gardena, CA	Recycling and reusing of spent chemical solution	Purchased Goods and Services Waste Generated in Operations	Reduction of 12.5 MT of Scope 3 GHG emissions	76,560 lbs of NaOH recycled
Carson, CA **Tulsa, OK**	Recycling and reusing of spent solvents	Purchased Goods and Services Waste Generated in Operations	Reduction of 1.04 MT of Scope 3 GHG emissions	3,590 lbs of isopropyl alcohol recycled
Warren, RI	Onsite reclamation of spent lubricant	Purchased Goods and Services Waste Generated in Operations	Reduction of 3.5 MT of Scope 3 GHG emissions	7,824 lbs of lubricant reused onsite
Coxsackie, NY **Carson, CA**	Diversion of empty chemical containers from hazardous waste landfills	Purchased Goods and Services Waste Generated in Operations	Reduction of 1.6 MT of Scope 3 GHG emissions	3,635 lbs of empty containers diverted
Joplin, MO	Recycling and reuse of spent bases	Purchased Goods and Services Waste Generated in Operations	Reduction of 6.9 MT of Scope 3 GHG emissions	9,690 lbs of ferric chloride recycled
Huntsville, AR	Extending shelf life for adhesives and paints	Purchased Goods and Services Waste Generated in Operations	Reduction of 0.25 MT of Scope 3 GHG emissions	546 lbs of chemicals reclaimed
All Performance Centers	Cardboard recycling	Waste Generated in Operations	Reduction of 39 MT of Scope 3 GHG emissions	132,939 lbs of cardboard recycled
All Performance Centers	Scrap metal recycling	Waste Generated in Operations	Reduction of 776 MT of Scope 3 GHG emissions	1,710,194 lbs of scrap metal recycled
All Performance Centers	Toner recycling	Waste generated in Operations	Reduction of 0.10 MT of Scope 3 GHG emissions	230 lbs of toner recycled
Appleton, WI **Nobles, WI**	Recycling plastics as fuel pellets	Waste generated in Operations	Reduction of 16.9 MT of Scope 3 GHG emissions	37,308 lbs of plastic recycled and reused as fuel pellets
All Performance Centers	Recycling excess plastics	Waste generated in Operations	Reduction of 11.2 MT of Scope 3 GHG emissions	24,753 lbs of plastic recycled
All Performance Centers	Recycling packaging	Waste generated in Operations	Reduction of 2.4 MT of Scope 3 GHG emissions	5,390 lbs of packaging recycled

Table 3: Water and Wastewater Recycling Projects 2025

Performance Center	Category	Water Recycling Project Type	Area of Application	Estimated Water Recycling Impact
Santa Clarita, CA	Water Usage Avoidance	Closed loop water recycling system	Production process	Reduced overall water demand by 1.920,000 gallons of fresh water annually
Parsons, KS	Water Recycling and Reuse	Hot-Press closed loop water cooling system	Production process	Reduced overall water demand by 9M gallons annually
California Performance Centers	Water Usage Reduction	Landscaping watering reductions and planting of drought resistant plants	Irrigation and landscaping	Reduced overall water demand by approximately 35,650 gallons of fresh water
Huntsville, AR	Water Recycling and Reuse	Rack degreaser project equipped with self-contained recycling unit	Production process	Reduced overall water demand by over 12,600 gallons of fresh water annually
Orange, CA	Water Recycling and Reuse	Chillers, boilers and compressor condensate recycling	Industrial process	Reduced overall water demand by approximately 210,000 gallons of fresh water annually
Coxsackie, NY	Water Recycling and Reuse	Closed loop water recycling system	Production process	Reduced overall freshwater demand by 1,764,070 gallons annually
Nobles, WI	Water Recycling and Reuse	Closed loop water recycling system	Production process	Reduced overall freshwater demand by 92,400 gallons annually
Appleton, WI	Water Usage Avoidance	Wastewater recycling program	Industrial process	Reduced overall water demand by 414,720 gallons of freshwater
Tulsa, OK	Water Usage Avoidance	Wastewater recycling program	Industrial process	Reduced overall water demand by 324,480 gallons of freshwater
Appleton, WI **Santa Clarita, CA** **Huntsville, AR** **Tulsa, OK**	Wastewater Recycling and Reuse	Wastewater reuse program	Industrial process	Reduced overall water demand by 763,800 gallons

Appendix 11

2025 Ducommun Health and Safety Data

Metric	2025
Total Fatalities	0
Total Lost Time Incidents	0
Total Recordable Incidents	6
Total First Aid Cases	50
Total Near Miss Cases	111
Total Behavior Based Safety Observations	8,930
DART rate	0
Near Miss Frequency rate	40.9
Contractor Recordable Rate	0
Contract Agency Recordable Rate	0

Appendix 12

Scope 1, 2, 3, Electricity, Waste and Water Totals by Facility

Facility	Scope 1 (MT CO2e)	Scope 2 (Market-based) (MT CO2e)	Scope 3 (MT CO2e)	Electricity (GJ)	Stationary Combustion (GJ)	Non Hazardous Waste (lbs)	Hazardous Waste Generated (lbs)	Total Water Demand (gal)	Total Water Recycled and Avoided (gal)	Total Wastewater Discharge (gal)	Total Wastewater Recycled, Reclaimed (Onsite and Offsite) and Avoidance (gal)
St. Croix Falls WI (Nobles Worldwide)	64	250	2,767	2,011.40	789.15	26,400	2,712	246,560	98,000	-	14,000
Tulsa	21	1,255	5,196	8,849.38	426.20	521,400	1,712	2,295,320	6,100	993,410	305,620
New York	1,078	16	10,395	23,660.21	20,775.74	64,540	281,580	5,566,543	3,528,140	6,003,660	1,764,070
Joplin	268	2,254	7,749	15,906.87	5,188.54	99,320	14,787	2,699,757	-	409,251	-
Gardena	295	-	6,010	12,372.73	5,806.22	260,380	2,810	1,025,598	98,023	-	98,023
El Mirage	1,287	328	1,968	5,153.18	25,561.16	19,260	1,499,280	1,027,219	43,559	331,200	418,318
Huntsville	108	1,046	5,219	7,376.69	1,398.29	66,000	10,251	1,200,595	-	-	14,400
Appleton	171	1,458	6,415	11,472.41	3,427.60	50,050	1,601	1,592,800	161,700	778,880	576,420
Monrovia	0.95	-	1,002	4,590.81	18.89	39,600	372,066	211,547	-	-	-
LDS	3	-	430	291.68	56.17	57,200	1,300	174,563	-	51,750	51,750
Guaymas Mexico	72	2,174	534	22,753.84	1,430.97	69,325	188,952	3,391,360	-	-	-
Berryville	34	64	64	451.45	683.35	-	-	-	-	-	-
Orange	1,371	569	7,360	8,939.75	27,213.64	11,840	2,562,689	4,277,210	169,230	2,048,900	2,052,930
Magseal	27	157	697	2,302.32	529.86	-	7,000	55,851	-	-	-
Carson	79	-	3,759	6,475.36	1,564.95	1,404	10,522	604,441	-	3,000	3,000
Parsons	1,099	3,162	5,325	50,795.24	19,369.67	170,580	253,358	12,000,526	-	8,961,449	0
Certified Thermoplastic	1	129	1,414	2,108.01	17.63	14,500	440	512,532	1,977,000	6,000	1,932,000
BLR	-	86	2,507	1,086.92	-	-	-	-	-	-	-
Total	**6,076**	**12,948**	**68,811***	**186,598.25**	**114,258.03**	**1,470,395**	**5,211,090**	**36,852,422**	**6,081,752**	**19,587,500**	**10,975,452**

* *Business travel is excluded from this total, as it is calculated at the enterprise level via a third-party vendor.*

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