MOOG

SUSTAINABILITY AMBITIONS AND SASB DISCLOSURE

Moog Inc. / Fiscal Year 2023

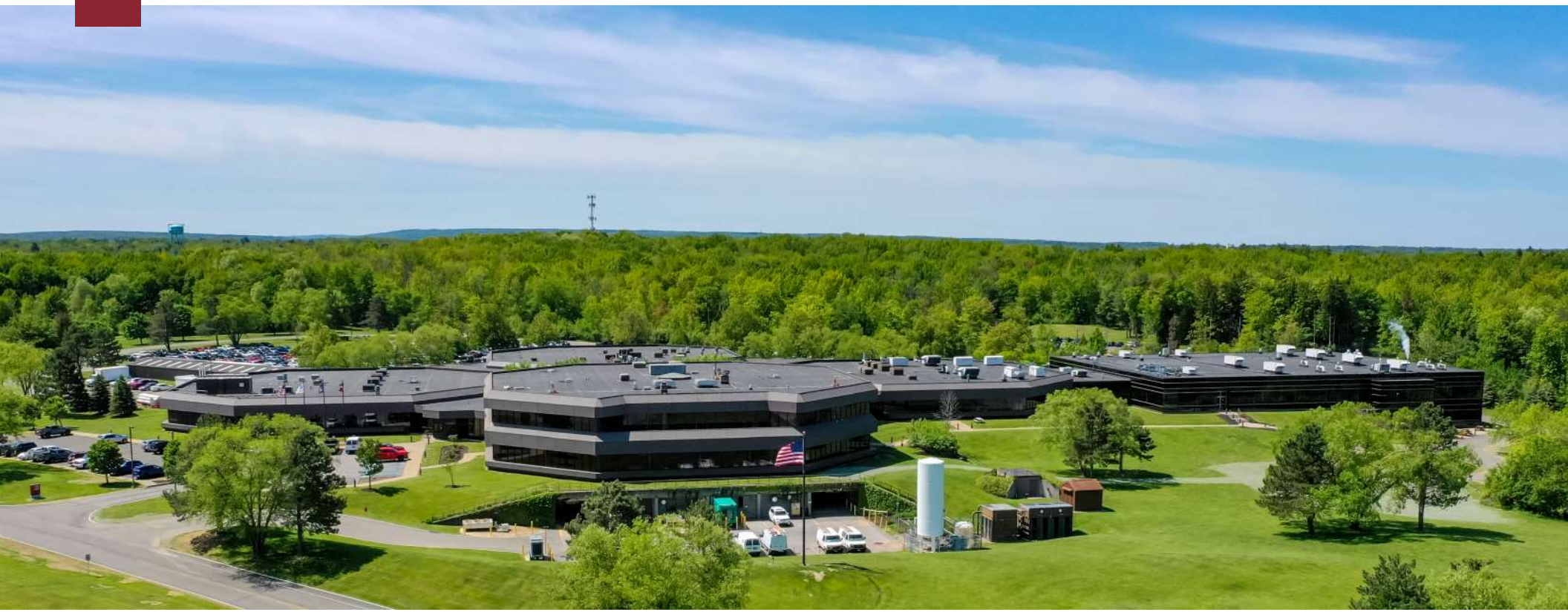

TABLE OF CONTENTS

LETTER FROM THE CEO

I am pleased to present our 2023 Sustainability and Accounting Standards Board – Aerospace and Defense (SASB) disclosure. This is the second consecutive year we have completed this report. In it, we have included additional information about our ambitions under greenhouse gas (GHG) emissions, water consumption, and hazardous waste.

In the past year, we have made great strides in understanding scope 1 and scope 2 baseline GHG emissions across our company's global footprint, and we have developed a plan to reduce them by 40% by 2030. We built state-of-the-art facilities in the UK, Ireland, and China, with environmental performance in mind. We initiated projects that focus on increasing factory energy efficiency while reducing emissions, water usage, and hazardous waste. We also took steps to further build a sustainability culture through employee education, visual controls, and by making sustainability part of our leadership development activities. I am confident we understand what we need to do over the next few years to achieve our ambition.

Our water consumption baseline has identified locations where we are using water for processes but also where the local impact of the changing climate has strained water resources. Over the next 12 months, we will improve monitoring and metering to determine where we can do our part and meaningfully reduce our demand on this finite natural resource.

Identifying our hazardous waste impact, and opportunities to reduce it, are well underway. We have projects on the horizon that involve re-configuring some of our processes, changing materials, and installing separation of waste streams. These wastes are costly environmentally, as well as financially, and I see clear benefits in driving down these by-products of production.

All the initiatives above are driven by passionate, dedicated, and committed Moogers who see the economic, environmental, and social benefits of what we are doing. Bound together by our values, our commitment is encapsulated in our purpose: Shaping the way our world moves™. We trust and respect one another to do what is right for our customers, the planet, and the communities where we do business every day.

Sincerely,

Pat Roche
Chief Executive Officer
Moog Inc.

ABOUT MOOG

DRIVING INNOVATION FOR 70+ YEARS

At Moog, we design and manufacture the most advanced motion control systems and precision components for aerospace, defense, industrial and medical applications. Lives depend on the precise control of velocity, force, acceleration and fluids whether it's on land, at sea, in the air or out in space.

Our expanded motion control portfolio now includes all forms of actuation technology, sophisticated control electronics and system software. Moog products reflect a celebrated culture that inspires employees to collaborate on creating exciting technical solutions for the most complex challenges.

To learn more, visit www.moog.com.

OUR VALUES

These core values represent the essence of Moog's culture – what we stand for, how we treat one another, and why we are such a special place to work:

- Trust is a Must
- Competence is King
- We Try Harder
- We're All in this Together
- It's My Job
- We Look for Solutions not Someone to Blame
- Communication is Crucial
- Formality doesn't Help
- We have to be Adaptable and Ready to Change
- Performance and Commitment should be Rewarded
- Work should be an Enjoyable Experience
- Your Personal Life is Important

OUR MARKETS AND APPLICATIONS

We deliver innovative motion control solutions across a range of end markets

DEFENSE

- OEM Platforms
- Aircraft Aftermarket
- Control Systems

SPACE

- Launch Vehicles
- Satellite Components
- Space Vehicles

INDUSTRIAL

- Industrial Automation
- Simulation and Test
- Energy
- Electrification of Construction Vehicles

COMMERCIAL

- OEM Platforms
- OEM Components
- Aircraft Aftermarket

MEDICAL

- Enteral Pumps and Sets
- Infusion Pumps and Sets
- Components & CT Scan Slip Rings

OUR AMBITIONS

In 2023, Moog assessed our environmental impact in locations across 20 countries. We further developed a sustainability strategy to align with our steadfast commitment to responsible environmental stewardship. Here's an update on what we intend to achieve, our plan and progress for reducing our environmental footprint in these three key areas:

GREENHOUSE GAS (GHG) EMISSIONS

Reduce our scope 1 and scope 2 GHG emissions by 40% by 2030, compared to a fiscal year 2022 baseline.

Plan: Focus on the top 10 contributing sites that represent nearly 80% of our total global GHG emissions footprint.

Progress: Developed detailed emissions reduction plans for five sites in three continents, four of which are among our top 10 emitters. Projects are underway in three of the top 10 sites. Launched a global deployment strategy to engage all employees in emissions reduction efforts.

WATER CONSUMPTION

Reduce our total water consumption and enhance water efficiency across our operations from a fiscal year 2022 baseline.

Plan: Focus on the top 10 water consuming sites that now represent over 90% of our total global water consumption. Also address locations that may not be in top 10 but are in water-stressed regions. Set a water reduction target within the next 12 months.

Progress: Identified two major projects for reducing water consumption in two of our top five sites globally and monitored and analyzed other sites .

HAZARDOUS WASTE GENERATION

Reduce our total hazardous waste generation across our operations from a fiscal year 2022 baseline.

Plan: Focus on the top 10 hazardous waste generation sites that now represent over 90% of our total hazardous waste. Set a hazardous waste reduction target within the next 12 months.

Progress: Identified and initiated two projects that have the potential to reduce hazardous waste disposal across our footprint.

SASB SUSTAINABLE INDUSTRY CLASSIFICATION SYSTEM (SICS):

The following disclosures are aligned to the Sustainability Accounting Standards Board (SASB) framework for the Aerospace and Defense industry. As a diversified manufacturer, the nature of Moog's business does not fit squarely within one industry, so Moog may include information and metrics that are aligned to other industries we believe would be of interest to our investors.

Moog will continue to evaluate the disclosure of additional topics relevant to our industries, taking into account materiality, availability of reliable data, and competitive sensitivities.

In the document, all data is for fiscal year 2023 and the revenue numbers reflected are in US $M.

SASB Code	Topic	Metric	Disclosure
RT-AE-130a.1	Energy Management	(1) Total energy consumed	880,854 GJ
		(2) Percentage grid electricity	75.9%
		(3) Percentage renewable	7.5%
RT-AE-150a.1	Hazardous Waste Management	Amount of hazardous waste generated	3,700 metric tons
		Percentage recycled	8.1%
RT-AE-150a.2	Hazardous Waste Management	Number and aggregate quantity of reportable spills	2 qty 245 kg
		Quantity recovered	195 kg
RT-AE-230a.1	Data Security	(1) Number of data breaches	Moog considers this information to be confidential.
		(2) Percentage involving confidential information	Moog considers this information to be confidential.

SASB Code	Topic	Metric	Disclosure
RT-AE-230a.2	Data Security	Description of approach to identifying and addressing data security risks in (1) entity operations and (2) products	**(1) Company Operations** Moog is a multi-national, multiple industry systems provider that provides products, services, entire system solutions, and cloud services to a wide variety of clients. Moog's information security employs a defense-in-depth strategy towards cybersecurity protections and deterrence for its systems and operations. Moog's information systems comply with the ITIL framework that follows the CobiT 5.0 control objectives and is closely aligned with the ISO/IEC 27001 industrial standards, NIST SP 800-53 revision 4 standards for secure product development, and the NIST SP 800-171 standards for security processes and planning. Moog addresses the identification of vulnerabilities in the enterprise by focusing on the layers of protection in the NIST Cybersecurity framework: Enterprise (at the perimeter), End Point (at the user level), and at the Systems level (servers, apps, and networking systems). Moog performs daily monitoring of all interior systems, using tools to identify known vulnerabilities and create risk assessments that are used to resolve risky items. Moog employs Security as a Service (SECaaS) products that monitor the threats and vulnerabilities at our perimeter defenses, so that we can proactively address threats that are discovered and potentially exploited in Dark Web areas of the internet. Moog's end point protection solutions are focused on detecting, remediating, and blocking threats from malware, ransomware, phishing attacks, and malicious URL attacks on end user devices. Moog employs proactive asset management and configuration management tools that proactively identify deficient systems and sends automatic updates to remediate any known issues on devices and systems. There are teams at Moog dedicated to daily monitoring of all threats and known vulnerabilities in the system. We have a global incident response and management team that reviews potential threats and incidents multiple times a day to ensure that we have coverage and can address issues in a timely manner before they impact operations. Moog utilizes training and awareness of cybersecurity threats and controls through a broad range of classes and webinars geared to educate users on insider threats, phishing attacks, social engineering, mobility security and policy training. We also have an internal audit function that audits our security controls and systems on an annual basis, ensuring that Moog meets its own internal security controls and practices. In accordance with NIST Cybersecurity Framework and ISO/IEC 27001 standards, Moog has developed and regularly tests its ability to show business resiliency and recoverability. Moog has developed and actively

SASB Code	Topic	Metric	Disclosure
			updates its Site Security Plans and Incident Response Plans for cybersecurity events, in accordance with governmental oversight groups. And Moog is working to incorporate the security planning, strategy, and implementation of security processes and controls with its supplier and vendor communities. This includes vendor and partner screening, dedicated procedure training on dealing with security threats, product and supplier-provided input reviews for known vulnerabilities, and active coordination regarding vulnerability reporting and active protection methods to assist with their issues. **(2) Products** Moog utilizes a secure software development lifecycle, or Secure SDLC, which is an embedded development framework that incorporates secure software development practices and the embedding of security controls that make Moog's products more secure and sustainable. In accordance with NIST CSF and ISO 27001 control frameworks, Moog will seek to continue expanding the use of software bill of materials and hardware bill of materials to ensure that a complete listing of product inputs is regularly reviewed and updated for product vulnerabilities. Moog complies with regulatory and approval requirements around vulnerability identification and reporting, in compliance with Department of Defense and other governmental agency reporting. Moog's Secure SDLC framework focuses on a proactive approach around product development. It uses threat modeling approaches to identify weaknesses in product design, alternatives to product development approaches, and key components that will be relevant to future regulatory approval. All code is scanned for known code vulnerabilities, including opensource code and utilities. All systems are scanned and hardened to secure known vulnerabilities at the purchased product level. In some instances, additional third-party penetration testing is conducted in accordance with regulatory needs and requirements. Given that many of Moog's products are used as a part in a larger solution, a significant amount of product integration testing and validation occurs. Moog works to segregate key technology value streams into separate controlled networks. This enables Moog to limit the impact of potential attacks and it speeds up the ability of Moog to recover from a potential outage of central services. Moog conducts field testing of all products, and those testing activities comply with all Moog product security and information security controls. Finally, all Moog secure facilities have employed physical security controls to restrict access to authorized personnel, including any shipping dock and other ingress points to the secure development environment.

SASB Code	Topic	Metric	Disclosure
RT-AE-250a.1	Product Safety	Number of recalls issued, total units recalled	Moog has implemented a Notice of Escape (NOE) process to control and manage product recalls. Moog has established cross-functional NOE boards for each operating segment to review NOE submission. To prevent escapes, Moog manages escape prevention through its Control of Nonconforming Product Handbook which includes measures such as containment of defective materials/products, reinforcement of detection processes to verify future supply, and implementation of root cause and corrective actions. Moog considers the number of recalls issued and total units recalled to be confidential.
RT-AE-250a.2	Product Safety	Number of counterfeit parts detected, percentage avoided	Moog utilizes internal policies to direct requirements intended to mitigate the risk of counterfeit parts/materials being incorporated into Moog product (including finished assemblies, spare parts, support/test equipment, etc.). In addition, Moog's Terms & Conditions of Purchase specifies supplier requirements to prevent counterfeit parts from being provided to Moog. Further, in support of US Government contracts, Moog's Supplemental Terms & Conditions incorporates additional DFARS requirements required of our supply base to prevent suppliers from providing counterfeit parts to Moog. Moog considers the number of counterfeit parts detected and percentage avoided to be confidential.
RT-AE-250a.3	Product Safety	Number of Airworthiness Directives received, total units affected	Moog monitors Airworthiness Directives (AD) issued by government bodies to ensure regulatory compliance for aerospace products manufactured or maintained by the company. Moog is committed to the implementation of safety corrective actions and reoccurrence prevention. Moog considers the number of Airworthiness Directives received and total units affected to be confidential.
RT-AE-250a.4	Product Safety	Total amount of monetary losses as a result of legal proceedings associated with product safety	Moog considers this information to be confidential.

SASB Code	Topic	Metric	Disclosure
RT-AE-410a.1	Fuel Economy & Emissions in Use-phase	Revenue from alternative energy-related products	$24.8M Moog Construction: $18.6M (75%) from the electrification of mobile construction equipment. Moog sells integrated electrification systems that enable OEM customers to convert their machines from internal combustion to fully electric battery powered solutions in the compact construction equipment markets. Moog Industrial: $6.2M (25%) from the electrification of recreational ATVs and on-highway motorcycles. Moog sells motors and electric drive sub-systems and components that enable ATV and on-highway motorcycle OEM manufacturers to replace their internal combustion powertrains with battery-electric powered drivetrains.
RT-AE-410a.2	Fuel Economy & Emissions in Use-phase	Description of approach and discussion of strategy to address fuel economy and greenhouse gas (GHG) emissions of products	Sustainability plays a prominent role in the development of business strategy across Moog's various business units. Moog has a long history of replacing legacy lower efficiency centralized fluid power motion controls with highly efficient electrically powered motion controls across a range of demanding aerospace, defense and industrial applications. As a strategic supplier to the largest aircraft engine manufacturers, Moog is supporting those companies in their transition to using Sustainable Aerospace Fuels. As part of the Future Engine Technology for the Control of Hydrogen (FETCH) research program, Moog is developing hydrogen gas turbine fuel metering systems and liquid hydrogen fuel system valves to enable net zero aircraft. Moog is also investing in the development of hybrid and electric propulsion systems to support the industry's transition to net zero in 2050. In response to customer demand, our Industrial Systems segment has developed a strategy sharply focused on energy efficiency. Investments were made in an array of energy-efficient products including on-demand power solutions such as electro-hydrostatic pumps and floating piston pumps. Investments have also been made in highly efficient and cost-effective brushless motor and drive technologies. Moog Construction has been working with large engineering, procurement, and construction firms to automate material handling tasks found in large utility scale solar power construction projects. These investments in automation solutions could accelerate the adoption of utility scale power generation from existing fossil fuel energy sources to renewable energy sources and reduce harmful greenhouse gas emissions and do so in a highly scalable manner.

SASB Code	Topic	Metric	Disclosure
RT-AE-440a.1	Materials Sourcing	Description of the management of risks associated with the use of critical materials	Moog understands the inherent risk in the procurement of critical materials to support the products we manufacture. Through our robust Supplier Selection Process, our use of Risk Mitigation tools, and monitoring end-to-end supply chain risk; Moog is taking a multi-faceted approach to continuity of supply. Various replenishment methods across our operating groups allow for buffer stock, kanban systems, lifetime buys, and vendor-managed programs to further maintain material availability. Our Conflict Minerals program aims to ensure responsible sourcing of tungsten, tin, tantalum and gold (3TG) in our development and production of product.
RT-AE-510a.1	Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with incidents of corruption, bribery, and/or illicit international trade	SEC Filings: Information on legal proceedings is disclosed in our Annual Report on Form 10-K and in our Quarterly Reports on Form 10-Q.
RT-AE-510a.2	Business Ethics	Revenue from countries ranked in the "E" or "F" Band of Transparency International's Government Defence Anti-Corruption Index	$115.1M, 82% of which is sales into China.
RT-AE-510a.3	Business Ethics	Discussion of processes to manage business ethics risks throughout the value chain	Moog's employees share a commitment to the highest standards of ethical conduct, a vital responsibility for upholding its culture and values. We do more than just comply with laws and regulations. All Moog employees are expected to conduct themselves with integrity in dealing with each other, with our suppliers, and with our customers. It is vital that each of the employees be aware of, and comply with, Moog's Statement of Business Ethics ("SOBE"). Furthermore, Moog employees are expected to complete Ethics training regularly. If an employee has a concern that an activity or practice related to their work or the overall business of Moog may be unethical, their first source of guidance is expected to be their supervisor, any supervisor, then Human Resources manager or the Moog Legal Department. If that does not prove satisfactory, or is impractical, Moog encourages employees to use one of two available Hotlines to confidentially report their concerns. There will not be any retaliation against any person for calling either of these hotlines. To the maximum extent feasible, a person's identity will be kept in confidence during investigation and resolution of matters reported.

SASB Code	Topic	Metric	Disclosure
			Anonymous contacts will be accepted, investigated, and resolved to the maximum extent feasible without directly involving the individual who made the report in the investigatory process or reported results. The Moog Business Ethics Compliance Committee ("BECC") is chartered to "provide guidance and oversee the policies and processes for ethical conduct ensuring compliance with applicable laws, rules and regulations." It is a company-wide committee with operating group and corporate representation that is accountable to the Moog executive team. BECC activities include: monitoring and reporting on U.S. and International laws that require establishing, publishing, updating and maintaining Moog's SOBE; providing all employees with awareness training on the SOBE; operating the hotlines; overseeing a monitoring system for identifying and addressing process or compliance issues; and determining those issues that may require disclosure to enforcement agencies.
RT-AE-000.A	Activity Metric	Production by reportable segment	Necessary information to comply with the reporting requirement(s) is not yet complete or validated. As an alternative, we have provided revenue by reportable segment. Segment revenue is reported in our Annual Report on Form 10-K for the year ended September 30, 2023> Item 8 – Financial Statements and Supplementary Data > Note 21 – Segments. We don't currently have product by reportable segment.
RT-AE-000.B	Activity Metric	Number of employees	Headcount is reported in in our Annual Report on Form 10-K for the year ended September 30, 2023> Item 1 – Business > Human Capital Resources

DISCLOSURE REGARDING FORWARD-LOOKING STATEMENTS

Moog Inc. (Moog or we) is publishing this report solely for informational purposes for our stakeholders and to demonstrate how we uphold our values through our business practices. We share information about our Environmental, Social, and Governance (ESG) efforts through several channels—including various reports and presentations, our website, press releases, and conversations with stakeholders. This report is designed to summarize our ESG strategy, progress, and data for the financial year ended September 30, 2023, focusing on issues that we believe are of interest to our stakeholders.

The report is intended to provide a high-level overview of our ESG strategy and initiatives with selected examples; it is not a comprehensive description, a financial report or a financial presentation, or legal summary of our ESG programs and involvements. Accordingly, this report should be read in conjunction with our 2023 Annual Report on Form 10-K and any subsequent Quarterly Reports on Form 10-Q (including the "Forward-Looking Statements" and "Risk Factors" sections in such filings), our 2023 Proxy Statement, and any subsequent filings with the U.S. Securities and Exchange Commission (SEC), which can be found on our Investor Relations website at moog.com.

This ESG Report and other information on our website is not incorporated by reference into, nor is otherwise a part of, any of our SEC filings, except as may be expressly set forth by specific reference.

All information and reporting and performance data in this report is provided for the financial year ended September 30, 2023, unless otherwise noted. ESG data and metrics in this report are not prepared in accordance with generally accepted accounting principles (GAAP) or audited.

Any forecasts, projections, forward-looking statements, or other goals discussed in this report are aspirational; as such, no guarantees or promises are made that any such goals will be met. Information contained in this report may not be comprehensive or up to date, and is subject to change without notice. Moog has no obligation, does not assume any duty, and does not undertake to update the information or data in this report.

This report uses certain terms, including those that the SASB refers to as "material" topics, to reflect the issues we believe are of importance to Moog and our stakeholders. Used in this context, these terms are distinct from, and should not be confused with, the terms "material" and "materiality" as defined by or construed in accordance with securities law, the rules or regulations of the SEC, or as used in the context of financial statements and reporting.