



MOOG

First Quarter 2025 Earnings Supplemental

January 2025

Shaping the way our world moves™

Disclosures

Cautionary Statement Regarding Forward Looking Information

This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, which can be identified by words such as: “may,” “will,” “should,” “believes,” “expects,” “expected,” “intends,” “plans,” “projects,” “approximate,” “estimates,” “predicts,” “potential,” “outlook,” “forecast,” “anticipates,” “presume,” “assume” and other words and terms of similar meaning (including their negative counterparts or other various or comparable terminology). These forward-looking statements are made pursuant to the Private Securities Litigation Reform Act of 1995, are neither historical facts nor guarantees of future performance and are subject to several factors, risks and uncertainties, the impact or occurrence of which could cause actual results to differ materially from the expected results described in the forward-looking statements. Although it is not possible to create a comprehensive list of all factors that may cause our actual results to differ from the results expressed or implied by our forward-looking statements or that may affect our future results, some of these factors and other risks and uncertainties are described in Item 1A “Risk Factors” of our Annual Report on Form 10-K and in our other periodic filings with the Securities and Exchange Commission (“SEC”) and include, but are not limited to, risks relating to: (i) our operation in highly competitive markets with competitors who may have greater resources than we possess; (ii) our operation in cyclical markets that are sensitive to domestic and foreign economic conditions and events; (iii) our heavy dependence on government contracts that may not be fully funded or may be terminated; (iv) supply chain constraints and inflationary impacts on prices for raw materials and components used in our products; (v) failure of our subcontractors or suppliers to perform their contractual obligations; and (vi) our accounting estimations for over-time contracts and any changes we need to make thereto. You should evaluate all forward-looking statements made in this presentation in the context of these risks and uncertainties. While we believe we have identified and discussed in our SEC filings the material risks affecting our business, there may be additional factors, risks and uncertainties not currently known to us or that we currently consider immaterial that may affect the forward-looking statements we make herein. Given these factors, risks and uncertainties, investors should not place undue reliance on forward-looking statements as predictive of future results. Any forward-looking statement speaks only as of the date on which it is made, and we disclaim any obligation to update any forward-looking statement made in this presentation, except as required by applicable law.

Non-GAAP Financial Measures

The presentation also includes certain financial information that is not presented in accordance with Generally Accepted Accounting Principles (“GAAP”), including, but not limited to, “Adjusted Operating Margin,” “Adjusted Net Earnings Per Share,” “Adjusted EBITDA,” “Free Cash Flow” and “Free Cash Flow Conversion.” While we believe that these non-GAAP financial measures may be useful in evaluating our financial condition and results of operations, this information should be considered supplemental and is not a substitute for financial information prepared in accordance with GAAP. Adjustments to operating profit and margin and net earnings per share have included restructuring charges, impairment charges, gains and losses on the sale of buildings and businesses and inventory write-down charges. Reconciliations of the non-GAAP measures to the most directly comparable GAAP measures can be found in the appendix to this presentation.

This presentation also contains forward-looking non-GAAP financial measures regarding “Adjusted Operating Margin,” “Adjusted Net Earnings per Share,” “Adjusted EBITDA,” “Free Cash Flow” and “Free Cash Flow Conversion.” The forward-looking non-GAAP financial measures are expected to include adjustments similar in nature to those described above though could differ materially and adversely from the results anticipated or implied herein. We cannot, without unreasonable effort or expense, reliably predict the necessary components of the most directly comparable GAAP measures and are unable to present a quantitative reconciliation of these forward-looking non-GAAP financial measures.

Note – numbers in tables may not add to totals due to rounding.

First Quarter 2025 Highlights

- ▶ Delivered strong sales growth and solid margin enhancement
- ▶ Secured significant bookings on strong technical capabilities and customer focus
- ▶ Affirmed FY 2025 guidance on sales, operating margin and free cash flow

First Quarter 2025 Operational Highlights



Customer Focus

- Record bookings in Space & Defense, strong bookings in Commercial Aircraft
- Successful product performance supporting customers' milestone deliveries
- Added European defense manufacturing capacity, and driving efficiencies



People, Community and Planet

- Committed to 20% reduction in water consumption in water-stressed areas
- Published second Sustainability report
- Teamed with JetZero for blended wing demonstrator aircraft



Financial Strength

- Delivered financial and operational improvements through simplification
- Continued to simplify operations and to achieve focused factories
- Matured 80/20 capabilities to drive productivity

First Quarter 2025 Financial Headlines

\$910M

Sales

11.8%

Adjusted
Operating
Margin*, **

\$1.78

Adjusted
Earnings
Per Share*, ***

\$(165M)

Free Cash
Flow*

* Non-GAAP measures, see appendix for reconciliations

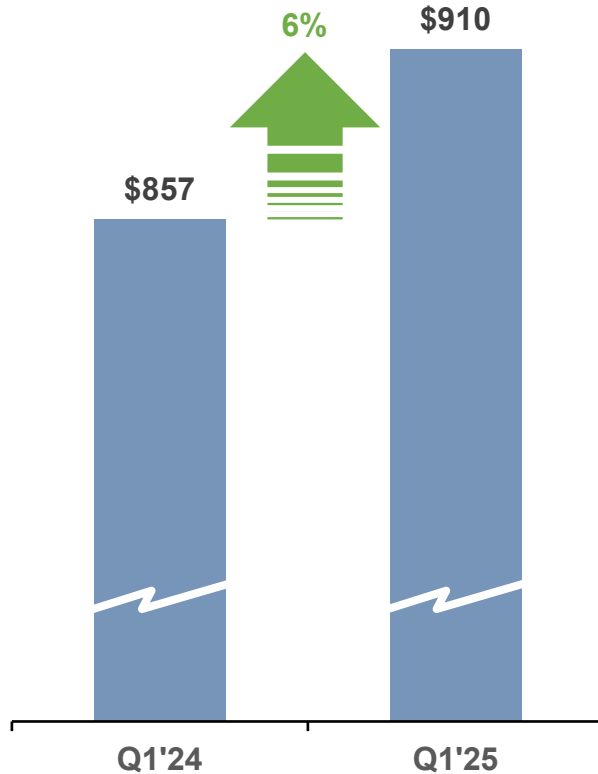
** Q1 2025 includes 80bps for an out-of-period warranty expense

*** Q1 2025 includes \$0.18 for an out-of-period warranty expense

Sales growth and margin expansion drove strong EPS growth

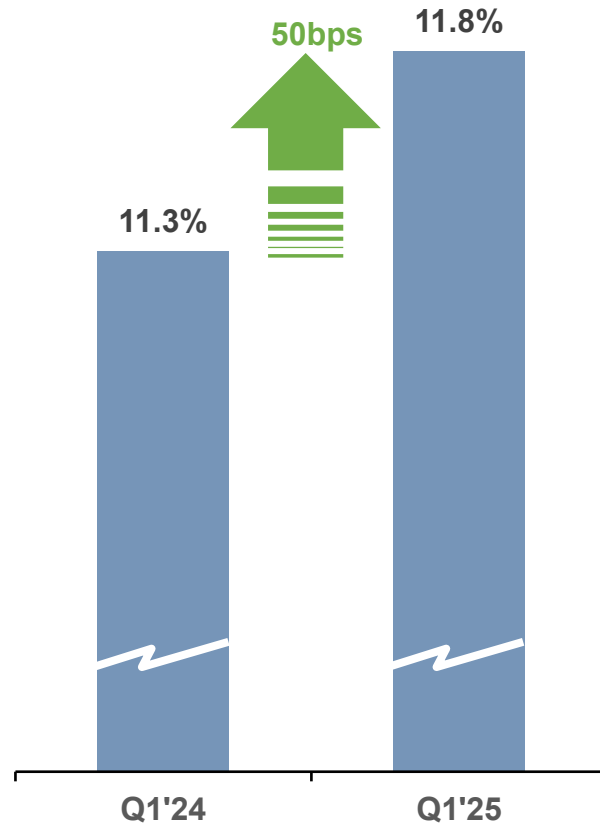
First Quarter 2025 Sales

USD in millions



Sales	Q1'24	Q1'25	Delta	Comments
Space and Defense	\$ 230	\$ 248	8%	Strong broad-based defense demand, including European programs
Military Aircraft	186	213	15%	Ramp-up of FLRAA and new production programs
Commercial Aircraft	194	221	14%	Strong aftermarket activity for repairs and spares, and timing of OEM orders
Industrial	246	228	-7%	Impacted by divestitures
Moog	\$ 857	\$ 910	6%	

First Quarter 2025 Adjusted Operating Margin*



Adjusted Operating Margins*	Q1'24	Q1'25	Delta (bps)	Comments
Space and Defense	11.0%	11.9%	90	Strong growth, partially offset by sales mix and investments for new programs
Military Aircraft	10.5%	11.0%	50	Efficiencies from higher FLRAA volume and lower R&D, partially offset by sales mix
Commercial Aircraft	10.6%	11.0%	40	Strong aftermarket sales, offset by 340 bps of out-of-period warranty expense
Industrial	12.6%	13.2%	60	Benefiting from simplification initiatives, including divestitures
Moog	11.3%	11.8%	50	

* Non-GAAP measures, see appendix for reconciliations

First Quarter 2025 Free Cash Flow*

USD in millions

Free Cash Flow includes	Q1'25	Comments
Adjusted Net Earnings*	\$ 58	
Change in Net Working Capital	(215)	Inventory buildup to support future sales growth and the timing of collections and compensation payments
Depreciation and Amortization	26	
Other	(1)	
Capital Expenditures	(33)	Reduced spend due to timing
Free Cash Flow*	\$ (165)	Driven by working capital requirements

* Non-GAAP measures, see appendix for reconciliations

Free Cash Flow driven by working capital requirements

Fiscal Year 2025 Guidance Segments

USD in millions

Current Year Guidance vs Prior Year

Sales			
	FY'24	FY'25 (F) As of Jan'25	Delta
Space and Defense	\$1,018	\$ 1,085	7%
Military Aircraft	812	850	5%
Commercial Aircraft	788	855	8%
Industrial	991	910	-8%
Moog	\$ 3,609	\$ 3,700	3%

Current Year Guidance vs Prior Year

Adjusted Operating Margin*			
	FY'24	FY'25 (F) As of Jan'25	Delta (bps)
Space and Defense	13.4%	14.2%	80
Military Aircraft	12.0%	13.1%	110
Commercial Aircraft	11.8%	11.0%	(80)
Industrial	12.4%	13.4%	100
Moog	12.4%	13.0%	60

* Non-GAAP measures, see appendix for reconciliations



Solid revenue growth with continued operating margin enhancement

Fiscal Year 2025 Guidance

USD in millions, except for EPS

Current Year Guidance vs Prior Year

	FY'24	FY'25 (F) As of Jan'25
Total Sales	\$ 3,609	\$ 3,700
Adjusted Operating Profit*	\$ 449	\$ 482
Adjusted Operating Margin*	12.4%	13.0%
Interest	\$ 62	\$ 71
Tax Rate	23%	24%
Adjusted EPS*	\$ 7.80	\$ 8.20
Depreciation and Amortization	\$ 93	\$ 106
Adjusted EBITDA*	\$ 476	\$ 525
Free Cash Flow Conversion*	8%	50 - 75%

* Non-GAAP measures, see appendix for reconciliations

- ▶ Growth across aerospace and defense markets
- ▶ Reflects strong operational performance
- ▶ Working capital improves, offset by increased capital investments supporting long-term business opportunities

First Quarter 2025 Key Takeaways

- ▶ Customer focus resulting in substantial organic growth opportunities
- ▶ Continued margin expansion through simplification
- ▶ Significant cash generation in the second half of 2025
- ▶ FY 2025 continues to be aligned with long-term targets

Appendix

Reconciliation of Net Earnings to Adjusted EBITDA

USD in millions

	FY 2025 Outlook	FY 2024
Net earnings	\$ 260	\$ 207
Add back (deduct):		
Income taxes	82	61
Interest	71	62
Depreciation	96	83
Amortization	10	10
Restructuring and other	6	25
Asset impairments and fair value adjustments	—	22
Inventory write-down	—	7
Gain on sale of buildings	—	(1)
Adjusted EBITDA	\$ 525	\$ 476

Amounts may not reconcile when totaled due to rounding.

Adjusted EBITDA is defined as net earnings before income taxes, interest, depreciation, amortization, and other adjustments. Adjusted EBITDA is not a measure determined in accordance with GAAP and may not be comparable with the measures as used by other companies, however management believes this adjusted financial measure may be useful in evaluating the financial condition and results of operations of the Company. This information should be considered supplemental and is not a substitute for financial information prepared in accordance with GAAP.

Reconciliation to Adjusted Net Earnings and Diluted Earnings Per Share

USD in millions, except for shares and EPS

	FY 2025 Q1	FY 2024 Q1	FY 2025	FY 2024
Net earnings	\$ 53	\$ 48	\$ 260	\$ 207
Add back (deduct):				
Restructuring and other	6	2	6	25
Asset impairments and fair value adjustments	—	—	—	22
Inventory write-down	—	—	—	7
Gain on sale of buildings	—	—	—	(1)
Tax effect of adjustments	(2)	—	(2)	(8)
Adjusted net earnings	\$ 58	\$ 49	\$ 265	\$ 252
Average diluted shares outstanding	32,407,000	32,249,000	32,300,000	32,359,000
Adjusted diluted net earnings per share	\$ 1.78	\$ 1.53	\$ 8.20	\$ 7.80

*FY 2025 Outlook adjusted diluted net earnings per share are forecasted to be within a range of \$8.00 to \$8.40.

Amounts may not reconcile when totaled due to rounding.

Results shown above have been adjusted to exclude impacts associated with restructuring and other charges related to continued portfolio shaping activities, asset impairments and other charges due to program termination and the devaluation of an investment, fair value adjustments from businesses being held for sale at year end, and impacts from the sale of buildings and businesses. While management believes that these adjusted financial measures may be useful in evaluating the financial condition and results of operations of the Company, this information should be considered supplemental and is not a substitute for financial information prepared in accordance with GAAP.

Reconciliation to Adjusted Operating Profit and Margin

USD in millions

	FY 2025 Q1	FY 2024 Q1	FY 2025 Outlook	FY 2024
Space and Defense operating profit - as reported	\$ 28,539	\$ 25,297	\$ 153,070	\$ 127,354
Inventory write-down	—	—	—	1,918
Asset impairment	—	—	—	416
Restructuring and other	930	—	930	6,307
Space and Defense operating profit - as adjusted	\$ 29,469	\$ 25,297	\$ 154,000	\$ 135,995
	11.9 %	11.0 %	14.2 %	13.4 %
Military Aircraft operating profit - as reported	\$ 22,916	\$ 19,589	\$ 110,709	\$ 85,858
Inventory write-down	—	—	—	175
Asset impairment	—	—	—	6,446
Restructuring and other	591	—	591	4,732
Military Aircraft operating profit - as adjusted	\$ 23,507	\$ 19,589	\$ 111,300	\$ 97,211
	11.0 %	10.5 %	13.1 %	12.0 %
Commercial Aircraft operating profit - as reported	\$ 24,204	\$ 20,626	\$ 94,400	\$ 91,472
Asset impairment	—	—	—	391
Gain on sale of buildings	—	—	—	(979)
Restructuring and other	—	—	—	1,750
Commercial Aircraft operating profit - as adjusted	\$ 24,204	\$ 20,626	\$ 94,400	\$ 92,634
	11.0 %	10.6 %	11.0 %	11.8 %
Industrial operating profit - as reported	\$ 25,498	\$ 29,024	\$ 117,765	\$ 90,657
Inventory write-down	—	—	—	4,934
Fair value adjustment	—	—	—	14,897
Restructuring and other	4,535	1,889	4,535	12,410
Industrial operating profit - as adjusted	\$ 30,033	\$ 30,913	\$ 122,300	\$ 122,898
	13.2 %	12.6 %	13.4 %	12.4 %
Total operating profit - as adjusted	\$ 107,213	\$ 96,425	\$ 482,000	\$ 448,738
	11.8 %	11.3 %	13.0 %	12.4 %

While management believes that these adjusted financial measures may be useful in evaluating the financial condition and results of operations of the Company, this information should be considered supplemental and is not a substitute for financial information prepared in accordance with GAAP.

Reconciliation to Free Cash Flow and Free Cash Flow Conversion

USD in millions

	FY 2025 Q1	FY 2024 Q1	FY 2024
Net cash provided by operating activities	\$ (132)	\$ 60	\$ 202
Purchase of property, plant and equipment	(33)	(37)	(156)
Receivables Purchase Agreement	—	(25)	(25)
Free cash flow	\$ (165)	\$ (2)	\$ 21
Adjusted net earnings*	\$ 58	\$ 49	\$ 252
Free cash flow conversion	(286)%	(4)%	8 %

Amounts may not reconcile when totaled due to rounding.

*Refer to Reconciliation to Adjusted Net Earnings and Diluted Earnings Per Share

Free cash flow is defined as net cash provided (used) by operating activities, less purchase of property, plant and equipment, less the benefit from the Receivables Purchase Agreement. Free cash flow conversion is defined as free cash flow divided by adjusted net earnings. Free cash flow and free cash flow conversion are not measures determined in accordance with GAAP and may not be comparable with the measures as used by other companies. However, management believes these adjusted financial measures may be useful in evaluating the liquidity, financial condition and results of operations of the Company. This information should be considered supplemental and is not a substitute for financial information prepared in accordance with GAAP.