moog

INVESTOR PRESENTATION

August 2026

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; acquisition- and integration-related costs; gains or losses on investments; asset impairments; litigation and regulatory matters; discrete tax items; changes in the fair value of contingent consideration; foreign exchange gains or losses; and other non-recurring or non-cash items. Reconciliations of the non-GAAP measures to the most directly comparable GAAP measures can be found in the appendix to this presentation.

The presentation also includes certain forward-looking non-GAAP financial guidance, including, but not limited to, "Adjusted Diluted Net Earnings per Share", "Adjusted Operating Profit", "Adjusted Operating Margin" and "Adjusted Effective Tax Rate." The Company is unable to provide a reconciliation of such forward-looking non-GAAP guidance to the most directly comparable GAAP measures without unreasonable effort because certain items that are material to the comparable GAAP measures are not available and cannot be estimated with reasonable certainty. These items are dependent on future events that are difficult to predict and outside the Company's control. These items may include, but are not limited to, restructuring charges; acquisition- and integration-related costs; gains or losses on investments; asset impairments; litigation and regulatory matters; discrete tax items; changes in the fair value of contingent consideration; foreign exchange gains or losses; and other non-recurring or non-cash items. The timing and amount of these items may vary significantly from period to period and could have a material impact on the Company's GAAP results, including, but not limited to, "Diluted Net Earnings per Share," "Operating Profit," "Operating Margin" and "Effective Tax Rate."

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

MOOG AT A GLANCE – A TECHNOLOGY COMPANY

Advanced Integrated Manufacturing building, New York

- *Ticker: MOG.A and MOG.B (NYSE)*
- *Market Cap*: $13B*
- *FY25 Sales: $3.9B*
- *FY25 Adjusted Operating Margin**: 13.0%*
- *Operating Locations: 20 Countries*

A world leader in high-performance, precision motion controls, pushing the boundaries of performance every day

** Market Cap as of 8/19/26 ** Non-GAAP measure, see appendix for reconciliations*

Shaping The Way Our World Moves™

Each day, our people, products and technologies affect the lives of millions across the globe.

Moog solutions are critical to our national security, to safe transportation, to reducing factory emissions and to enhancing patients' lives.

OUR MISSION

A technology company *with deep capabilities in motion control systems and precision components*

Our highly **collaborative culture** *delivers innovative solutions to solve our customers most difficult technical challenges*

We target specific applications **"when performance really matters"**

We deliver solutions across a range of end markets

We are clear on where and how we create value

OUR VISION

Together, we will make a difference by building a sustainable Moog for current and future generations.

LEADERSHIP TEAM

PAT ROCHE
President; Chief Executive Officer, Director

JENNIFER WALTER
Executive Vice President; Chief Financial Officer

ELWIRA KELLY
Senior Vice President; General Counsel and Corporate Secretary

Rob Mullins
Executive Vice President; Chief Strategy and Corp Dev Officer

PAUL WILKINSON
Executive Vice President; Chief Human Resources Officer

JOE ALFIERI
Vice President; President, Space and Defense

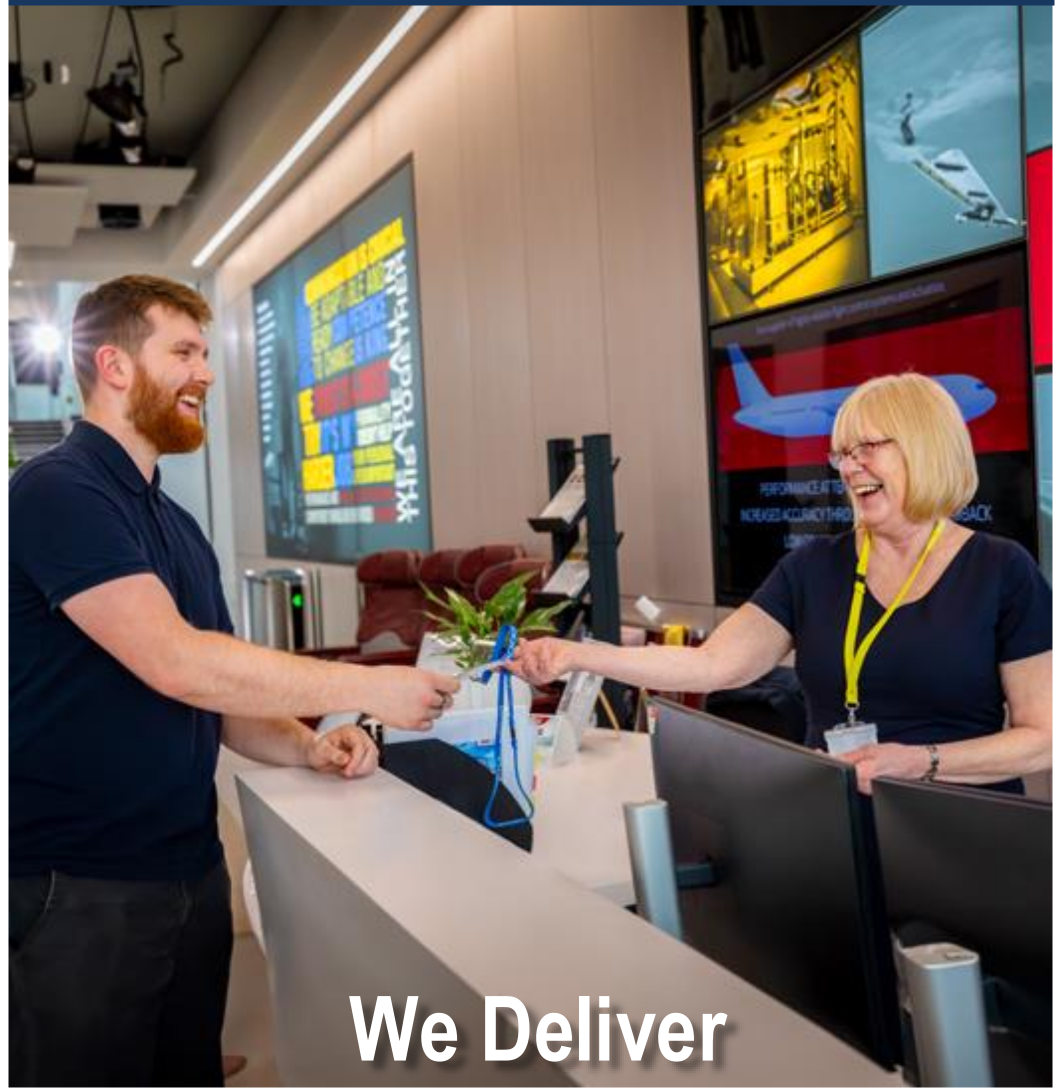
MARK GRACZYK
Vice President; President, Military Aircraft

STU MCLACHLAN
Vice President; President, Industrial

MICHAEL SCHAFF
Vice President; President, Commercial Aircraft

KEY LEADERSHIP THEMES

CUSTOMER FOCUS



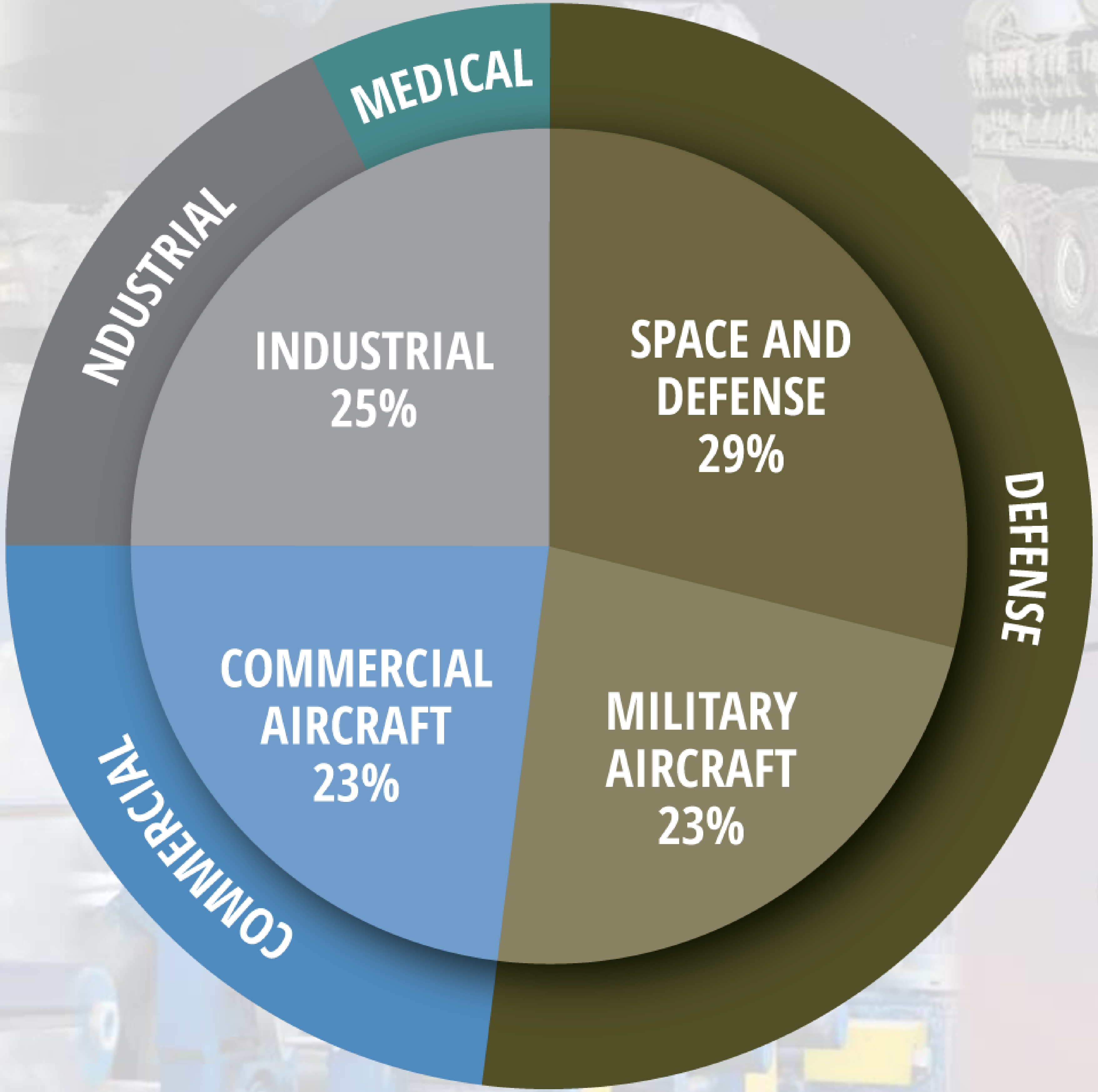
PEOPLE, COMMUNITY AND PLANET

FINANCIAL STRENGTH

ENHANCING SHAREHOLDER VALUE

1. Leader in precision motion controls
2. Diverse end market participation
3. Robust organic growth
4. Expanding operating margins
5. Focused capital deployment

FY'25 SALES BY SEGMENT AND MARKETS



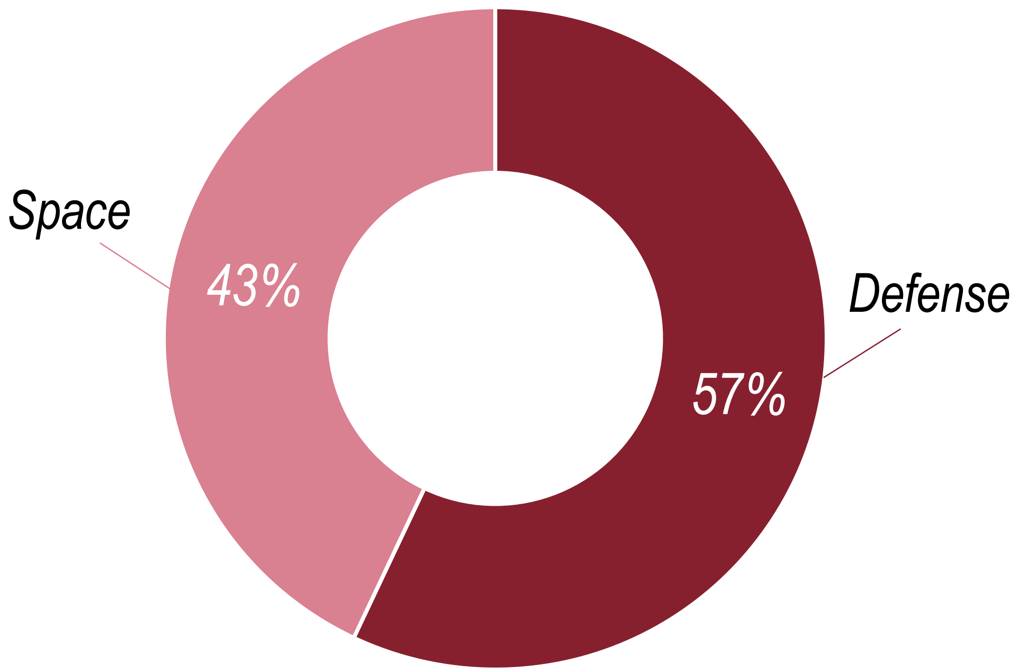
Credit Leonardo DRS

Space and Defense

Leading designer and manufacturer of critical defense and space control systems and components

FY'25 Sales

$1.1B



Market Drivers

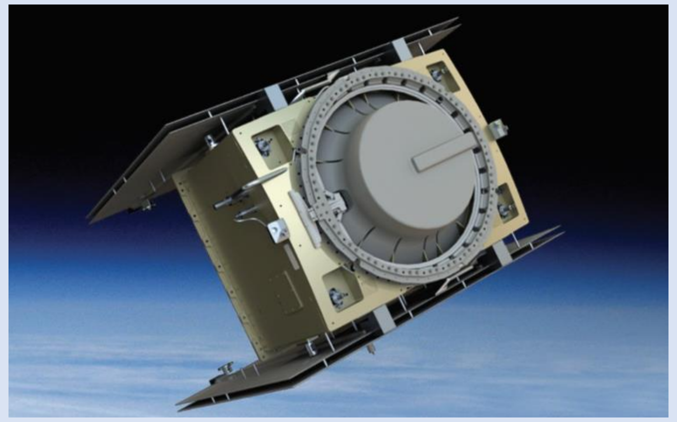
Defense spending	Space exploration	Commercial space

- *Geopolitical tensions driving higher defense activity*
- *Increasing demand for missiles and space products*
- *Space as the next frontier for war-fighting domain*
- *Pursuing once-in-a-generation opportunities*

Products and Programs

Multi-domain solutions across:

Space	▪ *Satellite propulsion, radiation-hardened avionics and space vehicles for defense missions* ▪ *Launch vehicle actuation controls, across all stages for commercial vehicles* ▪ *NASA Space Launch System (Artemis & Orion)*
Air	▪ *Systems, components and steering controls for missiles and interceptors* ▪ *Critical missile programs including PAC-3 MSE, THAAD and Hypersonics*
Land	▪ *Turreted weapon systems including Reconfigurable Integrated Weapons Platform® (RIwP)* ▪ *Gun stabilization fire control and ammunition loading* ▪ *Defense components and slip-rings*
Sea	▪ *Surface-ship turret motion control and stabilization* ▪ *Quiet actuation for submarines*

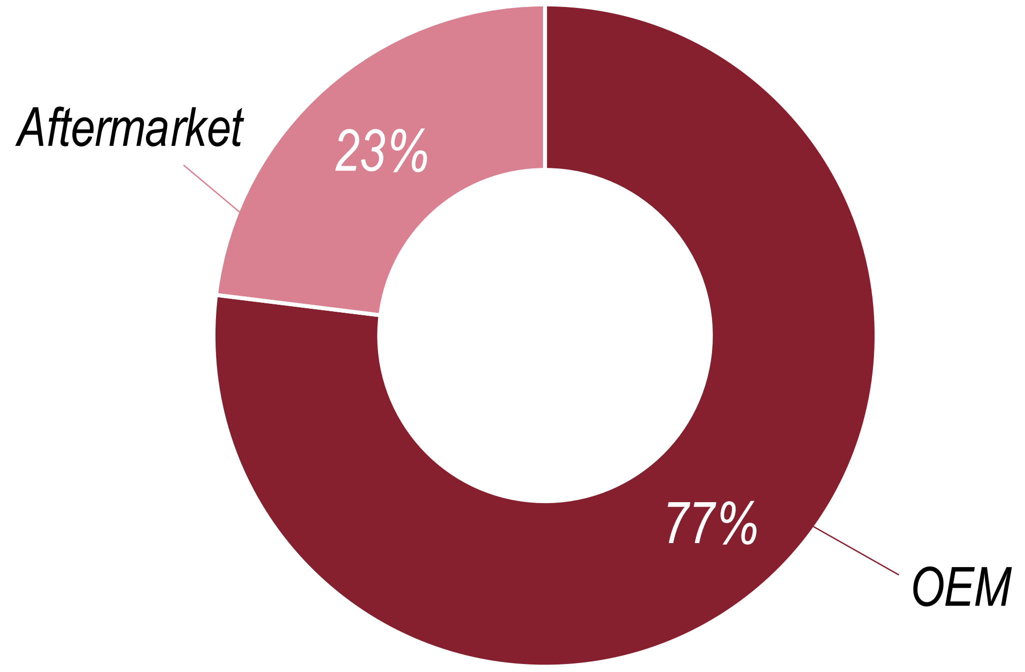


Military Aircraft

Leading designer and manufacturer of
flight control and mission-critical actuation systems and products

FY'25 Sales

$888M



Market Drivers

Defense budgets	*Next generation aircraft*	*Foreign militaries*

- *Ramp-up of MV-75 development work*
- *Shift of funded development into production*
- *Stable F-35 production*

Products and Programs

Advanced primary flight controls on the latest military aircraft

F-35 Lightning II

MV-75 Cheyenne II

Additional mission-critical controls and products

Fixed wing → *F-35, next generation aircraft and CCA's (including MQ-25 and XQ-58)*
Legacy U.S. and foreign fighters, KC-46

Rotorcraft → *MV-75, V-22, Black Hawk, cockpit modernization and autopilot controls*

Aftermarket

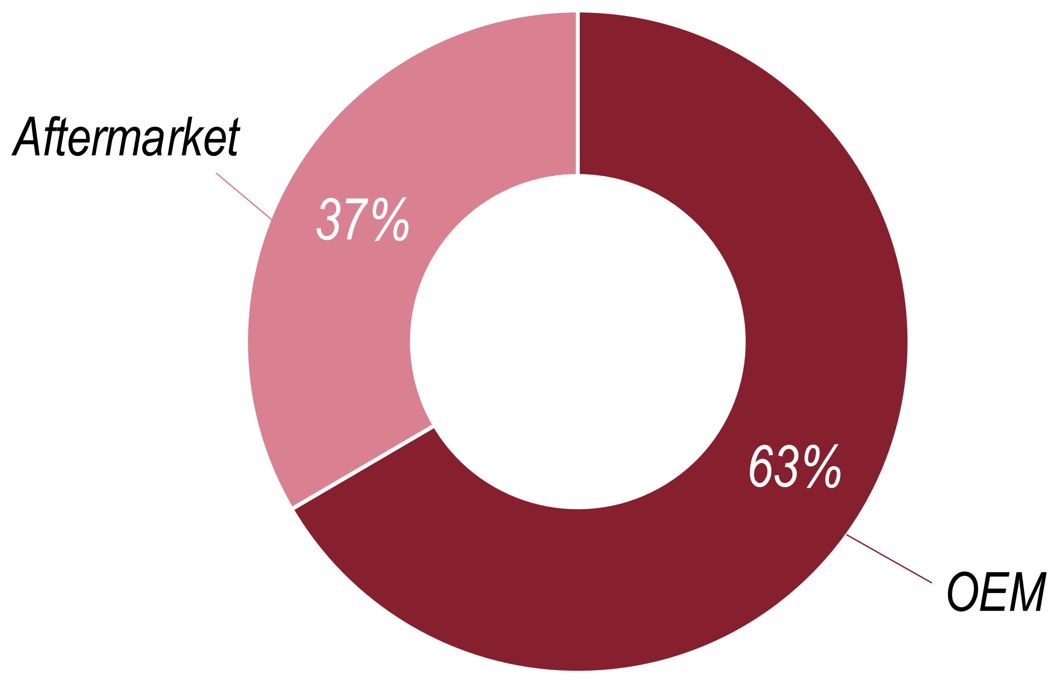
- *Initial spares provisioning, repair and overhaul*
- *Depot partnerships*

Commercial Aircraft

Leading designer and manufacturer of flight-critical control systems, products and services

FY'25 Sales

$904M



Market Drivers

Increasing production ramps	Recovering flight traffic	Greater fleet utilization

- *OEM: Ramp-up on widebody platforms*
- *OEM: Growth across other platforms*
- *Aftermarket: Higher demand for repairs and increasing fleet utilization*

Products and Programs

Critical primary flight controls on the latest OEM aircraft

Widebody aircraft

Boeing 787 | **Airbus A350**

Business and Regional jets

Gulfstream G280 | **Embraer E2 E-Jets**

Additional critical controls and sub-systems

Widebody	*787 and A350*
Narrowbody	*737Max, A320 and C919*
Business Jets	*Gulfstream family*
Regional Jets	*Embraer E2 E-Jet family*

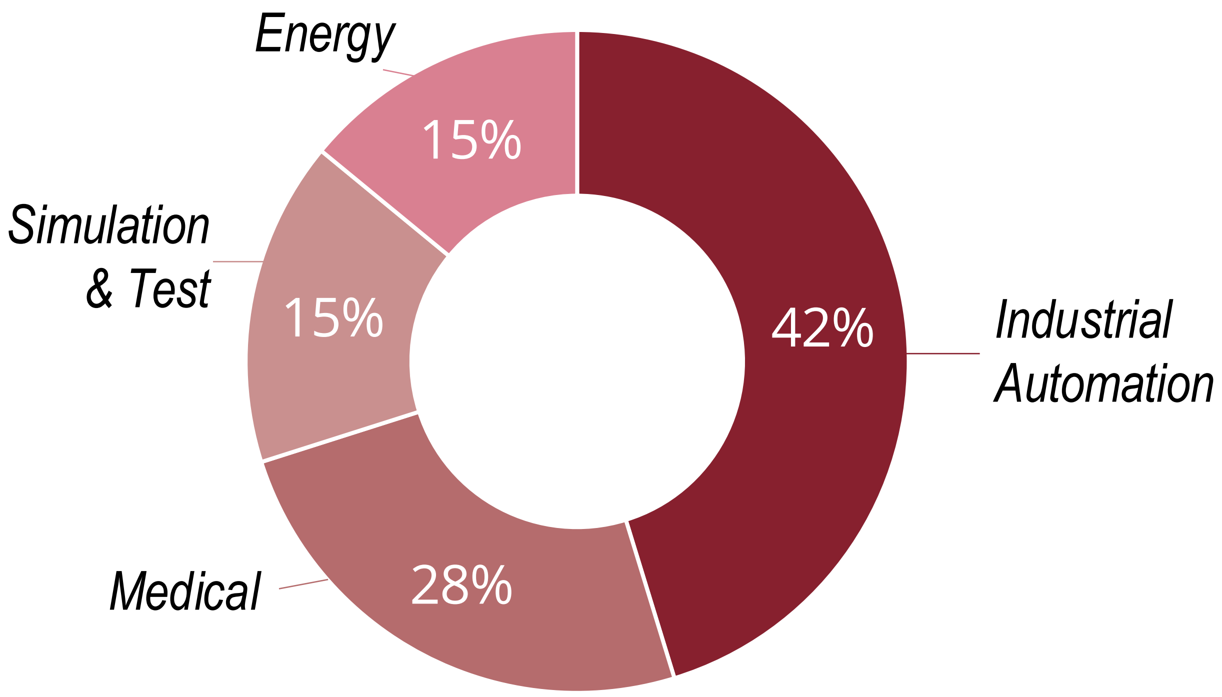
Aftermarket — *Initial spares provisioning, repair and overhaul*

Industrial

Leading designer and manufacturer of
high-performance motion control products and system solutions

FY'25 Sales

$956M



Market Drivers

Capital equipment	Pilot training demand	Energy demand & electrification

- *Stabilization of orders for capital equipment*
- *Increasing demand for medical devices*
- *Emerging opportunity for data center cooling products*

Products and Customers

Industrial Automation

- *Capital equipment including heavy machinery, plastic injection molding and metal forming presses for various OEMs including Schuler and ARBURG*
- *Liquid cooling pumps for data centers used by hyper-scalers*

Medical

- *Devices (IV and Enteral pumps and sets) for U.S. and Europe home healthcare markets*
- *Components for CT machines, sleep apnea devices and surgical handpieces*

Simulation & Test

- *Simulation motion bases for civil aviation and defense training providers, including CAE and Flight Safety*
- *Automotive and material multi-axis test systems and controllers*

Energy

- *Off-shore platform swivels, power-generation turbine controls*

Current Year Guidance: Segment Sales & Margins

USD in millions

Current Year Guidance vs Prior Year

Sales	FY'26 (F) As of Jul'26	FY'25	Delta ($)
Space and Defense	*$1,310*	*$1,113*	*$197*
Military Aircraft	*985*	*888*	*97*
Commercial Aircraft	*1,030*	*904*	*126*
Industrial	*1,060*	*956*	*104*
Moog	**$4,385**	**$3,861**	**$524**

Current Year Guidance vs Prior Year

Adjusted Operating Margins*	FY'26 (F) As of Jul'26	FY'25	Delta (bps)
Space and Defense	*14.6%*	*13.5%*	*110*
Military Aircraft	*14.0%*	*12.3%*	*170*
Commercial Aircraft	*12.2%*	*12.4%*	*(20)*
Industrial	*15.5%*	*13.5%*	*200*
Moog	**14.1%**	**13.0%**	**110**

** Non-GAAP measures, see Appendix for reconciliations*

KEY TAKEAWAYS

Strong organic sales growth

Key initiatives in place to drive margin expansion

Capital deployment focused on organic growth opportunities

Management team committed to building financial strength

Improving Shareholder Value

APPENDIX

Reconciliation of Adjusted Operating Profit and Margin

USD in millions

		FY'25
Space and Defense operating profit - as reported	$	131
Simplification initiatives		5
Dispute resolution		12
Acquisition integration		3
Other charges		—
Space and Defense operating profit - as adjusted	$	151
		13.5 %
Military Aircraft operating profit - as reported	$	99
Program terminations		8
Simplification initiatives		1
Investment losses		—
Other charges		2
Military Aircraft operating profit - as adjusted	$	110
		12.3 %
Commercial Aircraft operating profit - as reported	$	111
Simplification initiatives		—
Other charges		—
Commercial Aircraft operating profit - as adjusted	$	111
		12.4 %
Industrial operating profit - as reported	$	108
Simplification initiatives		18
Investment losses		3
Industrial operating profit - as adjusted	$	129
		13.5 %
Total operating profit - as adjusted	**$**	**501**
		13.0 %