

The MOOG logo is displayed in a white, bold, sans-serif font against a dark background. The background features a series of concentric, overlapping curved lines that create a sense of motion and depth, resembling a stylized globe or a series of ripples.

**Second Quarter 2026
Earnings Supplemental**

April 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”) 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) current and future geopolitical conditions and events, including wars, armed conflicts, sanctions, trade restrictions and related disruptions to global markets and supply chains; (iv) our heavy dependence on government contracts that may not be fully funded, delayed or terminated; (v) our ability to remediate the material weakness in internal control over financial reporting and maintain effective disclosure controls and procedures; (vi) supply chain constraints and inflationary impacts on prices for raw materials and components used in our products; (vii) failure of our subcontractors or suppliers to perform their contractual obligations; (viii) risks related to information systems interruptions, intrusions, cybersecurity threats or new software implementations; and (ix) our accounting estimates for over-time contracts and any changes we may 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.

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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 Diluted 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.

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

Second Quarter 2026 Highlights

Delivered an outstanding second quarter reflecting strong operational performance

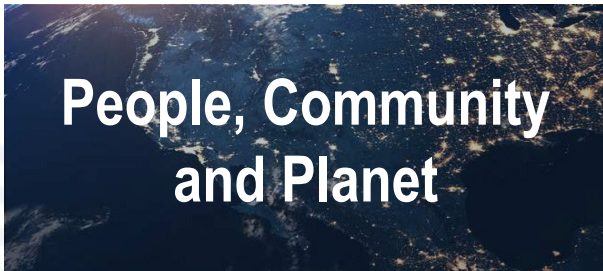
Secured record total and twelve-month backlog, reinforcing strong demand across our end markets

Achieved substantive progress against our long-term financial objectives and investor day goals

Second Quarter 2026 Operational Highlights



- Artemis II mission supported with critical technologies across launch, propulsion, and crew systems
- “Supplier of the Year” awards received from Embraer and General Dynamics Land Systems
- Investing in capacity and capability to deliver at higher production rates



- Maturing leadership development, workforce planning, and global talent initiatives
- Expanding volunteer efforts globally to support communities, education, and wellbeing
- Advancing sustainability initiatives, including rainwater harvesting projects



- Maturing 80/20 capabilities across the business
- Simplifying global manufacturing and supply chain network, as part of focused factory initiative
- Improving productivity and margins enhancement through structural changes

Second Quarter 2026 Financial Headlines

Record

\$1.1B

Sales

13.4%

Adjusted
Operating
Margin*

\$2.64

Adjusted
Earnings
Per Share*

\$98M

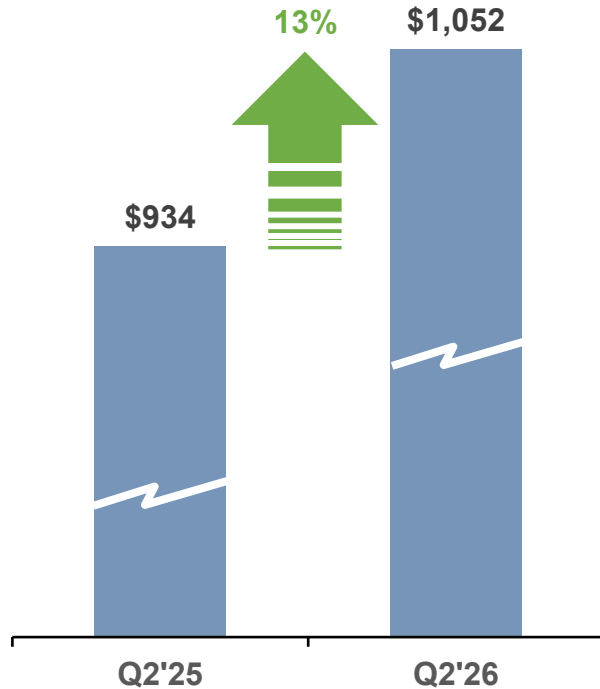
Free Cash
Flow*

Outstanding quarter driven by sales growth, margin expansion, record adjusted earnings per share and strong free cash flow

* Non-GAAP measures, see Appendix for reconciliations

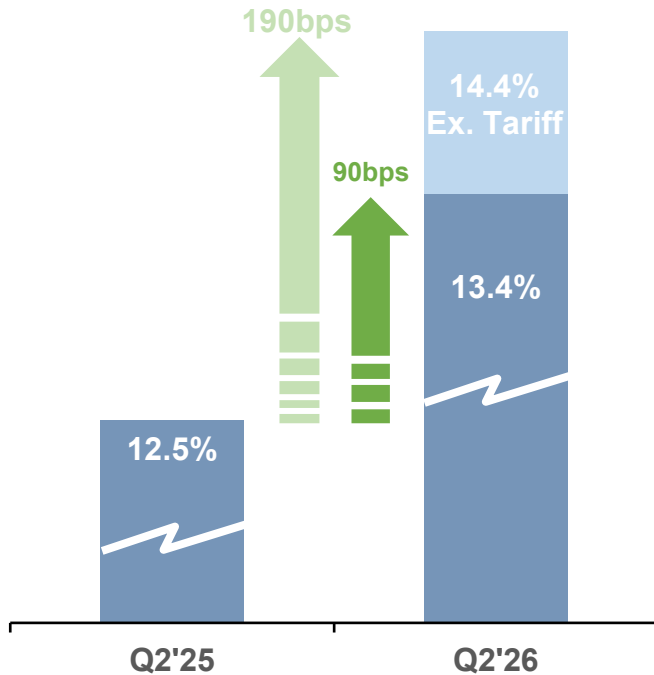
Second Quarter 2026 Sales

USD in millions



| Sales | Q2'26 | Q2'25 | Delta | Comments |
|---------------------|-----------------|---------------|------------|-----------------------------------------------------------------------------|
| Space and Defense | \$ 314 | \$ 270 | 16% | Broad-based defense demand led by space vehicles and missile controls |
| Military Aircraft | 235 | 214 | 10% | Higher activity on the MV-75 program |
| Commercial Aircraft | 247 | 216 | 15% | Higher volume and pricing on certain major production programs |
| Industrial | 256 | 234 | 9% | Growing demand for data center cooling pumps and favorable foreign currency |
| Moog | \$ 1,052 | \$ 934 | 13% | |

Second Quarter 2026 Adjusted Operating Margin*



| Adjusted Operating Margins* | Q2'26 | Q2'25 | Delta (bps) | Comments |
|-----------------------------|--------------|--------------|-------------|----------------------------------------------------------------------------|
| Space and Defense | 14.6% | 12.6% | 200 | Profitable sales growth, partially offset by investments for future growth |
| Military Aircraft | 13.7% | 12.0% | 170 | Profitable sales growth |
| Commercial Aircraft | 11.9% | 11.8% | 10 | Pricing benefits, partially offset by tariff pressure |
| Industrial | 13.2% | 13.4% | (20) | Tariff pressure, partially offset by simplification efforts |
| Moog | 13.4% | 12.5% | 90 | |

* Non-GAAP measures, see Appendix for reconciliations

2026 Guidance as of Apr'26

\$4.3B

Sales

13.4%

Adjusted
Operating
Margin*

\$10.60**

Adjusted
Earnings
Per Share*

60%

Free Cash
Flow
Conversion*

► Raised guidance for sales and adjusted earnings per share, and reaffirmed guidance for adjusted operating margin and free cash flow conversion

* Non-GAAP measures, see Non-GAAP Financial Measures disclosure on slide 2

** Midpoint of \pm \$0.20 range

Change in 2026 Guidance: Segment Sales & Margins

USD in millions

| Sales | FY'26 (F) As of Apr'26 | FY'26 (F) As of Jan'26 | Delta (\$) | Adjusted Operating Margins* | FY'26 (F) As of Apr'26 | FY'26 (F) As of Jan'26 | Delta (bps) |
|---------------------|---------------------------|---------------------------|---------------|-----------------------------|---------------------------|---------------------------|----------------|
| Space and Defense | \$1,300 | \$1,265 | \$35 | Space and Defense | 14.3% | 13.9% | 40 |
| Military Aircraft | 975 | 950 | 25 | Military Aircraft | 13.8% | 13.8% | - |
| Commercial Aircraft | 1,030 | 1,050 | (20) | Commercial Aircraft | 11.3% | 11.5% | (20) |
| Industrial | 1,030 | 1,000 | 30 | Industrial | 14.3% | 14.3% | - |
| Moog | \$4,335 | \$4,265 | \$70 | Moog | 13.4% | 13.4% | - |

* Non-GAAP measures, see Non-GAAP Financial Measures disclosure on slide 2

Change in 2026 Guidance: Additional Information

USD in millions, except for EPS

| | FY'26 (F) As of Apr'26 | FY'26 (F) As of Jan'26 |
|-------------------------------|---------------------------|---------------------------|
| Total Sales | \$4,335 | \$4,265 |
| Adjusted Operating Profit* | \$583 | \$571 |
| Adjusted Operating Margin* | 13.4% | 13.4% |
| Interest | \$68 | \$70 |
| Adjusted Effective Tax Rate* | 25% | 25% |
| Adjusted EPS*,** | \$10.60 | \$10.20 |
| Depreciation and Amortization | \$118 | \$118 |
| Adjusted EBITDA* | \$638 | \$625 |
| Free Cash Flow Conversion* | 60% | 60% |

* Non-GAAP measures, see Non-GAAP Financial Measures disclosure on slide 2

** Midpoint of ±\$0.20 range

Second Quarter 2026 Key Takeaways

Delivered outstanding results with strong sales growth and record earnings per share

Simplification and 80/20 actions drove productivity and margin expansion

Raised FY'26 guidance based on outstanding second quarter and a stronger second-half performance

Continued momentum against our long-term financial objectives and investor day goals



Appendix

Reconciliation of Adjusted Net Earnings and Diluted Earnings Per Share

In millions, except for EPS and effective income tax rate

| | Q2'26 | Q2'25 |
|----------------------------------------------------|----------------|----------------|
| Net Earnings as Reported | \$ 82 | \$ 55 |
| Adjustments to Net Earnings: | | |
| Simplification initiatives | 3 | 5 |
| Other charges | — | 2 |
| Tax effect of adjustments | (1) | (2) |
| Net Earnings as Adjusted | \$ 85 | \$ 60 |
| Diluted weighted average common shares outstanding | 32 | 32 |
| Diluted Net Earnings Per Share | | |
| As Reported | \$ 2.55 | \$ 1.71 |
| As Adjusted | \$ 2.64 | \$ 1.88 |
| Effective Income Tax Rate | | |
| As Reported | 24.8 % | 24.2 % |
| As Adjusted | 24.8 % | 24.2 % |

Reconciliation of Adjusted Operating Profit and Margin

USD in millions

| | Q2'26 | Q2'25 |
|-----------------------------------------------------------------|---------------|---------------|
| Space and Defense operating profit - as reported | \$ 43 | \$ 33 |
| Simplification initiatives | 3 | 1 |
| Space and Defense operating profit - as adjusted | \$ 46 | \$ 34 |
| | 14.6 % | 12.6 % |
| Military Aircraft operating profit - as reported | \$ 32 | \$ 24 |
| Other charges | — | 2 |
| Military Aircraft operating profit - as adjusted | \$ 32 | \$ 26 |
| | 13.7 % | 12.0 % |
| Commercial Aircraft operating profit - as reported and adjusted | \$ 29 | \$ 25 |
| | 11.9 % | 11.8 % |
| Industrial operating profit - as reported | \$ 33 | \$ 27 |
| Simplification initiatives | 1 | 4 |
| Industrial operating profit - as adjusted | \$ 34 | \$ 31 |
| | 13.2 % | 13.4 % |
| Total operating profit - as adjusted | \$ 141 | \$ 116 |
| | 13.4 % | 12.5 % |

Reconciliation to Free Cash Flow and Free Cash Flow Conversion

USD in millions

| | <u>Q2'26</u> | <u>Q2'25</u> |
|--------------------------------------------------|--------------|--------------|
| Net cash provided (used) by operating activities | \$ 130 | \$ 40 |
| Purchase of property, plant and equipment | (32) | (38) |
| Free cash flow | \$ 98 | \$ 2 |
| Adjusted net earnings | \$ 85 | \$ 60 |
| Free cash flow conversion | 116 % | 4 % |