World leader in high-performance motion controls for mission critical applications. We provide solutions to our customers’ most complex technical challenges.

Moog Inc. (NYSE: MOG.A)
When Performance Really Matters®

<table>
<thead>
<tr>
<th>Market Cap</th>
<th>$1.6 Bil</th>
</tr>
</thead>
<tbody>
<tr>
<td>52-Week Range</td>
<td>$32.49 (L) $96.50 (H)</td>
</tr>
<tr>
<td>Average Daily Vol (3 mos.)</td>
<td>266K</td>
</tr>
<tr>
<td>Index Membership</td>
<td>Russell 2000®, 3000®, S&amp;P600</td>
</tr>
<tr>
<td>Established/IPO</td>
<td>1951/1958</td>
</tr>
</tbody>
</table>

Market data at 6/27/2020, 7/24/2020 - Bloomberg/Company filings
Cautionary Statement Regarding Forward Looking Information

During the course of this meeting and in our presentations occurring in connection with this meeting, we may make written and oral statements, that are forward-looking statements, including forecasts, projections and estimates of future performance, some of which statements can be identified by the use of terms such as “project,” “forecast,” “estimate,” “2020E” or variations thereon or comparable terminology, and all of which are forward looking statements made pursuant to the Safe Harbor provisions of the Private Securities Litigation Reform Act of 1995.

Several factors described under the heading “Risk Factors” in Moog's most recent 10-Q filed with the SEC on August 5, 2020 could cause actual results to differ materially from the results referred to in the forward looking statements.

Non-GAAP Financial Measures

We present non-GAAP adjusted Operating Margin which is reconciled in the table on page 13. We also present Free Cash Flow, which is defined as Cash Flow from Operations less Capital Expenditures. Management believes these non-GAAP financial measures provide investors important insights and measurements into the company's ongoing operational performance. The company does not intend for the information to be considered in isolation or as substitutes to the most closely related GAAP measures.
Opening Remarks and Business Overview

John Scannell
<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Remarks and Business Overview</td>
<td>John Scannell</td>
</tr>
<tr>
<td>Financial Performance</td>
<td>Jennifer Walter</td>
</tr>
<tr>
<td>Culture and Talent</td>
<td>Paul Wilkinson</td>
</tr>
<tr>
<td><strong>BREAK</strong></td>
<td></td>
</tr>
<tr>
<td>Defense Market – Space and Missiles, Land and Sea</td>
<td>Maureen Athoe</td>
</tr>
<tr>
<td>Defense Market – Military Aircraft</td>
<td>Mark Trabert</td>
</tr>
<tr>
<td>Industrial Market</td>
<td>Pat Roche</td>
</tr>
<tr>
<td>Commercial Aircraft Market</td>
<td>Mark Trabert</td>
</tr>
<tr>
<td>Medical Market</td>
<td>Pat Roche</td>
</tr>
<tr>
<td>Q&amp;A</td>
<td>Leadership Team</td>
</tr>
<tr>
<td>Closing Remarks</td>
<td>John Scannell</td>
</tr>
</tbody>
</table>
Key Messages

We have an experienced leadership team
We are diversified across end markets
We have clear strategies for our businesses
We have a strong culture
We are focused on shareholder value
Our Leadership Team

John Scannell
Chairman & CEO
- 30 years at Moog
- 34 years of industry experience

Mark Trabert
President, Aircraft Group
- 36 years at Moog
- 39 years of industry experience

Jennifer Walter
CFO
- 20 years at Moog
- 26 years of industry experience

Maureen Athoe
President, Space and Defense Group
- 36 years at Moog
- 40 years of industry experience

Pat Roche
President, Industrial Group
- 20 years at Moog
- 34 years of industry experience

Paul Wilkinson
Chief Human Resources Officer
- 10 years at Moog
- 20 years of industry experience

John Scannell
Chairman & CEO
- 30 years at Moog
- 34 years of industry experience

Mark Trabert
President, Aircraft Group
- 36 years at Moog
- 39 years of industry experience

Jennifer Walter
CFO
- 20 years at Moog
- 26 years of industry experience

Maureen Athoe
President, Space and Defense Group
- 36 years at Moog
- 40 years of industry experience

Pat Roche
President, Industrial Group
- 20 years at Moog
- 34 years of industry experience

Paul Wilkinson
Chief Human Resources Officer
- 10 years at Moog
- 20 years of industry experience
Our Operating Segments
FY19 Revenue $2.9 Billion

- Aircraft Controls
  FY19 Sales $1.3 Billion

- Industrial Systems
  FY19 Sales $918 Million

- Space and Defense Controls
  FY19 Sales $683 Million

26% Space and Defense Controls
30% Industrial Systems
44% Aircraft Controls
60% of business is strong, 20% is pressured, 20% is impacted

Medical - STRONG
- Pumps
- Components

Commercial Aircraft - IMPACTED
- Primary flight control actuation systems
- Secondary flight control actuation systems

Industrial - PRESSURED
- Industrial automation
- Simulation and test systems
- Energy

Defense - STRONG
- Military aircraft
- Space and missiles
- Land and sea

*Based on FY20 YTD Sales
Companywide Initiatives

Talent

Lean

Innovation
Innovation – Investing in Growth Beyond the Core

Macro Trends

- Productivity
- Sustainability

Enablers

- Computing, Sensing, Big Data, AI

Opportunity

- Automation outside the factory
Summary

- Diversity across markets
- Focused in our technology
- Strategy built around solving customer problems
- Dominant position in niche applications
- Technology leader
- Unique culture
- Play for the long-term
Financial Performance
Creating Value for Our Stakeholders

Financial Objectives

- Sales growth
- Margin expansion
- Free cash flow generation

Financial Focus

- Adequate liquidity during pandemic
- Protecting the long-term health of the company
- Emerging financially strong
## Succeeding Through Focus and Discipline

<table>
<thead>
<tr>
<th>($ in millions)</th>
<th>FY 2019 Quarterly Avg</th>
<th>FY 2020 Q1-Q2 Avg</th>
<th>FY 2020 Q3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>$ 726</td>
<td>$ 760</td>
<td>$ 658</td>
</tr>
<tr>
<td>Adjusted operating margin*</td>
<td>11.1%</td>
<td>11.5%</td>
<td>8.2%</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>$ 14</td>
<td>$ 21</td>
<td>$ 90</td>
</tr>
<tr>
<td>Net debt</td>
<td>$ 725</td>
<td>$ 914</td>
<td>$ 883</td>
</tr>
<tr>
<td>Leverage**</td>
<td>2.1x</td>
<td>2.5x</td>
<td>2.4x</td>
</tr>
<tr>
<td>Restructuring and impairment charges</td>
<td>-</td>
<td>-</td>
<td>$ 56</td>
</tr>
</tbody>
</table>

*Adjusted operating margin excludes FY2020 Q3 restructuring and impairment charges associated with the COVID-19 pandemic. GAAP reported margin is (0.3%)

**Adjusted for non-cash charges in accordance with credit facility terms

(MOOG)
Leverage and Liquidity

Long-term financial flexibility
Strong financial position

($ in millions) As of 6/27/2020

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$105.6</td>
</tr>
<tr>
<td>$1.1 billion Revolver due 10/2024</td>
<td>404.5</td>
</tr>
<tr>
<td>$35 million SECT Revolver due 7/2022</td>
<td>8.0</td>
</tr>
<tr>
<td>Securitization Program due 10/2021</td>
<td>82.1</td>
</tr>
<tr>
<td>Lease Obligations and other</td>
<td>2.6</td>
</tr>
<tr>
<td><strong>Total Secured Debt</strong></td>
<td><strong>$497.2</strong></td>
</tr>
<tr>
<td>4.25% Senior Unsecured Notes due 12/2027</td>
<td>500.0</td>
</tr>
<tr>
<td>Deferred debt issuance costs</td>
<td>(9.0)</td>
</tr>
<tr>
<td><strong>Total Debt</strong></td>
<td><strong>$988.2</strong></td>
</tr>
<tr>
<td>Net Debt</td>
<td>882.6</td>
</tr>
<tr>
<td>Market Capitalization 1</td>
<td>1,614.7</td>
</tr>
<tr>
<td><strong>Total Capitalization</strong></td>
<td><strong>$2,497.3</strong></td>
</tr>
<tr>
<td>Liquidity 2</td>
<td>$620.5</td>
</tr>
</tbody>
</table>

1 Based on 6/27/2020 share price of $48.56 (A) and $60.10 (B) and 32.7 million shares outstanding
2 Additional Net Debt that can be incurred at maximum leverage in Revolver
Capital Deployment History

($ in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Acquisitions</th>
<th>Share Repurchases</th>
<th>Accelerated Pension Funding</th>
<th>Dividends Paid</th>
<th>Repatriation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>$110</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>$80</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>$273</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>$338</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>$50</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>$41</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>$18</td>
<td>$81</td>
<td>$85</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>$36</td>
<td>$23</td>
<td>$131</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020 Q1-Q3</td>
<td>$54</td>
<td>$179</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Capital Deployment

Our long-term approach balances growth with returns to shareholders. In these uncertain times, we are focused on ensuring adequate liquidity.

<table>
<thead>
<tr>
<th>Long-term approach</th>
<th>Returns to Shareholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td></td>
</tr>
<tr>
<td>Organic</td>
<td>Dividends</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>Share repurchases</td>
</tr>
</tbody>
</table>

Navigating through uncertain times
- Capital deployment prioritization
- Discretionary expense reduction
- Cash flow management
# Achieving Our Financial Objectives

## A Look Toward the Future

<table>
<thead>
<tr>
<th>Sales Growth</th>
<th>Margin Expansion</th>
<th>Free Cash Flow Generation</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Major programs</td>
<td>▪ Lean and operational efficiencies</td>
<td>▪ Earnings growth</td>
</tr>
<tr>
<td>▪ Funded development</td>
<td>▪ Improved sales mix</td>
<td>▪ Working capital management</td>
</tr>
<tr>
<td>▪ New products</td>
<td>▪ Portfolio shaping</td>
<td></td>
</tr>
<tr>
<td>▪ Market growth</td>
<td>▪ Scale</td>
<td></td>
</tr>
</tbody>
</table>
Summary

Focus on creating value for our shareholders

Strong financial position

Balanced capital deployment strategy

Investing in our future
Culture and Talent

Enabling the Success of Moog and its Employees.

Paul Wilkinson
Talent Philosophy

Our employees are our greatest asset and competitive advantage

We can’t win in the long run without engaged employees

If we create the right environment and take care of our employees they will take care of our customers and stakeholders
Moog Culture and Values

TRUST is a must. COMPETENCE is king.
WE TRY HARDER. WE'RE ALL IN THIS TOGETHER.
WE LOOK FOR SOLUTIONS, NOT SOMEONE TO BLAME.
COMMUNICATION is crucial. Formality doesn't help.
WE SHOULD BE ADAPTABLE AND READY TO CHANGE.
PERFORMANCE AND COMMITMENT SHOULD BE REWARDED.
WORK SHOULD BE AN ENJOYABLE EXPERIENCE.
YOUR PERSONAL LIFE IS IMPORTANT.

Bill Moog
“Great people, great culture.”

“Moog enables me to learn and grow professionally.”

“Plenty of opportunity to move into different roles and responsibilities.”

“Teamwork is part of the Moog culture.”

“Great culture, minimal micromanagement, solid pay, good benefits.”

“I am very proud to work for Moog.”
Employer of Choice

- Longstanding, differentiating culture and values
- Forward-thinking, cutting-edge employment value proposition that allows us to attract and retain world-class talent
- Highly engaged, committed workforce who are passionately focused on ensuring Moog’s short and long-term success
- Corporate social and environmental responsibility is an ongoing priority
- Early stages of our diversity, equity and inclusion journey
Leadership Talent

- Experienced, talented, passionate leadership team in place
- Leadership team dedicated to the long-term success of Moog
- Strong leadership bench and succession plans
- Healthy mix of internal promotions and external hiring
- Talent development an ongoing organizational priority
- Developed best-in-class executive development programs
### Management Reward Systems

Compensation systems are tied to shareholder value

<table>
<thead>
<tr>
<th><strong>Executive Team</strong></th>
<th><strong>Employees</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Short term incentive</strong></td>
<td><strong>Employee Profit Share</strong></td>
</tr>
<tr>
<td>▪ Mechanism — Cash and Equity Awards</td>
<td>▪ Mechanism — Cash</td>
</tr>
<tr>
<td>▪ Measures — Growth in Annual EPS and Free Cash Flow Generation</td>
<td>▪ Measures — 10% of Net Earnings</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Long-term incentive</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Mechanism — Stock Appreciation Rights (SARs) and Performance Stock Units (PSU)</td>
</tr>
<tr>
<td>▪ Measures — Stock Price for SARs / Sales and Operating Profit for PSU</td>
</tr>
</tbody>
</table>
Our people are our most valuable asset

Strong foundational values and culture

Employer of choice and a great place to work

Highly engaged, talented leadership team and employees

Compensation systems linked to shareholder value
Break

The program will resume at 10:45 a.m. ET
Defense

Equipping Those Who Defend Freedom.

Maureen Athoe
Our Defense Business – Space and Missiles

- Satellites and space tugs
- Satellite controls
- Avionics

- Space Launch System and Orion
- CST-100 Starliner, OmegA, New Glenn
- Moon and Mars missions

- Strategic missile controls
- Missile steering
- Hellfire®, THAAD
- Hypersonic missile steering
Our Defense Business – Land and Sea

- Moog RIwP
- LAV-AT turret and control electronics
- Combat vehicle upgrades

- Gauntlet counter drone system: detect, identify, track
- c-UAS precision video tracker

- Virginia and Ohio class submarines
- U.S. Naval unmanned underwater vehicles
Defense – Market Dynamics

Strong defense market in current environment
Potential mid-term pressure

Sources of Strength
- Asymmetric shifts to near-peer
- Urgent development of U.S. military space domain
- Human and deep space exploration
- Modernization vs. legacy

Sources of Potential Pressure
- Government budgets post-pandemic
- Political landscape
**Space and Missiles, Land and Sea – Initiatives and Investments**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Growth</th>
<th>Operating Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Advance as a complex defense solutions provider</td>
<td>▪ Hypersonic missiles</td>
<td>▪ Value stream improvements</td>
</tr>
<tr>
<td>▪ Support U.S. human/deep space exploration</td>
<td>▪ Spacecraft for DOD, NASA, commercial</td>
<td>- Launch vehicle actuation</td>
</tr>
<tr>
<td>▪ Invest in advanced and radiation-hardened electronics</td>
<td>▪ Innovative turrets for lethality and survivability</td>
<td>- Spacecraft propulsion</td>
</tr>
<tr>
<td>▪ Expand role as a space and defense industry “agile prime”</td>
<td>▪ Legacy defense components thrive</td>
<td>- Turrets</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Lean product development</td>
</tr>
</tbody>
</table>
Summary

Robust markets in current environment
Well-positioned on defense priority platforms
60 Years as a valued defense industry partner
Innovative technical leadership
Defense

Equipping Those Who Defend Freedom.

Mark Trabert
Military Aircraft – A 50+ Year Heritage

- F-35 Lightning II
- Legacy and international programs
- KC-46, MQ-25
- Proprietary programs

- V-22 Osprey, UH-60 Black Hawk
- International platforms
- U.S. Army Future Vertical Lift
  - V-280 Valor, both FARAs

- New/legacy aircraft support:
  U.S. and globally
- Support services for Moog and non-Moog products
- Tailored business models:
  e.g. depot partnerships

Military Aircraft: 57%
Military Aftermarket: 34%
Military Rotorcraft: 9%
Military Aircraft – Market Dynamics

Strong defense market in current environment
Potential mid-term pressure

Sources of Strength

- Peer / near-peer threats (Russia/China)
- Modernization
- Many new U.S. and global military aircraft programs
- Emerging trend for purpose-built, lower quantity next generation aircraft

Sources of Potential Pressure

- Government budgets post-pandemic
- Political landscape
# Military Aircraft – Initiatives and Investments

## Strategy
- Leverage strong market position
- Grow aftermarket, including for non-Moog products
- Invest in new programs and product expansion
- Invest in technologies for next generation aircraft

## Growth
- F-35 production ramp through 2023
- F-35 sustainment growth
- U.S. proprietary programs
- International programs
- Repair and upgrade of non-Moog products
- Future vertical lift
- Next generation aircraft

## Operating Margin
- Improved program mix over coming five years
  - Growth of military aftermarket business
  - Proprietary programs transitioning to production
  - International program growth
- Operations/supply chain performance improvements drive margin improvements
Summary

Robust military aircraft market
Tier 1 supplier on major growth platforms for the future
Leverage very strong market position for new wins
Aftermarket growth both domestically and globally
Industrial

Making the impossible possible in motion control.

Pat Roche
Our Industrial Business

- Industrial automation machinery
- Plastic injection and blow molding
- Metal forming and presses
- Heavy industry
- Construction equipment

- Down-hole drilling
- Top-side production
- Gas and steam turbines

- Flight simulation
- Automotive test systems

Diagram:

- Industrial Automation: 64%
- Energy: 20%
- Simulation and Test: 16%
# Industrial – Market Dynamics

Industrial market demand softening pre-pandemic  
Demand further impacted negatively by pandemic

<table>
<thead>
<tr>
<th>Short-Term Pressure</th>
<th>Mid-Term Recovery</th>
<th>Long-Term Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pressure on global capital investments</td>
<td>Partial recovery expected to begin 2021</td>
<td>Environmental Sustainability</td>
</tr>
<tr>
<td>Oil price collapse reducing exploration</td>
<td></td>
<td>Automation</td>
</tr>
<tr>
<td>Power generation demand weakness in gas sector</td>
<td></td>
<td>Electrification</td>
</tr>
<tr>
<td>Significant declines in passenger air traffic</td>
<td></td>
<td>Connectivity</td>
</tr>
<tr>
<td>Automaker shift to electric vehicles</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Pressure on global capital investments
- Oil price collapse reducing exploration
- Power generation demand weakness in gas sector
- Significant declines in passenger air traffic
- Automaker shift to electric vehicles

42
### Industrial – Initiatives and Investments

<table>
<thead>
<tr>
<th><strong>Strategy</strong></th>
<th><strong>Growth</strong></th>
<th><strong>Operating Margin</strong></th>
</tr>
</thead>
</table>
| Leverage core competencies and products | Expand product portfolio  
- Fluid rotary unions  
- Electrohydrostatic actuation systems | Lean operations |
| Optimize structure and portfolio | Target new application markets  
- Marine  
- Construction equipment | Business process standardization |
| Build electrification capabilities for emerging market opportunities | Exploit geographic reach | Structural simplification |
| | Disruptive innovation | Portfolio shaping  
- Underperforming assets  
- Non-strategic businesses |
| | Acquisitions | |

- Acquisitions
Summary

Pressured in current environment

Focused on short-term sustainability

Positioned to emerge stronger
  - Strategic decisions
  - Operational effectiveness
  - Investments and innovation
Commercial Aircraft

Bringing the World's Travelers Home Safely Every Day.

Mark Trabert
Our Commercial Aircraft Business

- 787 Dreamliner
- Legacy: 777, 767, 747, 737

- A350
- Legacy: A320, A330

- E2 Family
- Gulfstream G280, G500/600, G650, G700
- COMAC C919

Aftermarket
- Repair and overhaul services
- Spares provisioning
- Support for Moog and non-Moog products
- Innovative business models provide tailored service solutions to customers

OEM 78%
Aftermarket 22%
Commercial aviation industry severely impacted by COVID-19
Industry reset: recovery expected to take 3+ years

Original Equipment
- 737 Max return-to-service
- Softening widebody demand
- No new platform starts expected until mid-late 2020s
- Fewer aircraft in global fleet

Aftermarket
- Low passenger traffic levels impacting aftermarket
- Expect slow return of passenger volumes
- Potentially fewer airlines and MROs
- Accelerated aircraft retirements impacts aftermarket
## Commercial Aircraft – Initiatives and Investments

### Strategy
- Maximize performance on existing platforms
- Expand strategic partnerships and service solutions
- Broaden our support of non-Moog products

### Growth
- Aftermarket growth as airline fleets come out of warranty
- Repair and management of non-Moog products
- Aftermarket growth driven by strategic partnerships and service model innovation
- Maturing next generation technologies for long-term OE growth

### Operating Margin
- Aftermarket will become a larger percentage of our commercial portfolio beyond 2022
- Operations/supply chain performance improvements drive margin improvement
Summary

COVID-19 has severely impacted commercial aviation
- OE and aftermarket businesses impacted: 3-5 year recovery
- Pre-COVID widebody market pressures exacerbated

No substantive new airplane starts until mid-late 20’s

Focused on continuing operational improvement initiatives

Growth opportunities in the aftermarket
Medical

Enhancing healthcare. Enriching lives.
Our Medical Business

- Specialized clinical nutrition
- Homecare
- Long-term care

- Ambulatory infusion pump
- Homecare
- Alternate site care (e.g. Hospice, nursing homes)

- Respiratory, sleep and oxygen therapy
- CT Scans
- Surgical handpieces and sensors

Diagram: Components 37%, Enteral 40%, IV 23%
Moog medical businesses meeting significant surge for ventilators, blowers, enteral and intravenous pumps during COVID-19 crisis

<table>
<thead>
<tr>
<th>Short-Term Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical industry positively impacted by pandemic</td>
</tr>
<tr>
<td>Surge in demand for respiratory and infusion pumps</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mid-Term Caution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential market pressure post-pandemic</td>
</tr>
<tr>
<td>Government and private budget constraints</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Long-Term Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing growth in medical markets</td>
</tr>
<tr>
<td>Opportunity to capture market share</td>
</tr>
</tbody>
</table>
## Medical – Initiatives and Investments

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Growth</th>
<th>Operating Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase global market share for enteral products</td>
<td>Market growth</td>
<td>Lean management</td>
</tr>
<tr>
<td>Maintain IV domestic market share and grow European IV market share</td>
<td>New products</td>
<td>- National excellence award</td>
</tr>
<tr>
<td>Increase European medical components business</td>
<td>New market</td>
<td>Scale of economies</td>
</tr>
<tr>
<td></td>
<td>- Oncology suite</td>
<td>Automation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vertical integration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Direct shipments</td>
</tr>
</tbody>
</table>
Summary

Surge in sales in current environment

Near-term market surge

Potential slow-down in growth post-pandemic

Mid-term solid market growth and continued share gain

Investing to achieve operational efficiencies
Closing Remarks

We have an experienced leadership team
We are diversified across end markets
We have clear strategies for our businesses
We have a strong culture
We are focused on shareholder value