

MOOG

2025 SUSTAINABILITY REPORT



Shaping the way our world moves™

2025 AT A GLANCE

COMPANY

**\$3.9
BILLION**
Annual Revenue

Over
20
Countries



14,000
Employees

BRONZE | Top 35%

ecovadis

Sustainability Rating

JUN 2025

PEOPLE

GLASSDOOR
BEST
PLACES TO WORK



**University
at Buffalo
Recruiting
Partner
of the Year**

COMMUNITY

**\$1.6 MILLION
CORPORATE
CHARITABLE
DONATIONS
TO 140+ CAUSES**

43,000
pounds
of waste
collected
during Week
of Action

2025
WNY Sustainable Business
Roundtable Community
Stewardship Award



**Buffalo Niagara
Partnership
2025**
Business of the Year

PLANET

22%
REDUCTION IN
EMISSIONS
INTENSITY



**MEMBER
OF THE
INTERNATIONAL
AEROSPACE
ENVIRONMENTAL
GROUP**

OPERATIONS



CAE
Crystal Excellence
Award

**LOCKHEED
MARTIN**
PERFORMANCE
EXCELLENCE
AWARD

BAE
SYSTEMS
Gold Supplier
of the Year Award

A MESSAGE FROM OUR CEO AND DIRECTOR OF SUSTAINABILITY

This year marks an important milestone for Moog as we celebrate our 75th anniversary. More than a moment of reflection, it represents decades of resilience, ingenuity, and shared values that continue to shape who we are and how we operate.

Today, we are building on that foundation by strengthening our core businesses, advancing new technologies, and investing in the capabilities that will define Moog's next chapter. Sustainability is central to

that work. We are committed to building a durable business that delivers long-term value for our customers, our employees, and the communities we serve.

This year's Sustainability Report reflects the progress we continue to make across environmental and social priorities. It demonstrates that sustainability is not a standalone initiative, but integrated into how we operate, innovate, and serve customers around the world.

During the year, we made meaningful advancements across these areas, including improving energy performance at key facilities, expanding waste reduction efforts, and strengthening data accuracy and transparency, contributing to stronger operational outcomes. We advanced our decarbonization efforts, reduced emissions intensity, made progress on water stewardship in stressed regions, and continued to see strong employee engagement through volunteerism and subsequent community impacts.

We also recognize that progress requires transparency. Strengthening our understanding of climate risk and enhancing data consistency remain priorities. Addressing these areas sharpens our focus and reinforces our commitment to continuous improvement.

Looking ahead, we are accelerating our impact. We will expand our data capabilities, deepen alignment around waste and energy programs, and integrate sustainability further into operational decision making. These efforts strengthen our resilience, support long-term performance, and position Moog to create lasting value for the next 75 years.

We are grateful for the dedication and creativity of our employees who make this work possible. Together, we are shaping the future of Moog with purpose and responsibility for generations to come.



Pat Roche
President & CEO



Hamish Ferguson
Sustainability Director



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A male worker in a blue Moog uniform and safety glasses is working on a mechanical assembly. He is wearing white gloves and has a tattoo on his neck. The background is a blurred industrial setting.

WHO WE ARE

OUR CULTURE & VALUES

Seventy-five years ago, Bill Moog founded this company on a simple but powerful and bold belief: that trust, innovation, and a commitment to solving complex problems create lasting value. From a small, engineer-led startup, Moog has grown into a global leader across aerospace, defense, industrial automation, and medical markets while remaining grounded in the principles that shaped its earliest days.

Our purpose, delivering lasting value through responsible innovation, is embedded in how we govern, operate, and measure performance across the enterprise. Ethical conduct, accountability, and continuous improvement

guide how decisions are made, how teams collaborate, and how we meet our responsibilities to customers, communities, and the environment.

We foster a culture where individuals are encouraged to take ownership, raise concerns, and challenge assumptions. Open dialogue, respect for diverse perspectives, and a commitment to doing what is right create an environment where employees can succeed and advance shared goals. Across our businesses, collaboration and engineering excellence enable us to deliver reliable, safety-critical solutions in demanding environments worldwide.

As we mark our 75th year, these values continue to guide our strategy, strengthen our resilience, and position us to build a more sustainable future.



WE LOOK FOR SOLUTIONS, NOT SOMEONE TO BLAME
COMMUNICATION IS CRUCIAL
BE ADAPTABLE AND
READY **COMPETENCE**
TO CHANGE **IS KING**
WE TRUST IS A MUST
TRY IT'S MY FORMALITY DOESN'T HELP
HARDER JOB YOUR PERSONAL LIFE IS IMPORTANT
PERFORMANCE AND WORK SHOULD BE AN ENJOYABLE
COMMITMENT SHOULD BE REWARDED EXPERIENCE
WE ARE ALL IN
THIS TOGETHER

OUR BUSINESS

Moog (NYSE: MOG.A and MOG.B) designs and manufactures high performance precision motion and fluid controls and control systems for aerospace, defense, industrial, and medical applications. Our technologies power satellite avionics and space vehicles, flight control systems for military and commercial aircraft, advanced medical devices, and industrial solutions including liquid cooling systems used in data centers.

We operate in some of the world's most demanding environments, where safety, reliability, and precision are essential.

Our commitment to sustainability includes understanding our climate risk, minimizing environmental impact, strengthening the communities where we operate, and maintaining strong, ethical governance across our global operations. Through disciplined engineering and responsible innovation, we focus on long-term value creation for our stakeholders.

SPACE AND DEFENSE

- Multi-domain solutions across space, air, land, and sea
- Satellite avionics, integrated space vehicles and launch systems
- Missile steering and turreted weapon systems
- Ruggedized power and data solutions for mission critical environments

MILITARY AIRCRAFT

- Primary and secondary flight control systems for military and rotorcraft platforms
- Mission critical actuation and control solutions
- Sustainment, modernization, and global aftermarket support

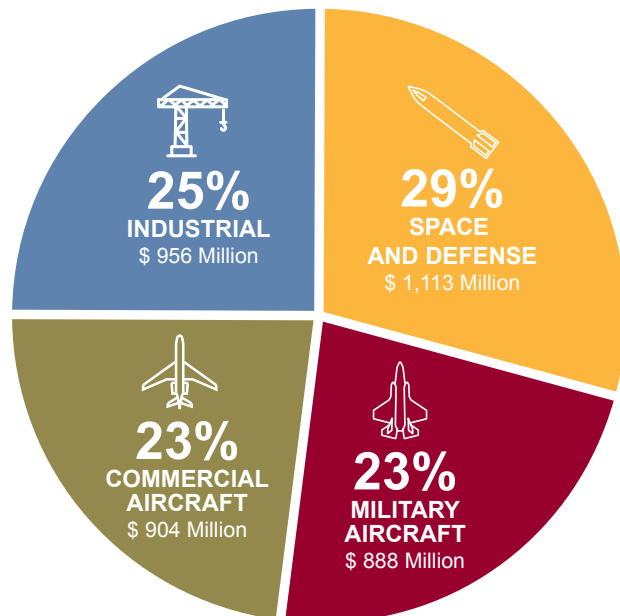
COMMERCIAL AIRCRAFT

- Primary and secondary flight control systems for commercial and business aircraft
- Integrated high performance actuation and control subsystems
- OEM production support and global aftermarket services

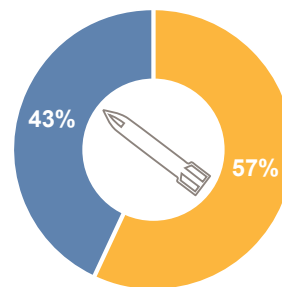
INDUSTRIAL

- Industrial automation and precision motion control technologies
- Liquid cooling systems used in data centers
- Medical device solutions
- Simulation and test systems
- Energy and power generation applications

FY25 REVENUE (\$3.9B)

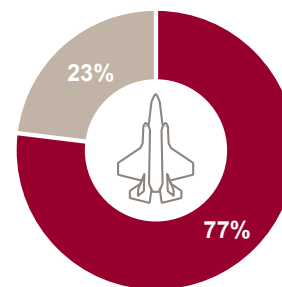


BUSINESS SEGMENTS



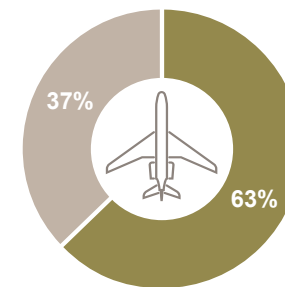
Space and Defense

- Defense
- Space



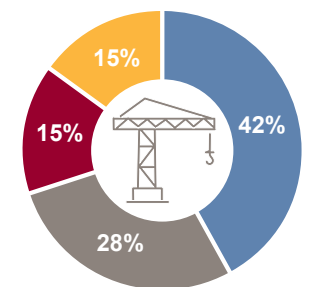
Military Aircraft

- OEM
- Aftermarket



Commercial Aircraft

- OEM
- Aftermarket



Industrial

- Industrial Automation
- Medical
- Energy
- Simulation and Test

CUSTOMER FOCUS

Customer focus is foundational to how Moog operates and how we deliver long-term value. Across our markets and applications, we work in close partnership with customers to understand complex challenges and translate those needs into reliable, high performance solutions. Rooted in our values, this collaborative approach drives innovation that performs in demanding environments while supporting safety, reliability, and mission-critical outcomes.

Customer relationships are built on trust, technical excellence, and consistent execution across quality, delivery, and performance. By engaging early and working alongside customers throughout the product development process, teams help navigate evolving requirements, extend product life, and enhance system performance. This long-term mindset strengthens resilience for both customers and our business, ensuring solutions remain relevant as technologies and operating environments evolve.

Customer focus also directly supports sustainability. Designing solutions that are durable, efficient, and reliable reduces product lifecycle impacts, supports operational continuity, and reinforces confidence in mission-critical systems. Performance and sustainability are treated not as trade-offs, but as complementary drivers of long-term value.

SPOTLIGHT: CRYSTAL EXCELLENCE AWARD

In 2025, Moog was recognized by CAE with its Crystal Excellence Award, honoring exceptional partnership, execution, and program performance. The award reflects strong results across quality, delivery, and collaboration, underscoring our ability to consistently meet demanding customer expectations.

Moog's performance supporting CAE is driven by coordinated execution across our global footprint. Teams in East Aurora, Nieuw-Vennep, and China deliver production motion systems used across CAE's worldwide simulator platforms. This integrated model enables predictable execution, reduces variability, and supports the consistent delivery of high performance systems for complex aerospace applications.

In recognizing this achievement, CAE highlighted the strength of our working relationship and disciplined execution in support of complex aerospace programs. CAE also specifically recognized our sustainability progress as part of what strengthened the partnership, including measurable improvements in our sustainability performance and the continued integration of sustainable practices into how we operate and deliver.

By advancing technology, strengthening global execution, and embedding sustainability into how we design and deliver solutions, Moog supports long-term customer performance while improving efficiency, reliability, and lifecycle outcomes across our products.

"This Crystal Excellence Award recognizes the outstanding performance, commitment, and collaboration demonstrated by our partner. Their ability to consistently deliver high-quality solutions and support our mission is a key contributor to our shared success."

– Jean-Marc Ducharme
Leader of CAE's Direct Supply Chain



PRODUCT QUALITY AND SAFETY

At Moog, we build quality into everything we do, from design and execution to decision making, so our products are safe, reliable, and perform exactly as intended. Quality is a shared responsibility across the organization and a foundational enabler of customer trust, regulatory compliance, and long-term business performance.

We emphasize prevention over detection, apply risk-based thinking, and use data-driven insights to continuously strengthen our operations.

We maintain numerous certifications aligned with international regulations and standards in the markets where we operate. Our Quality Management System is founded on ISO9001/AS9100, the

globally recognized aerospace and defense standard, and is supported by additional certifications that validate our commitment to product safety, operational discipline, and environmental responsibility. Together, these systems help ensure consistent execution, reduce risk, and support sustainable performance across our global footprint.

SPOTLIGHT: IMPAQ CENTERS – BUILDING A SUSTAINABLE CULTURE OF QUALITY

At Moog, sustainability extends beyond environmental responsibility to include the long-term reliability, safety, and trust our customers place in every product we deliver. IMPAQ, which stands for Inspiring Moog People to Act on Quality, reinforces this commitment by cultivating a deeply rooted culture of quality across our Military and Commercial Aircraft Segments.

IMPAQ Centers strengthen our Zero Defect Mindset by equipping employees with the knowledge and awareness needed to make responsible, informed decisions every day. Through hands-on learning, employees explore Moog products, understand the real-world impact of quality issues, and see how their work directly contributes to safer missions and a more sustainable aviation ecosystem.

Each IMPAQ Center features interactive stations that highlight product purpose and customer value, core quality systems and protections, and real world impact to demonstrate how individual actions can prevent operational, environmental,

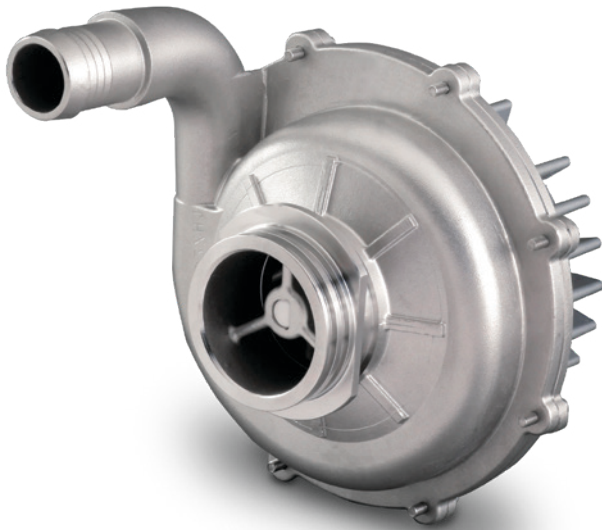
and customer consequences. All new employees begin their Moog journey with an IMPAQ Center experience, and current employees regularly return to refresh their knowledge and reaffirm their commitment to quality stewardship.

IMPAQ Centers are active across major Military and Commercial Aircraft production sites worldwide, ensuring a consistent and sustainable approach to quality that supports long-term performance, customer confidence, and mission success.



Moog attains a variety of business-related certifications that are appropriate to support the objectives at each site, which may include AS/EN/JISQ 9100, ISO/EN/JIS 9001, ISO 13485, FAA/EASA/CAAC, and/or special process. Find a complete listing on our website: [Certifications](#)

SUSTAINABLE PRODUCT INNOVATION



COREMOTION: DESIGNED FOR DATA CENTERS

The unprecedented growth of artificial intelligence and cloud computing is driving global investment in new data center infrastructure. While essential to powering digital services, data centers present challenges related to energy intensity, thermal management, and the responsible use of natural resources.

Moog's CoreMotion energy-efficient motion control systems are designed specifically for the data center industry to address these challenges. CoreMotion solutions help reduce energy consumption by enabling the transition to liquid cooling architectures, which can be up to 10 times more efficient than traditional air-based cooling systems.

By improving thermal performance and supporting more efficient cooling strategies, CoreMotion helps data center operators improve power usage effectiveness and reduce reliance on energy-intensive HVAC systems. These improvements contribute to the conservation of natural resources and help reduce carbon emissions associated with data center operations.

Through continued innovation in motion control and thermal management technologies, Moog supports the expansion of AI and digital infrastructure while helping customers operate more efficiently and sustainably across the technology sector.

TERRATECH: AUTOMATION THAT DRIVES SUSTAINABLE PERFORMANCE

Moog's TerraTech modular integrated platform brings intelligent automation to off-highway mobile machinery, enabling operators to work more efficiently while advancing long-term sustainability objectives.

In field testing, TerraTech demonstrates how automation streamlines repetitive tasks. With a single button press, a wheel loader can move forward, fill a bucket, break out material, and return for the next cycle, delivering consistent auto-dig, auto-dump, and return-to-height functions. This improves repeatability, reduces operator fatigue, and helps lower unnecessary energy use and component wear during extended material-handling shifts.

TerraTech adapts to operators of all experience levels. Customizable profiles allow users to tailor hydraulic response, control feel, and machine speed to specific applications. This flexibility supports faster training, more confident operation, and improved fleet utilization across mixed equipment environments.

The modular design of TerraTech reflects Moog's sustainability-driven engineering approach, consolidating cables, cooling lines, and components into streamlined units. High-voltage bus bars replace bulky jumper cables, and a shared coolant manifold removes dozens of hoses, reducing failure points, improving serviceability, and extending system life.

Because TerraTech is software-driven, OEMs can introduce future capabilities, such as load weighing or enhanced automation, without redesigning core hardware. This upgradeability extends equipment relevance and helps reduce lifecycle waste.

Through automation, modular architecture, and intelligent control, TerraTech reduces complexity, improves efficiency, and delivers practical sustainability gains for operators and manufacturers alike.



SUSTAINABLE PRODUCT INNOVATION (CONTINUED)



P60 MOTION SYSTEM: PRECISION MEETS ENERGY EFFICIENCY

The P60 Motion System, part of Moog's flight training, vehicle, and maritime simulation portfolio, is engineered to deliver high-fidelity motion performance while reducing energy consumption. Supporting Gross Moving Loads of up to 14,000 kilograms, the system provides precise motion fidelity for professional training environments while enabling more sustainable and cost-effective operations.

Through the integration of pneumatic support, the P60 Series can reduce electricity consumption by up to 75% compared to fully electric motion systems, depending on the flight profile. The design also enables up to a 40% reduction in continuous power consumption compared to previous generation models with integrated pneumatic support. These improvements reduce demand on electrical infrastructure and lower operating costs relative to traditional fully electric systems.

The passive pneumatic system supports the static load, allowing servo drives and motors to focus on acceleration and deceleration. As a result, components operate under a lighter-duty cycle, extending actuator and power component life while improving overall system reliability. Additional benefits include improved heat dissipation, a smaller system footprint, reduced total parts count, and smoother motion cues.

Together, these features position the P60 Motion System as a practical example of how engineering innovation can deliver high-performance simulation capabilities while advancing energy efficiency, operational resilience, and long-term sustainability objectives.



**OUR COMMITMENT TO
PEOPLE, COMMUNITY, AND PLANET**

OUR SUSTAINABILITY STRATEGY

At Moog, we are securing our future business by protecting people, strengthening communities, and advancing environmental stewardship in ways that reinforce operational excellence, customer trust, and long-term financial strength.

PEOPLE



We believe in fostering a workplace where everyone has opportunities to contribute, grow, and succeed – fueling both personal fulfillment and our collective business success. We prioritize the safety and well-being of our employees, contractors, and supply chain.

COMMUNITY



We are dedicated to ensuring our communities thrive, through strategic charitable contributions and volunteer and community engagement initiatives. Through these activities, we find connection with one another, our neighbors, and our world.

PLANET



We are committed to increasing our operational resilience and efficiency in ways that minimize our environmental footprint. We prioritize investment in renewable energy and sustainable technologies to drive our transition to a low-carbon future.

PEOPLE



Moog's ability to design, manufacture, and deliver highly reliable solutions depends on a skilled, engaged, and resilient global workforce. Across its operations, Moog invests in people not only to meet today's business needs, but to build the capabilities, culture, and leadership required for the future.

Moog's approach to human capital emphasizes attracting and developing talent, fostering a safe and welcoming workplace, and enabling employees to grow alongside the business. These priorities

are embedded in how teams operate day to day, supported by global systems, targeted development programs, and a strong focus on health, safety, and engagement.

Moog's leadership and Board oversight help ensure that people-related strategies remain aligned with business objectives and long-term value creation. By strengthening our workforce, Moog reinforces operational excellence, innovation, and sustainable performance across the enterprise.

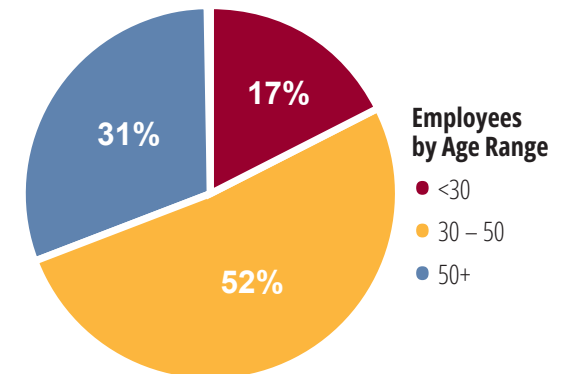
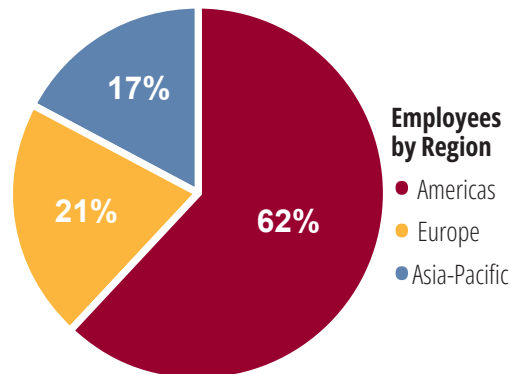
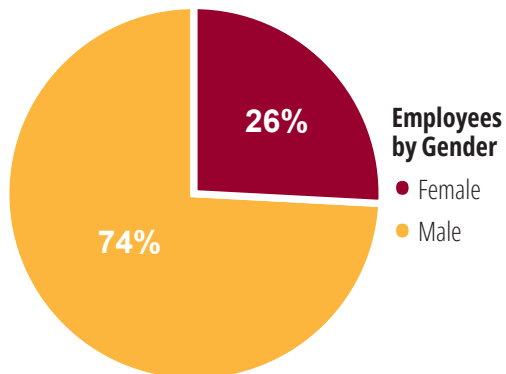
SPOTLIGHT: STANDARDIZING OUR GLOBAL HUMAN CAPITAL MANAGEMENT SYSTEMS

As part of our commitment to being a Great Place to Work for All, Moog is advancing the standardization of our human capital management across the enterprise. Moog is leveraging Workday to streamline human resource operations and create a globally integrated platform that improves access to information, strengthens

data integrity, and enables more informed workforce decisions. The system also helps promote consistent recruitment practices across regions and supports more meaningful performance and talent development conversations, giving employees clearer expectations, feedback, and pathways for career growth.

This modern, cloud-based solution is designed to better support evolving business needs and global operations through improved usability, expanded multilingual access, and enhanced connectivity across Moog's global workforce.

BY THE NUMBERS: OUR PEOPLE



PEOPLE – EMPLOYEE RECRUITMENT

Building a strong, resilient workforce begins with attracting the right talent. Moog's employee recruitment strategy is designed to meet both current business needs and long-term capability requirements, ensuring the company can continue to innovate, operate reliably, and grow sustainably across its global footprint.

Moog recruits talent through a broad set of channels, including partnerships with trade schools, leading universities, professional associations, and industry groups. These relationships support the development of strong talent pipelines across engineering, manufacturing, technical, and professional roles. In FY25, Moog hired more than 1,400 new employees worldwide, reflecting continued investment in skills and workforce capabilities aligned with business demand.

Early-career programs play an important role in this strategy. Internships, co-ops, apprenticeships, and graduate opportunities provide hands-on

experience while creating pathways for long-term careers at Moog. These programs are complemented by a recruitment approach that prioritizes internal mobility, giving existing employees opportunities to grow and advance before seeking external candidates.

Moog also places a strong emphasis on youth STEM outreach as a critical investment in the future of its workforce. Engagement with schools, community organizations, and educational partners helps build early awareness of science, technology, engineering, and math careers while expanding access to future opportunities. To strengthen these efforts, Moog introduced a dedicated Community Outreach Partner role within Talent Acquisition, reinforcing engagement with local communities and educational institutions and supporting intentional outreach.

Recruitment processes are designed to be consistent, transparent, and fair. Global process improvements, enhanced use of digital tools, and

standardized interview practices support a candidate-focused experience while enabling hiring teams to respond efficiently to evolving workforce needs.

Sustainability considerations are also incorporated into recruitment activities, including the use of environmentally responsible materials at career and recruiting events.

Moog's recruitment efforts support both operational excellence and long-term social sustainability by strengthening access to opportunity, building future talent pipelines, and fostering a more resilient global workforce.

BY THE NUMBERS: RECRUITMENT

2,334 roles filled

1,541 new employees

354 U.S. internships

176 international internships

97 apprentices



SPOTLIGHT: HIRING OUR HEROES

Moog's commitment to attracting, developing, and retaining purpose-driven talent is reflected in the experiences of employees who transition from military service into civilian careers. Through structured Veteran hiring initiatives and on-the-job development opportunities, we support meaningful career pathways for individuals with mission-focused backgrounds.

One such example is Zack, a senior program manager based in East Aurora, New York, who joined the company after serving eight years as an Engineer in the U.S. Army. As he prepared to transition out of military service and move closer to family, he sought an organization where his technical expertise, leadership experience, and sense of purpose could continue to make an impact. Through participation in the Hiring Our Heroes program, he completed a 12-week fellowship that provided hands-on experience and exposure to the company's culture and operations while he was still on active duty.

During the fellowship, he worked alongside cross-functional teams, received on-the-job training, and developed a deeper understanding of how the organization supports government and defense customers. The experience enabled a seamless transition from military service to full-time employment, and he officially joined the company shortly after completing his service commitment.

In his current role, Zack serves as a critical link between customers and internal teams, aligning operational execution with customer needs and long-term program objectives. His background in military service provides a valuable perspective on mission requirements, accountability, and execution, reinforcing the organization's ability to deliver solutions that support national defense and public sector customers.

Beyond technical and operational responsibilities, Zack's experience highlights the cultural connection that drew him to the organization. He has emphasized the importance of working for a company that values service, purpose, and the real-world impact of its work. By contributing to programs that protect lives, he continues to find meaning and fulfillment in his career.

Zack's story reflects the company's broader commitment to Veteran recruitment, workforce development, and inclusive talent strategies that recognize the value of diverse experiences. By investing in structured transition programs and career development opportunities, Moog strengthens its workforce while honoring the service and contributions of those who have served.



PEOPLE – TOTAL REWARDS



At Moog, we believe fair, competitive, and transparent total rewards are fundamental to sustaining a high-performing and engaged workforce.

Our compensation and benefits programs are designed to provide market-competitive compensation and benefits that attract and retain top talent and reinforce our culture and values. Our focus is to enable the well-being of our current and future employees, ensuring all feel valued, supported and able to grow and succeed with Moog.

Compensation decisions are informed by role scope, skills, experience, performance, and internal and external benchmarks. This approach helps ensure pay practices remain competitive and aligned with business priorities while reinforcing internal parity.

Our benefits offerings are structured to support employee well-being and financial security, with programs tailored to local markets, and are continuously reviewed to reflect evolving workforce needs.

WHILE SPECIFIC EMPLOYEE BENEFITS MAY VARY BY GLOBAL LOCATION, MOOG OFFERS A WIDE VARIETY OF PROGRAMS SUCH AS:

Paid Time Off

Medical, Dental, and Vision Coverage

Mental Health Support

Retirement Savings Plans

Education Reimbursement

Disability Insurance

Employee Assistance Programs

Employee Stock Purchase Plan

Financial Wellness Programs

Paid Family Leave

Life Insurance

SPOTLIGHT: CAREER ARCHITECTURE

Moog's long-term success relies on a resilient, engaged, and empowered workforce. As part of this commitment, we introduced Moog's Career Architecture, a global framework designed to bring clarity, consistency, and opportunity to roles across the organization.

This initiative replaced varied job structures with a standardized system that defines roles based on the nature of the work and

the level at which it is performed. Every position across the enterprise has been mapped into this framework, increasing transparency, strengthening alignment with our strategic priorities, and reinforcing Moog as a place where employees can build meaningful, long-term careers.

Moog's Career Architecture provides employees with clearer visibility into career paths, development opportunities, and

progression criteria, supporting informed career planning and growth. For leaders, the framework enhances workforce planning, strengthens internal mobility, and enables more consistent talent decisions across functions and geographies. Through Career Architecture, Moog is investing in a foundation for sustained performance and adaptability across the enterprise.

PEOPLE – EMPLOYEE HEALTH AND SAFETY

We are committed to providing a safe and healthy workplace across all operations. Protecting our employees is fundamental to long-term performance, and we prioritize proactive risk management, continuous improvement, and clear accountability to prevent injuries and strengthen our safety culture.

We operate under standardized Environmental, Health, and Safety practices across all sites, supported by regular training, audits, and performance monitoring. All employees, visitors, and service providers are expected to follow our global EHS standards and practices. Our corporate EHS audit program identifies risks, reinforces compliance, and drives corrective action.

EHS ACROSS THE WORKFORCE

In fiscal 2025, we advanced our global EHS strategy to strengthen safety leadership, risk awareness, and accountability. We enhanced how EHS

information is delivered through targeted learning tools, including monthly webinars, enhanced toolbox talks, micro learning modules, and digital inspection resources to promote consistency across sites.

We also embedded standardized EHS requirements into operator work instructions and core operational systems, ensuring safety is integrated into daily workflows.

To support program maturity, we expanded our EHS focus on behavioral expectations and accountability, and introduced new role-specific learning programs to deepen EHS expertise and technical skills.

Through these initiatives, we continue to build a proactive and workforce-centered EHS framework that protects our people and supports operational excellence.

BY THE NUMBERS: EMPLOYEE HEALTH AND SAFETY

0 fatalities

0.92 U.S. TRIR

Total Reportable Incident Rate (TRIR):

The TRIR is a critical metric in Moog's EHS journey that measures the number of work-related injuries and illnesses per 100 full time employees annually. This standardized rate allows us to benchmark our safety performance against industry peers and identify areas for improvement.

SPOTLIGHT: MOOG BAGUIO'S SAFETY DOJO STRENGTHENS WORKER PROTECTION

Moog Baguio launched an on-site Safety Dojo to enhance safety performance and empower both employees and contractors through immersive, hands-on learning.

The Safety Dojo transforms traditional training into a structured, interactive experience developed through cross-functional collaboration and championed by site leadership. The facility includes multiple simulation stations designed to replicate real-world scenarios encountered in daily operations.

Training modules cover Emergency Action Plans, personal protective equipment, chemical management, hot works, excavation, confined

space entry, lockout tagout procedures, and working at heights. Each station integrates visual instruction with practical exercises to reinforce hazard recognition, strengthen risk mitigation behaviors, and ensure compliance with Philippine OSHS requirements, RA 11058, DENR regulations, and other applicable standards.

By embedding experiential learning into its safety approach, Moog Baguio is strengthening its safety culture and advancing its broader sustainability commitment to protect people while enabling safe, efficient, and responsible operations.



PEOPLE – EMPLOYEE ENGAGEMENT AND RETENTION

Employee engagement and retention are essential to Moog's long-term success and the strength of our culture. We believe that when employees feel heard, supported, and connected to the business, they are more likely to stay, grow, and contribute at a high level. Our approach to engagement is grounded in trust, open communication, and shared accountability across the organization.

We actively seek employee input through engagement surveys, focus groups, and ongoing dialogue at the local and enterprise levels. These

insights inform decisions related to workplace practices, leadership effectiveness, and employee well-being. Where possible, Moog offers flexible working arrangements, including remote and hybrid options, to support collaboration while recognizing the importance of work-life balance.

Our commitment to engagement is reflected in strong retention outcomes. Over the past five years, Moog's average voluntary attrition rate has been approximately 7% of the workforce, demonstrating our ability to attract and retain talent in a competitive global labor market.



SPOTLIGHT: EMPLOYEE RESOURCE GROUPS

Employee Resource Groups (ERGs) play a vital role in strengthening employee engagement at Moog by fostering connection and a welcoming environment across the organization. Open to all employees, ERGs provide opportunities to participate around shared interests and experiences across backgrounds, identities, and roles. More than 1,200 employees are members of one or more ERGs, and over 1,800 employees participated in an ERG event during the year. Through these groups, employees build meaningful relationships, exchange diverse perspectives,

and contribute to a workplace culture where all experiences are recognized and valued.

Moog's seven ERGs hosted more than 115 meetings focused on networking, learning, community outreach, and personal well-being. Throughout the year, these groups curated a range of opportunities available to all interested employees, including presentations from inspiring leaders such as Moog executives and external speakers, including retired Admiral Mike Manazir.

ERGs also emphasized holistic well-being by offering programming focused on physical, mental, and financial health, connecting employees with resources to support success both at work and at home. Collectively, Moog's ERGs contribute to an engaged, resilient, and future-ready organization that supports our sustainability goals and long-term business success.

BY THE NUMBERS: EMPLOYEE RESOURCE GROUPS

7 employee resource groups

115 meetings and events

1,232 employees are members of one or more ERGs



PEOPLE – TRAINING AND DEVELOPMENT

Moog's learning and development approach is anchored in a clear vision to equip employees with the technical expertise, leadership skills, and career pathways needed to support long-term business performance and individual growth.

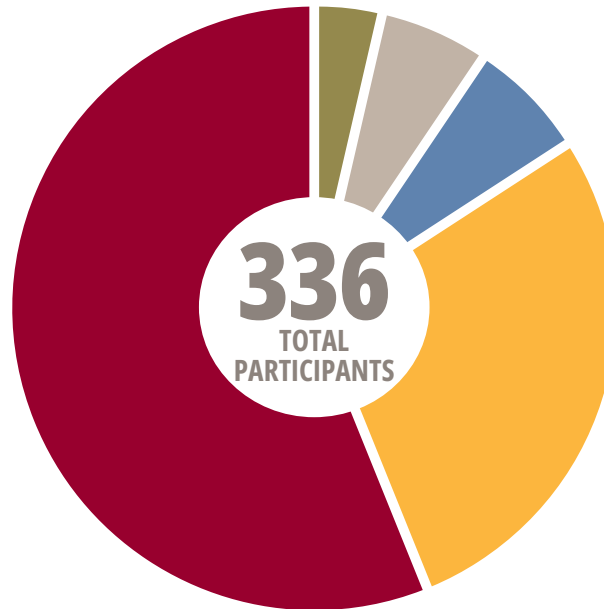
This approach integrates technical training, leadership development, compliance education, and experiential learning opportunities to ensure employees can continuously build capabilities aligned with evolving business needs. Learning offerings are designed to support employees at all stages of their careers, from early-career skill building to advanced leadership development, while promoting consistency and access across global operations.

During FY25, more than 7,500 employees participated in skills-based training focused on technical and functional topics, reflecting continued investment in workforce capabilities aligned with business demand. In addition, employees completed approximately 250,000 hours of learning and development activities across a wide range of programs and delivery formats.

Leadership development remains a key focus area, with structured programs designed to support emerging leaders, people managers, and experienced leaders as they progress through their careers. These programs emphasize leadership effectiveness, people development, and organizational impact, strengthening leadership capacity across the enterprise.

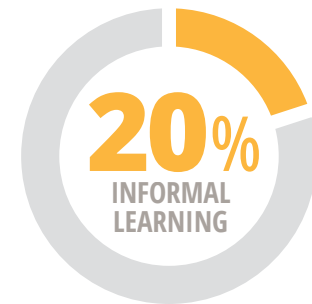
To support career development and internal mobility, a global mentoring framework connects employees with experienced mentors to support skill development and career progression.

BY THE NUMBERS: LEADERSHIP DEVELOPMENT



- Moog Leadership Program**
13 participants
- Excel in General Management**
19 participants
- Lead Innovation and Future Technology**
22 participants
- Leverage Insight to Ignite Action**
94 participants
- Leading and Coaching People**
188 participants

70-20-10 APPROACH TO LEARNING



SPOTLIGHT: OPERATIONS TRAINING CENTER

At Moog, we support every employee's growth journey by investing in knowledge transfer, skills development, and scalable technical training that build a strong, adaptable workforce. Through our Knowledge Management framework, we proactively identify and prioritize critical skill gaps, standardize curricula and competency maps, and embed Moog expertise across the organization to ensure our teams are prepared to meet evolving business and customer needs.

A key milestone in this strategy was the opening of Moog's Operations Training Center in August 2025. This 13,000 square-foot facility was established to advance local manufacturing expertise and strengthen our talent pipeline through targeted, hands-on training. The center was developed through Moog investment with support from the U.S. Navy and reflects our commitment to building durable workforce capabilities.

Located near Moog's East Aurora headquarters, the Operations Training Center provides practical training and career development opportunities for both new and current employees across advanced manufacturing roles. The facility includes three modern classrooms, two fully furnished Assembly and Test (A&T) simulation labs, and an advanced machine shop, enabling immersive, skills-based learning aligned with operational needs across Moog's four segments and seven business units in Western New York.

Training programs delivered through the center focus on foundational and role-critical competencies, including quality principles, operational processes, standard work, IT fundamentals, environmental health and safety basics, material handling, workmanship standards, and Moog systems.

By year end, the Knowledge Management team successfully delivered 20 one-week bootcamps and piloted two three-week training programs. The one-week format achieved a 36% reduction in time needed to reach 70% effectiveness, along with a 17% improvement in time to receive Audit Operator Standard stamp. The expanded three-week program is expected to deliver further gains by allowing participants additional time to deepen technical expertise and strengthen core competencies critical to their roles.

Through standardized training processes and structured knowledge transfer, Moog continues to close skill gaps, improve operational performance, and support sustained growth in an increasingly competitive landscape.

BY THE NUMBERS: NEW EMPLOYEE BOOTCAMP

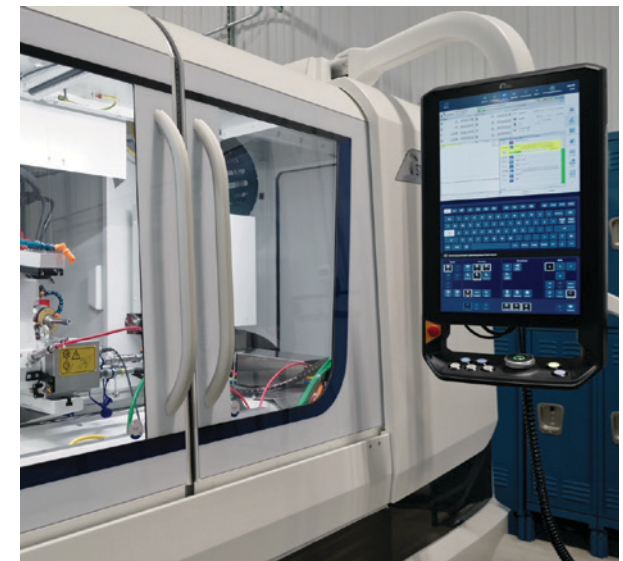
750 certificates given

46 classes offered

138 graduates

36% reduction in time to 70% effectiveness

17% improvement in time to stamp



COMMUNITY

At Moog, we believe our long-term success is deeply connected to the strength and wellbeing of the communities in which we operate.

Our community strategy focuses on three core areas: corporate philanthropy, employee giving and volunteering, and support for small businesses. Together, these efforts reflect our commitment to being a responsible corporate citizen and a trusted partner in the communities we serve. By aligning our investments with local needs and global priorities, we aim to empower individuals and organizations, strengthen local economies, and contribute to positive social outcomes around the world.

CORPORATE PHILANTHROPY



Moog partners with nonprofit organizations to support initiatives aligned with the United Nations Sustainable Development Goals to create meaningful, lasting impact.

EMPLOYEE GIVING AND VOLUNTEERING



Through employee giving and volunteer programs, team members support personally meaningful causes while strengthening connections within their communities.

SMALL BUSINESS



Moog supports small businesses through inclusive sourcing practices and long-term partnerships, helping strengthen local economies and build resilience across the supply chain.

COMMUNITY – CORPORATE PHILANTHROPY

At Moog, corporate philanthropy is an extension of our purpose and values, reinforcing our commitment to the communities where we live and work.

Our approach prioritizes organizations and causes that align with Moog's People, Community, and Planet framework, supporting health, education, environmental stewardship, community resilience, and disaster relief. By combining financial contributions with long-term partnerships and local engagement, we aim to strengthen communities, respond to urgent needs, and contribute to positive social outcomes across our global footprint.

BY THE NUMBERS: CORPORATE GIVING

\$1.6 MILLION allocated through our corporate grants and sponsorships program

140+ charitable causes supported through corporate grants and sponsorships

\$150,000 for disaster relief related to hurricanes Helene and Milton and the 2025 Southern California wildfires

SPOTLIGHT: COMMUNITY PARTNERS

MAKE-A-WISH METRO NEW YORK AND WESTERN NEW YORK

As part of our annual Moog Gala, we presented a \$75,000 donation to Make-A-Wish, raised through a combination of event ticket sales and corporate contribution from Moog. Through this donation, Moog helped to support the granting of 154 life-changing wishes in 2025 for local children with critical illnesses.



AMERICAN RED CROSS

When natural disasters like Hurricane Helene, Hurricane Milton, and the 2025 Southern California Wildfires caused devastation in our communities, American Red Cross was there. With Moog's support, Red Cross provided critical aid to those in need – offering shelter, food, and hot meals to evacuees, first responders, and impacted families.

PLANET WATER FOUNDATION

Moog's partnership with Planet Water Foundation continued in 2025, with the installation of three new water towers in schools near our Moog sites in Baguio and Bangalore. Each tower provides safe drinking water to 1,800 students and members of the surrounding communities each day. In addition, Planet Water Foundation provides hygiene education that helps keep kids healthy and in school to learn.



COMMUNITY – EMPLOYEE GIVING AND VOLUNTEERING

At Moog, we believe meaningful impact starts with our people. We empower our teams to support the causes they care about through their time, skills, and resources.

Our employee giving and volunteering platform, which continues to expand globally and is currently available in the U.S., U.K. and Canada, is designed to make participation accessible and impactful by providing employees with tools, matching opportunities, and paid time to engage with eligible community organizations.

BY THE NUMBERS: EMPLOYEE GIVING AND VOLUNTEERING

\$53,000+ in matching donations and rewards

10,300+ total volunteer hours

575+ causes supported by Moog employee volunteers or donors

SPOTLIGHT: COMMUNITY PARTNERS

BUFFALO AND ERIE COUNTY NAVAL & MILITARY PARK

During the year, members of the Moog Veterans Organization joined colleagues from across Western New York for a day of service at the Buffalo and Erie County Naval & Military Park. More than 40 employees volunteered their time and skills, supporting painting, electrical work, metalwork, welding, and plumbing projects aboard the U.S.S. The Sullivans and U.S.S. Little Rock.



MOOG REGIONAL ROCKETRY CHALLENGE

Each October, Moog partners with the American Rocketry Challenge to host the Moog Regional Rocketry Challenge. This event brings together more than 100 middle and high school students from nearly a dozen schools to design, launch, and evaluate their rockets using real flight data and performance metrics, many supported by Moog volunteers who mentor students and share their technical expertise.

TEWKESBURY FOODBANK

At Moog's Tewkesbury site in the United Kingdom, employees came together to address food insecurity in their local community through a sustained partnership with the Tewkesbury Foodbank. What started as a single event evolved into a year-long effort, with employees donating hundreds of kilos of food, volunteering at weekend food drives, and supporting sorting and packing operations.



SPOTLIGHT: WEEK OF ACTION

As part of our commitment to making Moog a great place to work and a positive force in the communities we serve, in 2025 we held our first-ever global “Week of Action.” Timed to coincide with World Cleanup Day on Saturday, September 20, this initiative invited our sites worldwide to take part in local volunteer projects focused on community cleanup.

Moog volunteers came together to pick up litter from beaches, municipal parks, and local neighborhoods; partner with environmental nonprofits to clear invasive species and maintain natural spaces; participate in recycling and reuse drives for everything from e-waste, old paint, cans and bottles to eyeglasses, sneakers, and household goods; integrate environmental education into activities; and even beautify urban surroundings by painting a mural at a local school.



BY THE NUMBERS: WEEK OF ACTION

15 countries

20 geographic regions

947 volunteers

34 projects

1,893 hours

43,000+ pounds of waste collected



COMMUNITY – SMALL BUSINESS

Moog is committed to proactively including small business suppliers in competitive sourcing and procurement opportunities. We provide maximum practicable procurement opportunities for small businesses that enable us to attract, develop, and retain a resilient supply base.

Our Small Business Program is dedicated to fostering a collaborative environment where small enterprises can thrive alongside larger partners globally. Moog's small business program manager actively develops programs and partnerships that strengthen small businesses within our communities by identifying bottlenecks, implementing best

practices, streamlining business processes, and providing small business suppliers with a high level of care when engaging with Moog. By offering opportunities for these suppliers, we aim to empower small businesses to expand their reach and capabilities.

SPOTLIGHT: ADVANCING SUSTAINABLE FACILITIES THROUGH LOCAL PARTNERSHIP

As part of Moog's broader effort to evaluate contracted services and strengthen the sustainability of our operations, the facilities team at our East Aurora campus identifies opportunities to improve efficiency, reduce material use, and support responsible sourcing. This work includes reassessing long-standing purchasing habits and ensuring that essential facility supplies align with Moog's environmental and operational standards.

Following Moog's hosting of the Buffalo Purchasing Initiative Summit, which convened members of the Buffalo Business Leaders Task Force and regional partners, the Moog facilities team was introduced to Junk Free Skin, a Western New York supplier specializing in low-waste, compostable soap systems. The connection highlighted the potential for a local partnership that could address both environmental goals and procurement challenges.

After evaluating the solution and coordinating with our janitorial provider, Moog initiated a pilot transition to a concentrated hand soap system designed to reduce packaging, eliminate battery-powered dispensers, and improve long-term cost performance.

The new system replaces plastic cartridges and large water-based containers with concentrated soap pods and durable, repairable

dispensers. The transition is projected to reduce annual hand soap expenses by approximately 20%, driven by lower product volume, reduced shipping weight, and the elimination of battery replacement costs. Additional savings are expected as the system minimizes maintenance needs and reduces reliance on proprietary consumables.

In addition to cost efficiencies, the system reduces plastic waste, transportation-related emissions, and electronic waste associated with battery disposal. Initial feedback from pilot locations has been positive, with many employees noting a noticeable improvement in product quality. The program is being evaluated for broader implementation across other Moog facilities.

This initiative reflects Moog's approach to advancing operational efficiency and environmental performance through targeted supplier partnerships that support local businesses while delivering measurable sustainability benefits. By pairing innovation with regional collaboration, everyday operational decisions can contribute meaningfully to Moog's sustainability commitments.



PLANET

Protecting the places we call home requires a clear understanding of our environmental impact and disciplined stewardship of natural resources. Moog focuses on managing greenhouse gas emissions, energy use, water consumption, waste generation, hazardous materials, and biodiversity impacts across our global operations. We are committed to reducing our Scope 1 and 2 carbon footprint while supporting sustainable growth and operational excellence. As part of that commitment, we have set the environmental targets below.

GREENHOUSE GAS (GHG) EMISSIONS



Reduce Scope 1 and Scope 2 greenhouse gas emissions by 40% by 2030 from a FY22 baseline.

WATER CONSUMPTION



Achieve a 20% reduction in water consumption by 2030 from a FY22 baseline at sites located in regions classified as “high” or “extremely high” water stress by the World Resources Institute.

HAZARDOUS WASTE



Reduce total hazardous waste generation across operations from a FY22 baseline, prioritizing waste streams with the greatest potential impact on people, communities, and the environment.

PLANET – ENERGY AND EMISSIONS

At Moog, we are committed to reducing greenhouse gas emissions through energy efficiency and renewable energy initiatives that strengthen operational resilience and minimize environmental impact. Our approach supports both our own sustainability objectives and those of our customers, including efforts to advance commercial aviation toward a lower-carbon future. As an active member of the International Aerospace Environmental Group (IAEG), we align with industry standards and collaborate with peers to accelerate meaningful emissions reductions.

DECARBONIZING OUR OPERATIONS

Moog has set a target to reduce greenhouse gas emissions across our operations (Scopes 1 and 2) by 40% by 2030, relative to a FY22

baseline. For FY25, we have completed verification of our Scope 1 and Scope 2 data in accordance with ISO 14046-3. Our decarbonization efforts are concentrated on the top 10 contributing sites, which together represent nearly 80% of our global operational emissions footprint, enabling focused deployment of capital and resources where they can have the greatest impact.

Our strategy follows a structured “Cut, Convert, Complete” framework designed to reduce emissions in the most impactful and cost-effective sequence.

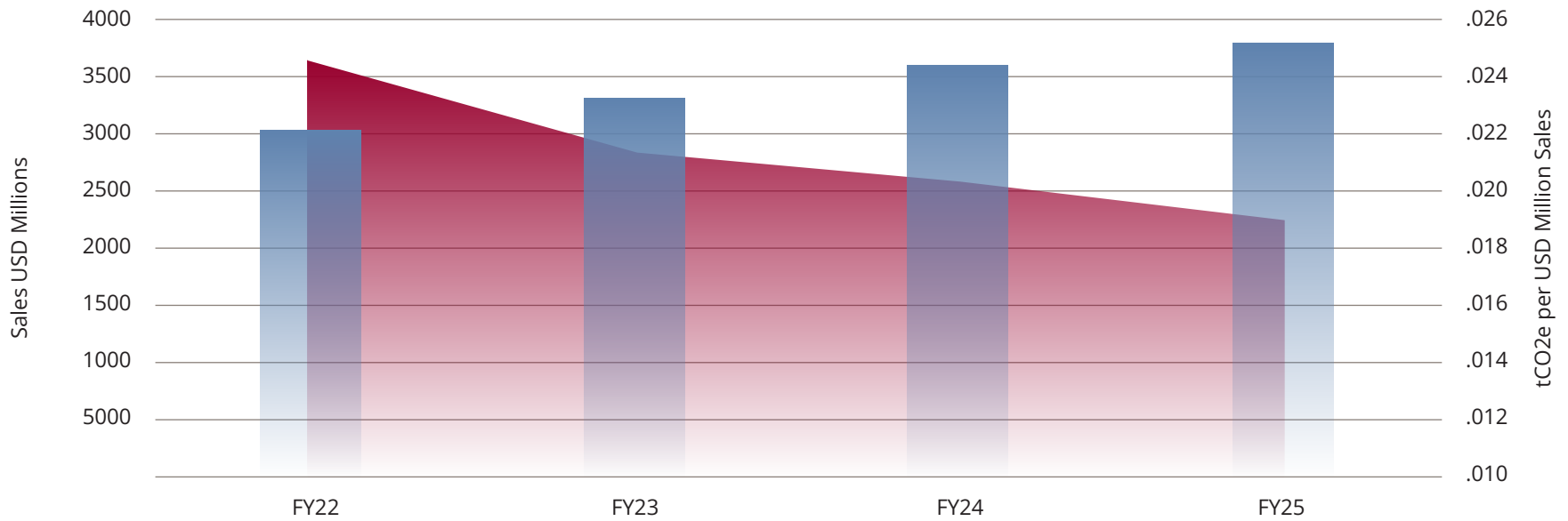
The “cut” stage prioritizes eliminating unnecessary energy use through efficiency improvements, equipment upgrades, and operational and behavioral changes, reducing energy demand.

The “convert” stage focuses on transitioning remaining energy requirements to lower-carbon alternatives, including renewable electricity and cleaner fuel sources, to further reduce operational emissions.

The final “complete” stage uses high quality carbon removal or offsetting solutions, aligned with credible climate standards, to address residual emissions that cannot be eliminated through operational changes.

As we near completion of the “cut” stage, Moog has achieved meaningful progress. While sales grew at an 8% compound annual rate since FY22, emissions intensity decreased by a total of 22% (tCO₂e per dollar of sales), alongside a modest reduction in absolute operational emissions. As we shift greater emphasis toward the “convert” stage, we expect continued progress toward our 2030 emissions-reduction target.

SCOPE 1 & 2 GHG EMISSIONS INTENSITY BY SALES



$$\text{Intensity Figure} = \frac{\text{Total Scope 1 \& 2 GHG Emissions (tCO}_2\text{e)}}{\text{Total Sales (USD)}}$$

■ Total Sales (USD M) ■ tCO₂e per USD Million Sales

SPOTLIGHT: DRIVING ENERGY EFFICIENCY THROUGH SENSORS IN BLACKSBURG

As part of Moog's ongoing efforts to increase energy efficiency and reduce carbon emissions, our Blacksburg site went live in June 2025 with a network of wireless energy sensors.

The system consists of more than 50 sensors connected to an intelligent platform that provides real-time and historical energy data for energy-intensive, critical equipment, including HVAC systems, lighting, CNC machines, and production ovens.

The system is low cost and rapidly deployable, supporting Moog's efforts to reduce energy consumption and emissions through targeted efficiency improvements and informed operational decision-making.

By making detailed energy data accessible to facilities, operations, and machinist teams, the site has achieved measurable cost and energy savings and improved visibility into energy performance across the facility.



EMISSIONS IN OUR VALUE CHAIN

Moog is advancing our understanding of emissions generated across our value chain. Over the past year, we conducted a comprehensive screening assessment to identify relevant and material Scope 3 emission categories associated with our business.

Following third-party authentication of the screening analysis, Moog is actively developing data collection processes and calculation methodologies for the identified emission categories.

MOOG'S APPLICABLE SCOPE 3 EMISSIONS CATEGORIES

Upstream

- Purchased Goods and Services
- Fuel and Energy Related Services
- Transport and Distribution
- Employee Commuting
- Business Travel
- Waste Generated in Operations

Downstream

- Transport and Distribution
- Use of Sold Products

Not Relevant and/or Applicable: Upstream Leased Assets, Processing of Sold Products, End of Life Treatment of Sold Products, Downstream Leased Assets, Franchises Investments

PLANET – WATER

As part of Moog's People, Community, and Planet initiative, our water management strategy reflects a strong commitment to responsible stewardship of this vital resource and to reducing water-related risks across our global operations. Moog is implementing a Global Water Stewardship Policy supported by site-specific action plans at our top 10 water-consuming sites, which together represent more than 90% of our annual water usage. These efforts prioritize high-risk locations identified using the World Resources Institute Aqueduct Water Risk Atlas and focus on measurable reductions through rainwater

harvesting, water-efficient technologies, enhanced monitoring, improved data consistency, and strengthened operational controls. Our long-term goal is to reduce water consumption by 20% from the FY22 baseline by 2030 through targeted efficiency improvements, alternative water sourcing, and disciplined execution across our global footprint. During FY25, Moog made significant progress in India, one of the regions where we operate sites experiencing elevated water stress.

Moog first established a water reduction goal for water stressed regions in FY24. As of FY25, our India operations have achieved a 22.4% reduction in water consumption relative to the FY22 baseline. These results were driven by enhanced monitoring, improved water management practices, and efficiency upgrades. Building on this momentum, Moog plans to continue advancing water-reduction initiatives in India while expanding projects at other water-stressed sites to support ongoing progress toward our 2030 targets.

SPOTLIGHT: WATER REDUCTION IN INDIA

In FY25, the Moog India Technology Center (MITC) in Bangalore implemented three practical initiatives designed to reduce freshwater demand and reliance on purchased water:

STP-TREATED WATER FOR RESTROOM FLUSHING



MITC piloted a low-cost plumbing modification in staff restrooms to separate hand-wash and flushing lines, enabling the use of treated greywater for flushing and creating a scalable model for broader deployment.

CAFETERIA UTENSIL AND CLEANING IMPROVEMENTS



By reducing the number of bowls and cups used during breakfast service and optimizing the three-step utensil-cleaning process, the cafeteria significantly reduced daily freshwater usage.

RAINWATER HARVESTING PILOT



MITC installed two 5,000-liter tanks with filtration to capture rooftop rainwater, generating approximately 100,000 liters of reusable water and establishing the case for future expansion of rainwater harvesting.

PLANET – WASTE

HAZARDOUS WASTE MANAGEMENT AND RISK REDUCTION

At Moog, we recognize that hazardous waste poses significant risks to human health, the environment, and our communities. In alignment with our sustainability commitments, we have implemented a Hazardous Waste Risk Reduction Program to minimize these impacts while supporting operational excellence.

OUR APPROACH

We take a proactive, risk-based approach to hazardous waste management that prioritizes prevention, reduction, and responsible handling.

Hazardous waste is defined as any material classified as hazardous under applicable local and regional regulations. At Moog, common examples include grinding sludges, expired chemicals, coolants, and heavy metals. Managing these materials responsibly is both a regulatory obligation and a core component of our environmental stewardship.

To focus resources where they can have the greatest impact, the program emphasizes risk-based prioritization. We use our Hazardous Waste

Impact Score (HWIS), a metric that evaluates potential impacts on people, communities, and the planet to identify high-risk waste streams and develop targeted reduction plans. Waste streams with the highest HWIS scores are prioritized for action.

Immediate actions include initiatives such as wastewater treatment enhancements and process modifications at key sites. In particular, we are focused on the top 10 hazardous waste-generating locations, which collectively represent more than 90% of Moog's total hazardous waste. Longer-term initiatives include developing global best practices and expanding opportunities for standardization across Moog's operations.

By embedding hazardous waste management into our broader sustainability strategy, Moog remains committed to protecting human health, preserving ecosystems, and strengthening operational resilience across the enterprise.

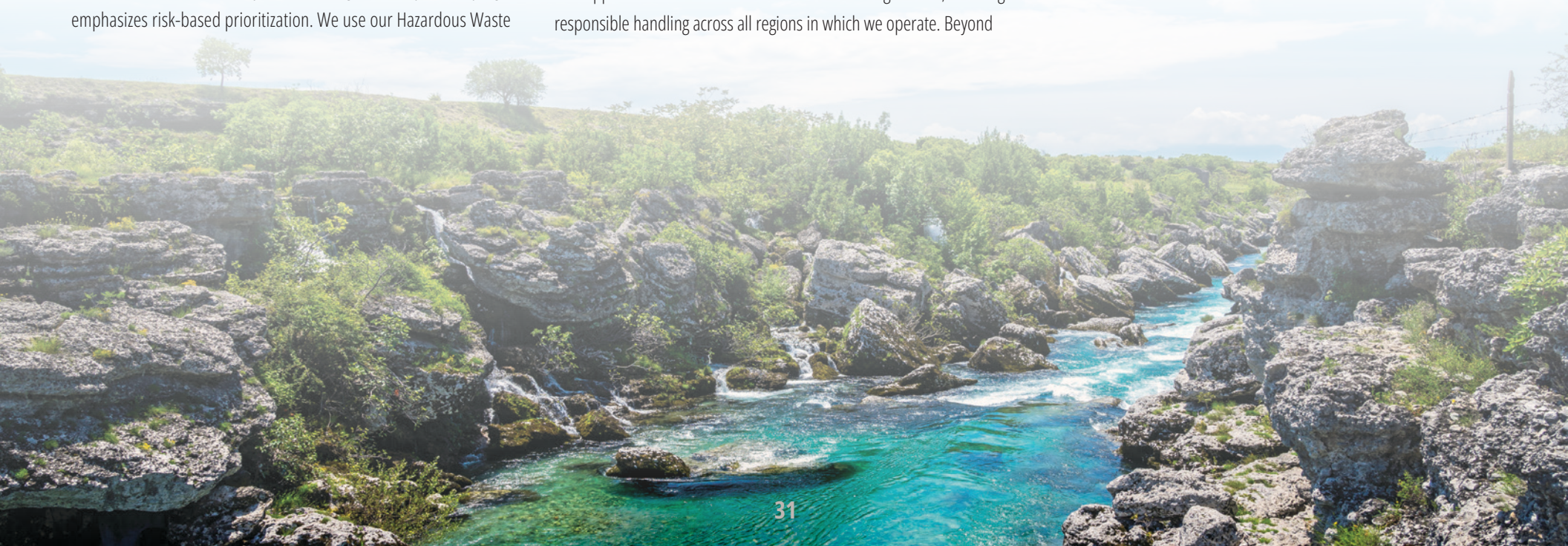
NONHAZARDOUS WASTE

Moog's global sites manage nonhazardous waste in full compliance with applicable local and national environmental regulations, ensuring responsible handling across all regions in which we operate. Beyond

regulatory compliance, many facilities actively analyze site-level waste data to identify reduction opportunities and implement actions that lower environmental impact.

Across our global footprint, teams are advancing packaging optimization efforts by transitioning to more sustainable materials and reducing overall material usage. Additionally, numerous sites have strengthened waste segregation practices, expanded recycling programs, and introduced composting initiatives, reinforcing Moog's commitment to advancing circular resource management.

As part of our broader sustainability strategy, we are preparing to implement standardized global waste data collection processes. This initiative will support future Scope 3 emissions calculations, particularly Category 5, Waste Generated in Operations, and enhance our ability to track performance, inform reduction strategies, and strengthen transparency.



SPOTLIGHT: IMPROVING WASTE SEGREGATION & RECYCLING AT MOOG IRELAND

In late 2024, Moog Ireland launched a six-month sitewide waste management improvement pilot to support the company's sustainability commitments and reduce mixed municipal waste. Initial contractor data indicated that only 26% of waste was being recycled, with limited segregation across more than 100 bins.

A comprehensive review of waste practices identified inconsistent bin types, widespread mixed waste, and insufficient signage. In response, the site removed personal bins, standardized bin stations across departments, and implemented consistent color-coded signage aligned with national guidance. Site leadership reinforced expectations through regular communications, strengthening employee understanding and accountability.

In December 2024, a transition to a new cleaning contractor enabled enhanced training on segregation practices, updated routines, and improved handling of emerging waste streams. These changes helped embed the revised system into daily operations.

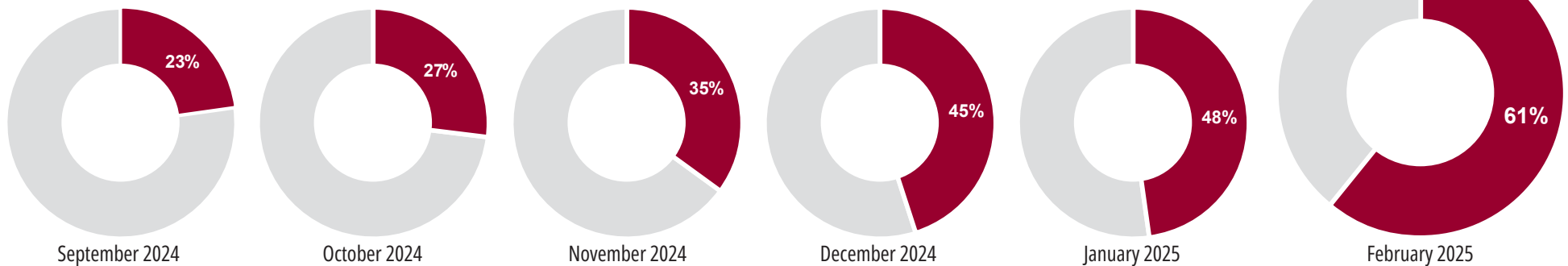
Cardboard was identified as a primary contributor to overall waste volume, leading to a focused reduction effort in early 2025. Increased use of the site compactor now generates approximately 250 kilograms of baled cardboard every two weeks, or roughly six tons annually. This initiative contributed to higher recycling performance and reduced mixed municipal waste.

By the conclusion of the pilot in February 2025, the site's recycling rate increased from 23% to 60%, surpassing the national average of

41% and positioning Moog Ireland ahead of pace for their 2026 target of 65%. While expanded recycling and compost collection partially offset cost savings, the environmental benefits and improved waste stream accuracy reflect meaningful progress.

Moog Ireland continues to track waste performance monthly, communicate results across the site, and refine processes to further reduce Mixed Municipal Waste. The initiative demonstrates how clear infrastructure, leadership engagement, and employee participation can drive rapid, measurable sustainability improvements.

● Recycled ● Mixed Municipal Waste



OUR PLANET – BIODIVERSITY

Biodiversity is essential to sustaining our business and supporting the long-term resilience of our operations, employees, and communities. Recognizing this, in FY25, Moog undertook a series of initial biodiversity assessments to better understand how our global footprint interacts with natural ecosystems.

Using established, science-based screening tools such as the ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) biodiversity module and the World Wildlife Federation Biodiversity Risk Filter, we evaluated potential biodiversity risks and pressures across our operational footprint, focusing on how different asset types and

locations may interface with sensitive ecosystems or areas experiencing ecological decline.

These insights help identify priority areas for further evaluation and establish a consistent foundation for integrating biodiversity considerations into operational and strategic decision making.



SPOTLIGHT: ENGAGING OUR EMPLOYEES IN EVERYDAY BIODIVERSITY

Moog schafft Lebensräume

Durch das Pflanzen robuster, nicht-invasiver Pflanzen und Sträucher schaffen wir Nahrungsquellen für unsere Moog-Bienen und Lebensräume für viele andere Insekten.

So leisten wir einen wichtigen Beitrag zur Biodiversität.

TIPP:

Mit kleinen Schritten
Großes bewirken:
Achte bei der Bepflanzung
deines Gartens oder Balkons
auf geeignete Pflanzen.
Unterstützen Sie die
Moog CSER-Initiative!



Bannerghatta Butterfly Park, located within Bannerghatta Biological Park in Karnataka, India, is recognized as an important biodiversity hotspot. Home to more than 300 butterfly species, the park plays a critical role in supporting regional ecosystem health and sustaining diverse plant and animal life.

In observance of World Environment Day, Moog India employees participated in a tree planting initiative at the park, contributing to local biodiversity preservation efforts.



As part of Moog Wolverhampton's commitment to sustainability and community engagement, employees volunteered in a local conservation initiative known as Balsam Bashing. The effort focused on removing Himalayan Balsam, an invasive plant species that has spread along the Moat Brook and displaced native vegetation.

Originally introduced in the 19th century, Himalayan Balsam spreads rapidly, dominates riverbanks during the growing season, and suppresses native plant species. When the plant dies back in winter, exposed banks are left vulnerable to erosion and flooding. By removing Himalayan Balsam, volunteers supported the restoration of native plant life, strengthened biodiversity along the brook, and helped reduce downstream flood risk.

These local initiatives reflect Moog's broader commitment to protecting ecosystems and managing biodiversity risks across our global operations.



RESPONSIBLE OPERATIONS

OUR FACILITIES

ADVANCING SUSTAINABLE MANUFACTURING THROUGH THE AIM FACILITY

Moog's Advanced Integrated Manufacturing (AIM) Facility on the East Aurora campus represents a significant investment in efficient, modern, and sustainable production. The 152,000-square foot facility was purpose-built to streamline material flow, reduce waste, strengthen workforce safety, and enhance operational consistency.

The facility consolidates manufacturing into large, open production areas with improved pathways for movement of raw materials, finished parts, and waste streams. A mezzanine level, transparent offices, and collaboration spaces keep engineering and operations closely connected, improving real-time problem solving and floor visibility.

The AIM building is optimized for scalable production, incorporating modular work cells, advanced machining platforms, and robot-supported processes. Automated systems, including multitasking machining centers with rail-mounted robots, replace aging equipment, reduce process steps, lower energy use, and decrease the overall physical footprint while improving employee safety.

By integrating operations into cohesive manufacturing cells, the AIM facility shortens lead times, improves quality and repeatability, reduces rework, and lowers resource consumption. These operational gains directly support Moog's long-term sustainability objectives through improved efficiency, reduced waste, and more predictable delivery performance.

The AIM facility reflects Moog's commitment to modernization, operational excellence, and responsible growth.



OUR FACILITIES (CONTINUED)



MOOG TAICANG'S HEAT RECOVERY SYSTEM DRIVES LOW-CARBON OPERATIONS

As global industries transition toward lower-carbon operations, Moog continues to invest in solutions that improve energy efficiency and reduce environmental impact. Opened in 2023, the Taicang facility demonstrates this commitment through a custom-engineered heat recovery system designed to capture and reuse energy that would otherwise be lost.

During normal operation, the centralized Hydraulic Power Unit (HPU) generates substantial heat that would traditionally be removed through a cooling system and discharged as waste. The Taicang team engineered a system that captures this thermal energy and redirects it into a heat reuse loop that integrates with the facility's HVAC system. Once the hydraulic system reaches its operating temperature, the facility automatically transitions from conventional cooling to energy recovery mode.

The results are measurable and material. The system recovers approximately 46% of HPU energy, saves up to 45,000 kilowatt hours during the winter season, and reduces cooling and heating system runtime by more than 70%.

This innovation improves site-level energy performance, lowers emissions associated with facility operations, and strengthens Moog's broader strategy of embedding sustainability into manufacturing design. The Taicang heat recovery system serves as a scalable model for future energy efficiency initiatives across the company's global footprint.

PROJECT METEOR – A SUSTAINABLE STEP CHANGE FOR MOOG TEWKESBURY

Moog recently opened a new 209,000 square foot facility in Tewkesbury, U.K., expanding capacity while reinforcing our commitment to environmental responsibility. Known as Project Meteor, the initiative was launched after teams determined that existing, space-constrained buildings could not support long-term growth. Rather than simply adding square footage, Moog designed a facility that aligns operational expansion with its sustainability strategy.

Located just 300 yards from the previous site, the new facility achieved a BREEAM Excellent rating, one of the highest international standards for sustainable building performance. This certification reflects strong environmental performance not only during construction, but throughout the building's long-term operation.

To achieve this rating, the project incorporated nearly 1 megawatt of rooftop solar PV to generate clean energy and reduce carbon emissions, a rainwater harvesting system to supply restroom facilities and lower overall water demand, and heat recovery technology that captures waste energy and improves heating efficiency.

Together, these investments reduce the facility's environmental footprint, respond to the expectations of customers and investors, and demonstrate how Moog integrates strategic growth with responsible design.



SUPPLY CHAIN MANAGEMENT

At Moog, responsible supply chain management is a critical component of our sustainability strategy and overall business integrity. We recognize that our global supply chain plays an important role in our environmental and social impact, and we are committed to embedding ethical, sustainable, and responsible business practices throughout our sourcing and supplier relationships.

Over the past year, we have continued to strengthen our supply chain governance, tools, and organizational capabilities to support this commitment. Moog has engaged a leading third-party platform to assess and engage suppliers on sustainability topics, enabling greater transparency into supplier practices and supporting more informed sourcing decisions. Implementation of this platform will support our ability to identify risks, opportunities, and areas for collaboration across the supply base.

To further advance this work, Moog has expanded its internal resources by establishing a dedicated Supply Chain Sustainability Manager role. This position is responsible for developing and executing our supply chain sustainability strategy, working closely with procurement, operations, and business leaders to integrate sustainability considerations into supplier engagement, sourcing decisions, and continuous improvement efforts across the enterprise.

CONFLICT MINERALS

Moog's Conflict Minerals Program is designed to promote responsible sourcing of tin, tungsten, tantalum, and gold within our supply chain.

Through a robust due diligence process aligned with applicable regulations and industry expectations, we work to identify and address potential risks associated with conflict-affected and high-risk areas. Where appropriate, Moog takes action to address identified concerns, including the removal of smelters that do not meet responsible sourcing standards. Additional information is available in our Conflict Minerals Policy Statement.

OUR COMMITMENT TO HUMAN RIGHTS

Moog is committed to respecting human rights and preventing forced labor, human trafficking, and other human rights abuses throughout our operations and supply chain. Internally, Moog's Avoiding Trafficked Labor training is offered in multiple languages to employees and contractors who may come in contact with human trafficking.

Our standard terms and conditions of purchase outline clear expectations for subcontractors, contractors, suppliers, and vendors to comply with all applicable anti-human trafficking and labor laws.

Suppliers are required to maintain compliance programs designed to prevent human trafficking and forced labor and, where required by law, to certify on at least an annual basis that such programs are in place. Moog's approach to human rights is further detailed in our [Human Rights Commitment Statement](#) and our [2025 Modern Slavery and Anti-Human Trafficking Disclosure Statement](#).

Where applicable, Moog also publishes jurisdiction-specific disclosures.



CLIMATE RISK

CLIMATE RISK ASSESSMENT

Climate-related risks and opportunities increasingly influence Moog's global strategy, operations, and financial planning. Insights from scenario analyses guide investments, resilience initiatives, and long-term planning to position the company for sustained growth in a changing climate.

In 2024, Moog completed a TCFD-aligned assessment of physical and transition climate risks and opportunities. We assessed risks and opportunities across three time horizons: short term (0 to 1 years), medium term (2 to 5 years), and long-term (6 years and beyond).

Moog has initiated the integration of climate-related scenario analysis into its strategic and financial planning processes to evaluate the resilience of our business across a range of future climate conditions.

These insights are guiding early adjustments to our long-term planning, investment priorities, and risk management strategies. As we continue to refine our approach, Moog remains committed to developing a strategy that is resilient under diverse climate conditions.

For more details, please refer to [TCFD Appendix](#) of this report.



BUSINESS CONTINUITY MANAGEMENT PLANNING

Each of our manufacturing operations has a formal, site-specific, regularly tested business continuity plan that considers risks relevant to the operation, including exposure to natural catastrophes, vulnerable sources of supply, critical production and processing equipment, reliance on critical utilities, and local transportation infrastructure, among other risks. Our business continuity plans include elements of crisis communications and management, emergency planning and response, and IT disaster recovery and resumption to facilitate a timely, thorough, cross-functional response to a broad range of interruptions.

Our approach to business continuity and resiliency positions us to effectively respond to actual and/or threatened interruptions to our production capabilities, whether from natural disasters, global supply chain challenges, geopolitical risks and the global economic environment, among other disruptions. We apply continuous updates and improvements to our business continuity management planning to ensure compliance with customer, federal, state, and local regulations and risk management requirements.

PROPERTY PROTECTION

We have designed property protection standards that promote highly protected operating facilities, as well as properties that are judged to be subject to a much lower than normal probability of loss based on factors such as low-hazard occupancy or property type, superior construction, special fire protection equipment and procedures, and management commitment to loss prevention. We are committed to maintaining this property protection classification by holding all operating facilities to the same high standard, enabling us to lower the risk of physical property damage, business interruption, and harm to our employees.

Moog maintains partnerships with global property protection organizations that provide us with access to engineers with expertise in property conservation, natural catastrophe hazards, and building standards.



DATA AND INFORMATION SECURITY

Protecting data, systems, and intellectual property is essential to maintaining trust with customers, partners, employees, and other stakeholders. Moog's approach to data and information security is designed to safeguard sensitive information, strengthen operational resilience, and support compliance with evolving regulatory and contractual requirements across global operations.

The company maintains an enterprise-wide cybersecurity and data protection framework that integrates governance, risk management, technical safeguards, and employee awareness. This framework is designed to protect information throughout its lifecycle, including creation, access, use, storage, transmission, and disposal. By embedding data and information security into day-to-day operations and strategic decision-making, Moog proactively manages risk while supporting long-term business continuity and value creation.

Moog's cybersecurity program is governed through a structured risk management approach aligned with recognized international standards and industry best practices. Cybersecurity risks are identified, assessed, prioritized, and mitigated through formal processes that provide consistent oversight and accountability across the enterprise. Layered technical and administrative controls, including access management, continuous monitoring, and defined incident response procedures, help detect, respond to, and remediate potential threats in a timely manner.

Data privacy is managed with careful consideration of applicable regional and national regulations, reflecting the complexity of operating across multiple jurisdictions. Formal privacy policies and notices govern the collection, use, and protection of personal and confidential information and are reviewed and updated as requirements evolve.

Third-party vendors and partners that access or process sensitive information are subject to defined security and privacy expectations, extending data protection standards across the value chain.

Employee training and awareness are integral to Moog's cybersecurity approach. Regular training, ongoing awareness communications, and simulated phishing exercises reinforce responsible system use and help employees recognize evolving threats. These efforts support a culture of shared accountability for information security across the organization.

Resilience and recoverability planning further strengthen Moog's ability to respond to disruption. Through coordinated incident response planning and business impact analysis, we maintain a unified approach to recovery that supports timely restoration of systems and continuity of operations.

SPOTLIGHT: CYBERSECURITY AWARENESS

Each October, Moog recognizes Cybersecurity Awareness Month to reinforce safe and responsible digital practices across its global organization. Established in 2004 by the U.S. Department of Homeland Security and the National Cyber Security Alliance, Cybersecurity Awareness Month was created in response to the increasing frequency and sophistication of cyberattacks. The initiative emphasizes practical behaviors that reduce risk, including identifying phishing attempts, protecting credentials, and reporting suspicious activity.

The campaign reinforces that cybersecurity is a shared responsibility across the enterprise. As part of the initiative, Moog featured expert-led content, including Certified Ethical Hacker perspectives, and engaged employees through targeted awareness activities. Participation included more than 400 employees, strengthening readiness and reinforcing a culture of security awareness across the organization.



Moog has implemented leading data protection controls through a comprehensive approach that complies with global, federal, state and local laws, where applicable. Moog follows security frameworks which include NIST 800-53 and NIST Cybersecurity Framework (CSF). Additionally, Moog is CMMC Level 2 certified which follows the NIST SP 800-171 cybersecurity standard. Furthermore, UK facilities are IASME consortium Certificate Cyber Essentials and Cyber Essentials Plus certified.

BUSINESS ETHICS

We uphold the highest standards of ethical conduct and transparency across all aspects of our business. Our commitment to integrity is foundational to how we operate, how we engage with stakeholders, and how we foster a respectful and inclusive workplace.

All employees participate in mandatory compliance training designed to reinforce ethical behavior and accountability. This includes anti-harassment and discrimination training, business ethics training, and trade compliance training. These programs help ensure employees understand our expectations, comply with applicable laws and regulations, and act in alignment with our values.

To support a strong, "speak up" culture, employees have access to TrustLine by EthicsPoint, our confidential ethics and compliance reporting platform. TrustLine is accessible to employees, contractors, and other stakeholders and allows concerns to be raised through both web-based and telephone channels. Reports may be submitted anonymously, where permitted by law, while maintaining secure, two-way communication to support appropriate review and resolution.

TrustLine is overseen by cross-functional teams including Legal, Audit, Human Resources, and Compliance to ensure concerns are reviewed promptly and addressed appropriately. The platform tracks each report through resolution, including whether a concern is substantiated and what actions are taken, helping the company identify trends, strengthen controls, and continuously improve our ethics and compliance practices.


Together, these programs reinforce our commitment to ethical conduct, transparency, and accountability, supporting a workplace culture grounded in trust and responsibility.




MOOG

[Home](#) / [Report A Concern](#) / [Follow Up](#) / [Moog Statement of Ethics](#) English ▾

Welcome to Moog TrustLine







At Moog, our Culture & Values guide everything we do. Integrity, responsibility, and trust aren't just principles – they define how we operate every day. We uphold the highest ethical standards because doing the right thing is the only way we do business. By acting ethically, both as individuals and as a company, we build trust and create lasting opportunities for success.

Our Moog TrustLine reflects our commitment to these standards, providing company employees, business partners, customers, and other stakeholders a resource for voicing concerns regarding ethics, compliance, or adherence to our Global Code of Business Conduct, ensuring we stay true to the core values that have always defined us.


Pat Roche
President & CEO



Open Door Policy



Report a Concern



Follow Up

Six Things to Know About the Moog TrustLine

<p>How do I report a concern using the Moog TrustLine?</p> <p>You can either report your concern online through this website, or over the</p>	<p>Who administers the Moog TrustLine?</p> <p>The Moog TrustLine is administered by an independent company (NAVEX) that will provide your concern to Moog for</p>	<p>Who else can I speak to?</p> <p>Under Moog's Open Door Policy, we want employees to feel comfortable talking with anyone they choose, without</p>
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All employees are required to complete annual training covering:

- Anti-Harassment and Anti-Discrimination
- Code of Business Ethics and Conduct
- Global Trade Compliance

Training content is aligned to applicable legal and regulatory requirements in each jurisdiction where we operate.

GOVERNANCE

By maintaining strong governance through clear policies, disciplined risk management, and a commitment to ethical conduct, we reinforce accountability, build trust with our stakeholders, and support long-term value creation. Our governance framework provides the foundation for effective oversight of sustainability priorities and ensures alignment between strategy, performance, and responsible business practices.

Oversight of sustainability begins with our Board of Directors, who provide strategic guidance and monitors progress through the Nominating and Governance Committee. Sustainability topics, goals, and performance are reviewed with the Board at least twice annually, ensuring that environmental, social, and governance considerations are integrated into enterprise-level decision making.

Our Executive Team sets the sustainability vision, aligns priorities with corporate objectives, and ensures accountability across business segments.

The Corporate Social and Environmental Responsibility Committee plays a central role in integrating sustainability into Moog's strategy, operations, and culture. Chaired by the Chief Human Resources Officer and including the Chief Executive Officer, Chief Financial

Officer, and Director of Sustainability, the Committee oversees internal metrics, performance targets, and compliance with applicable standards and policies.

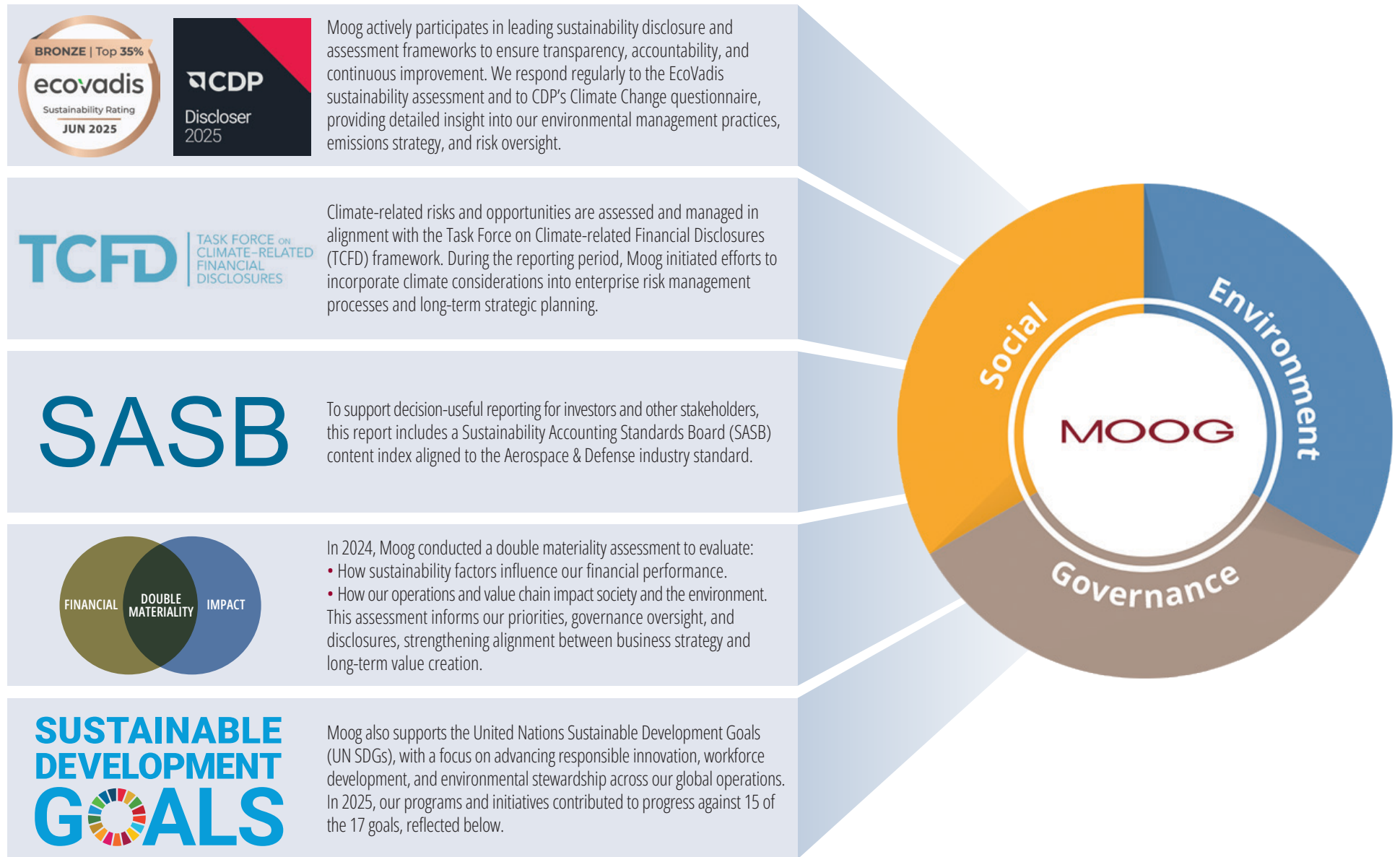
Execution is supported by our Sustainability Team and Corporate Social and Environmental Responsibility Council, an advisory group

of senior leaders from across the organization that helps drive alignment and momentum across business units. Employee volunteers serve as Corporate Social and Environmental Responsibility Ambassadors across the enterprise, furthering supporting engagement and awareness by promoting sustainability practices at the local level.



Information on Moog's Board composition, director qualifications, and corporate governance practices is disclosed in detail in our [Proxy Statement](#) and on our [Corporate Governance](#) website.

OUR SUSTAINABILITY APPROACH





APPENDIX

MOOG POLICIES AND ADDITIONAL RESOURCES

[Conflict Minerals Policy Statement](#)

[Corporate Governance](#)

[Culture & Values](#)

[Human Rights Commitment](#)

[2025 Modern Slavery Statement Disclosure Statement](#)

[Policy on Anti-Bribery](#)

[Policy on Business Gifts and Gratuities](#)

[Privacy and Cookie Policy](#)

[Statement of Business Ethics](#)

[Suppliers Website](#)

SASB INDEX

The following disclosures are aligned with the Sustainability Accounting Standards Board (SASB) framework for the Aerospace and Defense industry.

As a diversified manufacturer operating across multiple end markets, Moog's business does not fit exclusively within a single industry

classification. Accordingly, we may include select disclosures aligned to additional industry standards where we believe they provide relevant insight to investors and other stakeholders.

We evaluate all sustainability disclosures through a materiality lens, considering business relevance, data integrity, and competitive

sensitivity to ensure transparency while protecting proprietary information.

Unless otherwise noted, all data presented in the following table reflects fiscal year 2025 performance. Dollar figures are reported in U.S. millions.

SASB CODE	TOPIC	METRIC	LOCATION OR DISCLOSURE
RT-AE-130a.1	Energy Management	(1) Total energy consumed	933,021 GJ
		(2) Percentage grid electricity	753%
		(3) Percentage renewable	6.7%
RT-AE-150a.1	Hazardous Waste Management	Amount of hazardous waste generated	2,903 metric tons
		Percentage recycled	3.1%
RT-AE-150a.2	Hazardous Waste Management	Number of reportable spills	0 qty
		Aggregate quantity of reportable spills	0 kg
		Quantity recovered	0 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.
RT-AE-230a.2	Data Security	Description of approach to identifying and addressing data security risks in (1) entity operations and (2) products	Data and Information Security

SASB INDEX (CONTINUED)

SASB CODE	TOPIC	METRIC	LOCATION OR 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 recurrence 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.
RT-AE-410a.1	Fuel Economy & Emissions in Use-phase	Revenue from alternative energy-related products	\$11.2
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	Sustainable Product Innovation
RT-AE-440a.1	Materials Sourcing	Description of the management of risks associated with the use of critical materials	Supply Chain Management
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

SASB INDEX (CONTINUED)

SASB CODE	TOPIC	METRIC	LOCATION OR DISCLOSURE
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	\$207.4, 81% of which is sales into China
RT-AE-510a.3	Business Ethics	Discussion of processes to manage business ethics risks throughout the value chain	Business Ethics
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 27, 2025 > Item 8 – Financial Statements and Supplementary Data > Note 22 – Segments. We do not currently have product by reportable segment.
RT-AE-000.B	Activity Metric	Number of employees	13,727

Climate change presents financial risks and opportunities for our business, stakeholders, and the global economy. This report aligns with the recommendations of the Task Force on Climate-related Disclosures (TCFD), which are now incorporated into the International Sustainability Standards Board (ISSB).

Our disclosures address governance, strategy, risk management, and metrics and targets—reflecting Moog’s commitment to building resilience against evolving climate-related regulatory, market,

and physical impacts. Through periodic assessments of transition and physical climate risks and the integration of best practices, we aim to ensure long-term sustainability and resilience of our business.

A summary of Moog’s current approach against the four TCFD core elements is provided in the tables below, with additional references for more information.

Important Information: This report follows the TCFD risk framework, which is distinct from the risk-disclosure approach we use in filings with

the U.S. Securities and Exchange Commission (SEC). Information included here is intended for the purposes of TCFD-aligned reporting and should not be taken as an indication that such information is material for SEC reporting purposes. For important details regarding forward-looking statements referenced in this report, please see the [Disclosure Regarding Forward-Looking Statements](#) section at the end of this document.

GOVERNANCE

DISCLOSURE

CURRENT APPROACH

a) Describe the board’s oversight of climate-related risks and opportunities.

At Moog, our commitment to sustainability is deeply rooted in our dedication to protecting people, the communities where we do business, and the planet. We recognize that effective governance is essential to achieving our sustainability goals and ensuring transparency, accountability, and ethical management throughout our organization.

We have established a comprehensive Sustainability Governance Structure that embeds sustainability across all levels of the organization.

Within this framework, Moog Inc.’s Board of Directors (“Board”) provides strategic oversight of climate-related risks and opportunities and other sustainability matters. Through the Nominating and Governance Committee, the Board reviews climate-related and broader sustainability topics, sets goals, monitors progress semiannually, and oversees related disclosures and metrics.

See [Governance](#) for more information.

b) Describe management’s role in assessing and managing climate-related risks and opportunities.

Management’s role in assessing and managing climate related risks and opportunities is also embedded in Moog’s Sustainability Governance Structure.

The Moog Executive Team (“MET”) drives sustainability and climate strategy by setting a clear vision, aligning it with corporate goals, and planning for long-term needs. The MET holds operating segments accountable for specific initiatives and engages leaders to develop a unified sustainability agenda. The MET builds trust in and commitment to sustainability across the organization by transparently communicating our progress to internal stakeholders.

The Corporate Social and Environmental Responsibility (“CSER”) Committee —chaired by the Chief Human Resources Officer and including the Chief Executive Officer, Chief Financial Officer, and Director of Sustainability—advises on strategic objectives, policies, metrics, and performance targets for environmental and social matters, including climate. The CSER Committee provides governance over these areas and ensures environmental and social considerations are embedded across the company—into business strategies, operational processes and procedures, and organizational culture. The CSER Committee meets quarterly and provides semiannual updates to the Board on sustainability and climate matters.

The Sustainability team—led by the Director of Sustainability—implements Moog’s sustainability initiatives and programs, tracks performance against targets, and supports operating segments in meeting commitments. The team escalates material climate-related risks and opportunities to the CSER Committee and the MET for review and decision-making.

STRATEGY

DISCLOSURE

a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

CURRENT APPROACH

In 2024, Moog completed a TCFD-aligned assessment of physical and transition climate risks and opportunities. We assessed risks and opportunities across three time horizons: short term (0 to 1 years), medium term (2 to 5 years), and long term (6 years and beyond).

Physical Climate Risk Assessment

We evaluated acute and chronic climate hazards for all operated facilities under two climate scenarios, Shares Socioeconomic Pathway (“SSP”)1-2.6 and SSP5-8.5. The Global Risk Management team analyzed each site’s criticality based on asset value, its role in the value chain, interdependencies, and business continuity importance. Facilities were grouped by typology such as manufacturing, maintenance and support, warehousing and storage, research and development, and offices. Hazard sensitivity ratings were assigned for each typology and hazard combination. Exposure was modeled through the 2050s and combined with sensitivity data to produce site-level risk ratings.

Key findings:

- Inland flooding and tropical cyclones currently pose the highest risks across parts of the business.
- Under the high emissions scenario, heat stress is projected to be the most significant hazard across the business by the 2050s.
- Water stress affects several critical sites across all time horizons and scenarios.
- Elevated multi-hazard exposure is concentrated at several sites.

Current adaptation measures effectively address existing risks, and Moog continues to strengthen resilience to prepare for future challenges.

Targeted vulnerability and resilience reviews at critical facilities have guided prioritized actions including heat and cold stress protocols, stormwater system upgrades, wildfire response procedures, climate-aware site selection and capital planning, and regional resilience strategies for shared risks.

Transition Climate Risk Assessment

We evaluated transition risks and opportunities for each operating segment under the International Energy Agency’s (“IEA”) World Energy Outlook Stated Policies Scenario (“STEPS”) and Net Zero Emissions by 2050 Scenario (“NZE”). We followed a structured five-step process: (1) analyzing key transition trends; (2) compiling a comprehensive list of potential risks and opportunities; (3) validating and refining the list through stakeholder interviews; (4) narrowing down to a focused shortlist; and (5) prioritizing items during collaborative workshops.

High risk drivers:

- Rising costs and constrained availability of raw materials, particularly critical minerals
- Risk of unsuccessful product adaptation for low carbon technologies
- Exposure to carbon pricing mechanisms (e.g., EU Emissions Trading System, Carbon Border Adjustment Mechanism) affecting upstream and downstream operations

Opportunities:

- Electrification of aviation and defense platforms
- Diversification into renewable energy and circular economy models (including rare earth material reuse)
- Adoption of Artificial Intelligence and other technologies to reduce resource intensity and improve efficiency
- Impacts range from higher operating and capital costs to new revenue opportunities across emerging markets and products.

For more details, please refer to Table 1: Climate-related Risks and Opportunities.

STRATEGY (CONTINUED)

DISCLOSURE

CURRENT APPROACH

b) Describe the impact of climate-related risks and opportunities on the organization's business, strategy and financial planning.

Climate-related risks and opportunities increasingly influence Moog's global strategy, operations, and financial planning. Insights from scenario analysis guide investments, resilience initiatives, and long-term planning to position the company for sustained growth in a changing climate.

c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

Moog has initiated the integration of climate-related scenario analysis into its strategic and financial planning processes to evaluate the resilience of our business across a range of future climate conditions. While full integration is ongoing, initial analysis based on SSP1-2.6, representing a low-emissions 2°C pathway, and SSP5-8.5, representing a high-emissions future, has already begun to inform decision-making.

These insights are guiding early adjustments to our long-term planning, investment priorities, and risk management strategies. As we continue to refine our approach, Moog remains committed to developing a strategy that is resilient under diverse climate conditions.

CLIMATE-RELATED RISKS AND OPPORTUNITIES

PHYSICAL AND TRANSITIONAL RISKS

Type	Risk	Risk Description	Potential Financial Impacts	Term	Likelihood
Physical-Chronic	Heat Stress	Rising temperatures increase cooling demands, impact worker safety, and place stress on infrastructure systems	Higher utility costs, increased maintenance and safety-related spending	Medium-Long Term	High
Physical-Chronic	Water Stress	Reduced water availability affects cooling operations, manufacturing processes, and supply chain reliability	Increased input costs, production delays	Medium-Long Term	High
Physical-Acute	Inland Flooding	Increased precipitation and stormwater overwhelm drainage systems, lead to asset damage and supply chain disruptions	Infrastructure upgrades, repair costs, insurance claims	Medium-Long Term	High
Physical-Acute	Tropical Cyclones	Intensified storms cause wind and water damage, particularly in coastal and vulnerable regions	Increased insurance claims, emergency repair costs	Short Term	Medium
Physical-Acute	Wildfire	Direct and indirect climate impacts—such as wildfire smoke and evacuation orders—disrupt operations and threaten physical assets	Lost sales, temporary shutdown costs, insurance claims	Medium-Long Term	Medium
Transition	Market	Rising costs and reduced availability of raw materials	Increased direct and indirect costs	Short-Medium Term	High
Transition	Technology	Unsuccessful adaptation of our products supporting the transition to a low-carbon economy	Reduced revenue	Medium-Long Term	Medium
Transition	Policy and Legal	New mandates and regulations affecting existing products and services	Increased direct and indirect costs	Short-Medium Term	High

CLIMATE-RELATED RISKS AND OPPORTUNITIES (CONTINUED)

PHYSICAL AND TRANSITIONAL OPPORTUNITIES

Type	Opportunity	Opportunity Description	Potential Financial Impacts	Term	Likelihood
Physical	Resource Efficiency	Enhance operational efficiency by reducing energy, water, material use, and waste across facilities and logistics	Reduced operating costs	Medium-Long Term	High
Physical/Transition	Energy Source	Transition to low-emissions energy sources such as solar, wind, and decentralized generation to reduce grid dependency	Reduced energy costs and emissions	Medium-Long Term	Medium to High
Physical/Transition	Products and Services	Develop technologies that enable low-carbon economies to meet changing customer needs	Increased revenue and market share	Medium Term	Medium
Physical	Resilience	Strengthen the adaptive capacity of facilities and supply chains to withstand climate hazards	Reduced disruption and recovery costs	Short-Long Term	High
Physical	Water Efficiency	Implement water saving technologies to reduce consumption in water stressed regions	Reduced water costs and regulatory risk	Short-Medium Term	High
Transition	Markets	Increase in aviation flights in different geographies	Increase in revenue	Short-Medium Term	High
Transition	Products and Services	Advance electrification of aviation	Increase in revenue	Medium-Long Term	Medium

RISK MANAGEMENT

DISCLOSURE

a) Describe the organization's processes for identifying and assessing climate-related risks

CURRENT APPROACH

At Moog, we have established a dedicated risk management process to identify, assess, and manage climate-related risks and opportunities across our global operations. This process is led by our Sustainability team and overseen by the CSER Committee, with the Board maintaining ultimate oversight.

Our approach leverages a suite of risk and scenario analysis tools that support strategic decision-making on climate-related issues:

Double Materiality Assessment

We engage diverse stakeholder groups to identify and prioritize key environmental and climate issues related to impacts, risks, and opportunities. We establish materiality thresholds to evaluate their significance in terms of environmental and financial implications, supported by internal validation to ensure accuracy and relevance.

Climate Risk Assessments

As discussed in the Strategy section of this report, this assessment evaluates both acute and chronic physical climate risks and transition risks under various climate scenarios, aligned with TCFD guidance. Climate risk assessments (climate modeling / scenario analysis) are updated on a three-to-five-year cadence.

Net-Zero Scenario Studies

We perform net-zero scenario analyses to identify decarbonization opportunities within our direct operations. Insights from these studies, combined with materiality assessments, inform strategic decisions and ensure alignment between sustainability initiatives and broader business objectives.

See [Climate Risk](#) for more information.

b) Describe the organization's processes for managing climate-related risks.

Insights from our climate risk assessment drive practical climate-related risk management across the organization. Physical climate risk findings inform property protection and business continuity programs and increasingly shape real estate strategy, site selection, and targeted infrastructure upgrades.

For transition climate risks, operating segments are developing prioritized responses and decarbonization initiatives based on insights from our net-zero scenario studies. The Sustainability team leads implementation, tracks internal performance metrics and targets, and recommends mitigation and resilience measures. Additionally, targeted vulnerability reviews at critical sites help identify and implement site-specific resilience enhancements and corrective actions.

c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.

Moog's Sustainability team consolidates climate risk findings and communicates them to facility managers, the MET, and the CSER Committee. Outputs from physical and transition climate risk assessments are integrated into Moog's enterprise risk systems, business continuity planning, capital planning, and strategic decision-making.

METRICS AND TARGETS

DISCLOSURE

CURRENT APPROACH

a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

Moog uses a range of metrics to assess climate-related risks and opportunities, including facility-level exposure ratings, hazard sensitivity scores, and transition risk indicators developed through climate scenario analysis. These metrics inform strategic planning, risk management, and sustainability initiatives across the company.

We also track environmental metrics including energy use, hazardous waste, water consumption, and Scope 1 and Scope 2 greenhouse gas (“GHG”) emissions to monitor performance and support continuous improvement toward our climate goals.

See [SASB Index](#) and [Consolidated Data](#) for more information.

b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.

We disclose Scope 1 and Scope 2 GHG emissions annually in our Sustainability Report. These emissions are monitored to evaluate climate-related regulatory exposure, operational efficiency, and progress toward climate goals.

Moog is expanding its understanding of value-chain emissions. We completed a screening assessment to identify relevant Scope 3 categories. After third-party review of that work, we are now developing data collection processes and calculation methods for the categories identified.

See [Consolidated Data](#) for more information.

c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

Moog has established two measurable climate-related targets to reduce our environmental footprint and manage climate risks:

- From a FY22 baseline, reduce our Scope 1 and Scope 2 GHG emissions by 40% by 2030.
- Achieve a 20% reduction in water consumption by 2030 in ‘extremely high’ and ‘high’ water-stressed regions (as classified by the World Resources Institute) where Moog operates, compared to a FY22 baseline.

We are pursuing these targets through efficiency projects, facility upgrades, and investments in low-carbon technologies. Progress is tracked annually, with early-stage initiatives already underway across key sites.

See [Planet](#) for more information.

CONSOLIDATED DATA

Note: All dollar figures are in millions (US \$M).

METRIC	2022	2023	2024	2025	SASB
COMPANY DATA					
Annual Sales (US \$M)	\$ 3,036	\$ 3,316	\$ 3,609	\$ 3,861	
Number of Full-Time Employees	12,891	13,126	13,544	13,727	RT-AE-000.B
Number of Countries with Facilities	24	22	21	21	
ENVIRONMENT					
Sites with ISO 14001 Certifications	5	5	7	8	
Sites with ISO 50001 Certifications	1	1	2	3	
Energy					
Energy Consumption (GJ)	872,989	876,688	904,011	933,021	RT-AE-130a.1
Percentage of Energy that is Renewable	1.9%	6.3%	6.0%	6.7%	RT-AE-130a.1
Percentage of Energy Supplied from Grid Electricity	76.9%	75.8%	76.5%	75.3%	RT-AE-130a.1
Emissions					
Scope 1 (MT CO2e)	12,714	12,547	11,832	13,883	
Scope 2 location-based (MT CO2e)	58,667	61,029	63,873	59,037	
Scope 2 market-based (MTCO2e)	61,247	58,115	61,487	58,593	
Total GHG emissions (location-based) (MT CO2e)	71,381	73,576	75,705	72,920	
Total GHG emissions (market-based) (MT CO2e)	73,961	70,662	73,319	72,476	
GHG Intensity (Scope 1 and Scope 2 - market-based) (MT CO2e/USD sales)	0.0000243632	0.0000213082	0.0000203159	0.0000187731	
Water					
Total water withdrawal (megaliters)	380	394	400	404	
Total water withdrawal from areas with high water stress (megaliters)	153	151	153	149	
Percentage of total water withdrawal from areas with high water stress (%)	40.3%	38.3%	38.2%	37.0%	

CONSOLIDATED DATA (CONTINUED)

METRIC	2022	2023	2024	2025	SASB
ENVIRONMENT (CONTINUED)					
Hazardous Waste					
Hazardous waste generation (tons)	2,881	3,639	3,480	2,903	RT-AE-150a.1
Hazardous waste recycled percentage	18.1%	7.4%	5.3%	3.1%	RT-AE-150a.1
Hazardous waste (number of reportable spills)	2	1	0	0	RT-AE-150a.2
Hazardous waste reportable spills (kg)	2.45	145	0	0	RT-AE-150a.2
Hazardous waste reportable spills recovered (kg)	2.45	145	0	0	RT-AE-150a.2
SOCIAL					
Employee Resource Groups (ERGs) (#)	3	5	7	7	
Corporate Charitable Donations (US \$M)	\$ 1.4	\$ 1.6	\$ 1.2	\$ 1.6	
Workforce Demographics*					
% of employees under 30 years of age				17%	
% of employees age 30-50				52%	
% of employees over 50 years of age				31%	
% of employees that are women				26%	
% of employees by geography					
U.S.				55%	
A.P.A.C				17%	
E.U.				11%	
U.K.				9%	
Americas outside the U.S.				7%	
Employee Health and Safety*					
# of Fatalities				0	
Total Reportable Incident Rate (TRIR) - U.S. only				0.92	

*Data in this category available for FY25 only

CONSOLIDATED DATA (CONTINUED)

METRIC	2022	2023	2024	2025	SASB
SOCIAL (CONTINUED)					
Labor and Human Rights					
Sites with ISO 45001 Certifications	2	2	4	4	
Number of New Hires (Global)	1,873	1,876	1,802	1,541	
Voluntary attrition rate (%) (Global)	8.9%	7.2%	5.9%	6.1%	
GOVERNANCE					
Board of Directors					
Number of Board of Directors	9	10	10	9	
Number of Board of Directors that are expected to be Independent as of the Annual Meeting	6	7	8	7	

ENVIRONMENTAL DATA METHODOLOGY

Moog reports environmental data on a fiscal-year basis and includes all operational sites under Moog's operational control. Our data management follows an Environmental Sustainability Inventory Management Plan aligned with the Greenhouse Gas Protocol. This framework guides our governance, quality assurance, and stewardship processes to ensure data integrity, transparency, and consistency across reporting years.

Our environmental indicators include greenhouse gas emissions, energy use, water consumption, and waste generation. Primary data sources include utility invoices, meter reads, fuel delivery records, refrigerant service logs, and waste manifests. When data gaps occur, we apply documented estimation methods based on a hierarchy of completeness and reasonable assumptions.

Data quality is supported through multilayered QA/QC activities at both site and corporate levels, including completeness checks, variance reviews, unit consistency verification, and evidence audits.

All environmental data and supporting records are retained to maintain audit readiness and support continuous improvement.

Our GHG inventory covers all Kyoto Protocol gases and includes Scope 1 and Scope 2 emissions. Relevant Scope 3 categories will be incorporated in future reporting.

Moog engaged DNV to provide limited assurance of our 2025 Scope 1 and Scope 2 emissions in accordance with ISO 14064-3. DNV's full assurance statement is available on our [website](#).

DISCLOSURE REGARDING FORWARD LOOKING STATEMENTS

The sustainability report contains forward-looking statements within the meaning of applicable securities laws. These statements are based on current expectations, estimates, forecasts, and assumptions and involve risks and uncertainties that could cause actual results to differ materially from those expressed or implied. Forward-looking statements may include, but are not limited to, statements regarding our sustainability strategy, goals, initiatives, priorities, and anticipated progress.

The report is published for informational purposes to provide stakeholders with a high-level overview of our sustainability approach,

programs, and performance. It is not intended to be a comprehensive description of all sustainability activities, nor is it a financial report, legal summary, or assurance of future outcomes. Sustainability metrics and information included in this report are not prepared in accordance with Generally Accepted Accounting Principles and are not audited.

Actual results may differ materially due to a variety of factors, including those described in the “Risk Factors” section of our most recent Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, Proxy Statement, and other filings with the U.S. Securities and Exchange

Commission. Readers are cautioned not to place undue reliance on forward-looking statements, which speak only as of the date made.

The sustainability report should be read in conjunction with our filings with the U.S. Securities and Exchange Commission, which are available on our Investor Relations website. We undertake no obligation to update forward-looking statements or information contained in this report, except as required by applicable law.

LOOKING AHEAD

Moog's sustainability journey is guided by strong governance, disciplined execution, and a long-term perspective on responsible growth. As expectations evolve across customers, regulators, and communities, we continue to strengthen how sustainability is embedded into our strategy, operations, and decision-making.

Our focus remains on deepening integration across environmental stewardship, workforce development, data protection, and ethical

governance. We are committed to advancing transparency, enhancing accountability, and continuously improving the systems and processes that support sustainable performance across our global operations.

We recognize that sustainability is an ongoing process, not a fixed endpoint. By maintaining a clear strategic direction and a strong governance framework, Moog is positioned to adapt, learn, and progress over time while remaining aligned with our core values and business objectives.

Through this approach, we remain optimistic about the path forward and committed to creating durable value for our stakeholders today and in the future.

An aerial photograph of a lush green landscape, possibly a golf course or park, with various green mounds and paths. The word "MOOG" is prominently displayed in the center of the image in a large, dark red, serif font. The letters are slightly shadowed, giving them a three-dimensional appearance as if they are resting on the grass. The overall scene is bright and vibrant, with a soft, hazy atmosphere.

MOOG