

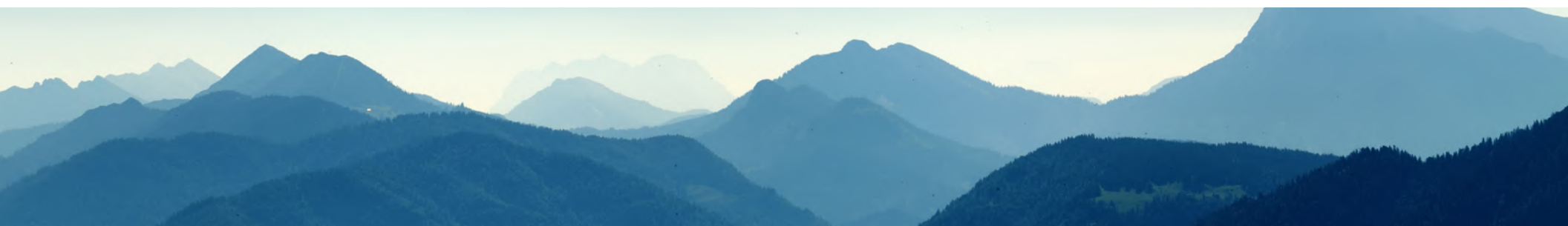
MOOG

Moog Fiscal Year
2024
Sustainability
Report



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A MESSAGE FROM OUR CEO

Sustainability at Moog is about adapting to the evolving needs of our many stakeholders—our customers, employees, suppliers, communities, and investors. The principles of sustainability are integral to our business growth strategy and inspire us to find innovative ways to protect our people, community, and planet.

We have made significant strides in these areas over the past year, as detailed in the following pages of our second Sustainability Report.

Here are a few highlights from 2024 that I'm especially proud of:

- We invested in new factories and solar array retrofits that will collectively reduced Moog's emissions by 650 MT of CO2 equivalent (CO2e), with plans to further reduce emissions through additional installations in the coming months.
- We partnered with Planet Water® Foundation on water purification projects that positively impact the communities surrounding our factories in India and the Philippines.
- We continued to make strides in reducing hazardous waste and promoting a safer, cleaner production process.

- We expanded our employee giving and volunteering platform to include our more than 8,000 employees from the U.S., U.K., and Canada.
- We launched a pilot program to give employees paid time off to volunteer.

We are committed to providing a clear picture of our sustainability performance. Since our last report in August 2022, we have published two Sustainability Accounting Standards Board (SASB) disclosures and have incorporated a third disclosure in this report. Additionally, we have included data from our first-year response to CDP assessment requests. These efforts reflect our commitment to transparency and readiness for the upcoming mandatory disclosures in the jurisdictions where we do business.

I want to thank all our stakeholders, including our customers, suppliers, and our more than 13,500 employees for your continued support and collaboration as we work toward our sustainability goals. Together, we are making a difference, and I am confident that with our collective efforts, we can achieve the remarkable.


Pat Roche

President and CEO, Moog Inc.



A MESSAGE FROM OUR DIRECTOR OF SUSTAINABILITY



Welcome to our second Sustainability Report. I am pleased to share the progress we have made in becoming a more sustainable business over the past year.

In my role as Director of Sustainability, I'm always thinking about both our long-term ambitions and the short-term initiatives that will help us achieve our goals. It has been immensely gratifying to see the leaps we have made recently in our shorter-term efforts.

At Moog, our goal is to reduce our Scope 1 and 2 greenhouse gas (GHG) emissions by 40% from a FY22 baseline by 2030. We have made meaningful progress toward this goal in 2024 by deploying energy-efficient solutions across our operations, including installing a 1 MW solar array on our factory in Wolverhampton, U.K., with a similarly sized solar system under construction at our site in Baguio, Philippines. Furthermore, we have a number of other projects in the pipeline as we work towards our 2030 goal.

In addition, we are progressing toward a full climate risk assessment of our factories and businesses. This assessment will provide us with strategic insight as to where and how we can take advantage of the opportunities that electrification and decarbonization offer and mitigate the risks that climate change represents to our physical assets.

We have also made progress against our broader environmental goals. For example, we are working on cutting our water use at sites identified by the World Resources Institute (WRI) to be under water stress. These projects will not only reduce water consumption, but increase access to clean drinking water for local communities. And we have established a means

to reduce our most impactful hazardous wastes by assessing those substances that are most harmful to people, community, and planet and removing them from our processes.

In our social and community endeavors, we are making great strides in how and where we donate our funds to local organizations. Our goal is to ensure our success as a company is linked to the livelihood and resilience of the communities where we do business. Our initiatives include financial grants, sponsorship funding, and, as of this year, a pilot program that gives our employees in Western New York and the U.K. paid time off to volunteer with the community organizations they care most about.

Our journey toward sustainability is a long one, with many steps along the way, but our path remains consistent:

- To focus on people, community, and planet in our direct operations and supply chain activities.
- To continue to be a force for sustainability in the markets where we do business.
- To leave a legacy for future generations.

Our aspirations are ambitious, and we have much work to do. However, we see the tremendous opportunities associated with making a sustainable transformation.

Hamish Ferguson
Director of Sustainability

OUR SUSTAINABILITY AMBITIONS

At Moog, we are committed to leading the way toward a more sustainable future by setting ambitious targets and implementing innovative strategies that drive environmental stewardship and social responsibility.

		
Greenhouse Gas (GHG) Emissions	Water Consumption	Hazardous Waste Generation
<ul style="list-style-type: none">• Reduce our scope 1 and 2 greenhouse gas (GHG) emissions by 40% by 2030, from a FY22 baseline.• Focus on the top 10 contributing sites that represent nearly 80% of our total global GHG emissions footprint.	<ul style="list-style-type: none">• Achieve a 20% reduction in water consumption from a FY22 baseline in “extremely high” and “high” water-stressed regions (as classified by World Resources Institute), where we operate by 2030.• Improve our water efficiency and management practices across our top 10 highest water-consuming sites that account for more than 90% of our global consumption.	<ul style="list-style-type: none">• Reduce our total hazardous waste generation across our operations from a FY22 baseline, tackling as a priority those hazardous wastes that have greatest impact on people, communities, and planet.• Focus on the top 10 hazardous waste-generating sites that represent more than 90% of our total hazardous waste.



OUR BUSINESS

MOOG

ABOUT MOOG

Shaping the Way Our World Moves

Moog (NYSE: MOG.A and MOG.B) designs and manufactures advanced motion control systems and precision components for aerospace, defense, industrial, and medical applications. Our innovation and cutting-edge technology positively impact millions of people—on land, at sea, in the air, and in space—playing a vital role in creating a healthier, safer, and more sustainable world.

Our Markets and Applications

We deliver innovative motion control solutions across a range of end markets.



Space and Defense

- Multi-domain solutions across
 - Space
 - Air
 - Land
 - Sea



Military Aircraft

- Advanced primary flight controls on the latest military aircraft
- Mission-critical controls and products
- Aftermarket support



Commercial Aircraft

- Critical primary flight controls on the latest commercial aircraft and business jets
- Critical controls and sub-systems
- Aftermarket support



Industrial

- Industrial automation
- Medical
- Simulation and test
- Energy

Moog at a glance

We are a worldwide designer, manufacturer and systems integrator of high-performance precision motion and fluid controls and control system.



1951

Founded by
Bill Moog



Over
13,500
Employees



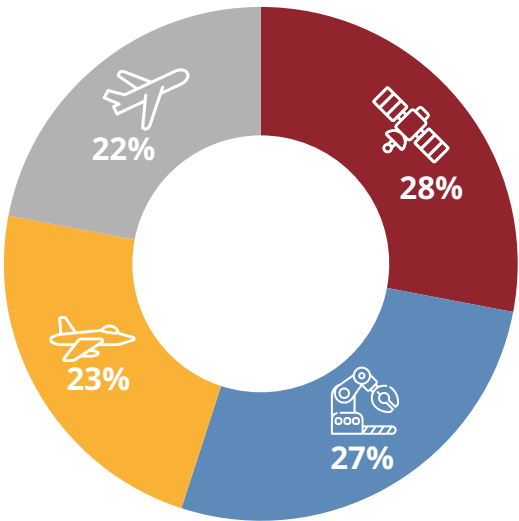
\$3.6 B

FY2024 Revenue



More than
20
Countries

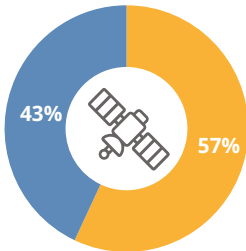
FY24 Revenue Contribution



Space and Defense
Industrial
Military Aircraft
Commercial Aircraft

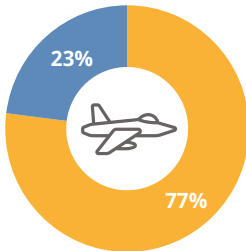
Business Segments

Space and Defense



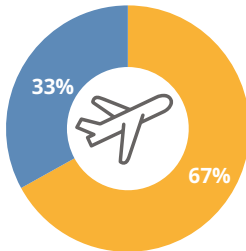
Defense
Space

Military Aircraft



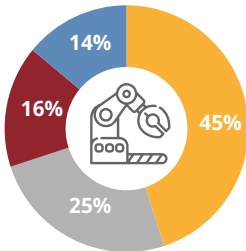
Original equipment
manufacturer
Aftermarket support

Commercial Aircraft



Original equipment
manufacturer
Aftermarket support

Industrial



Industrial automation
Medical
Simulation and test
Energy

OUR CULTURE & VALUES

A Legacy of Innovation and Collaboration

When Bill Moog founded our company, he sought to form a collegial atmosphere where people were free to exercise their creativity and initiative—a place where people wanted to work. Through the years, we have grown, evolved, and changed, but our core values have remained consistent.

Our Core Values

Our core values create a workplace culture where competence, commitment, and trust are present in everything we do. They provide a foundation for our exceptional culture. While we may see our business change and evolve over time, our core values and culture will remain embedded in all that we do. They influence the way we treat each other, the way we make decisions, and are critical to our success.

Celebrating Our Values

At Moog, we celebrate our values at each site around the world. We organize activities to promote these values and share stories about how employees live by them. Employees recognize and celebrate their colleagues whenever a value is demonstrated, fostering a strong sense of community and mutual appreciation.

A Framework for Success

Our values also provide a framework for the behaviors that make Moog a successful business. They attract talented people to join the company and give them a reason to stay. In turn, our customers benefit. The experience our people gain over many years of service gives them the know-how to solve our customers' most difficult problems. And we often hear how much our customers value working with the same technician or engineer because that individual chooses to stay at Moog.

A Commitment to Togetherness

While all our values guide us, one of the core values that gets referenced often at Moog is, **"We are all in this together."** This value refers to the teamwork required to get the job done. However, we apply this same value to our social commitments, community engagement, and our environmental responsibilities. At Moog, we believe our success is intertwined with the success of all our stakeholders—our customers, employees, suppliers, our communities, and indeed the entire planet.

Perspectives on Our Culture from Leadership

"We believe in the people who work for us. We believe work can be a rewarding and satisfying experience for everyone in an atmosphere of mutual trust and confidence."

—Bill Moog, Founder, Chairman, and CEO, 1951–1988

"Our celebrated culture and core values help Moog stand out from other companies. How we conduct business speaks volumes. When we say we believe in our people, it shows in the ways we attract and retain the best and brightest talent to our community. You can see our culture reflected in the phenomenal energy, enthusiasm, and commitment to one another that we bring to work every day. Our collaborative culture is one of the many reasons customers and partners choose to work with us; we are dedicated, innovative, and easy to work with as we create solutions to meet their complex technical challenges. Our core values have remained our bedrock. I believe in them and am proud to share them with you. It is up to each of us to live these values and carry them forward for generations to come."

—Pat Roche, President and CEO

OUR CULTURE & VALUES

Perspectives on Our Culture From Our Team

We look for solutions, not someone to blame. / Communication is crucial. / Be adaptable and ready to change. / Competence is king. / Trust is a must. / We try harder. / Formality doesn't help. / Your personal life is important. / Performance and commitment should be rewarded. / Work should be an enjoyable experience. / We are all in this together.



"I think that culture can really make or break a company. If you have a very good culture, you have a baseline to improve every other aspect, because people want to be there. People want to work for you. People want the company to succeed. I think Moog has the best culture that I've ever experienced. I've never not wanted to come to work."

—DeMetrius Jennings,
Electrical Project Engineer



"Immediately, from the first interview, I was positively impressed by the presence of the Moog values because they are very close to my values. I also love the emphasis that Moog places on our mental and physical well-being."

—Alessandra S.,
Manufacturing Production
Manager



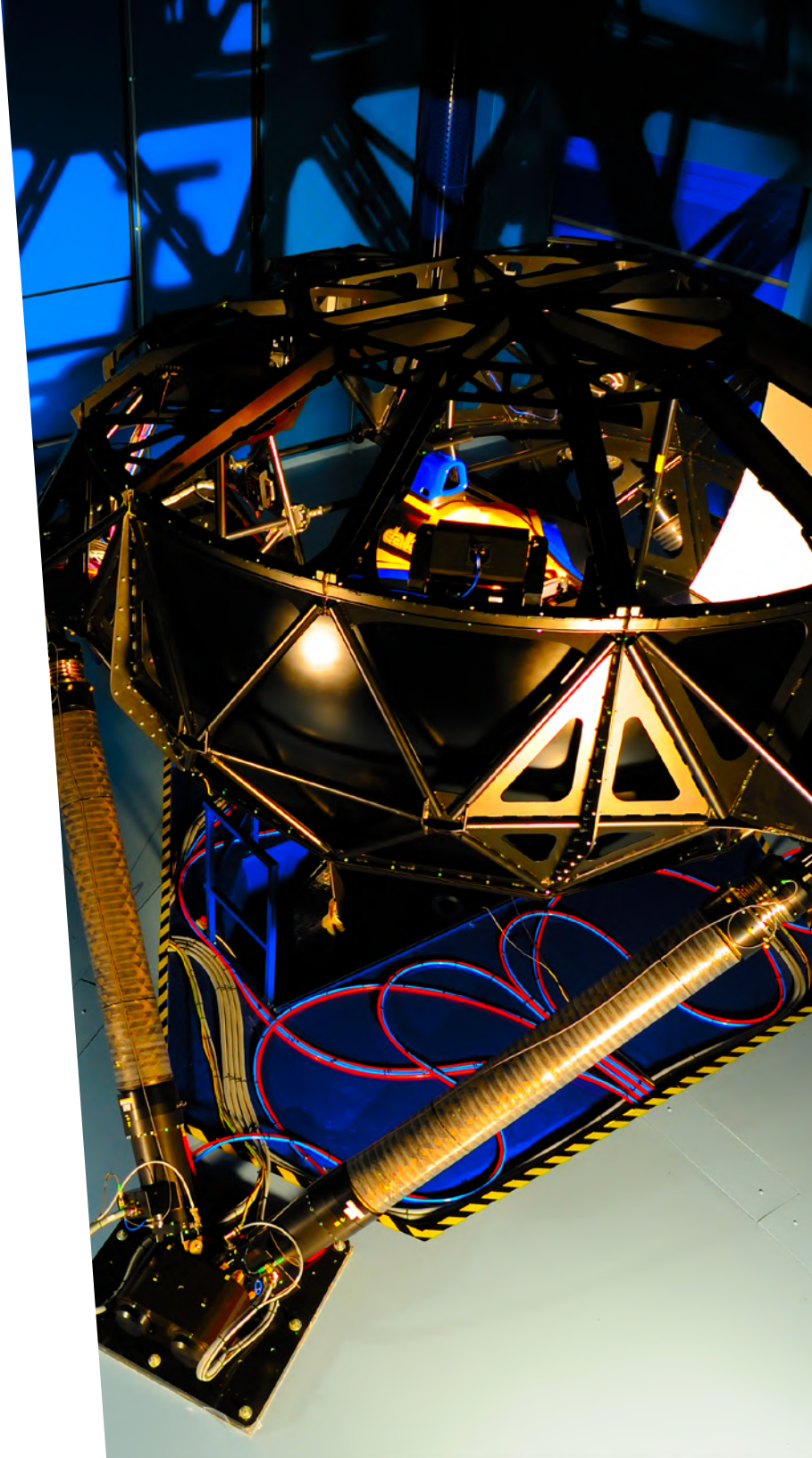
CUSTOMER FOCUS

At Moog, we put our customers at the center of everything we do. This begins with consistently delivering innovative solutions, high-quality products, and exceptional service across all our business units. As a global leader in motion control technology, we know we must take our responsibility further to help our customers continuously move their businesses forward.

Our success depends on our ability to understand our customers' challenges and deliver products and solutions tailored to meet their needs. We gain valuable insights by maintaining close communications with our customers at all levels, and by approaching every engagement with a willingness to listen and act on customer feedback. This includes activities such as:

- Meeting regularly with customers to discuss program status and performance.
- Collaborating with customers to develop future technologies.
- Conducting Voice of the Customer surveys.
- Holding regular engineering and program reviews.
- Keeping track of metrics such as on-time delivery, quality, cost, and responsiveness.
- Engaging in risk management to minimize potential disruptions.
- Ensuring our integrated supply chain adapts to market demands and supports production needs.





In addition, each of our business segments establishes relationships with their customers and maintains specific programs designed to maximize responsiveness to customer needs. For example, Space and Defense establishes relationships at all customer levels through a customer relationships methodology known as "5 on 5."



SUSTAINABLE PRODUCT INNOVATION

At Moog, we partner with our customers on vital projects that positively impact the world. Our innovative motion control systems and components serve air, space, defense, industrial, and medical applications. Driven by our commitment to sustainability, we develop solutions that benefit our customers and reduce environmental impact.

Our innovations range from enhancing customer efficiency to transitioning from hydrocarbon power to 100% rechargeable, battery-electric power, paving the way for a greener future. Innovations from across the company include:

	Industrial <ul style="list-style-type: none">• Motors and electric drive sub-systems and components that enable manufacturers of all-terrain vehicles and on-highway motorcycles to replace their internal combustion powertrains with battery-electric powered drivetrains.
	Military and Commercial Aircraft <ul style="list-style-type: none">• Electric propulsion units (EPUs) for the emergent, battery-powered civil Electric Vertical Takeoff and Landing (eVTOL) aircraft market.
	Commercial Aircraft <ul style="list-style-type: none">• Hydrogen propulsion fuel subsystems for civil aviation applications.
	Construction <ul style="list-style-type: none">• Electrification components and integrated systems that enable construction equipment customers to convert their machines from internal combustion power to efficient, fully electric-powered solutions in the compact construction equipment market.• ZQuip modular battery systems (currently in development) that enable the conversion of diesel-powered construction equipment to electrified machines. ZQuip solutions can also be used to replace diesel-powered power generation sets.• The TerraTech Ecosystem that manufacturers of construction vehicles can use to rapidly design and build electric machines.

The TerraTech Ecosystem earned Moog Construction a 2024 INTERMAT Innovation Gold Award in the Low carbon/Energy transition category.



QUALITY AND CERTIFICATIONS

Product safety and quality are imperative to our business and our customers, as our products and technologies impact the lives of millions across the globe. Our commitment to quality is core to who we are. It is part of the fabric of our organization and intrinsic to the success of our strategic plans and meeting our operational and financial goals.

Certifications and Standards

We hold numerous certifications for international regulations and standards in the markets where we operate. Our Quality Management System (QMS) is founded on ISO AS9100, the premier, internationally recognized standard for aviation, aerospace, and defense organizations.

We are also committed to obtaining environmental certifications that are essential for validating our efforts to reduce our environmental impact, improve sustainability practices, and ensure compliance with international standards. Around the world, Moog sites are obtaining certifications, including:

- ISO 14001, the standard for environmental management systems.
- ISO 45001 that specifies requirements for occupational health and safety management systems.

- ISO 50001 that specifies requirements for establishing, implementing, maintaining, and improving energy management systems.

Moog Policies

Our policies detail our commitment to quality and compliance with customer requirements. These policies vary depending on the business segments but share common elements that are guided by our core values.

Space and Defense

The various sites within Space and Defense have different types and levels of certifications, including AS9100 certifications.

Military and Commercial Aircraft

Following the split between Commercial Aircraft and Military Aircraft in Western New York, these business segments now hold separate AS9100 certifications. These certifications have recently been audited and passed with no findings. At other aircraft sites, both continue to operate with their respective AS9100 certifications.



Shaping the way our world moves™

Additionally, we hold numerous regulatory authority certifications for our commercial aircraft repair stations, including those from the Federal Aviation Administration (FAA), Civil Aviation Authority (CAA), and European Union Aviation Safety Agency (EASA).

Industrial

Industrial focuses on meeting all of our internal and external stakeholder requirements. We are committed to exceptional product quality and customer service in accordance with our customers' expectations. We accomplish this by promoting continuous improvement in everything we do.



A Safety Management System for Commercial Aircraft

Commercial Aircraft is developing and integrating a Safety Management System (SMS) in line with regulatory requirements from organizations including the Federal Aviation Administration (FAA), Civil Aviation Authority (CAA), and European Union Aviation Safety Agency (EASA).

The SMS will work in unison with our Quality Management System (QMS) and SOLVE Quality Policy, helping us focus on maturing the product safety measures embedded in our systems and processes.

During the first phase, we are certifying all of our commercial repair stations, including those in East Aurora, NY; Wolverhampton and Tewkesbury, U.K.; Baguio, Philippines; Moog MRO Services in Dublin, Ireland; and our Moog Aircraft Services Asia (MASA) joint venture in Singapore.

Following the completion of phase one, phase two will focus on maturing our SMS over the next two years. This will be achieved through four key steps: Safety Policy, Safety Assurance, Safety Promotion, and Safety Risk Management.

Commercial Aircraft Quality Policy

We **SOLVE** our customers' toughest problems through our focus on quality, innovation, accountability and continuous improvement.

S

Safety of our employees, customers, products and services is achieved by embedding a **quality mindset in all aspects of our business**.

O

Open dialogue and transparency at all levels of the organization enables a participative approach to **achieve quality standards** in our products and services. This allows us to consistently deliver an **excellent internal and external customer experience**.

L

Lean principles inspire a **continuous improvement culture** across all functions to solve problems, promote standard work processes, and develop our employees.




V

Values are core to our quality culture. **Mutual trust and integrity** of our people are foundational to consistently deliver quality processes, products, and services.

E

Engagement by all throughout the company to **proactively impact quality** and mitigate risk with a commitment to adhere to all applicable customer, industry, regulatory, and statutory requirements.

QUALITY AND CERTIFICATIONS

Moog business segments / Certification / Standard	 Space and Defense	 Military Aircraft	 Commercial Aircraft	 Industrial
Manufacturing (Part 21) - Parts Manufacturing approval (PMA) / Production Organization Approval (POA)				
EASA - Production Organization exposition (POE) Part 21 Subpart G			✓	
CAA - United Kingdom			✓	
FAA - USA	✓		✓	
Manufacturing (Part 21) - Technical Standard Order Authorization (TSOA)				
FAA - USA		✓		
Drug and Alcohol Testing (Part 120)				
FAA - USA	✓		✓	
Industry Certifications				
ISO9001 (Business)	✓	✓	✓	✓
ISO9100 (Manufacturing)	✓	✓	✓	
ISO9110 (Maintenance)			✓	
ISO9120 (Distribution)			✓	
ISO14001 (Environmental)		✓	✓	✓
ISO45001 (Occupational Health and Safety)				✓
ISO50001 (Energy Management)				✓
ISA100 (Distribution)			✓	
AC00-56 (Distribution)			✓	
Industry Standards				
AS9102 (FAI)	✓ (1)	✓	✓ (1)	
AS9114 (DSA)		✓	✓	
AS9115 (Deliverable SW)			✓	
AS9145 (APQP/PPAP)	✓ (1)	✓ (1)	✓ (1)	
AS9146 (FOD)	✓ (1)	✓ (1)	✓ (1)	

Note 1: Compliant to these standards but don't hold formal certification

CYBERSECURITY AND DATA PROTECTION

We recognize the critical importance of maintaining the security of our systems and data for our business and our customers, employees, and suppliers. Our goal is to continually improve our approach and controls to safeguard against threats as our business and the threat environment evolve. We are vigilant in protecting our networks, systems, and intellectual property, as well as company, customer, supplier, and employee data.

Cybersecurity Management

We have robust data protection and information systems security safeguards in place to protect Moog data, including personnel data. These safeguards include technical mechanisms to identify and protect against unauthorized access, use or disclosure; internal restrictions on access; and a formal, robust, and auditable IT risk-assessment process for vetting new information systems or vendors that may access or process confidential or personal information.

We have implemented leading data protection controls through a comprehensive approach that complies with global, federal, state, and local laws. We follow the NIST 800-53, NIST 800-171, NIST Cybersecurity Framework (CSF) and other security frameworks. In addition, our facilities in the U.K. are Cyber

Essentials and Cyber Essentials Plus certified by the IASME Consortium.

Risk Management

Risk Management is a cornerstone of our Cybersecurity Program. Working across disciplines, we identify, assess, and mitigate risk according to established guidelines. Our Security Operations Program vigilantly tracks digital activity, and our teams regularly scan applications and systems for potential vulnerabilities. When a risk is identified, the Security Operations Program implements an action plan to address the issue until it is mitigated to an acceptable level.

Data Privacy and Compliance

We regularly review the changing global regulatory landscape to adapt to changing standards, review and adjust policies and procedures to verify standards are met, and appropriately address risk mitigation measures. In addition, we address the international cross-border transfer requirements for all countries where Moog operates, encompassing data in all forms.

We maintain a set of privacy notices and policies that are regularly assessed and updated to reflect global regulatory requirements. For more information, read our [Privacy and Cookie Policy](#) online.



Governance, Enforcement, and Training

Our Governance Framework and Management System guides the administration of data privacy, cybersecurity, and compliance monitoring throughout the enterprise.

Our IT Security Group works closely with our Executive Team to review the effectiveness of the Cybersecurity Program. Our Executive Team is engaged in establishing a multi-year plan for the Cybersecurity Program, which is presented to our Board of Directors on an annual basis as part of the enterprise risk assessment process.

Compliance is enforced via regular risk assessments, audits, and security vulnerability assessments on technologies and practices affecting systems, networks, and customer data. We engage third-party entities to conduct penetration tests against the Moog environment and controls. When non-compliance or vulnerabilities are identified, appropriate mechanisms ensure remediation is implemented to secure the environment and data. Select Moog employees must take an annual cybersecurity training, and all employees receive regular security awareness updates, including any changes to policies and procedures.

Recoverability

Meeting our obligations to our customers is paramount to our existence, even during an unplanned, disruptive event. A Business Impact Analysis (BIA) and recoverability model helps us understand the potential impact of disruptions and how we can recover quickly and effectively. We work across all of our businesses to develop a single, cohesive view of our recoverability environment.



BUSINESS ETHICS

Integrity is paramount to how we do business. We are committed to maintaining ethical business practices and to obeying both the spirit and the letter of the law in every country in which we do business.

Moog's Statement of Business Ethics

Our [Statement of Business Ethics](#) aligns with our culture and core values and serves as a guide to help our employees in their day-to-day decision making. It represents how we build and sustain a solid foundation of integrity and trust that is reflected in our relationships with our employees, customers, shareholders, suppliers, and communities. As a global company, our Statement of Business Ethics contains principles that apply to all Moog facilities in the U.S. and around the world.

Our employees are expected to respect and comply with our Statement of Business Ethics, Moog policies and procedures, and applicable laws and regulations. Employees receive regular training so that they understand our expectations for ethical conduct. We also conduct regular anti-discrimination and anti-harassment training.

In addition, to being bound by all provisions of our Statement of Business Ethics, our President and Chief Executive Officer, Chief Financial Officer, and Corporate Controller are subject to a separate code of ethics specific to their positions and duties. For more information on these additional specific policies, please visit our [Corporate Governance website](#).

Over the past year, approximately 95% of Moog employees completed our Business Ethics Compliance Training.

Anti-Corruption

As a global company, Moog is committed to complying with the anti-corruption regulations of each country in which we conduct business. We have zero tolerance for bribery or other types of corruption in our business. Our customers and users of our products know that we will not compromise our values or engage in illegal practices to gain an advantage over our competitors.

Our policies explicitly set forth our expectations of behavior and promote compliance at every level, including Moog's [Statement of Business Ethics](#), [Policy on Anti-Bribery](#), and [Policy on Business Gifts and Gratuities](#).

We require our employees to complete Ethics Awareness training on a regular basis. In addition, we provide separate training courses specific to anti-bribery in certain high-risk countries. These trainings cover Moog's anti-bribery and ethics policies, the key tenets of the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act and other anti-bribery laws, recent developments in the law, risk areas for Moog, and a reminder to report issues to the Ethics Hotline.

Ethical Labor Practices

We are committed to a set of values and labor practices that represent the highest standards of integrity and excellence, inside our company and throughout our supply chain. This commitment is reflected in our [Human Rights Commitment Statement, 2024 Modern Slavery / Anti-Human Trafficking Disclosure Statement](#) and [2023 Fighting Against Forced and Child Labor Report](#).

We provide our employees opportunities to learn more about our policies and refresh their understanding of our expectations, including trainings on:

Anti-Harassment and Discrimination: Conducted on an annual basis, this training gives Moog employees the opportunity to understand what harassment is, their role in preventing and responding to incidents of harassment, understanding and avoiding discrimination, and preventing retaliation.

Avoiding Trafficked Labor: This training supports our Anti-Human Trafficking Compliance Program. Offered in four languages, this training helps Moog employees and contractors to identify human trafficking and take the necessary required action to prevent it.

Our Open Door Policy

We encourage our employees to report any concerns about activities or practices that may not meet our expectations for ethical business conduct.

We believe the most effective and efficient method to resolve concerns is through two-way conversations with management via Moog's Open-Door Policy. Employees are encouraged to approach any leader in the company to discuss an idea, issue, or problem. We want employees to feel comfortable talking with anyone they choose, without worrying about breaking the chain of command.

When a concern has not been resolved through open discussion and sharing of points of view with management, employees are encouraged to use Moog's more structured discussion and resolution process to address their concerns with employee engagement representatives and senior management.

Confidential Reporting Mechanisms

We encourage all employees to report ethical concerns without hesitation, as Moog has zero tolerance for retaliation.

We provide confidential reporting mechanisms, including two phone hotlines and an email inbox, all of which are directed and monitored by Moog's ethics personnel. We prominently publicize our reporting mechanisms via policies, online portals, trainings, and bulletin boards at our local sites.

Our Business Ethics Compliance Committee (BECC) evaluates all reports to ensure consistent and fair treatment of our employees and promotes appropriate oversight. This committee is composed of senior leaders from across business segments and functions, including Ethics, Legal, Business, and Human Resources. On an annual basis, the BECC provides an update on business ethics matters to the Audit Committee of our Board of Directors.





GOVERNANCE

MOOG

GOVERNANCE AT MOOG

By maintaining strong governance—through our policies, risk management framework, and our ethical conduct—we build trust with our stakeholders and drive continuous improvement in our sustainability performance.

For details about Corporate Governance at Moog, beyond what's included in this report, please visit our [Corporate Governance](#) website




Our sustainability governance structure

At Moog, our commitment to sustainability is grounded in our dedication to protecting people, communities, and the planet. Effective governance is key to achieving our sustainability goals and ensuring transparency, accountability, and ethical management. We have established a comprehensive Sustainability Governance Structure, led by our Director of Sustainability, to drive progress. This structure integrates sustainability at every level of our organization, from leadership to every employee.

Moog's Sustainability Governance Structure includes the following:


 **Our Board of Directors** provides strategic oversight and guidance on sustainability matters. Our Board discusses sustainability topics, confirms goals, and monitors progress twice a year through the Nominating and Governance Committee.


 **Our Executive Team** drives our sustainability strategy by setting a clear vision, aligning it with corporate goals, and planning for long-term needs. The team holds business segments accountable for specific initiatives and engages leaders to

develop a unified sustainability agenda. Additionally, they build trust and commitment in sustainability across the organization by ensuring transparent communication of our progress to stakeholders.

 **Our Corporate Social and Environmental Responsibility (CSER) Committee** ensures that the company's environmental and social decisions are integrated into our overall strategy, operational processes, and culture. The committee oversees internal metrics and performance targets, including monitoring standards to ensure compliance and progress towards sustainability goals. The CSER Committee is chaired by the Chief Human Resources Officer, with members including the Chief Executive Officer, Chief Financial Officer and the Director of Sustainability.

 **Our Sustainability Team** delivers our sustainability initiatives and ensures alignment with our sustainability goals.

 **Our CSER Council** ensures the execution of our sustainability strategy is successful and creates a positive impact. The CSER Council is composed of an advisory group of senior leaders from across the organization.

 **Our CSER Ambassadors** promote sustainability practices across the organization and engage employees in our sustainability journey. All our CSER Ambassadors are volunteers.



Our Board of Directors

Moog's Board of Directors is composed of individuals with varying backgrounds and expertise, ensuring a broad range of perspectives and insights. Their diversity enhances our ability to address complex sustainability challenges and make informed decisions. Women and minorities compose 30% of the Board.

For more information about our Board of Directors, please visit [our website](#).

Gender Diversity



2 of 10 are female

Racial/Ethnic Diversity



1 of 10 are ethnically diverse

Director Independence



8 of 10 are expected to be independent

Our Board embodies a broad and diverse set of qualifications, skills, and experiences as illustrated below.



Senior Executive Leadership



Relevant Moog Industries / End Market



Mergers and Acquisitions



Operations / Manufacturing



International / Global Business



Finance / Capital Allocation



Technology Innovation



Other Public Company Board Experience



Risk Management



STAKEHOLDER ENGAGEMENT

Our approach to stakeholder engagement is strategic, transparent, and rooted in our core values. We take an inclusive approach to connecting with and considering the needs of our employees, customers, suppliers, communities, and investors, among others, so that we may gain valuable insights and make informed decisions.

Stakeholder Identification

We identify our stakeholders based upon their influence and impact on our operations. We engage regularly with our key stakeholders in a wide variety of ways throughout the year. This engagement includes, but is not limited to:

 <h3>Employees</h3> <p>Insights from employee surveys and focus groups drive our innovation, our operational success, and help us create a great place to work. For example, employee feedback has recently strengthened our Diversity, Equity, and Inclusion (DEI) initiatives, driven the creation of Employee Resource Groups (ERGs), and created a more inclusive environment that enhances our culture.</p>	 <h3>Suppliers</h3> <p>We work closely with our suppliers throughout the procurement process to drive sustainable solutions and prepare for future growth. Their feedback provides us with diverse perspectives that strengthen our business.</p>	 <h3>Communities</h3> <p>We collaborate with community-based organizations to advance the success of both our company and the communities where we operate. Through volunteerism, philanthropy, and strategic partnerships, we create shared purpose, enhance our communities, and strengthen employee engagement and satisfaction.</p>
 <h3>Customers</h3> <p>We regularly seek input from our customers to drive improvements and innovation in our products and services, and ensure we meet their evolving needs. We actively engage with our customers through face-to-face meetings, periodic reviews, post-program performance reviews, and other means.</p>	 <h3>Investors</h3> <p>Regular engagement with our investors is crucial for our sustainability efforts, as it helps align our goals with investor expectations and guide our strategic decisions. By meeting with investors to discuss our markets, programs, opportunities, and potential risks, we ensure transparency and build strong, trusting relationships.</p>	 <h3>Regulatory Agencies</h3> <p>We engage with regulatory agencies to ensure we comply with legal and ethical standards.</p>

Ensuring Ethical Behavior and Legal Compliance

We ensure ethical behavior and legal compliance through regular training, audits, and policy updates. By maintaining high ethical standards and adhering to legal requirements, we uphold our reputation as a responsible company with all our stakeholders.

For more about ethical behavior at Moog, please see the [Business Ethics](#) section of this report.

Trust and Transparency

We are committed to open communication and transparency in all our interactions. By being honest and clear about our goals, challenges, and progress, we build trust with our stakeholders and set the foundation for strong, lasting relationships.

DOUBLE MATERIALITY ASSESSMENT

In 2024, in preparation for the European Union's Corporate Sustainability Reporting Directive (CSRD) and other disclosures, we conducted a double materiality assessment to identify and evaluate how sustainability factors impact our financial performance, as well as how our activities affect society and the environment.

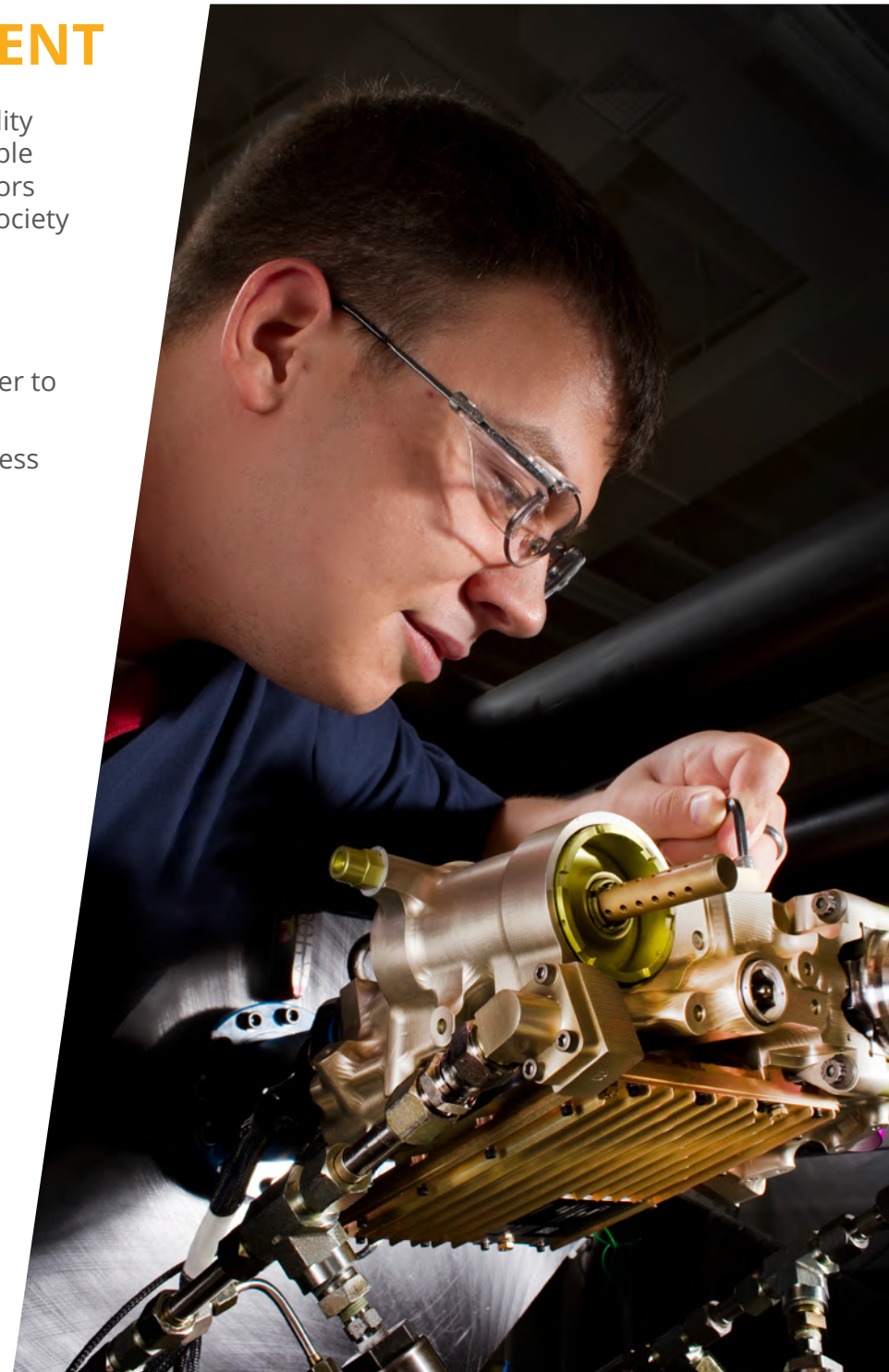
This assessment was intended to:

- Align our sustainability efforts with our business strategies in order to support our societal contributions and financial performance.
- Provide key stakeholders, including investors, with insights to assess our sustainability performance and make informed decisions.
- Provide our customers and employees with assurance of our commitment to sustainable practices.
- Demonstrate our dedication to advancing sustainable practices, reducing our environmental footprint, enhancing societal well-being, and supporting community development.

About the Assessment

Our 2024 Double Materiality Assessment was led by our Sustainability team and designed to align with global sustainability frameworks, standards, and benchmarks by organizations such as the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB). The assessment process included engaging with key stakeholder groups to gather insights and define relevant topics for risk, opportunity, and impact development.

This was the first time we conducted a double materiality assessment. We plan to annually review and update the material and peripheral topics identified.



OUR SUSTAINABILITY STRATEGY

Our sustainability strategy is a key component of our commitment to protecting our people, community, and planet. We have developed a comprehensive management system methodology to ensure continuous improvement and effective implementation of our sustainability initiatives.

Our strategy is focused on creating and executing programs that address key areas of impact. We prioritize our efforts using an 80/20 methodology, focusing on those sites and operations that are the largest contributors to our social and environmental impact.

Our ambitions are:

Greenhouse Gas (GHG) Emissions

- Reduce our scope 1 and 2 greenhouse gas (GHG) emissions by 40% by 2030, from a FY22 baseline.

- Focus on the top 10 contributing sites that represent nearly 80% of our total global GHG emissions footprint.

Water Consumption

- Achieve a 20% reduction in water consumption from a FY22 baseline in “extremely high” and “high” water-stressed regions (as classified by World Resources Institute), where we operate by 2030.
- Improve our water efficiency and management practices across our top 10 highest water-consuming sites that account for more than 90% of our global consumption.

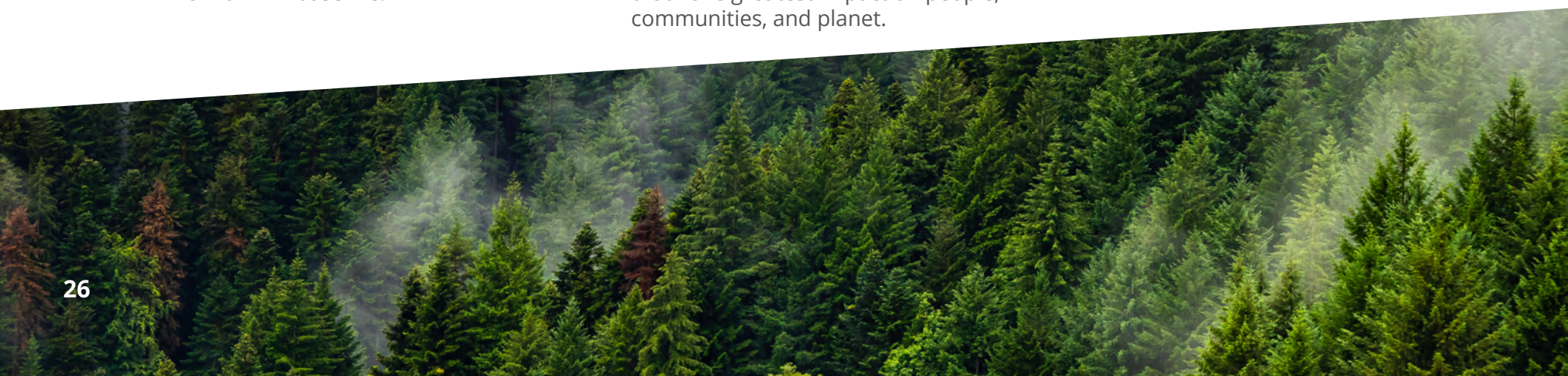
Hazardous Waste Generation

- Reduce our total hazardous waste generation across our operations from a FY22 baseline, tackling as a priority those hazardous wastes that have greatest impact on people, communities, and planet.

- Focus on the top 10 hazardous waste-generating sites that represent more than 90% of our total hazardous waste.

Monitoring and Improvement

We have established numerous forums to regularly check results and improve our sustainability programs. These forums provide a platform for continuous feedback and collaboration, ensuring that we stay on track and make necessary adjustments to our strategies and initiatives. Additionally, our GHG emissions data is regularly reviewed by our Internal Audit team to ensure accuracy and reliability.



MOOG'S SUSTAINABILITY JOURNEY



CLIMATE RISK

Understanding and managing climate risks ensures the sustainability and resiliency of our operations in the face of ever-changing environmental conditions. We have operations in geographic areas that are prone to climate-related risks, such as California and Texas in the U.S., and in the Philippines and Japan. We actively work to protect and improve the infrastructure in these locations to bolster the resiliency of our operations, protect our assets, offer safe working environments for our employees, and mitigate the effects of climate change on the communities in which we operate.

Moog's Climate Risk Program

Our Climate Risk Program is designed to understand and report on material climate-related risks across all assets and effectively communicate these risks to the managers of our facilities, related stakeholders, executives, and enterprise risk systems.

Governed through a collaboration between our Sustainability, Global Risk Management, and Real Estate teams, they work together to conduct an annual review of Moog's material climate risks across each of Moog's four business segments. Their review accounts for the varying geographies, risk profiles, and product lines of each segment, however,

the methodology they employ remains the same.

Risk management processes addressing physical- and transition-related climate risks are monitored and managed through our Property Protection and Business Continuity Management Programs. Our enterprise-wide Business Continuity Management Program couples recognized industry best practices with internal standards to identify and mitigate risks to our people, infrastructure, programs, supply chain, and networks.

Physical Risks

Physical risks such as extreme weather events or long-term climate shifts can lead to financial losses. Our global real estate strategy considers physical climate risk as it pertains to our existing operations, as well as how we select new locations. By overlaying climate and disaster risk intelligence with traditional real estate decision criteria, we seek to reduce risks associated with the long-term sustainability of where we do business.

We are building physical risk management solutions through the development of simplified infrastructure maps for each business segment,

illustrating relationships between key assets and the value chain. Then, using market-leading climate hazard screening tools, we assess the sensitivities and evaluate the exposure of material assets. This is done across low-, medium-, and high-emissions and physical damage loss scenarios across short-, medium-, and long-term time horizons. This assessment informs our vulnerability and risk screening matrix, forming the basis of our internal and external reporting and recommendations.

Transition Risks

Transition risk refers to financial risks associated with the shift from a carbon-intensive to a low-carbon economy, including policy, technology, business model, and market changes. Using a combination of internal stakeholder interviews and desktop research, each of our business segments map their three largest markets against four major risk categories (market, policy, technology, reputation) and five opportunity categories (efficiency, energy source, products, markets, resilience). From this, workshops are used to identify the top three risks for each segment, which are then integrated into our strategic planning cycle.

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 by virtue of 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 classification by holding all operating facilities to the same high standard 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.





MOOG

ENVIRONMENT

PROTECTING OUR PLANET

At Moog, our commitment to environmental sustainability is integrated into our corporate strategy. We focus on critical areas that align our environmental management practices with our broader strategy goals, ensuring our actions benefit our people, community, and planet.

In 2022, we implemented a management system to identify and prioritize the environmental aspects we manage and highlight the areas where we can make the most significant impact. Every business unit at Moog has established metrics to measure their environmental performance and track progress over time, as part of our ongoing effort to enhance our environmental stewardship.

Employee Education and Communications

Every employee at Moog plays an important role in supporting our sustainability efforts and contributing to our overall success. That's why we invest in helping our employees learn more about how they can integrate sustainability principles into their day-to-day work and ensuring they have access to the most up-to-date information and insights.

Environmental Education

Over the past year, we have made significant progress in enhancing our sustainability culture by developing two educational courses for employees. The first course, **"Sustainability ESG: Building a Better Future Together,"** is designed for all employees worldwide and outlines Moog's sustainability strategy, emphasizing our collective role in achieving success. The second course, **"Circular Innovation,"** provides our engineering team members with valuable insights and sustainability skills they can apply to the work they do.

Our Sustainability Team has also developed three guidebooks to outline Moog's sustainability goals and achievements, and provide information on specific actions employees can take to support our initiatives and implement more sustainable practices. Titles include:

- 📖 Carbon Reduction Guidebook
- 📖 Single-Use Plastics Guidebook
- 📖 Water Reduction Guidebook (to be published in early 2025)



Sustainability Communications

To ensure all employees are well-informed and actively engaged in our sustainability efforts, we have established a comprehensive Sustainability Communication Program. This program is designed to keep our workforce updated on Moog's sustainability strategy and to empower everyone to contribute to our collective success.

Through the program, employees have access to an internal website that serves as a central hub for information on climate change, water reduction, hazardous waste reduction, and social programs. Employees also receive flyers and quarterly bulletins with news about sustainable practices from our various sites around the world.

Earth Day 2024: A Global Commitment to Reducing Plastic Waste

In celebration of Earth Day this past year, we invited all our sites globally to participate in a contest to reduce plastic waste. The contest, themed, **"Brainstorm, Implement, Document,"** encouraged teams to generate creative ideas to minimize plastic use at their locations, implement these ideas, and document their progress.

Eleven sites around the globe participated in the contest, submitting projects that included reducing new plastic packaging in piece parts, reusing clean plastic packaging, and transforming waste into valuable construction materials known as Eco-Blocks.

Employees at our Murphy, NC site won the contest with their innovative initiative to replace styrofoam trays with new cardboard inserts, which not only reduces plastic use, but saves storage space and reduces shipping costs as well.

Other initiatives of note include our Bengaluru, India site's comprehensive approach to reducing plastic bottles, single-use plastic bags, and other plastic materials, and our Cork, Ireland site's project focusing on single-use plastics, which replaced plastic utensils with more sustainable alternatives. Additionally, Moog's Industrial Controls Division partnered with NexTrex to convert collected plastics into sustainable composite decking and furniture, while Moog Japan focused on recycling and minimizing single-use plastics.

ENERGY AND CLIMATE CHANGE

Climate change is a global issue that poses significant risks to our environment, economy, and society. It also presents risks to our business, including physical risks such as potential damage to our facilities from extreme weather events, and risks associated with the transition to a low-carbon economy, such as changes in policy, law, markets, business models, and technology.

However, this low-carbon transition also presents opportunities for businesses that can innovate and adapt. We recognize that by reducing our greenhouse gas (GHG) emissions, we can not only help mitigate the worst impacts of climate change, but also improve our own operational efficiency, reduce costs, and enhance our reputation among stakeholders.

As a responsible corporate citizen, Moog is committed to understanding and managing our environmental impact, particularly as it relates to climate change. We are actively assessing and managing our climate-related risks and implementing decarbonization programs to reduce our carbon footprint. These efforts are not only good for the planet, but also good for our business, as they help us stay competitive in a rapidly changing world.

Our Ambition

We seek to reduce our Scope 1 and 2 GHG emissions by 40% by 2030, from a FY22 baseline. We're making inroads toward our emissions goal by prioritizing our efforts at the 10 sites that contribute nearly 80% of our emissions.

Our 2024 Actions

This past year, we completed several projects aimed at reducing our GHG emissions and making the transition to a low-carbon economy:

- Completed four energy audits at our largest contributing sites, bringing the total to nine complete audits.
- Deployed a 1 MW solar array at our Wolverhampton, U.K. site, with an additional system under construction at our site in Baguio, Philippines. We have four additional sites under design consultation for solar arrays.
- Continued to upgrade roof top air conditioning units and building management systems to more energy-efficient systems at our sites in Blacksburg, VA, Salt Lake City, UT, and Alajuela, Costa Rica.

For information about Moog's Scope 3 GHG emissions, please see the [Supply Chain Responsibility section](#) of this report.

Carbon Reduction in IT

Our Information Technology team is actively engaged in reducing the impact computing has on Moog's carbon output. This includes a program to reduce the number of data centers and consolidate applications globally while maintaining and protecting Moog's critical business data and applications. This program has resulted in a net savings of approximately 56 MT CO2e to date, and we anticipate another 15.7 MT CO2e in the near future.

WATER MANAGEMENT

Water is critical to life on Earth and to the sustainability of our business. We are committed to protecting this vital resource by reducing our water consumption through strategic initiatives and best practices.

While we are at the beginning of our journey, we recognize we need to mitigate the worst impacts of water stress and our contribution to it by looking at ways we can reduce, reuse, and recycle water and find ways to more sustainably harvest water in the future.

Our Ambition

Our ambition is to reduce our total water consumption and enhance water efficiency across our operations from a FY22 baseline. We have created a two-part strategy to drive progress:

1. Implementation of a Global Water Stewardship Policy and Site Water Stewardship Plans for our top 10 water-consuming sites. These sites account for more than 90% of our total annual water consumption.
2. For Moog sites classified under the [World Resources Institute \(WRI\) Aqueduct Water Risk Atlas](#) as being “extremely high” and “high” water-stressed areas, we have outlined specific steps to mitigate water risks:
 - Reduce our water consumption by 20% from the FY22 baseline by 2030.
 - Deploy water-saving measures such as rainwater harvesting, indigenous planting, and the installation of water sensors, monitors, and flow meters.
 - Invest in community water projects that provide clean drinking water in the communities where we operate.

Our strategy includes reviewing which sites are subject to the WRI Aqueduct Water Risk Atlas and taking necessary actions based on these annual reviews so that we remain responsive to changing water risk conditions.

Our 2024 Actions

This past year, we completed several projects aimed at reducing water consumption across our sites, including:

- Installing sensors to improve water consumption data accuracy at our Baguio, Philippines, Bengaluru, India, and Torrance, CA sites.
- Replacing old, damaged underground water distribution lines and implementing rainwater harvesting systems at our Bengaluru, India site. This project has reduced total water use at the site.
- Building rain-water harvesting systems at our new facilities in Tewkesbury, U.K. and Taicang, China.
- Adopting indigenous planting to reduce the amount of water required for irrigation at our facility in Salt Lake City, UT.



Investing in Community Water Infrastructure

We partner with Planet Water® Foundation to provide rural schools and communities with access to clean, safe drinking water, handwashing and sanitization infrastructure, as well as hygiene education programs.

In January 2024, Moog worked with Planet Water to fund an AquaTower in Baguio, Philippines. Employees from our local site helped to install the tower. We followed up with another project near our facility in Bengaluru, India in September. These towers can produce 1,000 liters of clean, filtered water per hour, supporting the drinking water needs of up to 1,800 people a day. The AquaTowers also provide integrated handwashing stations with soap dispensers, and educational messaging on healthy hygiene practices.

In the coming year, we plan to work with Planet Water to install three additional towers, two in Baguio and one in Bengaluru.



WASTE MANAGEMENT

The complexity of our waste streams mirrors the diversity of our facilities at Moog, from office environments to parts manufacturing and assembly. Despite the complexity, we are committed to minimizing the waste generated by our operations.

Our Ambition

We aim to reduce our total hazardous waste generation across our operations from a FY22 baseline, tackling as a priority those hazardous wastes that have greatest impact on people, community, and planet.

Our hazardous waste profiling process is implemented across sites that contribute more than 90% of Moog's reportable hazardous waste. We work with our engineering function to deliver projects that reduce or eliminate the most impactful of the waste streams assessed.

Our 2024 Actions

Over the past year, our waste-reduction efforts have focused on creating a standardized, impact-focused approach to decreasing hazardous waste disposal both upstream and downstream in our operations. These efforts include:

- Creating several recycling and recovery initiatives that prolong the useful life of chemicals, reduce the demand for new chemicals, and avoid the creation of hazardous waste.
- Implementing a globally consistent hazardous waste profiling process, categorizing and prioritizing waste streams based on their impact on people, community, and the planet, resulting in a significant improvement in our global waste management practices.

MOOG

Sustainable Packaging Practices

Our Commercial Aircraft segment has successfully deployed Korrvu® Suspension Packaging, a space-saving packaging design that allows us to reduce the materials needed to ship fragile products as well as reduce shipping costs. Korrvu Suspension Packaging is reusable and 100% curbside recyclable. During the course of a pilot project to test the use of Korrvu Packaging, Moog saved more than \$28,000 with a potential annual estimated savings of \$1.1 million once fully deployed.

BIODIVERSITY

We recognize the critical role biodiversity plays in maintaining healthy ecosystems. We are committed to implementing practices that support, enhance, and preserve the biodiversity of the communities where we operate.

We are in the process of analyzing the viability of setting biodiversity goals to further our commitment to environmental stewardship. These goals will guide our efforts in preserving and enhancing biodiversity across all our locations.

Assessing Biodiversity at Our Sites

In 2024, we conducted a comprehensive biodiversity baseline assessment at our headquarters in East Aurora, NY, which spans 336 acres, including ponds and wetlands that provide habitat for diverse flora and fauna. This assessment used the Americas Biodiversity Metric and included an evaluation of federal- and state-protected species. We also employed Geographic Information System (GIS) mapping to create habitat maps, hotspot maps, and identify areas of higher biodiversity value. This detailed analysis helps us understand the biodiversity present on our campus and will guide our future conservation efforts.

We have also performed biodiversity screenings using World Wildlife Fund's Biodiversity Risk Filter and the Integrated Biodiversity Assessment Tool (IBAT) at all of our other Moog sites to help us determine biodiversity risks at those sites and prioritize actions to mitigate them.

Taking Action to Support Biodiversity

In the past year, we have taken several actions to support biodiversity at our headquarters, including:

- Installing bird boxes to provide nesting sites for local bird species.
- Using organic mulch to improve soil health and support plant growth.
- Using electric vehicles on campus to reduce emissions.
- Reducing mowing to support natural habitats.
- Maintaining bee hives to support pollinator populations.

We have also established bee hives at several of our other facilities, including Salt Lake City, UT, Tewkesbury and Wolverhampton, U.K., and in Germany and China.

Appreciating Biodiversity at Our Headquarters

During the summer of 2024, 29 of our employees took part in a Nature Challenge at our campus in Western New York. This challenge was a great opportunity to enjoy the weather while observing the various birds, plants, and habitats on our campus.

Janette Clarke, one of the employees who participated in the challenge remarked: *"I really didn't notice birds very much before 2020. But during the COVID pandemic, I began looking up the names and songs of every bird that landed outside my window as I worked in my kitchen. The Nature Challenge gave me the chance to look for them on campus. Moog has a lot of hawks flying overhead. They're fantastic to watch."*

Janette was randomly selected as the lucky winner of a pair of binoculars. Everyone who completed the challenge received a free, one-year Buffalo Audubon Membership.



SOCIAL

MOOG

OUR PEOPLE AND COMMUNITIES

Moog's long-term success is linked to the success of the communities in which we operate. Our commitment to social responsibility begins with our more than 13,500 employees around the globe and extends to our suppliers and those who live in the places where we do business.

Though the challenges facing communities may be complex, our enduring values and spirit of innovation motivate us to continually find new and lasting ways to strengthen our people and our communities including:

- Supporting the health, safety, and well-being of our employees and the community.
- Ensuring more people have access to quality education and training, and reducing inequalities.
- Increasing the resilience of our communities by meeting basic needs and supporting disaster relief.
- Making our communities more vibrant by supporting strong neighborhoods, arts and culture, and access to green spaces.



Moog employees and athletes from Special Olympics New York celebrate inclusion at the 2024 Moog Special Olympics Bocce Ball Tournament on the East Aurora campus.



Moog senior leaders present Sri Krishna Sevashrama Hospital with a dialysis machine, April 2024.



Buffalo Prep's Class of 2024 celebrates their graduation from the College Prep program.

EMPLOYEE ENGAGEMENT

Our employees are vital to our success as a business, as well as our ability to innovate and deliver an excellent customer experience.

Over the past year, we maintained a voluntary employee attrition rate of 6% globally, an exceptional number compared with the U.S. manufacturing industry average of 16.8%.¹ This rate reflects our efforts to create a supportive and fulfilling work environment for our employees.

Additionally in 2024, we welcomed more than 1,500 new hires worldwide, underscoring our growth and dedication to attracting top talent. These metrics highlight our ongoing commitment to fostering a workplace where employees feel valued and motivated to contribute to Moog's success.

"What makes Moog different is there are no barriers. For me, you're always learning while you're here...Because, again, we're all a team. And the more transparent we are with each other, the better we are as a company. That's why I recommend Moog. It's a great place."

—Jarrett Franklin, Firmware Design Engineer

"Anytime I tell somebody I work at Moog, they smile and nod and know that I have a great career."

—Jena Caparelli, Cell Master Finisher

BEST PLACES TO WORK 2024 'GLASSDOOR'

In 2024, Moog was recognized with a Best Places to Work Award from Glassdoor. Winners are determined solely based on feedback provided by employees on career opportunities, compensation and benefits, culture and values, diversity and inclusion, and work-life balance. Moog is proud to have ranked 21 out of the top 100 U.S. Large Employers (defined as companies with at least 1,000 employees).



¹ 2024 Manufacturing Workforce Trends Survey®, sponsored by the Manufacturers Alliance.

ENVIRONMENTAL, HEALTH, AND SAFETY

Maintaining a safe and healthy work environment is a key priority at Moog. All employees, visitors, and service providers are expected to follow our global Environmental, Health, and Safety (EHS) standards and practices.

We embrace an approach to EHS that emphasizes continuous improvement. Our Corporate Audit Program measures and monitors our site EHS Compliance Programs, provides training to our leadership on site EHS Program changes, and shares lessons learned from incidents, including life-critical near misses.

Additionally, our site and business segments leadership teams continuously review our EHS compliance and improvement plan performance using a standardized EHS scorecard. The scorecard includes information on overall site risk, observations, and actions, enabling our sites to monitor compliance with legal regulations and company-specific EHS requirements.

EHS Across the Workforce

In 2024, we made investments to begin transforming the way our workforce engages and learns EHS, including:

- Shaping the methods we use to develop and deliver efficient, stakeholder-specific EHS information, including monthly webinars given to our site EHS teams and new EHS toolbox talks, micro videos, and digital inspections.
- Integrating and standardizing relevant EHS information into work instructions used by operators and embedding EHS standards into the broadly used system that governs standards at Moog.
- Expanding our EHS cultural mindset with a stronger focus on behavioral results.
- Adding new learning programs to enhance EHS acumen, including developing role-specific learning curriculums and programs to enhance technical skills for EHS professionals.

Suave Un Toque (Wait a Minute)

On April 28, 2024, our Costa Rica site launched a program coinciding with the International Labour Organization's World Day for Safety and Health at Work. The behavior-based program, called Suave Un Toque (or, Wait a Minute) was designed to teach employees how to identify environmental, health, and safety risk behaviors, provide feedback to their colleagues, and earn stars to win prizes for creating safe behaviors.

With this interactive and playful safety program, Moog Costa Rica aims to increase the reporting of unsafe acts and prevent future accidents. Approximately 100 unsafe reports were submitted during 2024, leading to significant improvements in the safety culture.

EMPLOYEE WELL-BEING

The physical, mental, and financial well-being of our employees and their families are vital to Moog's organizational well-being. Across our global footprint, Moog seeks to provide a level of support that balances employee needs with local market practices, with each country tailoring their offering accordingly. While our programs vary by location, here are a few of the ways we support our people:

Moog InHealth Wellness Centers

We offer on-site healthcare facilities at our East Aurora, NY; Blacksburg, VA; and Murphy, NC sites. The facilities are available to all employees and eligible dependents, regardless of the employee's medical plan. Employees can access services including physical checkups, preventative health screenings, physical therapy, pharmacy, treatment of illnesses and minor injuries, lab services, adult and pediatric immunizations, eye care, behavioral health services and nutrition consultations. Our InHealth Wellness Centers saw a more than 17,000 visits from August 2023 to August 2024.

Teladoc

Teladoc provides telehealth medical consultations in the U.S. with around-the-clock access to health care via phone or video, with no time limit when talking with a doctor. Services include general medical care, as well as behavioral health and dermatology.

Moog InHealth Program

This program encourages a healthy lifestyle by providing employees and their spouses who are enrolled in a Moog medical plan with online well-being resources and rewards for practicing healthy behaviors. As of the end of FY24, 70% of eligible employees had enrolled in the program.

Mental Health First Aiders

At our Tewkesbury and Wolverhampton, U.K. sites, employees serve as trained Mental Health First Aiders. These individuals volunteer as a first point of call for employees facing mental health

challenges. Mental Health First Aid (MHFA) is an internationally recognized educational program that teaches individuals to spot the first signs and symptoms of common mental health problems and to guide individuals to appropriate help and support.

Employee Assistance Programs

We provide employees in the U.S. with access to Moog InLife Services and Aviva in the U.K.

InWealth Financial Wellness Hub

The InWealth website provides our U.S. employees with a resource for guidance on a number of financial topics, such as budgeting, financial planning, and insurance.

Moog Family Benefits

We offer support related to adoption, childcare, and family leave to our U.S. employees.



DIVERSITY, EQUITY, AND INCLUSION

Our commitment to Diversity, Equity, and Inclusion (DEI) is central to our identity and operations at Moog. By fostering an environment that embraces diverse perspectives and experiences, we not only create a welcoming workplace but also propel innovative thinking and sustainable growth.

We believe that DEI is not a standalone initiative but a continuous practice that involves every member of our organization. This involves embedding DEI in every interaction, including our team meetings, project collaborations, and customer engagements. Our aim is to create an environment where everyone feels valued and respected.

Over the past year, we've dedicated our efforts to raising awareness of DEI and integrating its principles throughout our organization. Our Talent Acquisition and Learning and Development teams have been at the forefront of this initiative, encouraging meaningful conversations among employees and strengthening our collaboration with business partners. We recognize that thoughtful dialogue and steadfast partnerships are crucial for embedding inclusive behavior into our daily operations.

Recruiting Diverse Talent

To build a diverse and thriving workforce, we continue to invest in recruiting events that attract talent from various backgrounds. We understand true diversity goes beyond numbers: it's about bringing individuals together who offer a range of ideas, perspectives, and experiences.

Creating Opportunities for All

We consider diversity in our succession plans and build frameworks to reduce bias, promote visibility, and create opportunities for a diverse talent pool at Moog. Our Learning and Development Programs are designed with our people in mind, helping them grow, achieve their career aspirations, and thrive here at Moog. We are committed to supporting each other and celebrating the unique contributions that each person brings to our company.



Members of the Pride@Moog Employee Resource Group participate in the 2024 Buffalo Pride Parade.

Continuous Learning

We offer a wide range of diversity, equity, and inclusion training and development initiatives in areas including unconscious bias, conscious inclusion, and leadership development. These learning initiatives are sponsored by our Executive Team.

In early 2025, we plan to launch a global DEI curriculum to provide a structured method for helping leaders and employees develop the skills and competencies to promote an inclusive work environment. By empowering our team with knowledge and practical skills, we enable every Moog employee to contribute to a culture of inclusivity.

Employee Resource Groups

Moog Employee Resource Groups (ERGs) are company-sponsored groups led by employees who come together based on shared characteristics or life experiences.

Our ERGs are open and welcoming to everyone. We currently have seven ERGs:

- Black Employee Support Team (B.E.S.T.)
- Caregivers Advocacy, Resources, Education, and Support (CARES)
- Moog Veterans Organization
- Pride@Moog
- Unnathi (India Women's Resource Group)
- Women & Allies at Moog in the U.S.
- Women's Resource & Equity Network (WREN) in the U.K

Across the company, our ERGs foster a sense of belonging and community among their members. They provide feedback to our leadership teams on our DEI strategy and priorities and help us take action to build a diverse, inclusive, workplace aligned with Moog's culture and values. ERGs promote awareness of

topics and issues important to the group, provide development opportunities for all members, and encourage meaningful conversations.

In 2024, our ERGs continued working towards in-person connection within the workplace as well as in the community by volunteering and marching in local parades.



Members of our Black Employee Support Team (B.E.S.T) Employee Resource Group at the National Society of Black Engineers 2024 Conference in Atlanta, GA.



Employee Spotlight: Sophie Latham

Sophie Latham joined Moog as a Technical Apprentice, fast-tracking her career as a sponsored Business Undergraduate and attaining career growth opportunities as a Project Engineer within Design Engineering, Supply Chain Engineering, Aftermarket Repair Services, and Business Development. More recently, she has served as a Divisional Contracts Manager, leading a team of specialists.

Outside of Moog, Sophie mentors early careers female talent and, within Moog, founded the UK regional Women's Resource & Equity Network (WREN). WREN contributes to our efforts to increase gender diversity in the workplace, fostering an inclusive culture at Moog. Sophie is a member of our Emerging Leadership Program, which accelerates the growth of our talent. We look forward to recognizing Sophie's continued career success and her contributions to women interested in career growth.

TALENT AND DEVELOPMENT

Our Human Resources mission is simple: We exist to enable the success of Moog and our employees. This includes creating an environment that attracts and retains a diverse population of employees, providing accessible growth opportunities, and fostering a learning environment that enables our people to achieve their full potential. We are committed to continuing to make Moog a great place to work, today and in the future.

Talent Acquisition and Early Careers

We are dedicated to ensuring we hire the right talent, at the right time, in the right place, so that we can build a sustainable and diverse workforce. Moog's hiring professionals are trained to hire for competence and future capability, and our processes are designed to reduce bias. For example, our Commercial Aircraft segment is piloting the use of blind hiring and screening processes by excluding personally identifiable information that could potentially create bias. And in the U.S., we employ job-posting software that audits our job postings for biased language to ensure we attract the most qualified candidates.

Finding the best talent begins with outreach. We partner with colleges, universities, and community-based programs to encourage more people to consider careers in science, technology, engineering, and math (STEM).

Our Early Careers Programs include both experience-based internships and skills-based apprenticeship programs to give young people the opportunity to take the first steps on their career path. These programs provide comprehensive experiences that prepare them for a wide range of functional roles, in areas including engineering, manufacturing, human resources, and program management, while also growing their confidence and interpersonal skills.

Upskilling and Reskilling

Our Knowledge Management Group supports functional excellence for a sustainable workforce with employee onboarding programs, workforce planning, knowledge transfer, and technical skills development to support our company's technology and growth strategies and to ensure the protection and transfer of Moog knowledge.



People Development

We deliver learning and development opportunities that promote excellence, enable the success of our employees and future leaders, and cultivate the growth of our people. Some of the resources, tools, and specialized programs available to employees include:



Career and Development Platforms

Our career and development platforms give employees a resource to plan their careers and access a global network of mentors and project opportunities. This includes opportunities to take on-demand virtual course offerings to help them succeed in their current role, work toward future career aspirations, and pursue personal interests with Achieve @ Moog. Employees can also take advantage of strengths-based coaching and assessments to better understand their unique talents with Learn @ Moog.



Leadership Training

All of our new people leaders attend our global People Leader Onboarding Program designed to help them be successful in their roles and learn how to best support their teams. For high-potential leaders, future leaders, and senior executives, we offer the Moog Leadership Program, Emerging Leader Program, LEAD Leadership Development Program, and Leading Innovation and Future Technology (LIFT) Program. Each of these programs focus on different levels of people leadership and technical leadership.



Education Assistance

We offer sponsorship and tuition reimbursement at many of our locations.

Employee Spotlight: Alan Skinner

One success story of our early career development is that of Alan Skinner. Following his apprenticeship, Alan progressed his career through Product Engineering, Development Engineering, and more recently, he has been promoted to Senior Business Development Engineer, where he supports some of Moog's largest customers. Alan has benefited from the hands-on experience of his apprenticeship, sponsorship in further education, and the mentoring and expertise of a range of technical colleagues and leaders at Moog. As a result of his own experience, Alan now supports our STEM activity, Apprenticeship program, and Intern framework in the UK, which includes mentoring early career talent and volunteering as a Project Lead at RIAT Techno Zone. We are proud of the incredible support that Alan offers to young people entering the workforce and the voluntary contribution he makes to the STEM community.



SUPPLY CHAIN RESPONSIBILITY

At Moog, we are committed to fostering a sustainable future through responsible supply chain management. We recognize that our supply chain plays a crucial role in our overall environmental and social impact, and we strive to ensure that our practices enforce our commitment to ethical, sustainable, and responsible business conduct.

Over the past year, we have taken significant steps to strengthen our supply chain management policies and practices.

Adding Sustainability to Our Supplier Scorecards

Moog ensures we maintain high standards in our supply chain by regularly assessing and evaluating our suppliers and tracking their performance through supplier scorecards. Our approach allows us to effectively identify areas for improvement and address any issues that may arise.

In 2024, we took a step further by incorporating sustainability targets into our scorecard for strategic suppliers. This change is designed to help us hold our suppliers accountable for their environmental impact and encourage them to adopt more sustainable practices.

Setting a Baseline for Scope 3 Emissions

In 2024, we completed an initial baseline estimate of our Scope 3 GHG emissions against our global spend data. Our next step is to engage directly with our supply base to validate the results. This data supports our longer-term strategy to work with our supply chain partners to actively reduce emissions across our supply chain.

Establishing a Standalone Small Business Program

Moog is committed to proactively including diverse suppliers in competitive sourcing and procurement opportunities. To this end, we are partnering with the Buffalo Purchasing Initiative (BPI) to explore strategies and share resources to expand purchasing opportunities with minority-owned businesses in the Western New York region. Over time, this partnership will serve as a model for diversifying our supply chain across our global footprint.

To support further capacity building, we have hired a full-time small business program manager to develop programs and partnerships that strengthen small businesses within our communities. The program manager will focus on identifying bottlenecks, implementing best practices, streamlining business processes, and providing small business suppliers a higher level of care when engaging with Moog.

Our Commitment to Human Rights

Moog's standard terms and conditions of purchases outline expectations of subcontractors, contractors, suppliers, and vendors to comply with all applicable Anti-Human Trafficking Laws. Suppliers are also required to have a compliance plan to prevent human trafficking that meets at least the requirements of the Anti-Human Trafficking Laws. If required by law, prior to doing business with Moog, suppliers will certify on at least an annual basis that it has implemented an Anti-Human Trafficking Compliance Plan.

For more information on our policies and commitments to protecting human rights, see our [Human Rights Commitment Statement](#), [2024 Modern Slavery / Anti-Human Trafficking Disclosure Statement](#) and [2023 Fighting Against Forced and Child Labour Report](#).

Conflict Minerals

Moog's Conflict Minerals Program aims to ensure that any possibility of sourcing tin, tungsten, tantalum, and gold is conducted ethically throughout the supply chain. Through due diligence, we take appropriate measures in the removal of any identified "red flag" smelters.

For more information, see our [Conflict Minerals Policy Statement](#).

COMMUNITY INVESTMENT

Our social responsibility policies, practices, and initiatives are designed to improve the quality of life in our communities and inspire a sense of purpose for our employees, suppliers, and partners. When we connect with our communities, it gives our employees opportunities for team building and leadership growth. Additionally, it strengthens relationships with our stakeholders while improving the places we call home. In 2024 we:

- Contributed approximately \$1.2 million to support nonprofit organizations whose purpose and mission strengthen our communities and whose work aligns with the United Nations Sustainable Development Goals.
- Directed approximately \$30,000 to local causes through our employee gift matching program.
- Increased access to our employee giving and volunteer platform to include our more than 8,000 employees from the U.S., U.K., and Canada, with expansion to the EU planned for 2025.
- Launched a pilot Volunteer Time Off Program allowing employees in Western New York and the U.K. to take up to one shift of paid time off each year to support the causes they care most about.

In 2024, our employees made contributions to nearly 500 community-based causes through our employee giving and volunteering programs.

Our Community Partners



Buffalo Prep's Class of 2024 celebrates their graduation from the College Prep program.



Buffalo Prep, located in Buffalo, NY, advocates for educational access and equity and provides programming to academically ambitious scholars of color. We support Buffalo Prep's College Prep Program, designed to help underrepresented high school scholars thrive as they prepare for college with access to tutoring, academic-skills coaching, college and financial aid advisement, enrichment activities, and socio-emotional support.



A Space and Defense team had a lot of fun packing boxes of food for people in our community.



FeedMore WNY alleviates hunger for hundreds of thousands of people each year through a food bank distribution center and partner hunger-relief agencies, as well as home-delivered meals and other targeted feeding programs. Moog's charitable investment in FeedMore will help them build a new regional headquarters to help combat rising food insecurity.



A group of children greet Moog leaders during a site visit to Fundación Bandera Blanca, June 2024.



Located in San Jose, Costa Rica, Fundación Bandera Blanca helps families with children at social risk. The organization's programs improve quality of life by providing food and academic support to vulnerable young people, empowering women's entrepreneurship, and operating a community garden. In 2024, we supported Fundación Bandera Blanca with grant funding, and our employees from Costa Rica also contributed by holding drives for personal care items and food, and by volunteering on site.

COMMUNITY INVESTMENT



Moog Executive Team breaks ground with Habitat for Humanity Buffalo, July 2024.



In July of 2024, we broke ground for a new home in Buffalo's Schiller Park neighborhood. Over the course of the next 10 months, more than 100 Moog volunteers will spend time at the site, helping to construct this high-quality, affordable home for a local family in need.



62 volunteers from Moog's Baguio, Philippines site traveled to the Karao Tribe Elementary School, bringing supplies and medical assistance.



When Moog's facility in Baguio, Philippines needed a roof replacement, their team found a creative and community-boosting solution to reduce the amount of waste generated by the project. A group of 60 employees traveled to a remote elementary school to repurpose metal from the former roof to create walkway coverings for the school, allowing students to get to class safely during heavy monsoons. In addition, they brought along doctors, dentists, and optometrists to provide medical checkups for the students, many of whom lack regular access to preventative care.



Moog senior leaders present Sri Krishna Sevashrama Hospital with a dialysis machine, April 2024.



Sri Krishna Sevashrama Hospital offers affordable, accessible, and quality healthcare in Bengaluru, India. Founded 50 years ago as a free clinic, it has since become a well-known, full-service hospital with 70 beds, continuing to serve economically challenged patients. Moog has consistently supported the hospital through the donation of medical equipment. This year's donation of a dialysis machine by Moog India Technology Center (MITC) marks the third from MITC and the fifth from Moog overall.

“ The recent outreach program at the Karao Tribe Elementary School was a testament to the power of human spirit. Despite the scorching heat and challenging terrain, the team's unwavering dedication and camaraderie shone through. It's evident that the satisfaction of making a difference outweighed the physical difficulties, and their efforts will leave a lasting impact on the lives of the students they helped. ”

— Efrain Alexis Ollero,
Moog Facilities, Baguio,
Philippines



APPENDIX

MOOG

MOOG POLICIES AND ADDITIONAL RESOURCES

[Conflict Minerals Policy Statement](#)

[Corporate Governance](#)

[Culture & Values](#)

[Human Rights Commitment](#)

[2024 Modern Slavery / Anti-Human Trafficking Disclosure Statement](#)

[Policy on Anti-Bribery](#)

[Policy on Business Gifts and Gratuities](#)

[Privacy and Cookie Policy](#)

[Statement of Business Ethics](#)
















[Suppliers website](#)



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Moog supports the [United Nations \(UN\) Sustainable Development Goals \(SDGs\)](#). We have programs and initiatives that contribute to progress against 15 of the 17 goals. We are committed to helping reach these UN SDGs directly through our operations and investments, and through collaboration with our stakeholders.

You can read about Moog's 2024 contributions to the UN SDGs in the following sections of this report:

SDG	Focus Area	Read About Moog's Actions
	End poverty in all its forms everywhere	Community Investment
	End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	Community Investment
	Ensure healthy lives and promote well-being for all at all ages	Employee Well-Being ; Community Investment
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Diversity, Equity, and Inclusion ; Community Investment
	Achieve gender equality and empower all women and girls	Diversity, Equity, and Inclusion ; Community Investment
	Ensure availability and sustainable management of water and sanitation for all	Water Management
	Ensure access to affordable, reliable, sustainable and modern energy for all	Energy and Climate Change
	Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all	Environment, Health, and Safety ; Diversity, Equity, and Inclusion ; Talent and Development
	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation	Community Investment
	Reduce inequality within and among countries	Diversity, Equity, and Inclusion ; Community Investment
	Make cities and human settlements inclusive, safe, resilient and sustainable	Community Investment ; Climate Risk ; Energy and Climate Change
	Ensure sustainable consumption and production patterns	Community Investment
	Take urgent action to combat climate change and its impacts	Sustainable Product Innovation ; Energy and Climate Change
	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Biodiversity
	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Sustainable Product Innovation ; Supply Chain Responsibility

SASB INDEX

The following disclosures are aligned to the Sustainability Accounting Standards Board (SASB) framework for the Aerospace and Defense industry. As a diversified manufacturer, the nature of Moog's business does not fit squarely within one industry, so Moog may include information and metrics that are aligned to other industries we believe would be of interest to our investors.

Moog will continue to evaluate the disclosure of additional topics relevant to our industries, taking into account materiality, availability of reliable data, and competitive sensitivities.

Note: All data is for Fiscal Year 2024 and all dollar figures are in millions (US \$M).

SASB Code	Topic	Metric	Location or Disclosure
RT-AE-130a.1	Energy Management	(1) Total energy consumed	914,248 GJ
		(2) Percentage grid electricity	76.2%
		(3) Percentage renewable	5.7%
RT-AE-150a.1	Hazardous Waste Management	Amount of hazardous waste generated	3,510 metric tons
		Percentage recycled	6.5%
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	Cybersecurity and Data Protection

SASB Code	Topic	Metric	Location or Disclosure
RT-AE-250a.1	Product Safety	Number of recalls issued, total units recalled	<p>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.</p> <p>Moog considers the number of recalls issued and total units recalled to be confidential</p>
RT-AE-250a.2	Product Safety	Number of counterfeit parts detected, percentage avoided	<p>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.</p> <p>Moog considers the number of counterfeit parts detected and percentage avoided to be confidential</p>

SASB Code	Topic	Metric	Location or Disclosure
RT-AE-250a.3	Product Safety	Number of Airworthiness Directives received, total units affected	<p>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 reoccurrence prevention.</p> <p>Moog considers the number of Airworthiness Directives received and total units affected to be confidential</p>
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	\$15.9
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 Responsibility
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 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	\$146.7, 80% 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 28, 2024 > Item 8 – Financial Statements and Supplementary Data > Note 21 – Segments. We don’t currently have product by reportable segment
RT-AE-000.B	Activity Metric	Number of employees	13,544

CONSOLIDATED DATA

Note: All data is for Fiscal Year 2024 and all dollar figures are in millions (US \$M).

Metric	2022	2023	2024	SASB
Company Data				
Annual Sales (US \$M)	\$3,036	\$3,319	\$3,609	
Number of Full-Time Employees	12,891	13,126	13,544	RT-AE-000.B
Number of Countries with Facilities	24	22	21	
Environment				
Sites with ISO 14001 Certifications	5	5	7	
Sites with ISO 50001 Certifications	1	1	2	
Energy				
Energy Consumption (GJ)	895,769	886,698	914,248	RT-AE-130a.1
Percentage of Energy that is Renewable	2.5%	6.1%	5.7%	RT-AE-130a.1
Percentage of Energy Supplied from Grid Electricity	75.4%	75.3%	76.2%	RT-AE-130a.1
Emissions				
Scope 1 (MT CO ₂ e)	17,599	14,947	12,538	
Scope 2 location-based (MT CO ₂ e)	59,333	61,481	63,979	
Scope 2 market-based (MTCO ₂ e)	57,791	57,849	60,214	
Total GHG emissions (location-based) (MT CO ₂ e)	76,932	76,428	76,517	
Total GHG emissions (market-based) (MT CO ₂ e)	75,389	72,797	72,752	
GHG Intensity (Scope 1 and Scope 2 - location based) (MT CO ₂ e/US sales)	0.0000253419	0.0000230266	0.0000212008	

Metric	2022	2023	2024	SASB
Hazardous Waste				
Hazardous waste generation (metric tons)	3,048	3,700	3,510	RT-AE-150a.1
Hazardous waste recycled percentage	18%	8.1%	6.5%	RT-AE-150a.1
Hazardous waste (number of reportable spills)	2 qty	2 qty	0 qty	RT-AE-150a.2
Hazardous waste reportable spills (kg)	2.45	245	0	RT-AE-150a.2
Hazardous waste reportable spills recovered (kg)	2.45	195	0	RT-AE-150a.2
Social				
Employee Resource Groups (ERGs) (#)	3	5	7	
Corporate Charitable Donations (US \$M)	\$1.4	\$1.6	\$1.2	
Labor & Human Rights				
Sites with ISO 45001 Certifications	2	2	4	
Number of New Hires (Global)	1,873	1,876	1,802	
Voluntary attrition rate (%) (Global)	8.9%	7.2%	5.9%	
Governance				
Board of Directors				
Number of Board of Directors	9	10	10	
Number of Board of Directors that are Women	2	2	2	
Number of Board of Directors that are Ethnically Diverse	1	1	1	
Number of Board of Directors that are expected to be Independent as of the Annual Meeting	6	7	8	

DISCLOSURE REGARDING FORWARD-LOOKING STATEMENTS

Moog Inc. (“Moog” or “we”) is publishing this report solely for informational purposes for our stakeholders and to demonstrate how we uphold our values through our business practices. We share information about our sustainability efforts through several channels—including various reports and presentations, our website, press releases, and conversations with stakeholders. This report is designed to summarize our sustainability strategy, progress, and data for the financial year ended September 28, 2024, focusing on issues that we believe are of interest to our stakeholders.

The report is intended to provide a high-level overview of our sustainability strategy and initiatives with selected examples; it is not a comprehensive description, a financial report or a financial presentation, or legal summary of our sustainability programs and involvements. Accordingly, this report should be read in conjunction with our 2024 Annual Report on Form 10-K and any subsequent Quarterly Reports on Form 10-Q (including the “Forward-Looking Statements” and “Risk Factors” sections in such filings), our 2024 Proxy Statement, and any subsequent filings with the U.S. Securities and Exchange Commission (SEC), which can be found on our [Investor Relations website](#).

This report and other information on our website is not incorporated by reference into, nor is otherwise a part of, any of our SEC filings, except as may be expressly set forth by specific reference.

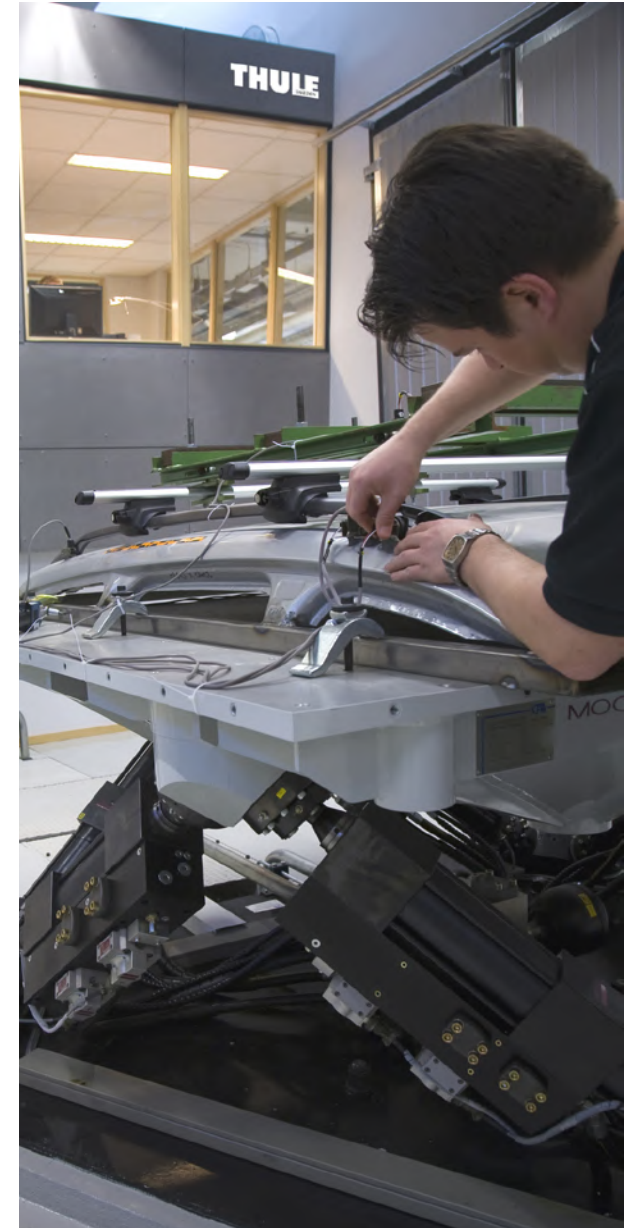
All information and reporting and performance data in this report is provided for the financial year ended September 28, 2024, unless otherwise noted. Sustainability data and metrics in this report are not prepared in accordance with Generally Accepted Accounting Principles (GAAP) or audited.

Any forecasts, projections, forward-looking statements, or other goals discussed in this report are aspirational; as such, no guarantees or promises are made that any such goals will be met. Information contained in this report may not be comprehensive or up to date, and is subject to change without notice. Moog has no obligation, does not assume any duty, and does not undertake to update the information or data in this report.

This report uses certain terms, including those that the SASB refers to as “material” topics, to reflect the issues we believe are of importance to Moog and our stakeholders. Used in this context, these terms are distinct from, and should not be confused with, the terms “material” and “materiality” as defined by or construed in accordance with securities law, the rules or regulations of the SEC, or as used in the context of financial statements and reporting.

Moog Inc.
East Aurora, NY 14052

For more information, please visit [Sustainability at Moog](#).



MOOG

