

The MOOG logo is rendered in a bold, dark red, sans-serif font. It is positioned in the upper left quadrant of the slide, set against a light gray background. The overall slide design features a large, dark red diagonal shape that dominates the right and bottom portions, with a blue trapezoidal shape at the top center and a white trapezoidal shape at the bottom right. Thin white lines are used as decorative elements, separating the different colored sections.

MOOG

Shaping the way our world moves™

Best Practices Large Prime Contractor Panel Discussion

Moog at a Glance

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

1951

Founded by Bill Moog

13,000+

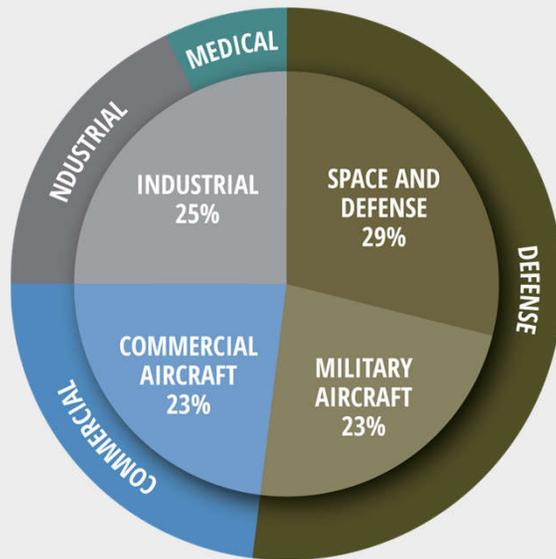
Employees

\$3.9 B

FY 2025 Sales

20

Countries



PURPOSE AND VISION

SHAPING THE WAY OUR WORLD MOVES

As global leaders in motion control across land, sea, air, and space, we pioneer advanced solutions, including both hardware and software, to drive innovation in customer products. Our dedication and cutting-edge technology positively impact millions, playing a vital role in creating a healthier, safer and more sustainable world.

"Our collaborative culture is one of the many reasons customers and partners choose to work with us."

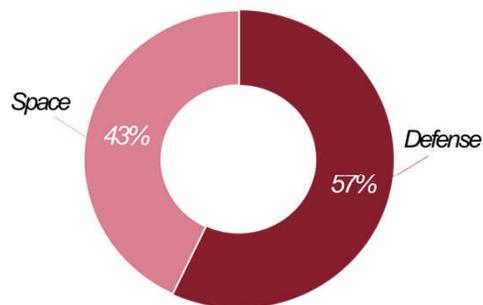
- Pat Roche, CEO Moog Inc.

MOOG | Shaping the way our world moves™

Space and Defense

FY25 Sales

\$1.1B



Market Drivers

Defense spending	Space access	Commercial space
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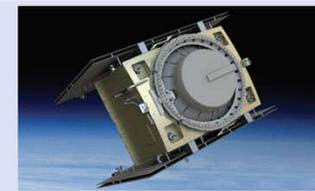
- Geopolitical tensions driving higher defense activity
- Space as the next frontier for war-fighting domain
- Increasing demand for missiles and launch vehicles
- Pursuing once-in-a-generation opportunities

Products and Programs

Multi-domain solutions across:

Space

- Satellite propulsion, radiation-hardened avionics and space vehicles for defense missions
- Launch vehicle actuation controls, across all stages for commercial vehicles
- NASA Space Launch System (Artemis & Orion)



Air

- Systems, components and steering controls for missiles and interceptors
- Critical missile programs including PAC-3 MSE and hypersonics

Land

- Turreted weapon systems including Reconfigurable Integrated Weapons Platform® (RIWP)
- Gun stabilization fire control and ammunition loading
- Defense components and slip-rings



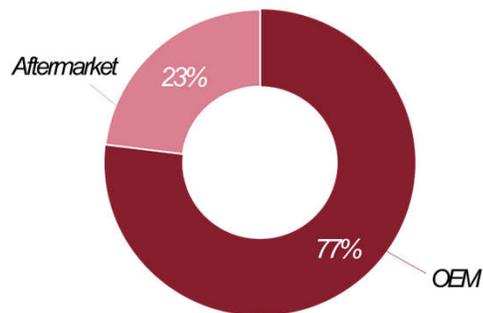
Sea

- Surface-ship turret motion control and stabilization
- Quiet actuation for submarines

Military Aircraft

FY'25 Sales

\$888M



Market Drivers

Defense budgets	Next generation aircraft	Foreign militaries
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- Ramp-up of MV-75 development work
- Shift of funded development into production
- Stable F-35 production

Products and Programs

Advanced **primary flight controls** on the latest military aircraft

F-35 Lightning II



MV-75



Additional mission-critical controls and products

Fixed wing

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

Rotorcraft

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

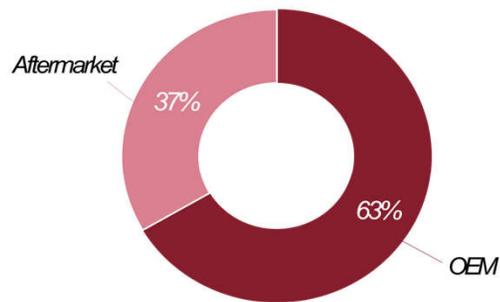
Aftermarket

- Initial spares provisioning, repair and overhaul
- Depot partnerships

Commercial Aircraft

FY'25 Sales

\$904M



Market Drivers

Recovering flight traffic	Greater fleet utilization	Fleet growth post warranty
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- OEM: Ramp-up on widebody platforms
- OEM: Growth across other platforms
- Aftermarket: Higher demand for repairs and increasing fleet utilization

Products and Programs

Critical primary flight controls on the latest OEM aircraft

Widebody aircraft	
Boeing 787	Airbus A350
	
Business and Regional jets	
Gulfstream G280	Embraer E2 E-Jets

Additional critical controls and sub-systems

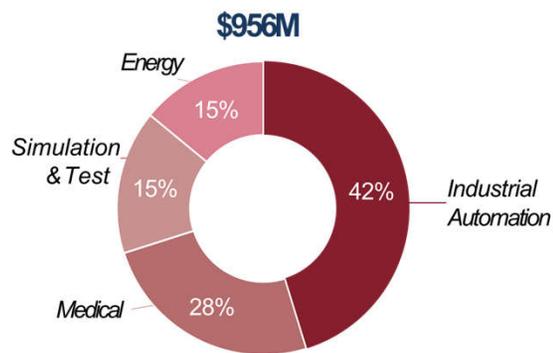
- Widebody** → 787 and A350
- Narrowbody** → 737Max, A320 & A330, C919
- Business Jets** → Gulfstream family
- Regional Jets** → Embraer E2 E-Jet family

Aftermarket

Initial spares provisioning, repair and overhaul

Industrial

FY'25 Sales



Market Drivers

Capital equipment	Pilot training demand	Energy demand & electrification
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- Stabilization of orders for capital equipment
- Increasing demand for medical devices
- Emerging opportunity for data center cooling products

Products and Customers

Industrial Automation

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



Medical

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

Simulation & Test

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



Energy

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

What does it take to become a supplier?



Our Expectations

- Compliance with the Moog Supplier Code of Conduct
- A commitment to environmental sustainability
- Quality standards to meet/exceed our requirements
- Ability to produce parts in mass production volumes to meet our production demands and deliver on time to promise dates
- Strong financial footing
- ISO (or similar) certifications preferred



The Process

- Small Business [Supplier Marketing Form](#)
- New Supplier Onboarding Process
 - NDA Execution
- Competitive proposal
- Supplier Evaluation and Approval (Quality)
 - May include onsite review/appraisal

At Moog, our suppliers are an integral part of the team, supporting our ability to perform in the most difficult of conditions.

To develop innovative solutions for the complex challenges our customers face, we provide **maximum practicable opportunities** for small businesses that enables us to attract, retain and develop a diverse supply base.

MOOG

Shaping the way our world moves™

THANK YOU

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