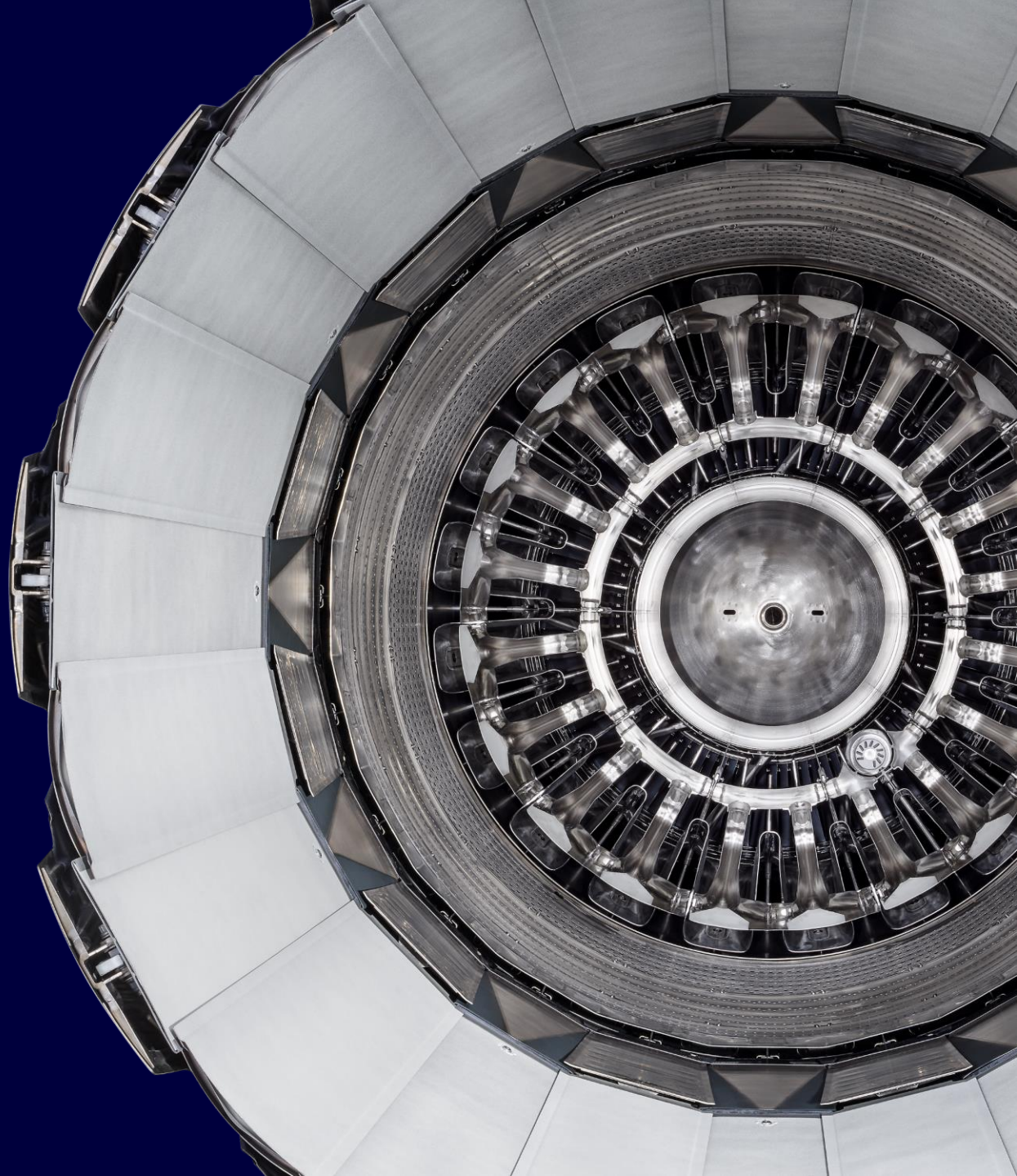
GE Aerospace

May 19, 2026

Defense & Propulsion Technologies (DPT) Showcase



Caution concerning forward-looking statements:

This document contains "forward-looking statements" – that is, statements related to future events that by their nature address matters that are, to different degrees, uncertain. For details on the uncertainties that may cause our actual future results to be materially different than those expressed in our forward-looking statements, see www.geaerospace.com/investor-relations/important-forward-looking-statement-information as well as our annual reports on Form 10-K and quarterly reports on Form 10-Q. We do not undertake to update our forward-looking statements. This document also includes certain forward-looking projected financial information that is based on current estimates and forecasts. Actual results could differ materially.

Non-GAAP financial measures:

In this document, we sometimes e information derived from consolidated financial data but not presented in our financial statements prepared in accordance with U.S. generally accepted accounting principles (GAAP). Certain of these data are considered “non-GAAP financial measures” under the U.S. Securities and Exchange Commission rules. These non-GAAP financial measures supplement our GAAP disclosures and should not be considered alternatives to the corresponding GAAP measures. The reasons we e these non-GAAP financial measures and the reconciliations to their most directly comparable GAAP financial measures are included in our earnings releases, our annual report on Form 10-K, our quarterly reports on Form 10-Q, and our earnings presentations, as applicable.

Additional information:

Amounts shown on subsequent pages may not add due to rounding. Charts shown on subsequent pages are not to scale.

CFM International is a 50/50 JV that produces CFM56 and LEAP engine families. RISE is a program of CFM International. CFM RISE is a registered trademark. CFM RISE is a technology demonstrator program, not a product for sale. Engine Alliance is a 50/50 JV that produces the GP7200 engine.

Aerospace engine installed base totals represent Cirium data as of 12/31/25; includes fleet in service and parked.

GE Aerospace’s Investor Relations website at www.geaerospace.com/investor-relations, as well as GE Aerospace's LinkedIn and other social media accounts, contain a significant amount of information about GE Aerospace, including financial and other information for investors. GE Aerospace encourages investors to visit these websites from time to time, as information is updated, and new information is posted.

GE Aerospace

DPT overview

GE Aerospace

OUR PURPOSE

We invent the future of flight, lift people up and bring them home safely

~3.5B

Passengers flew with GE Aerospace technology under wing in 2025

~1M

People flying at any given time on GE Aerospace-powered aircraft

2 out of 3

U.S. combat and rotorcraft fleet powered by GE Aerospace engines[a)]

Figures include equipment made by GE Aerospace and JVs.
(a – Measured on an active turbine engine basis.

Key messages

Leading provider of mission-critical capabilities and reliable propulsion systems for U.S. and allied militaries

FLIGHT DECK supporting culture and output ramp … growing profit faster than revenue through ’28

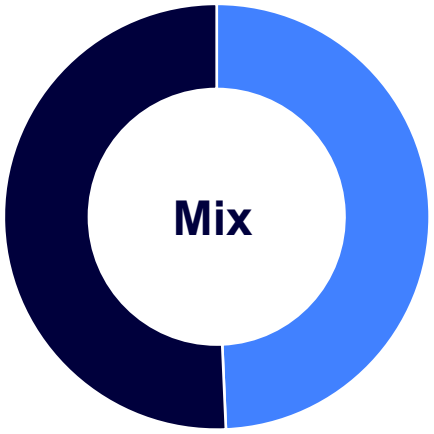
Delivering revolutionary next-generation capabilities within Edison Works and internationally

DPT: Leading provider of defense engines and critical systems

DPT 2025 revenue: $12.2B

~65%
Defense & Systems (D&S)

~35%
Propulsion & Additive Technologies (P&AT)



~50%
Services

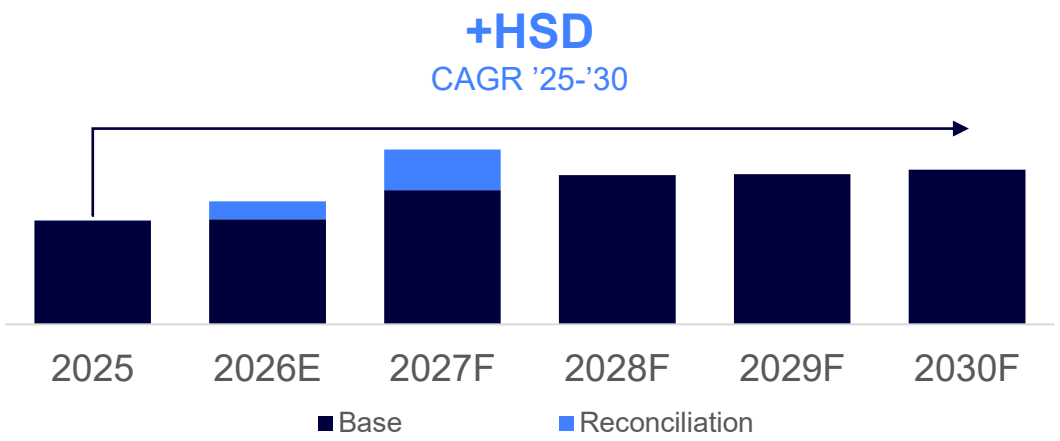
~50%
Equipment

- Diverse portfolio of ~30K combat and rotorcraft engines
- Powering 2/3 of all U.S. military combat and rotorcraft[-a)]
- ~30% of revenue from international customers … uniquely positioned to serve European defense
- Developing next-generation capabilities via Edison Works and indigenous European programs

(a – Measured on an active turbine engine basis.

Growing defense budgets supporting continued demand

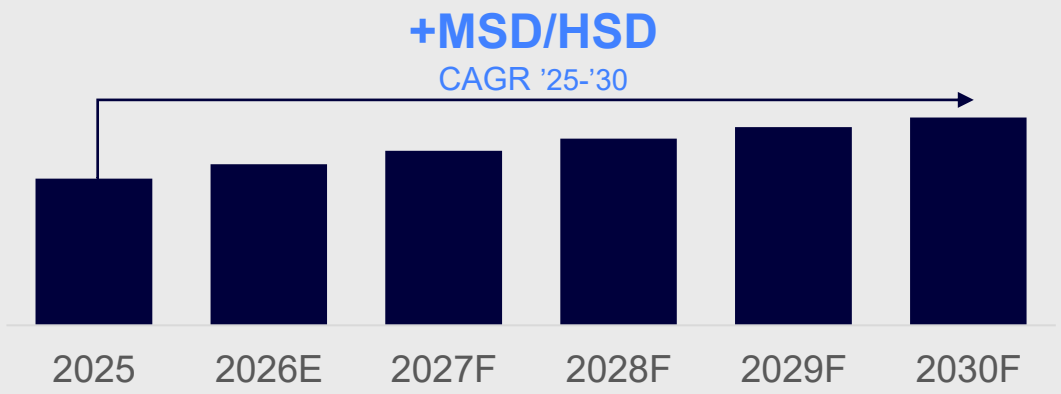
United States defense budget



Source: President’s Budget Request, FY2027 (OMB).

- President's budget request includes HSD growth … internally planning for **MSD** given dynamic environment

European defense spending



Source: McKinsey and Aviation Week.

- Accelerated defense spending driven by readiness and strategic sovereignty goals

DPT positioned for growth in U.S., Europe and other allied countries

– FLIGHT DECK – how we turn strategy into results

GE Aerospace

Driving sustainable improvements with suppliers

Removing waste and leveraging AI to improve output with reduced turnaround times

Expanding capacity internally and externally

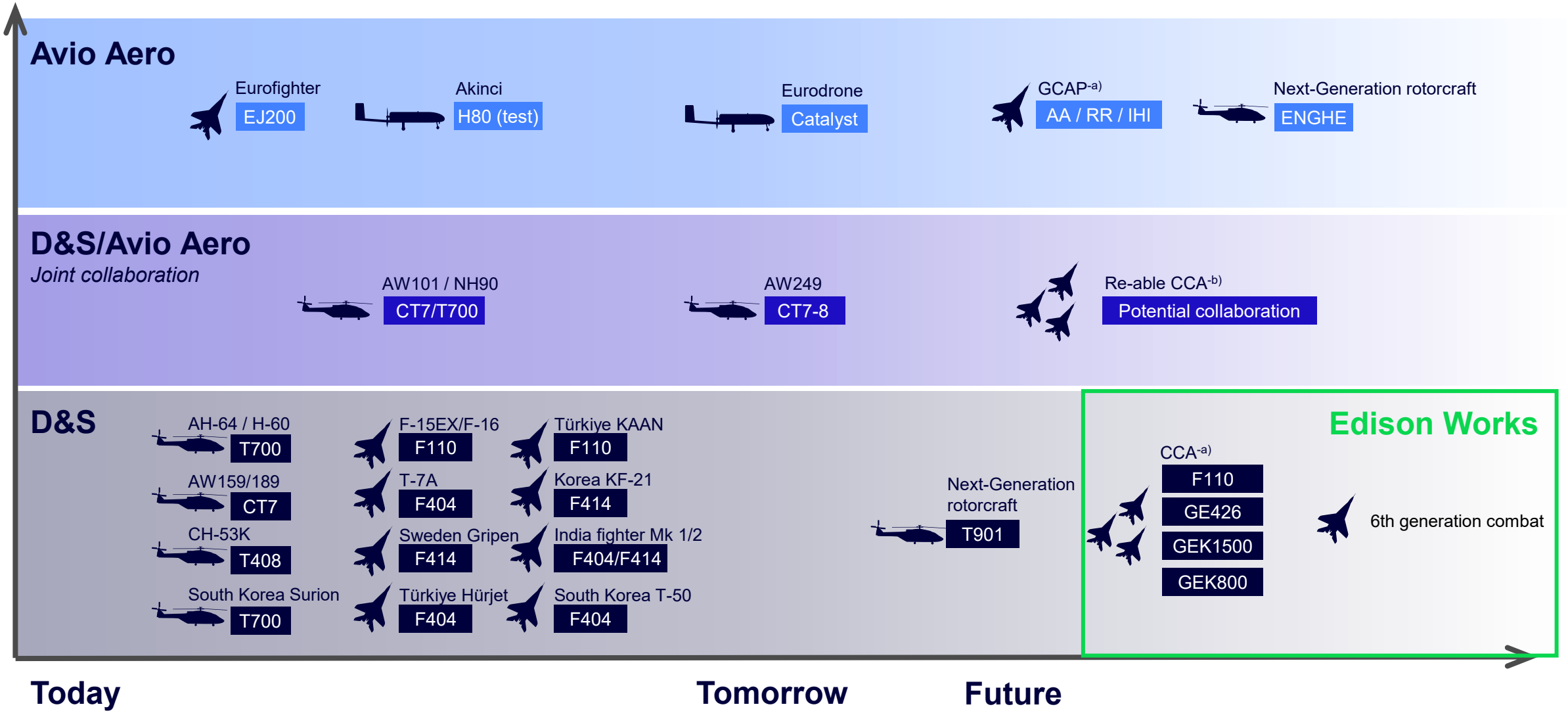
Investing another $1B in U.S. manufacturing, including >$275M to upgrade defense sites with $42M allocated to Lynn, MA facility

Defense deliveries[-a)] >30% and P&AT revenue >20% over the last twelve months

(a – Defense and aeroderivative unit deliveries

Investing in critical programs for today, tomorrow and future

GE Aerospace



*Note: Select programs highlighted on page; not an exhaustive list.
(a – Global Combat Air Programme
(b – Collaborative Combat Aircraft

Edison Works

A specialized advanced technology team defining the next-generation of military propulsion

Inspired by GE's founder, Thomas Edison, Edison Works stands at the forefront of innovation

1.4K

Employees

5

Sites, predominantly Evendale, Ohio

+LDD

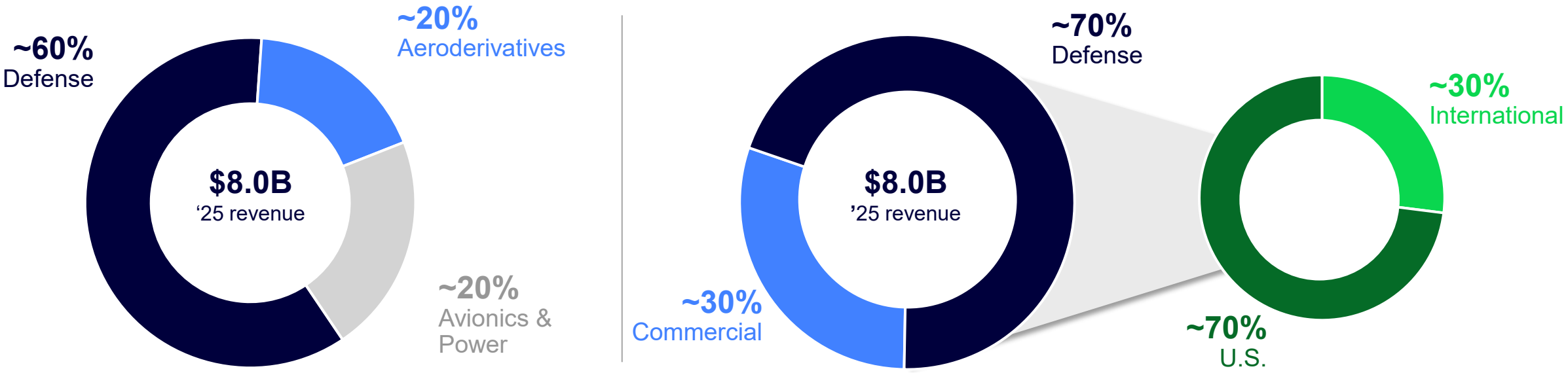
Investment CAGR '24-'28

What we are learning …

- Advancing **high-end technology breakthroughs** with strategic advantage in advanced combat
- **Moving with speed** … partnerships with Kratos, Shield AI and Palantir to deliver capability at pace
- **Leveraging AI** to boost productivity, reduce lead time and accelerate model-based engineering
- Prepared to **ramp at rate, FLIGHT DECK critical** to supporting high-volume programs

– Defense & Systems (D&S)

D&S: Diversified portfolio supporting global defense customers



Diverse and global product portfolio with 30K defense engines

Installed base drives sustainment demand

Differentiated product portfolio including electrical power and avionics

In-region sustainment channels enable long-term agreements

D&S: Our strategic priorities

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TODAY

Service existing fleet and execute on backlog

- Deliver on backlog and support customer readiness
- Leverage FLIGHT DECK in shops and with suppliers
- Increase productivity with yield, flow and value engineering

TOMORROW

Enhance customer offerings

- Ramp new products
- Develop and deliver on international platforms
- Expand sustainment offerings through agentic AI for spare parts needs

FUTURE

Develop technology and capabilities for Edison Works programs

- Well-positioned on advanced engine programs
- Enhance hypersonic and uncrewed applications
- Drive hybrid electric roadmap

Powering critical defense platforms globally

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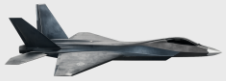
Fighters

~8K installed base

Air Force F-15EX
F110

F-16
F110



Türkiye KAAN
F110

Sweden Gripen
F414

Korea KF-21
F414

F/A-18
F404/F414

India fighter Mk 1/2
F404/F414

Trainers

~1K installed base

Air Force T-7A
F404

T-50
F404

Türkiye Hürjet
F404

Rotorcraft

~17K installed base

AH-64
T700

H-60
T700

USMC CH-53K
T408

South Korea Surion
T700

Leonardo AW189
CT7

AW249
CT7

Edison Works

Advanced combat

Collaborative Combat Aircraft

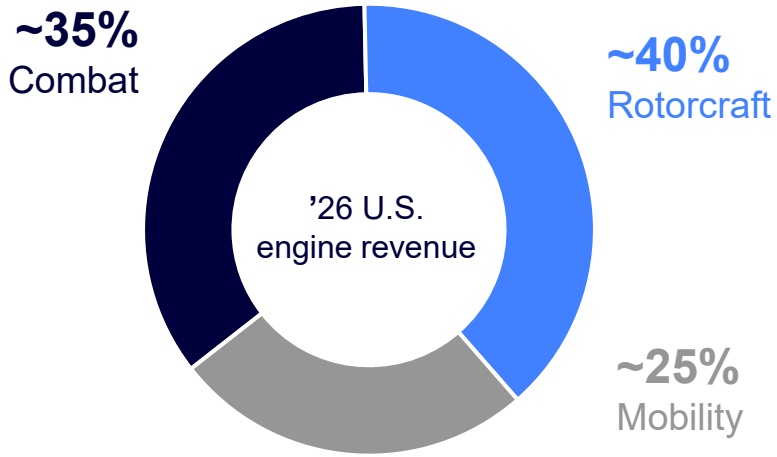
Cruise missiles

Positioned for growth across customer mission sets

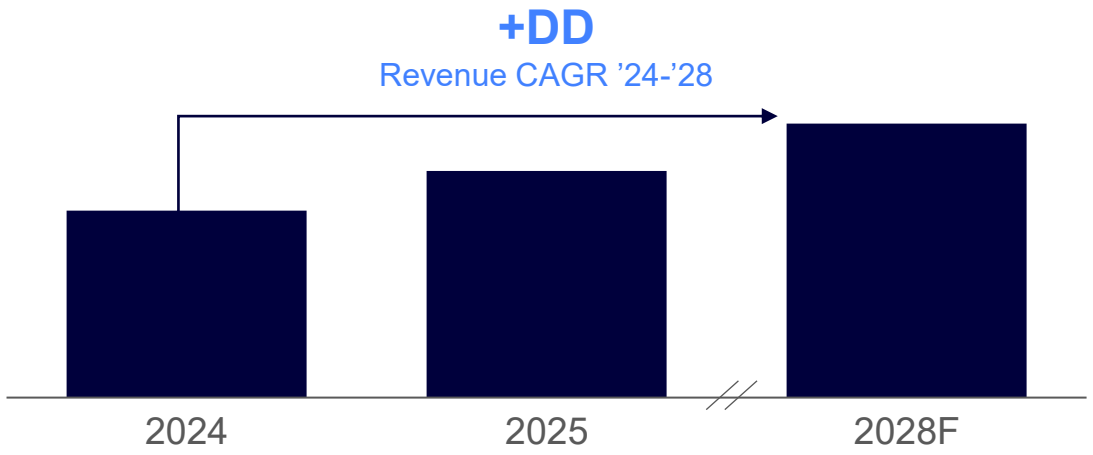
Key growth program

U.S. Department of War programs: Growing >19K installed base

Sustaining large engine fleets today …



… and delivering growth for tomorrow



Combat: Fighters and Trainers

F110 on F-15

- F110 ramping on AF F-15EX
- F404 for trainer recapitalization

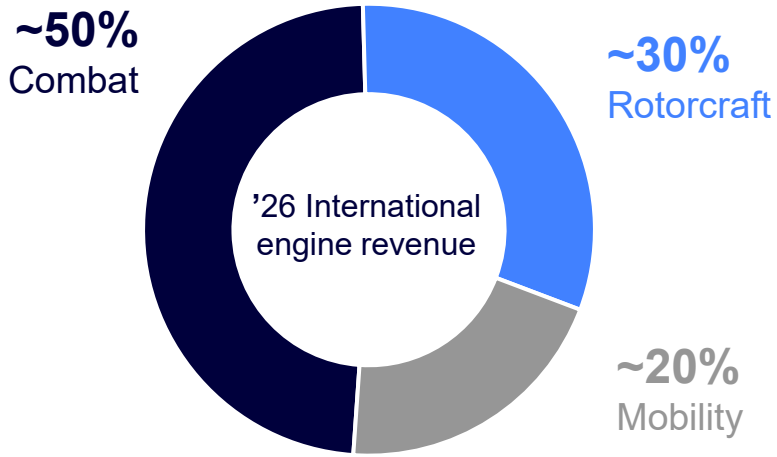
Rotorcraft

T408 on CH-53K

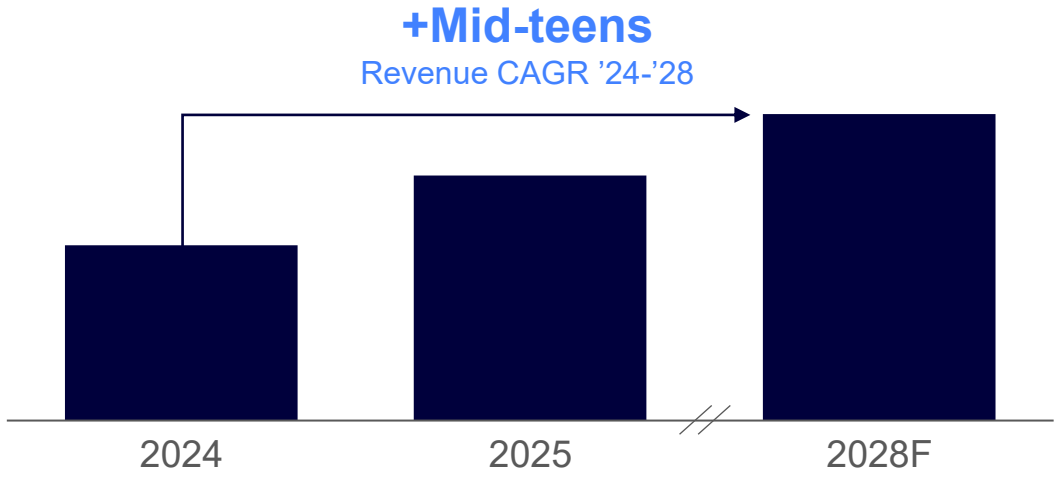
- T408 on growing USMC heavy lift
- T700 across U.S. Army programs
- T901 enables new mission capability

Allied international fleets: Preferred engine provider with ~10K installed base

Growing across engine platforms …



… and driving enhanced profitability



Combat: Fighters and Trainers

F414 on Sweden Gripen

F404 on India fighter

- Customers strongly prefer F110 power for U.S. exports of F-15, F-16
- F404 is the global choice for trainers and light fighters

Rotorcraft

T700 on AH-64

T700 on H-60

- Provider on AH-64 and H-60 exports
- T700/CT7 powering 12 platforms

Growing >$30B DPT backlog across U.S. and allied applications

$5B Air Force IDIQ for F110 engines

$1.4B order for T408 on Marine Corps CH-53K

88 T700 and 40 F404 supporting Surion and T-50 in South Korea

F404 engine order for ramping Türkiye Hürjet

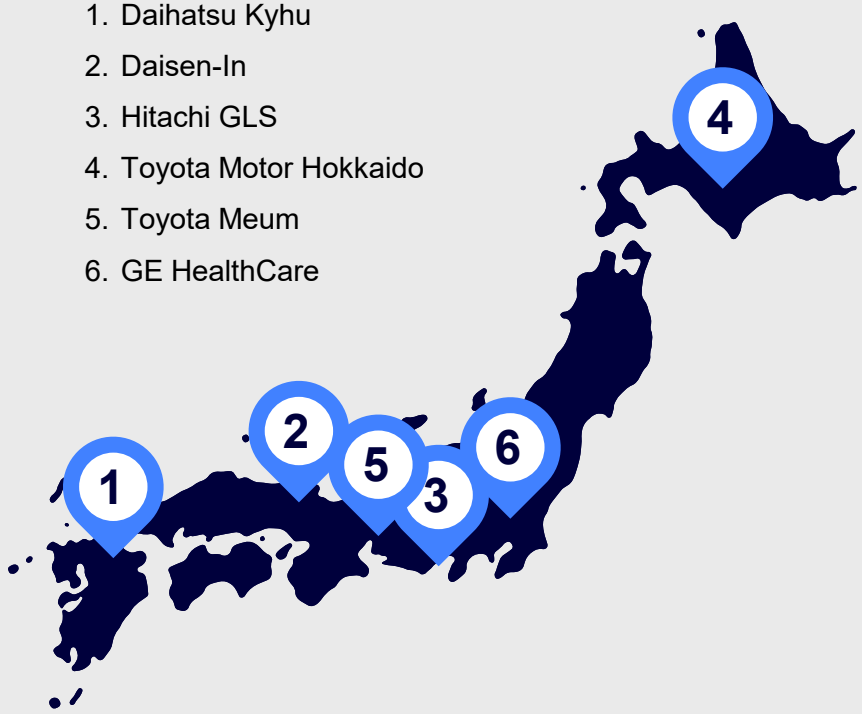
Contract with Indian Air Force to establish F404 depot

Customer preferred engine provider … defense book-to-bill >1x last seven quarters

Lynn Japan study trip: Going to Genba

What we saw:

1. Daihatsu Kyhu
2. Daisen-In
3. Hitachi GLS
4. Toyota Motor Hokkaido
5. Toyota Meum
6. GE HealthCare



What we learned:

- Training is an investment in people
- Make problems impossible to ignore
- Mindset before tools
- Deep respect for operators

What we're bringing to Lynn:

- Diverse shared cohort experience
- Stronger problem-solving coaching
- Improved flow/pull thinking
- Built sharper "eyes for waste"

14 Lynn leaders learning at genba to accelerate our FLIGHT DECK transformation

– FLIGHT DECK – in action: Quality and delivery improvement at Lynn

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Daily management and material flow …

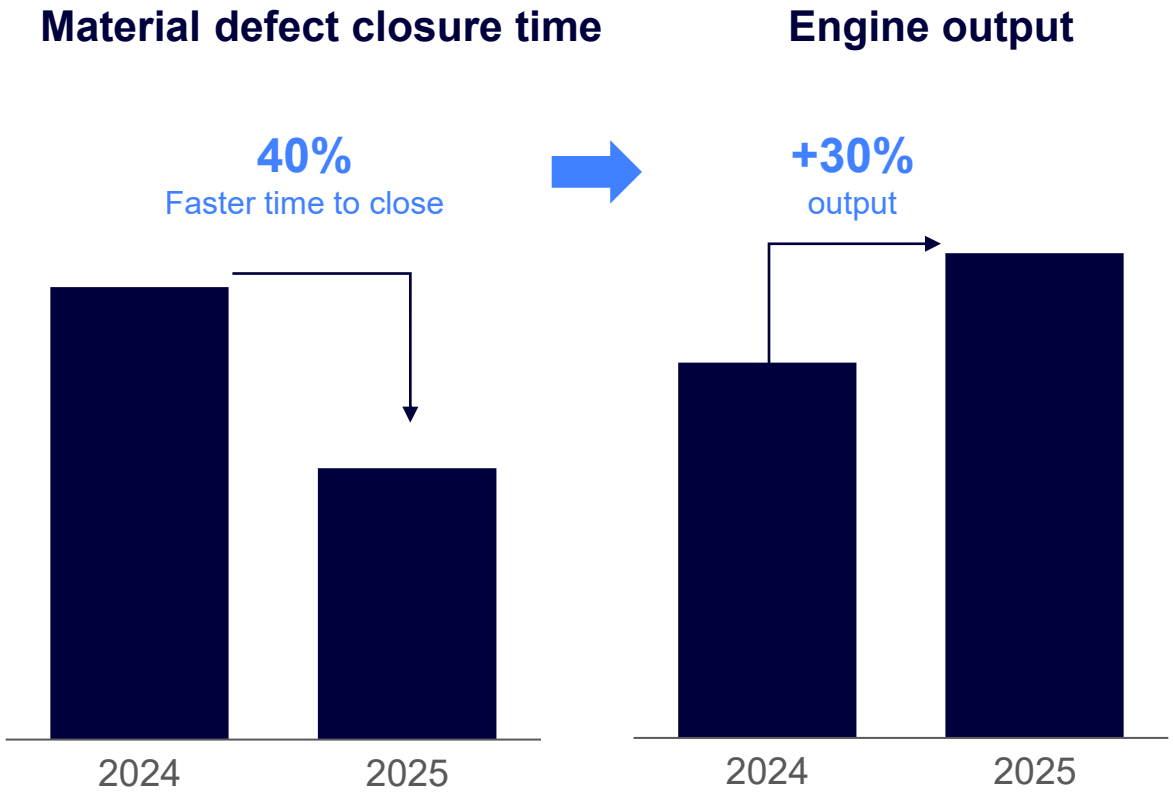
Actions taken …

- Partnering with key material suppliers to optimize flow
- Accelerated daily and visual management across site
- New visual management deployed to make waste visible

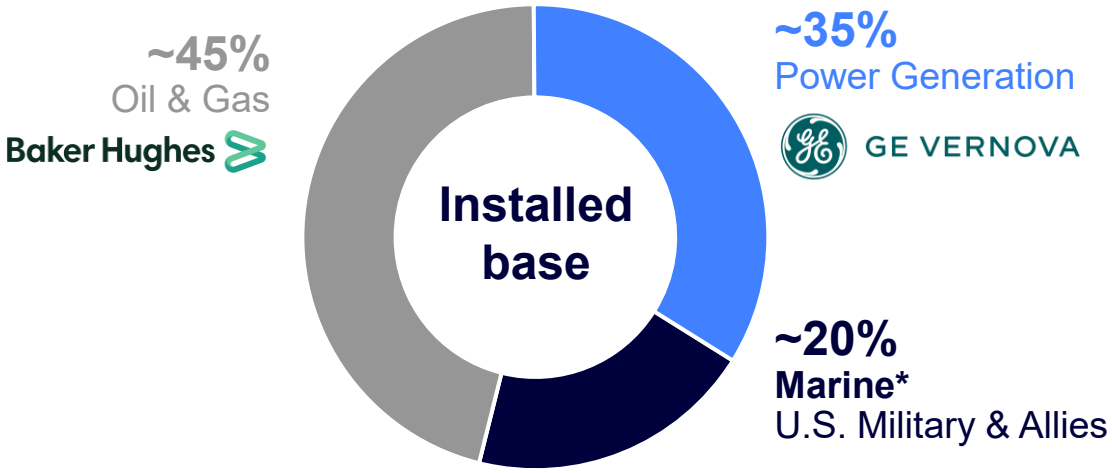
Impact proof points

- **~70%** reduction in T700 post-test lead time
- **~90%** reduction in T700 combustor lead time
- **~50%** reduction in F404 HPT shaft lead time
- **~75%** reduction in F404 HPT rotor lead time
- **>50x** reduction in hydraulic press changeover time … sustained result from Kaizen 2 weeks ago

… driving engine output



Aeroderivatives: Business overview



- >5K aeroderivative gas turbines produced for Power, Oil & Gas and Marine channels
- Meets need for fast, reliable power with compact configuration, quick installation and commissioning
- Integration into D&S streamlines supply chain and technology overlap with marine

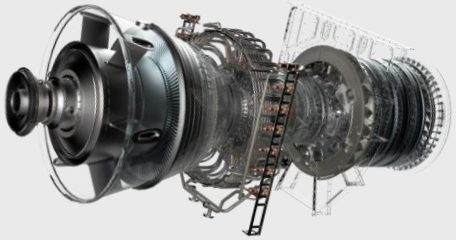
LM2500

- Legacy engine: CF6
- >4K engines; >143M+ hours
- Applications: power generation, oil & gas and marine

LM6000

- Legacy engine: CF6
- >1K engines; >55M+ hours
- Applications: power generation, oil & gas and marine

LM9000



- Legacy engine: GE90
- Applications: power generation and oil & gas

*Part of D&S prior to 2026 reorganization.

Aeroderivatives: Strong growth and improving economics

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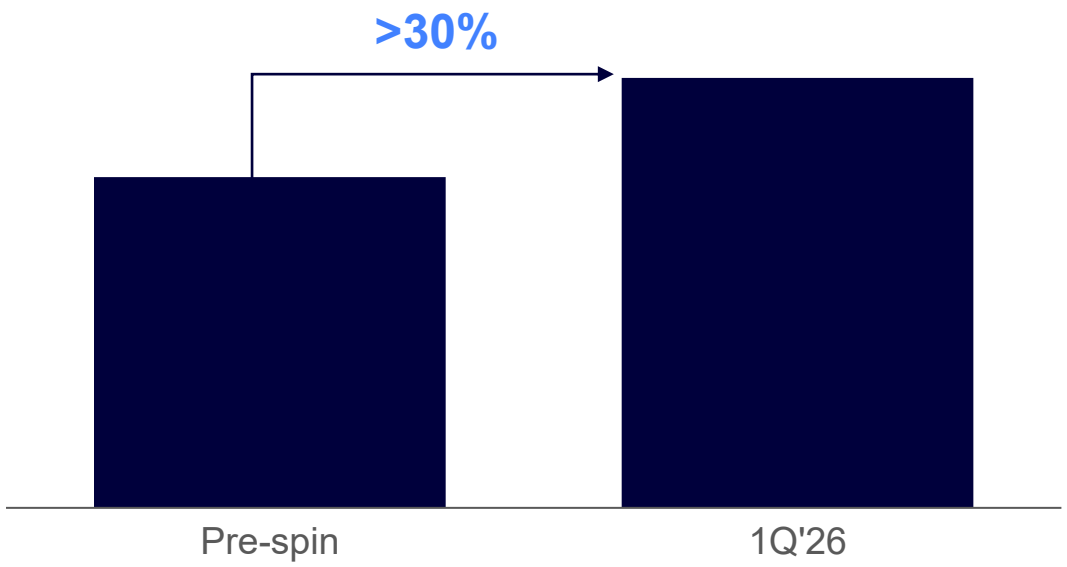
Post-spin economics

Price per unit in backlog



Strong growth from existing & new platforms

- Demand robust and output improving … revenue almost doubling and sold out through end of decade
- Currently delivering pre-spin backlog … new pricing framework starting in ’25 converts to revenue over time
- CFM56 aeroderivative demand extends longevity … new parts to support retrofits, absorbs used serviceable material
- In discussions to partner with new entrants on CFM56 power generation initiatives

Backlog conversion generating margin expansion in ’28+

D&S: Rotorcraft, combat and marine engine provider of choice, innovating next-generation capabilities

Supporting the largest defense engines installed base

Preferred propulsion provider across U.S. and allies

Fulfilling growing demand for U.S. exports to support readiness needs

Propulsion & Additive Technologies (P&AT)

P&AT: Diverse portfolio delivering mission-critical defense solutions

>$4B revenue business

~55% External

~45% Internal

~70% Commercial

~30% Defense

Specialized technologies

Avio Aero
a GE Aerospace company

- Transmissions: accessory and power for fixed and rotary wing
- Turbines: complete low-pressure turbines, incl. additive
- ITAR-free[-a)] engines: turboprops and military
- Italian Ministry of Defense propulsion champion

UNISON — Electro-mechanical controls systems

DOWTY — Medium and large propeller systems

COLIBRIUM ADDITIVE — Additive manufacturing printers and powder

IP-rich products that secure multi-year, recurring lifecycle revenue

(a – International Traffic in Arms Regulations. Export Administration Regulations No License Required.

Components and engines across international and U.S. programs

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	Fighters	Rotorcraft	Next generation
EUROPE + INTERNATIONAL PROGRAMS	**Eurofighter Typhoon** EJ200 partner **Panavia Tornado** RB199 partner	**NH90** T700 **AW249 Fenice** CT7 **AS365 Dauphin** transmissions **AW101** CT7 **H160** transmissions **SA330 Puma** transmissions	**GCAP** engine partner **Eurodrone** Catalyst **Akinci** H-80 test engines
U.S. PROGRAMS	**F-15 / F-16** F110 components **F/A-18 (Super) Hornet** F404 / F414 components **F-35 Lightning II** F135 components **F-22 Raptor** F119 components	**Various** T700 components **AH-64 Apache** T700 components + transmissions **V-22 Osprey** AE1107 components + transmissions **CH-47 Chinook** T55 transmissions **CH-53 Sea Stallion** T408 components	**MQ-25 Stingray** AE3007 components **RQ-4 Global Hawk** AE3007 components **MV-75 Cheyenne II** transmissions **MQ-9 Reaper** TPE331 components

~30K global defense platforms flying with P&AT components

Key growth program

P&AT: Our defense strategic priorities

TODAY

Ramping defense products

- FLIGHT DECK: continued focus on safety, quality, delivery and cost
- Ramp: support services and OE demand for our customers
- Productivity: increase with yield and flow

TOMORROW

Scaling new platforms and strengthening defense readiness

- New programs: Eurodrone and AW249 entry into service
- Supply chain: de-risk, expand capacity and Europeanize
- U.S. growth: build domestic engineering capabilities

FUTURE

Pioneering advanced technologies for future defense

- Fighters: execute on 6th generation GCAP
- Rotorcraft: mature engine tech for Europe's next-generation programs
- CCA: position our technology to capture future opportunities

– FLIGHT DECK – in action: Standard work, flow/pull and value stream management

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Defense Engine Overhaul (Brindisi, Italy)

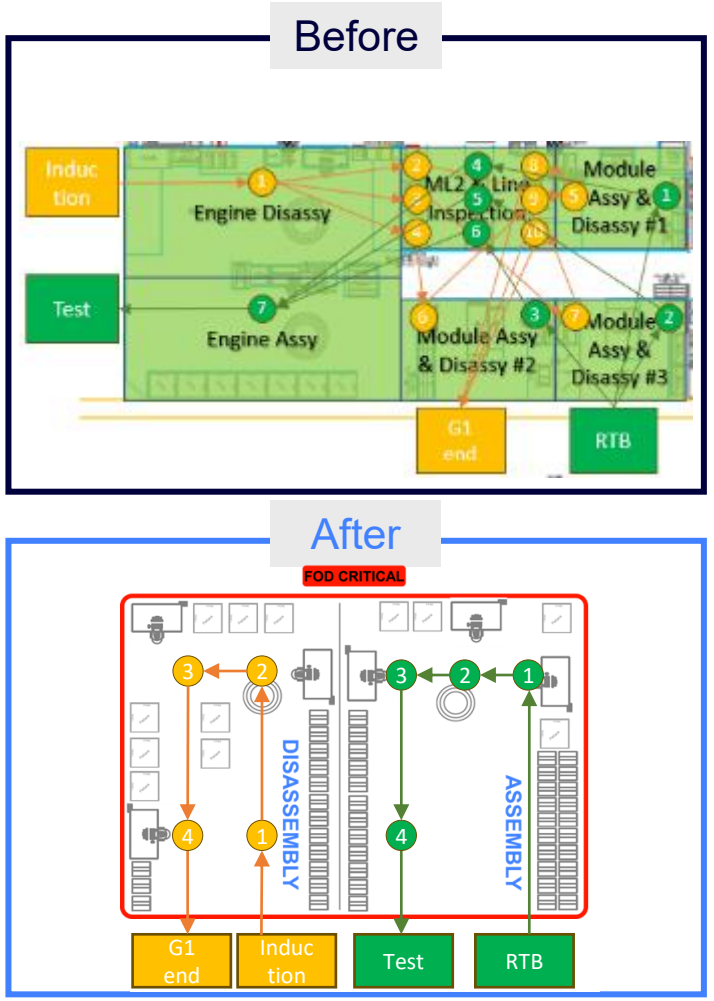
Actions taken …

- Upfront customer collaboration information flow
- Advanced cleaning process introduced
- 44 decision points eliminated
- 8 operators multi-skilled to stabilized flow
- Line balancing to enable flow to takt time

Impact proof points

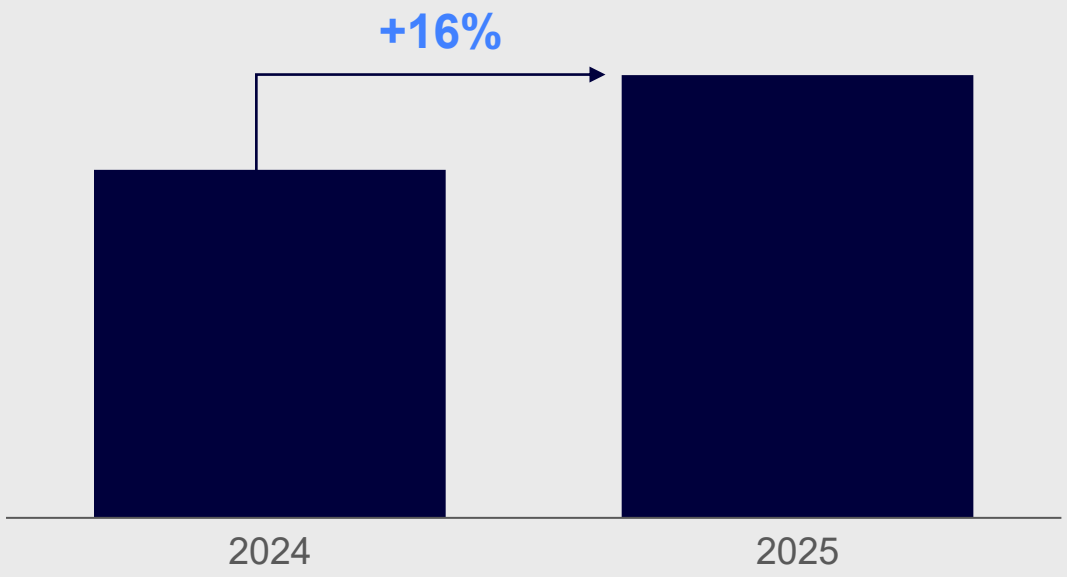
- **0** injuries
- **~50%** TAT reduction
- **~30%** cost reduction
- **~10%** labor efficiency increase
- **~15%** engine productivity conversion

U-cell transformation: improved flow



Meeting growing demand for commercial and defense customers

P&AT revenue growth



Dynamics

- Serving GE Aerospace and external customers as a reliable partner
- FLIGHT DECK and productivity gains offsetting amount of capital investment needed to support ramp
- Investing >$100M in ‘26 for European manufacturing
- Commercial and defense growing at similar rates
  - Military growth driven by EU defense spend, 6th generation development

Driving double-digit revenue growth through FLIGHT DECK, productivity and investments

European defense dynamics

Europe will keep buying U.S. technology …

Powering fighters and trainers

F110 on F-16

+ others

Rotorcraft supporting rapid mobility

T700 on H-60

+ others

Marine turbines for surface vessels

LM2500 on Fincantieri destroyer

… while looking for more independence

Increase spending, buy European

EJ200 on Eurofighter Typhoon

Joint procurement policy, larger orders to strengthen industry

T700 on NH90

Collaborative programs to increase European portfolio

Catalyst on Eurodrone

A complex environment in the process of shaping itself

Eurofighter, the largest indigenous European defense aerospace program

GE Aerospace

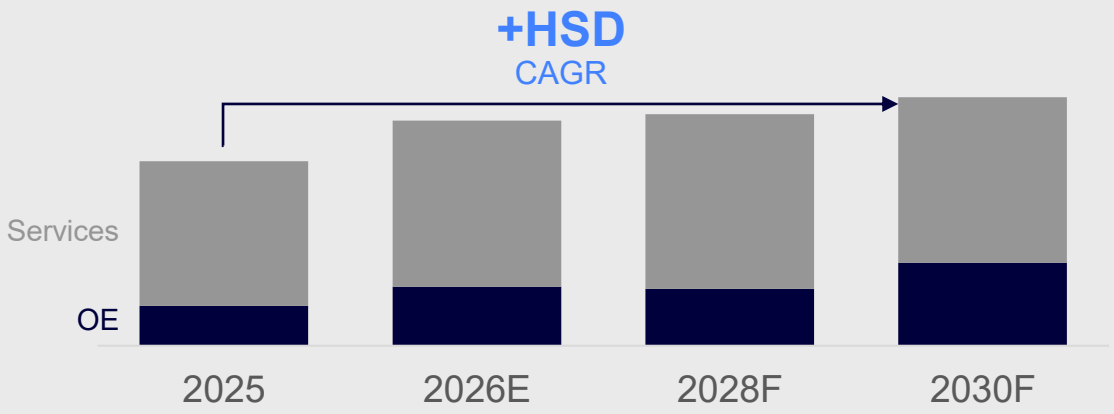
Strong demand continues

- Avio Aero: 21% partner in Eurojet engine consortium
- >600 in operation, 9 nations, backlog of ~300 engines and significant ongoing export campaigns
- Germany, Spain, and Italy expanding fleets, plus Türkiye joins as new customer
- Avio Aero is service champion for Italian Ministry of Defense with full MRO and field support capabilities

Eurofighter

- Powered by EUROJET EJ200 engines

>$4B Avio Aero life of program value



- **EJ200 production** … modules for all partners, assembly for Italian fleet and Italy-led exports
- **EJ200 support** … dedicated MRO line

Backbone of European air defense, combat proven, with sustained demand into next decade

Avio Aero as means to support European defense customers

Italy's lead or participating programs

- Longstanding collaboration with Italian government and industrial stakeholders
- Leveraging readily available, combat proven products meeting interoperability requirements
- Design, integration, manufacturing, assembly capabilities
- In-country local service support and MRO capabilities

~$0.5B remaining program value

CT7 for AW249 Fenice

- Only clean-sheet Western attack helicopter in active development

© Leonardo S.p.A

T700 for European medium lift helicopters – NH-90 and AW101

- Support and fleet re-engine

© CC BY-SA 4.0

LM2500 for European vessels

- Engine of choice for Italian Navy and collaborative nations

© Marina Militare

Readily available, proven GE Aerospace technology for EU defense

P&AT: Strategic defense partner

FLIGHT DECK to drive safety, quality, delivery, cost and output ramp

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Government engagement and local presence to foster D&S products in Europe

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Key propulsion technology to support EU readiness and strategic autonomy

Future of flight

Focused on delivering revolutionary next-generation capabilities

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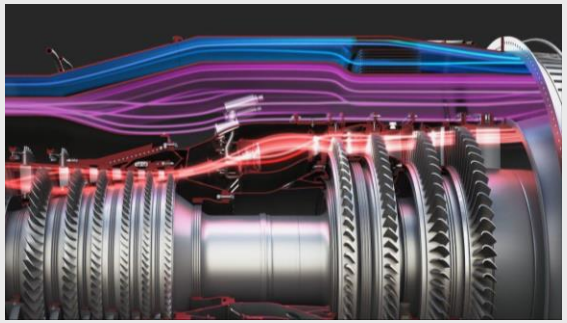


Advanced Combat and Rotorcraft Propulsion

Powering next-generation combat and rotorcraft with greater speed and maneuverability

Uncrewed Propulsion

Developing affordable solutions for next-generation cruise missiles and uncrewed platforms

Hypersonics

Building hypersonic propulsion capability for missiles and long-term high-speed

Hybrid Electric

Improving efficiency with Hybrid electric propulsion

U.S. next-generation combat propulsion

Well-positioned on advanced programs

- Edison Works provides differentiated capability
- Robust propulsion backlog awarded across next-generation opportunities
- Completed Assembly Readiness Review for XA102 adaptive cycle engine … on schedule for next phase
- Avionics and electric power proposals totaling $3B for proprietary next-generation programs

$2.2B

Executable orders

+

$550M

NGAP award in Feb ’25

XA100 engine

Leveraging extensive learnings from XA100 adaptive cycle engine development

International 6th gen fighter: Global Combat Air Programme (GCAP)

Tri-national funding … targeting EIS[-a)] in ’35

- Italy, UK and Japan jointly funding development
- Partner nations have already committed ~$25B for GCAP development, with additional budgeting likely to come
- Avio Aero is a key player … Electrical Power, Avionics, Unison and Colibrium Additive are also involved
- Development of two engine demonstrators ongoing
- Generating >$1B of cumulative revenue ‘26-‘30 in development funding
- CCA expected to be developed and integrated

>$10B Avio Aero life of program value

Equal partner
with Rolls Royce and IHI

>600 engines
expected by partner nations[-b)] and further export opportunities

Significant investment to enhance Europe’s fighter technology, Avio Aero a key player

(a – Entry into service
(b – Export volumes not included; Source: Leonardo Industrial Plan 2025.

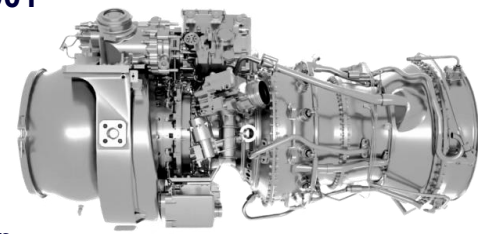
U.S. and allies next-generation rotorcraft: T901 transition from T700

GE Aerospace

Building on decades of T700 experience …

T700

T901



50% more power

25% better fuel efficiency

vs. best-in-class T700

… to enable mission capability with T901

Boeing Apache	Sikorsky Black Hawk
▪ 2X missiles/rockets/rounds ▪ +30min time on station	▪ 2X range (carry more fuel) ▪ 2X payload (13 soldiers vs. 6)

vs. T700-powered Apache/Black Hawk

T700 proudly powering U.S. Army aviation today

- >25,000 engines delivered to date across T700/CT7
- >100 million flight hours, proven reliability and durability
- Powering 1,700 Apache and 4,100 Black Hawks

Accelerating T901 program execution

- First T901 powered Black Hawk flight May ’25
- Preliminary Flight Rating testing complete Jan ’26
- On track to complete engine qualification by late ’27

European Next-Generation Helicopter Engine (ENGHE)

GE Aerospace

Europe defining future rotorcraft strategy

- Sovereignty initiatives driving need for next-generation rotorcraft:
  - NGRC[-a)]: multinational NATO initiative developing future military rotorcraft capabilities for 2035+
  - ENGRT[-b)]: EU-backed effort maturing enabling technologies and architectures for future rotorcraft
- Enhanced mission performance: greater range, higher payload, improved maneuverability and efficiency
- Nations are evaluating preferred design options, with one or multiple platforms likely to emerge

Developing new large engine technology

ENGHE rendering

- Avio Aero signed MoU[-c)] with Safran and MTU to develop underlying technologies
- Backed by ~€25M EU-funded SHARP[-d)] program advancing engine studies and industrial roadmap
- Seeking additional funding for advanced engine demonstrator

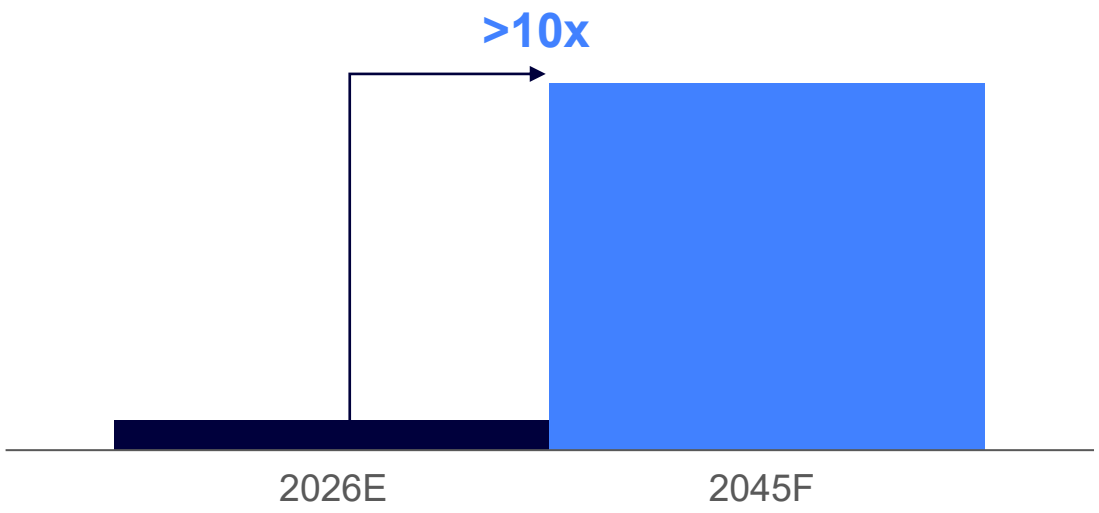
Technology development for Europe's next-generation of indigenous military helicopters

(a – Next-Generation Rotorcraft Capability
(b – European Next-Generation Rotorcraft Technologies
(c – Memorandum of Understanding
(d – Sovereign High-performance Architecture for Rotorcraft Propulsion

Cruise missiles and CCAs: Market opportunity

Global Cruise Missile and CCA Value[-a)]

~$50B opportunity over next 20 years



Delivering affordable combat mass

- Designing with cost in mind … focus on limited life applications and modifying design inputs
- Integrating AI tools to accelerate design with model-based engineering, enabling rapid production
- Investing in production capacity ahead of award
- Partnering with Kratos on missiles and small CCAs
- Medium/Large CCAs: GE426 award, F110 selected to power Shield AI X-BAT, Avio Aero leading AETHER[-b)]

Edison Works developing a range of capabilities and products

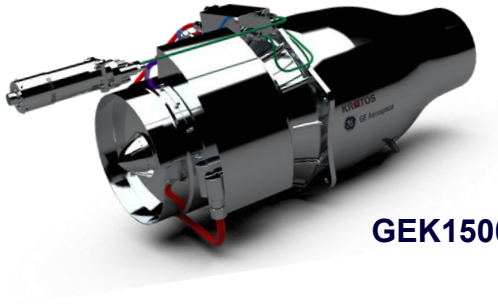
(a – Internal forecast based on DoW and international budgets.
(b – Advanced Engines and Thermal-electric energy for Highly-integrated systems for European Readiness: a 24-partner consortium for medium-to-large thrust-class.

Positioning to power cruise missiles and small uncrewed platforms

Executing strategy for low-cost engines

Affordable engine family

GEK800

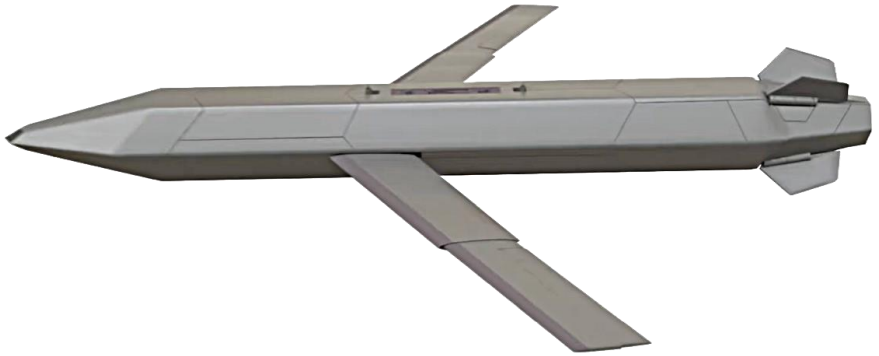


GEK1500

- Partnered with Kratos to develop low-cost engines, leveraging GE Aerospace expertise and Kratos agility
- Optimizing cost through limited-life design approach

Won customer funding, preparing to deliver

Uncrewed application for GEK800



- GEK800 altitude testing completed 4Q’25
- GEK1500 selected to move to Preliminary Design Review in May '26 for small CCA
- Broke ground for low-cost manufacturing facility in 2025

Developing disruptive engines for rapidly growing cruise missile and uncrewed

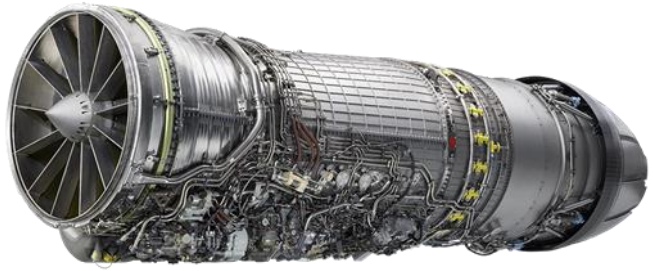
Developing the future of autonomous propulsion solutions

Customer validation of strategy

GE426

- Purpose designed engine for medium CCA platforms
- Awarded Air Force contract to complete preliminary design review in support of medium thrust Autonomous Collaborative Platform

Partnering with disruptors



F110

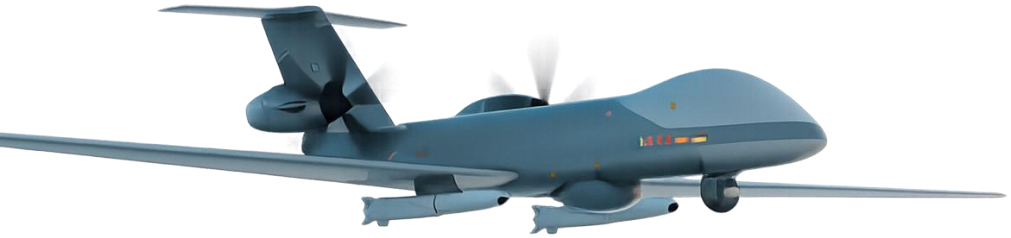
- Proven (11M+ hours) F110 to power Shield AI X-BAT
- Differentiated thrust vectoring enables VTOL ability
- Investing ahead of program demand with U.S. Navy

Meeting future autonomy requirements via purpose-built engines and differentiating technology

Avio Aero maturing technology for future European uncrewed platforms

Turboprop engine OEM for UAV[-a)]

- Eurodrone first EU-natively designed remotely piloted system, targeting EIS by 2030
- Catalyst engine powering Eurodrone delivers greater mission time through improved fuel efficiency
- ITAR-free[-b)] engine supporting defense applications and export



Eurodrone – powered by Catalyst

Collaborative combat

- Avio Aero leading AETHER[-c)]: a 24-partner consortium with ~€48M total funding for medium-to-large thrust-class CCAs
- Focus on advanced architectures enabling performance, efficiency, and scalability
- Strengthening Europe's industrial leadership and defense innovation

(a – Unmanned Aerial Vehicle
(b – International Traffic in Arms Regulations. Export Administration Regulations No License Required.
(c – Advanced Engines and Thermal-electric energy for Highly-integrated systems for European Readiness

Investing in hypersonic solutions for emerging customer needs

GE Aerospace

Differentiated hypersonic technology

Rendering of hypersonic weapon in flight

- Rotating detonation enables lower cost, longer range
- Unique ability to provide integrated propulsion for: high Mach gas turbine + dual mode ramjet
- Pursuing cruise missiles near-term, long-term
- Design cycles accelerated through AI adoption

Customer validation

Solid fuel Ramjet flight test

- Expansive ground tests of rotating detonation ramjets
- First successful flight test of solid fuel ramjet in 3Q’25
- Completed Ramjet integration tests with Lockheed Martin in 1Q’26

Edison Works progressing successful development and testing milestones

Investing in hybrid-electric technology

GE Aerospace

Propulsive, high-voltage technologies

- Implementing Mega-Watt class systems
- Developing architectures for civil and military applications
  - Urban Air Mobility
  - Special military missions
  - High-speed Vertical Takeoff and Landing (VTOL)
  - Helicopters
  - Regional turboprops
  - Next-generation air transport
- Positioning for multiple customer demos

Partnership with BETA Technologies

Developing new turbogenerator around CT7 engine

Beta Technologies MV250

1st application: MV250 military autonomous logistics VTOL

- Sets precedent for hybrid-electric qualification/certification
- First proof flight in 4Q'26 … qualification in '28

Follow-up applications

Civil VTOL

Civil turboprop

Positioned to lead in hybrid-electric propulsion for emerging defense customer needs

Future of flight

Advancing revolutionary technology in Edison Works and internationally

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Partnering with disruptors to develop new capabilities

Well-positioned for growth

GE Aerospace

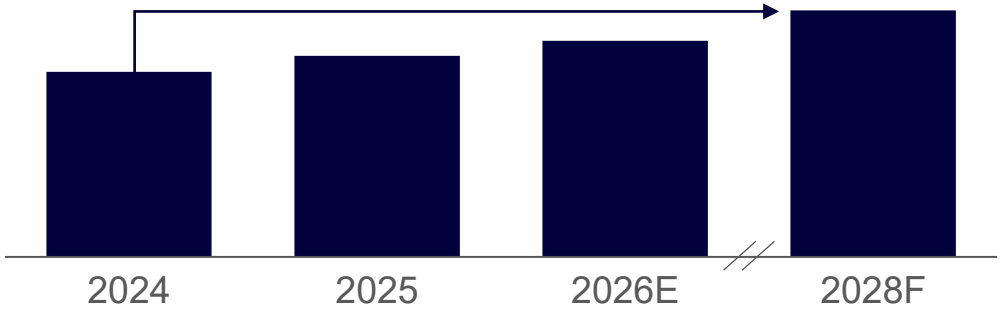
– Outlook

DPT is growing in both U.S. and Internationally

U.S. Revenue

+HSD

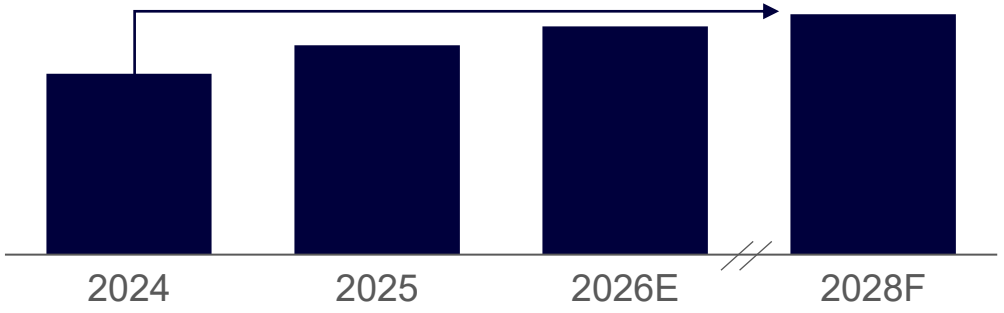
CAGR ’24-’28



International Revenue

+HSD

CAGR ’24-’28

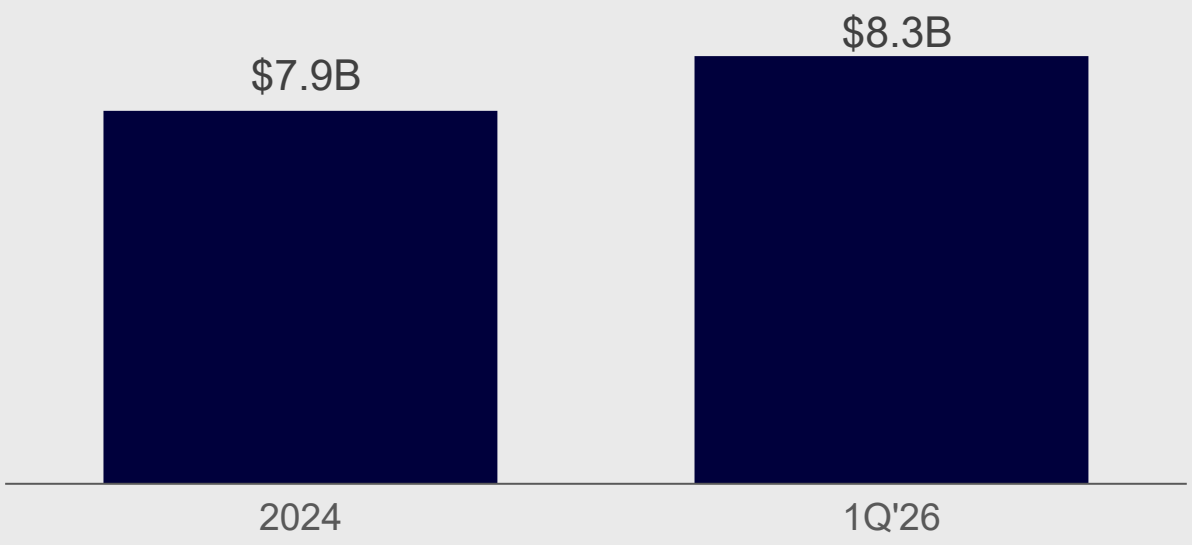


Growth across segments …

- D&S
  - OE ramp: growth across all rotorcraft, combat, marine and mobility
  - Sustainment needs increasing with OE ramp and increased flight hours
- P&AT
  - Diversified portfolio across GE Aerospace and external customers
  - Combat programs (EJ200, GCAP) driving international defense growth

Strong services outlook further supported by current environment

DPT services backlog



Dynamics

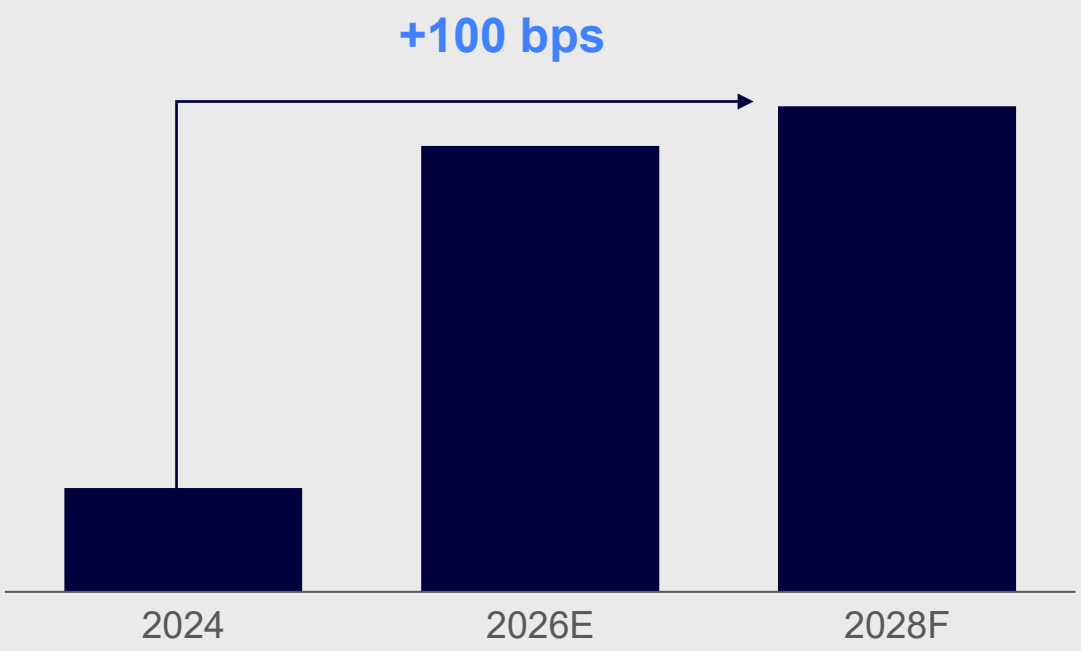
- Strong Defense sustainment supports growing backlog, improving supply constraints to deliver
- Transitioning to new long-term services contract mid ’26 with largest Defense customer … increasing volume and price
- Increased flying hours in Middle East driving replenishment demand in ’27 and beyond

Focused on supporting customers by delivering services ramp and expanded offerings

Offsetting inflation with cost actions

GE Aerospace

Defense productivity



Focused actions

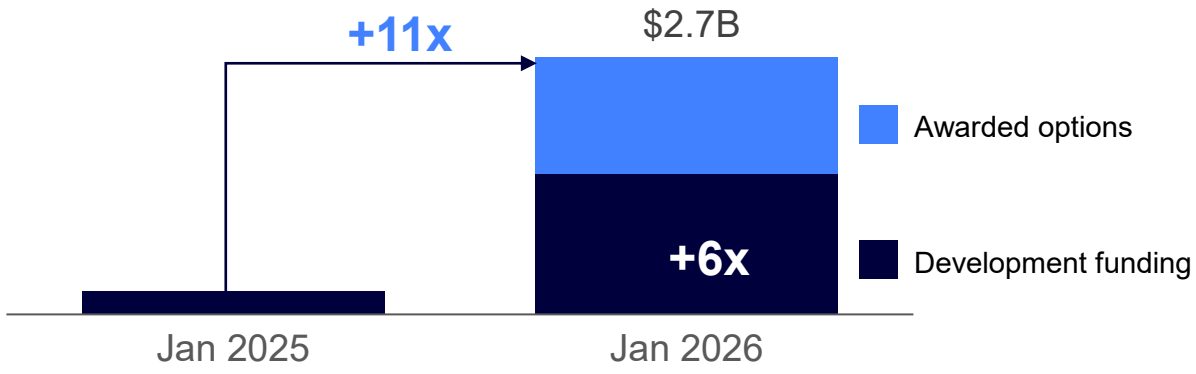
- Defense output +30% without increasing production headcount in ‘25
- Integrating quality, engineering, and sourcing to reduce scrap and rework
- Integrating FLIGHT DECK with our suppliers to drive productivity improvements
- Material flow improving resource and machine utilization

Improving margins with improved productivity and cost actions

Edison Works: Accelerating defense innovation

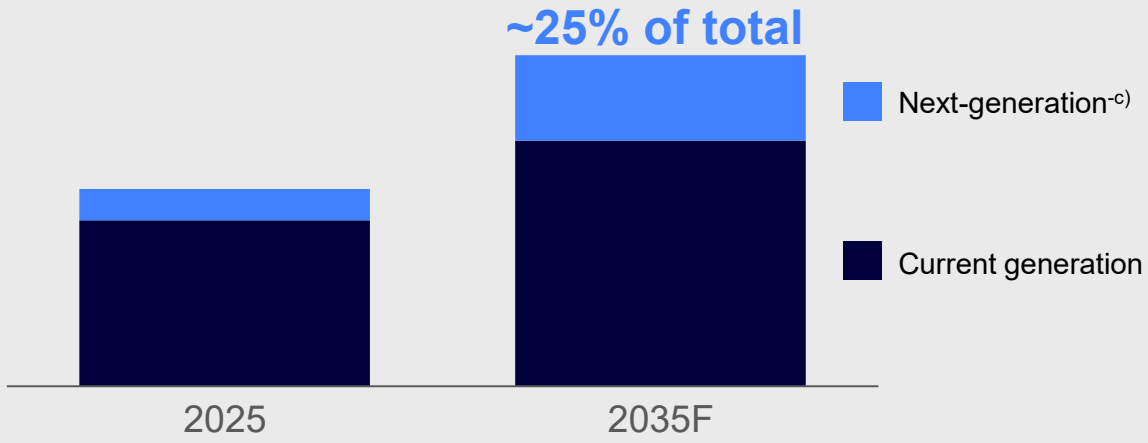
Significant backlog growth

Backlog and Awards



- Edison Works investments +LDD[-a)], supporting backlog
- Investing in tech critical to the warfighter and building strategic capacity to meet growing demand
- Digital and AI investments driving lower risk and cycle time

Growing faster than current generation



- Next generation revenue growing ~double-digits[-b)]
- Well-positioned on Edison Works programs
- Differentiated capabilities and technologies … small uncrewed engines and hypersonics

(a – '24 – '28 CAGR
(b – '25 – '35 CAGR
(c – includes Edison Works and T901 revenue

DPT outlook: growing profit faster than revenue …

Strong growth across both OE and services

Further integrating FLIGHT DECK to drive safety, quality, delivery and cost

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Well-positioned to accelerate growth with Edison Works capabilities and programs

Key messages

Leading provider of mission-critical capabilities and reliable propulsion systems for U.S. and allied militaries

FLIGHT DECK supporting culture and output ramp … growing profit faster than revenue through ’28

Delivering revolutionary next-generation capabilities within Edison Works and internationally


GE Aerospace