Moving innovation forward

June 25, 2026
2026 Sustainability Report

GE Aerospace

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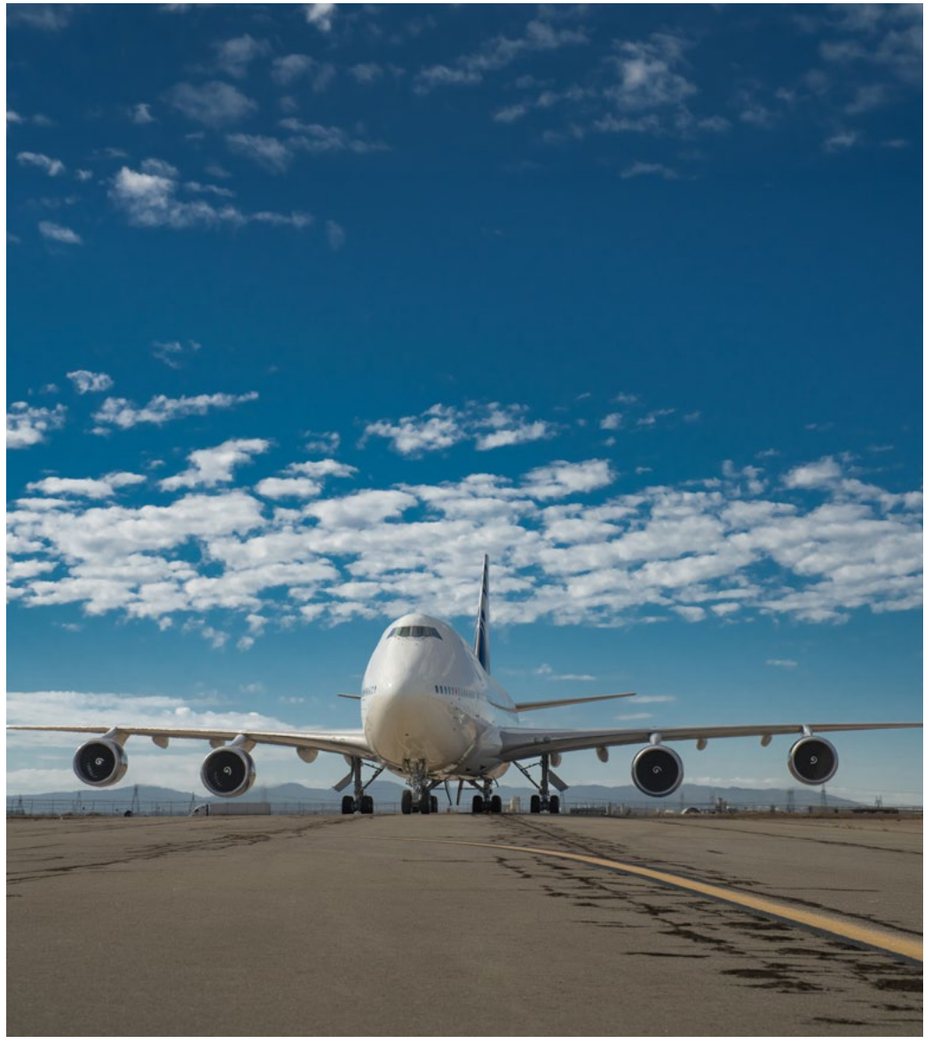


Our purpose

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

About this report

Our 2026 Sustainability Report covers the environmental, social, and governance activities of GE Aerospace, unless otherwise stated.

The performance data in this report and the accompanying 2026 Supplementary Materials cover the calendar year from January 1 to December 31, 2025. In certain places, there is also commentary about events, achievements, and initiatives that took place during the first half of 2026.

We considered three key sustainability reporting frameworks in developing this report: the Task Force on Climate-related Financial Disclosures (TCFD) framework; industry-specific standards from the Sustainability Accounting Standards Board (SASB); and the Global Reporting Initiative (GRI) Standards (Core).

The 2026 Supplementary Materials also include our Greenhouse Gas (GHG) Inventory Management Plan, which primarily follows the World Resources Institute/ World Business Council for Sustainable Development (WRI/WBCSD) Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition (the GHG Protocol). We use the Protocol for all GHG-related definitions, assumptions, and calculations discussed in this document, unless explicitly stated otherwise, reporting under the operational control approach. To learn more about our GHG inventory process methodology, see our GHG Inventory Management Plan.

Carbon emissions data has undergone limited assurance by Stantec, an external third party, for base year 2019 (Scope 1 and 2) and reporting years 2023–2025, as applicable (Scope 1, 2, and 3, category 11). GE Aerospace water data has also undergone limited assurance by the same external third party for 2024 and 2025 data (see the verification statements and applicable data assertions in our 2026 Supplementary Materials document). Internal resources have reviewed the other information and data within this report for quality, completeness, and accuracy.

Download our 2026 Supplementary Materials, which contain information about stakeholder engagement; GRI, SASB, and UN SDGs indices; GHG and water methodologies; and a market-based mechanism statement.

Download our TCFD Report.

Leadership messages

A letter from Larry Culp[1]

At GE Aerospace, our purpose remains clear: to invent the future of flight, lift people up, and bring them home safely. This is what drives us.

Millions of people rely on aviation to connect families, power commerce, and enable economic opportunity. Simultaneously, our industry faces a dual challenge: meeting growing global demand while continuing to strengthen safety and improve engine efficiency. Propulsion innovation is central to meeting this challenge.

Safety first, FLIGHT DECK as our foundation

Safety is our top priority at GE Aerospace. We never compromise on safety. In 2025, our actions reduced our injury and illness total recordable rate to 0.48, significantly lower than the 2024 U.S. aircraft engine and engine parts manufacturing rate of 1.20. To support this commitment, we rely on FLIGHT DECK, our proprietary lean operating model and foundation for pursuing safety, quality, delivery, and cost (SQDC)—always in that order.

Together with FLIGHT DECK, we are applying a zero-defect mindset to strengthen product quality at every step of the process. One example is from our Hooksett, New Hampshire, site where the Novel Vector initiative brought engineers together to identify potential root causes of defects and implement corrective actions, resulting in a 93% reduction in the first five months from August to December 2025. Since then, the team has continued improving delivery reliability for our customers.

Our approach is grounded in our Behaviors—Respect for People, Customer Driven, and Continuous Improvement—and a culture where innovation thrives, collaboration is valued, and customer needs are at the forefront of everything we do. FLIGHT DECK and our Behaviors inform how we advance our sustainability goals. They help maximize operational energy efficiency and support development of technologies that can lower emissions across the industry. While we still have work to do as customer demand and production grow, we continue to take steps toward reducing our Scope 1 and 2 emissions.

Delivering for customers through innovation

Today's dynamic geopolitical environment and its impact on fuel prices for our customers highlight the need for ever-more efficient engines.

We are advancing fuel efficiency and durability by developing materials and coatings that enable improved engine performance while maintaining reliability. Through our CFM RISE program, Open Fan promises a step change in efficiency and durability, projecting significantly reduced dust ingestion and lower core temperatures for improved time on wing compared to next-generation ducted engine designs.

AI is accelerating our FLIGHT DECK model, improving internal efficiencies that go on to advance our customers' needs. For example, our AI-enabled predictive maintenance model forecasts final work scope several months ahead of engine shop visits, reducing service delays and improving turnaround times.

Investing in our future

In 2025, our volunteer hours increased by over 45% compared to 2024, and through the GE Aerospace Foundation, we expanded our Next Engineers program and launched a $30 million workforce training initiative. The Lifting Futures program aims to reach 10,000 workers by 2030, helping ensure a strong pipeline of future workers across the aviation industry.

None of this progress would be possible without our 57,000 employees, whose commitment and ingenuity drive our success. By working as one team, with one strategy, one operating model, and one culture, there is no limit to what we can—and will—achieve.

1 Additional information, sources, definitions, assumptions, and methodology details are provided in footnotes throughout this report.

A letter from Chris Pereira

Global demand for air travel is projected to continue growing in the coming decades, with the International Air Transport Association's latest traffic forecasts showing passenger numbers rising well beyond 2019 levels through 2035 and 2050.

With our expertise in propulsion systems and software solutions, we're well positioned to help our customers operate their fleets more efficiently and lower their total cost of ownership. Our ability to increase engine efficiency and reduce emissions is a critical differentiator, providing significant value to our customers and competitive strength for our company.

With ~$3 billion invested in research and development (R&D) in 2025, innovation remains at the heart of our strategy. Through the CFM RISE program, we are advancing breakthrough technologies including Open Fan architecture, compact core design, hybrid electric systems, and alternative fuel technologies.

In parallel, we are accelerating innovation through targeted partnerships. Our strategic partnership and $300 million investment in BETA Technologies is a recent example. With BETA, we're accelerating hybrid electric propulsion capabilities, particularly in power generation, electrification, and system integration. Together, our portfolio of partnerships and innovations will help us work toward the next generation of engines that aim to be at least 20% more fuel efficient than today's most efficient commercial engines. Through this fuel-efficiency target, we also aim to reduce carbon emissions by at least 20% while continuing to meet customer expectations for durability and reliability.

As the global carbon policy landscape evolves and cost pressures on operators increase, we remain focused on helping our customers operate more efficiently through advanced digital solutions. For example, FlightPulse™ gives pilots access to their own data to enhance performance, efficiency, and safety, while SIGNPOST helps airlines assess decarbonization pathways and navigate evolving policies and regulations. Together, these tools give customers clear, data-driven visibility into their environmental footprint and translate it into practical, actionable opportunities to reduce emissions in both the near and long terms.

Expectations are growing across our industry to measure and reduce emissions through the value chain, and access to reliable supplier data has become essential. To deliver on this, we are actively building out our data governance and methodologies to ensure accuracy, transparency, and alignment with evolving regulatory requirements.

By combining propulsion expertise with software capabilities—and prioritizing fuel efficiency, durability, and reliability—we are helping our customers make measurable progress on performance, emissions, and cost of ownership.

H. Lawrence Culp, Jr.
Chairman of the Board and Chief Executive Officer, GE Aerospace

Christoph Pereira
Chief Executive Officer, Software as a Service, Aerospace Carbon Solutions (ACS), and Sustainability, GE Aerospace

GE Aerospace at a glance

On a global scale, the aviation industry provides significant value to society. Air transport facilitates the movement of people, goods, and ideas across the world, as well as powering economic growth, trade, tourism, and investment. GE Aerospace's history of innovation and our global footprint position us well for creating solutions that are key to the growth of the industry.

Aviation industry[2]

$4.1T
in global economic impact from aviation (including direct, indirect, induced, and tourism catalytic)

3.9%
global GDP supported by aviation

86.5M
jobs supported by aviation worldwide

~29K
commercial aircraft in service

35.3M
scheduled commercial flights worldwide in 2023. In 2024, 38.7 million flights were expected.

1.7M
employees in civil aerospace (engineers and designers of civil aircraft, engines and components, manufacturing technicians, logistics, maintenance, quality assurance, research and development, and executives)

GE Aerospace in 2025

$42.3B
adjusted revenue[3]

~$3B
invested in research and development[4]

~57K
employees

~80K
~50K commercial[5] and ~30K military aircraft engines installed

3 out of 4
commercial flights are powered by GE Aerospace or partner engines[5]

~1M
people flying at any given time on GE Aerospace-powered aircraft[5]

2 Air Transport Action Group (ATAG): Aviation Benefits Beyond Borders, December 2024. ATAG's December 2024 report cites Cirium's Fleets Analyzer data as of December 31, 2023.
3 Non-GAAP financial measure.
4 Amount represents research and development as reported and defined in our 2025 Form 10-K and includes customer and partner funding.
5 Includes equipment made by GE Aerospace and joint ventures.

Driving continued progress with FLIGHT DECK

FLIGHT DECK is how we deliver for our customers, with a relentless focus on safety, quality, delivery, and cost (SQDC), in that order.

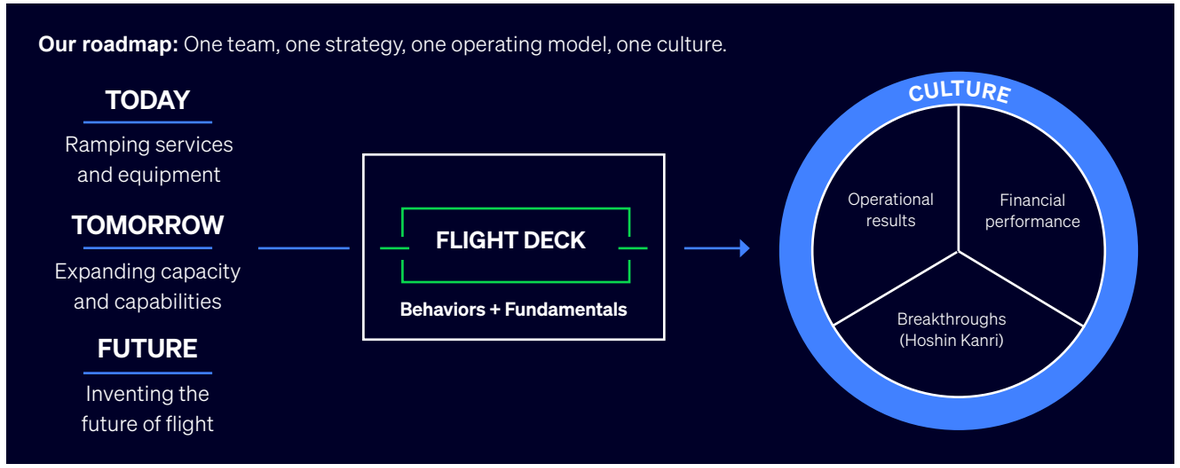
Our lean operating model

FLIGHT DECK is our proprietary lean operating model. It is how we work, leveraging the Fundamentals, or the tools and principles, to deliver exceptional value for our customers, along with our Behaviors that reinforce the culture we aspire to create.

As a global company, we are mindful of the impact our actions have on our people, our customers, our suppliers and partners, the communities where we live and work, and the environment. FLIGHT DECK is how we translate strategy into operational and financial outcomes, as well as strategic breakthroughs, all while advancing our culture.

Teams across the globe are putting FLIGHT DECK into action to drive measurable impact. Our employees are embracing a continuous improvement mindset and activating FLIGHT DECK in ways that improve our processes and eliminate waste.

Working as one team, with one strategy, one operating model, and one culture, we are delivering on our purpose to invent the future of flight, lift people up, and bring them home safely.



FLIGHT DECK in action

A safety-first culture
Our team in Greenville, South Carolina—focused on the production of blades for a variety of engine programs—exemplifies our company's commitment to safety. Leveraging FLIGHT DECK Fundamentals and Behaviors, the site has had zero recordable incidents in the past three years while increasing output by 35% to meet customer demand. Their results reflect a safety-first mindset and demonstrate a daily commitment to Respect for People.

Scaling impact across our supply base
GE Aerospace has transformed how we deliver demand signals to our suppliers, improving short-term forecasting stability while increasing long-term visibility. This enables deeper partnerships that help us keep our customer fleets flying and enable delivery on our new engine backlog. At Steel Tool and Engineering, a key partner supporting CFM LEAP turbine blade assemblies, demand was outpacing production capacity. To help close the gap, GE Aerospace and Steel Tool employees hosted a joint kaizen event and used FLIGHT DECK to analyze the production system, improve processes, and unlock capacity. The cross-collaborative work helped deliver a tenfold increase in average weekly output.

Learn more about FLIGHT DECK in action.

FLIGHT DECK is how we deliver for our customers.

Our sustainability framework

With more than 100 years of history, GE Aerospace remains dedicated to innovating technology to lift the quality of life for people around the world.

Our sustainability framework, which is informed by our sustainability issues assessment,[6] serves as a North Star for how we approach sustainability. This framework consists of four pillars—safety, environment, people, and governance—within which we set strategic targets and key performance indicators (KPIs), implement programs, and build industry partnerships through which we can make the greatest impact.

We embrace collaboration with thought leaders and experts, continuously refining our programs to uphold our mission. With around 57,000 employees dedicated to our purpose, our journey continues with a steadfast focus on our sustainability priorities.

Throughout this report, we highlight how our innovative technologies, our commitment to integrity, our strategy, and our sustainability programs help bring these priorities to life.

6 GE Aerospace performed a sustainability issues assessment in the fall of 2023. Results from this assessment informed our sustainability framework.

We put safety first and look to continuously improve our products, processes, and operations.

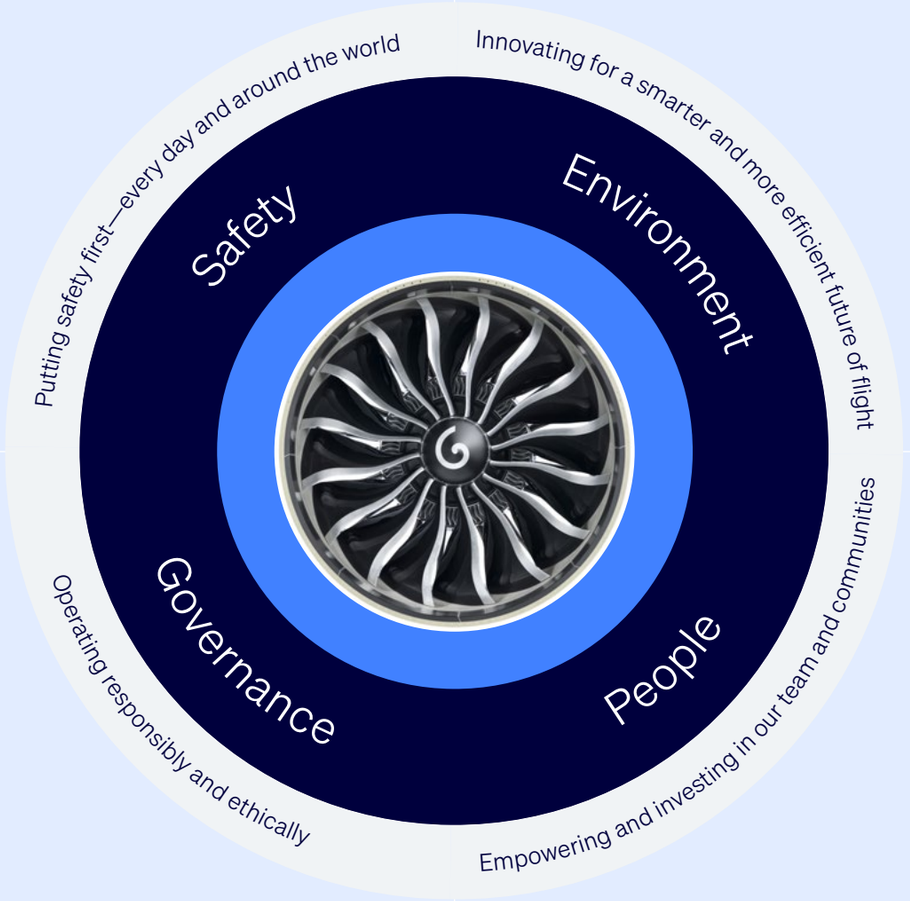
Topics

- Product Safety and Quality
- Employee Health and Safety

We build on the spirit of invention that has fueled us for over a century to help achieve net zero carbon for Scope 1 and 2 operational emissions by 2030 and support the industry's net zero by 2050 ambition.

Topics

- Product Innovation and New Technology
- GHG Emissions and Energy Efficiency
- Climate Change Mitigation and Resilience
- Hazardous Materials Management
- Circularity



We create accountability, operate ethically, and balance the needs of our stakeholders while supporting risk management and long-term value.

Topics

- Governance
- Business Ethics
- Risk Management
- Data Privacy and Security

We are passionate about lifting people up in the communities where we live and work.

Topics

- Culture
- Talent Development and Engagement
- Employee Wellbeing
- Community Development
- Human Rights
- Supplier Responsibility

Blade pictured to the right is GE9X front view.

Value creation at GE Aerospace

The value we create at GE Aerospace is derived from our investments, infrastructure, people, and expertise, as well as the operational activities of our business.

Our business activities[7]

Commercial Engines & Services and Defense & Propulsion Technologies

1. **Research and development**
   We prioritize safety, quality, and performance when developing our products.
2. **Design**
   Durability is a key consideration in the selection of materials and in overall engine design. Selecting the right material—and designing it appropriately for its operating environment—reduces the need for frequent replacement while balancing durability, repairability, weight, and performance.
3. **Sourcing**
   We strive to maintain ethical and responsible supply chains.
4. **Manufacturing**
   We manufacture engines with the right processes in place and an advanced product quality planning toolkit for managing change.
5. **Systems**
   We provide advanced technologies critical to aircraft performance, including integrated propulsion systems that create engine energy efficiencies and advanced flight management tools.
6. **Sales and services**
   We have a wide range of world-class engines to support the needs of customer fleets spanning widebody, narrowbody, regional jets, and business jets.
7. **Product maintenance, repair, and overhaul**
   We offer solutions for every stage of an engine's lifecycle. Our suite of services accommodates the full range of needs and operational priorities.
8. **End of life**
   We have a portfolio of products and services dedicated to used material inventory management, consignment and brokerage services, and distribution of used serviceable engine parts and line replaceable units.

Stakeholders

Customers
- ~$3 billion invested in research and development[8]
- Customers in approximately 120 countries
- Durable, reliable engines and services

Employees
- 57,000 employees
- 5,000 U.S. workers anticipated to be hired in 2026
- Competitive compensation and benefits
- 99.7% compliance training completion[9]
- 0.48 recordable injury rate[10]
- Safe and respectful workplace

Shareholders
- $42.3 billion adjusted revenue[11]
- $9.1 billion operating profit[11]
- $7.7 billion free cash flow[11]

Suppliers
- $1 billion invested in our U.S. manufacturing sites and supplier base in 2025
- 13,000+ suppliers (direct and indirect)

Communities
- $22.5 million in GE Aerospace family giving[12]
- More than 50,000 employee volunteer hours[13]

7 Business activities shown in this diagram are not inclusive of all GE Aerospace businesses.
8 Amount represents research and development as reported and defined in our 2025 Form 10-K and includes customer and partner funding.
9 Completion by <100% includes employees who are on leave and recent new hires.
10 Number of injury and illness cases globally for calendar year 2025 as measured against Occupational Safety and Health Administration (OSHA) recordability criteria. Number excludes contractors and corporate holdings.

Our awards and recognitions

- Glassdoor's 2026 Best Places to Work—named to Top 100 U.S. list
- Named to Fortune's 2025 World's Most Admired Companies, our first time in the top 50 as a standalone company
- Aviation Week Laureate Award for Maintenance, Repair, and Overhaul awarded to GE Aerospace's Services Technology Acceleration Center (STAC)

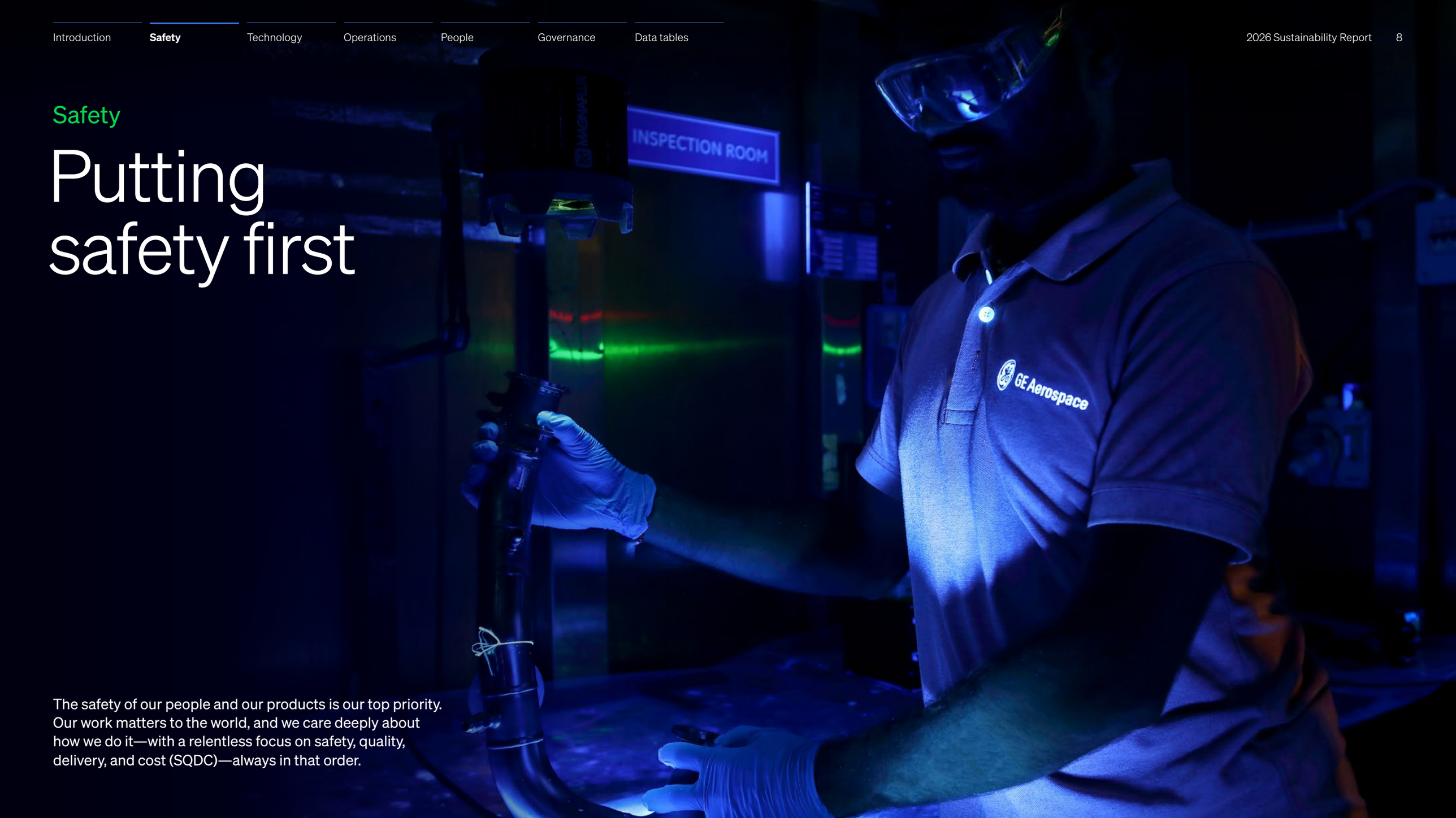
UN Sustainable Development Goals

The United Nations Sustainable Development Goals (UN SDGs) are an interlinked agenda of 17 objectives to help address humanity's most pressing global challenges. We have been a signatory to the UN Global Compact since 2008. To learn more about the UN SDGs that are most relevant to our business, please see our 2026 Supplementary Materials.

11 Non-GAAP financial measure.
12 GE Aerospace and the GE Aerospace Foundation continued to build on a legacy of more than 100 years of philanthropic leadership in 2025. GE Aerospace family giving includes company contributions, GE Aerospace Foundation contributions (including matching gifts), and employee and retiree giving.
13 Includes 10,941 GE Aerospace volunteers contributing 45,335 hours of their time to support 874 GE Aerospace-led projects around the world, with an additional 4,860 hours from a GE Aerospace retiree-led project.

Safety

Putting safety first



The safety of our people and our products is our top priority. Our work matters to the world, and we care deeply about how we do it—with a relentless focus on safety, quality, delivery, and cost (SQDC)—always in that order.

Product safety and quality

Given the central importance of product safety to the company, our Board of Directors provides regular oversight of and engagement on product safety and quality.

The design and production of our commercial engines are governed by some of the most stringent regulatory regimes globally, with oversight from the U.S. Federal Aviation Administration (FAA) and the European Union Aviation Safety Agency (EASA). These and, where applicable, other authorities oversee and certify every stage, from design, development, and testing through manufacturing, operation, and maintenance. In addition, both the FAA and EASA mandate safety management systems, quality management systems, supplier oversight, and product conformity audits to ensure ongoing compliance. This rigorous framework ensures that safety and quality are not just optimal practices but embedded legal and operational obligations across our entire portfolio.

Our holistic approach to product safety and quality

Keeping our customers at the center, GE Aerospace has expanded its Commercial Engines & Services (CES) business to now manage the entire commercial engine lifecycle, including safety and quality, product management, engineering, supply chain, manufacturing, and aftermarket services.

Safety is our top priority at GE Aerospace. As such, the Safety team maintains its independence by reporting regularly on safety directly to the Chairman and CEO. Additionally, our Flight Safety Office serves as a technical resource for the business as well as an internal audit function, providing another layer of internal oversight.

Dedicated cross-functional product safety rhythms further support our commitment to safety. They include:

Safety Program Management Teams (SPMTs): Each engine product line reviews and addresses potential model-specific product safety concerns across all aspects of manufacturing, field performance, maintenance, and repair, ensuring potential emerging trends are evaluated and identified actions are implemented.

Enterprise Safety Program Management Team (ESPMT): This enterprise-level team verifies that potential product safety concerns reviewed in product-level SPMTs are “read across” all product lines to understand if a potential issue could impact other product lines.

Product Safety Review Board (PSRB): The PSRB independently monitors the progress of investigations and corrective action plans defined by the individual SPMTs and the ESPMT, ensuring closure actions are completed.

Safety, quality, delivery, and cost (SQDC)—always in that order.

Our Safety Management System (SMS)

Our strong product safety focus is incorporated in our SMS. GE Aerospace implemented its SMS for aircraft engines in January 2013, over 10 years before the FAA proposed requiring it. In 2017, GE Aerospace was the first original equipment manufacturer to have its SMS accepted by the FAA.

Our SMS applies across all our engine product lines, not just the parts of the business operating under the privileges of FAA authorizations, including Defense and Systems, Propulsion and Additive Technologies, and aero-derivative businesses, as well as other affiliates and subsidiaries.

Our SMS is founded on four key tenets, following the International Civil Aviation Organization (ICAO) standard:

Policy: Embedding top-down commitment to safety in our policies

Promotion: Creating a positive safety mindset through training, education, and awareness

Risk management: Executing independent risk assessments that follow the approved FAA process

Assurance: Validating the effectiveness of risk-control strategies in design, manufacturing, quality, and product performance

Our SMS is interconnected with our Quality Management System (QMS), aiming to produce quality parts and products to specification every time while complying with all regulations. We seek to drive continuous improvement in all of our processes within our SMS and QMS—including deploying FLIGHT DECK, our proprietary lean operating model—to continue to raise the bar on safety and quality. Learn more about our SMS and how it helps us mitigate risks.

SMS awareness training

GE Aerospace provides employees with dedicated training on our SMS and its objectives to ensure it is effective in practice. This training builds awareness of our SMS, safety culture, each employee's responsibilities for product safety, and the critical importance of reporting product safety concerns. Additionally, we provide leadership teams with in-depth training to help them understand and promote our SMS.

Raising safety concerns

GE Aerospace encourages and empowers employees to report safety concerns voluntarily and, if desired, confidentially, without fear of retaliation. Our Open Reporting program provides multiple options for employees to raise safety concerns, including directly through their supervisor, using an anonymous hotline, and via the SPMTs. Employees with a computer can also submit safety concerns through additional digital reporting channels. A dedicated team evaluates these concerns and directs them to the appropriate stakeholder. We value safety concerns submitted by our employees and want everyone to raise any issues they may have.

Soliciting employee feedback

As everyone at GE Aerospace is responsible for safety and compliance, we regularly invite employees to participate in surveys to gauge knowledge of the importance of safety across our operations and business units. Participants help identify areas that are working well and highlight opportunities to increase education and take action.

Key industry groups and associations

GE Aerospace regularly participates in safety forums with regulators, other manufacturers, and industry associations to support our approach to risk management and to help the industry continue to improve its safety performance. Key forums addressing safety issues include the FAA Aviation Rulemaking Committees and the FAA Aviation Rulemaking Advisory Committees.

Examples of industry groups:

- Aerospace Engine Supplier Quality (AESQ) Consortium
- Aerospace Industries Association (AIA)
- Aerospace, Security and Defence Industries Association of Europe (ASD)
- Aviation Supply Chain Integrity Coalition (ASCIC)
- Design and Manufacturing Safety Management System Focus Group (D&M SMS Focus Group)
- General Aviation Manufacturers Association (GAMA)
- International Aerospace Quality Group (IAQG)
- International Audit Practice Consortium (IAPC)
- National Safety Council (NSC)
- Rotor Integrity Steering Committee (RISC)

CF-34 engine.

Our product quality framework

All new aircraft engines and component parts are manufactured under production quality systems that are approved by military and commercial aviation authorities and certified to conform to their type design. Similarly, fielded engines and component parts serviced within GE Aerospace shops are maintained to original manufacturer requirements using original manufacturer component parts and repairs, then returned to service under applicable commercial aviation maintenance organization approvals.

Underlying these commercial aviation regulatory approvals, our quality framework drives actions that include:

- Developing our people through continuing education
- Creating a mindset that strives for, but doesn't assume, zero defects, with the right processes in place and an advanced product quality planning toolkit for managing change
- Optimizing our quality and business management processes

Inspection technology and innovation

We have a suite of advanced imaging technologies and methods that help us address safety and quality while driving faster, more efficient, and more sensitive aircraft engine inspections. These include ultrasound, X-ray, computed tomography scans, flash thermography, eddy current testing, fluorescent penetrant inspection, magnetic particle inspection, and dimensional metrology.

These modalities are commonly used in combination during part manufacture and subsequent field inspections to help the engineer best determine both initial quality and continued serviceability or repairability.

Image-processing algorithms are developed for each inspection method to improve the accuracy and consistency of data interpretation.

We also strive to identify new methods that can increase the types of defects we can proactively detect within our components across the manufacturing and in-service lifecycle of parts.

We have voluntarily completed thousands of enhanced inspections of in-service critical rotating parts and enhanced our ultrasound, eddy current, and fluorescent penetrant inspections of critical rotating parts during production. Our researchers have also pioneered new inspection technologies for use at the engine module level during scheduled maintenance events without driving additional cost, turnaround time, or increased workscopes.

Teaming up with suppliers

We have an oversight system and tools in place to support our suppliers in meeting our standards and in contributing to our efforts to continue to improve quality and create a philosophy that strives for, but doesn't assume, zero defects.

A strong and resilient supply chain is essential to delivering for our customers. Having announced plans to invest nearly $1 billion in our U.S. factories and external supply chain in March 2025, GE Aerospace is investing another $1 billion in its U.S. manufacturing sites in 2026. As part of this latest $1 billion commitment, we are investing more than $100 million in our external supplier base. These funds will provide tooling and equipment to help stabilize production schedules.

Combating unauthorized parts in the supply chain

The Aviation Supply Chain Integrity Coalition is a collaborative industry initiative focused on preventing repeated incidents and mitigating emerging and future threats. To help prevent unauthorized parts from entering the aviation supply chain, in 2024, the Coalition issued 13 recommendations across three critical areas: strengthening vendor accreditation, digitizing documents and signatures, and improving part traceability.

The Coalition's implementation progress update outlines how members and other industry participants have begun implementing these recommendations, reflecting measurable progress across the sector. For example, 90% of respondents report using suppliers that meet voluntary accreditation standards, an important step toward strengthening supply chain integrity. The Coalition's impact was recognized in 2025 with Aviation Week's Grand Laureate Award in the maintenance, repair, and overhaul (MRO) category.

GE Aerospace—which led the formation of the Coalition with leaders from across the aerospace industry—is advancing these efforts by deploying a signature validation tool across its MRO shops and on-wing support facilities. The tool enhances the integrity of Authorized Release Certificates by verifying the identity, employment, and authority of signatories.

This deployment builds on earlier work to digitize key MRO paperwork and use AI to verify that data fields are valid and match other records.

Working with commercial customers

Being customer-driven starts with measuring our performance through the eyes of our customers and meeting their expectations in terms of safety, quality, and durability. We work closely with airlines around the globe to help ensure they have the information they need to safely operate and maintain our engines throughout the product lifecycle.

In-region customer support teams

We support our customers around the globe 24/7 through a global network of dedicated aviation professionals, training centers, web centers, On Wing Support technicians, and more.

This support is further enhanced through our Customer Experience Centers, where real-time fleet data is monitored using advanced analytics, AI, and machine learning to help identify and address potential operational issues before they impact safety or reliability. Serving as global hubs, the Customer Experience Centers in Cincinnati and Shanghai provide 24/7 monitoring, expert collaboration, and data-driven recommendations that support both on-wing and off-wing maintenance activities to help maintain the safe operation of engines.

Further information about GE Aerospace's customer support can be found online.

24/7

global customer support

Flight Operations team

We have a team of pilots with engineering expertise whose flight ratings cover nearly every commercial aircraft type powered by GE Aerospace or GE Aerospace partnership engines. This team enables direct pilot-to-pilot dialogue, ensuring those who fly aircraft with engines we designed and produced have insights to augment their experience.

Customer training

We deliver comprehensive maintenance training and online learning aids to support our customers. Our world-class maintenance courses are offered at six global training facilities and blend academic instruction with practical, hands-on experience. The training covers our full range of products, including commercial engines and systems.

In a typical year, we train approximately 5,000 customer mechanics across our commercial product lines and training centers. All training opportunities are available through our Customer Technical Education Center University website, and our Maintenance Minute videos are also posted on YouTube to help aircraft maintainers with everyday engine tasks.

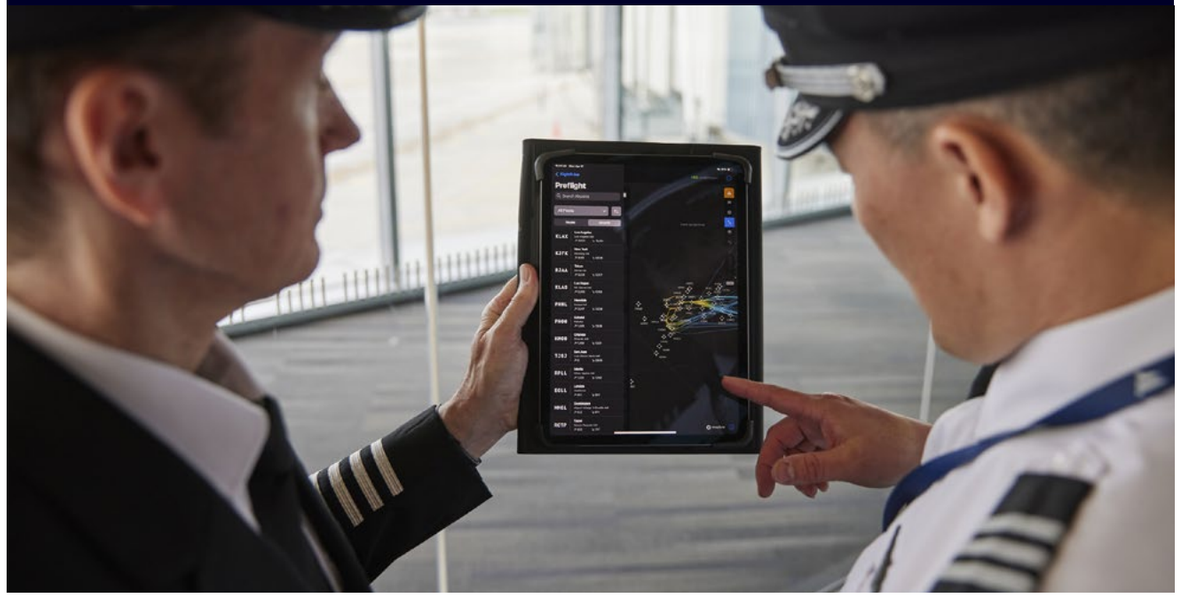
We also offer a Powerplant Engineering course for customer engineers, covering the fundamentals of jet engine design and the integration of engine hardware systems to support safe, reliable performance in service.

Advancing aviation safety through data

GE Aerospace helps customers advance aviation safety through data-driven insights by combining Flight Operations Quality Assurance data with scalable Software as a Service analytics. This enables airlines to identify operational trends, detect emerging risks, and continuously improve procedures to enhance safety across their fleets.

Our Flight Analytics Safety Insights solution, along with FlightPulse™, enables airlines to monitor operational parameters such as approach stability, aircraft handling, energy management, and adherence to standard operating procedures. By applying advanced analytics to large volumes of flight data, airlines can identify patterns that indicate elevated risk long before they lead to incidents. Through this solution, millions of flights have been processed, helping safety teams and pilots evaluate thousands of operational events each year to improve procedures and training.

These insights help our customers and their safety teams proactively address emerging issues through targeted training, procedural improvements, and collaboration with pilots and operational leaders. Flight analytics support airlines' SMS and regulatory reporting, and advance industry safety initiatives.



GE Aerospace FlightPulse™ software.

Employee safety

We protect people and the environment by embracing continuous improvement to develop an industry-leading Environmental, Health, and Safety (EHS) program. We achieve this by driving operational engagement, building robust EHS policies, and implementing systemic solutions.

Health and safety at GE Aerospace is the responsibility of every single person, no matter their level or where they sit in the organization. Every individual is empowered and encouraged to take responsibility for creating a safe and healthy working environment, and to speak up if they have any concerns about health and safety matters. When performing high-risk activities, all employees and contractors must follow robust procedures and standards to prevent potential accidents and injuries. Our procedures are available in different languages to our employees and those working within our facilities on our behalf. Everyone is empowered and expected to stop work if they have any concerns about the task they are performing.

We strive to proactively identify issues before they happen. However, should an incident or a potentially severe event occur, we thoroughly investigate the root causes and develop corrective actions to prevent future recurrence.

Our EHS program

At GE Aerospace, we are committed to EHS excellence to protect our people, our communities, and the environment. We hold ourselves to standards that are often more stringent than local regulations, and we continue to develop robust programs and initiatives.

Our EHS program is built on a spirit of transparency, data, compliance, and continuous improvement. It incorporates the following principles:

- Complying with local EHS laws and GE Aerospace's core requirements and technical standards, whichever is more stringent
- Reducing, mitigating, and managing risk across our operations
- Monitoring and evaluating performance and improvement opportunities
- Driving operational accountability

We maintain global EHS policies and standards that set out the responsibility for mitigating environmental risks, ensuring compliance, and driving safety across all areas of the company. We also have additional core requirements and technical standards that cover specific safety risks such as working at height, confined spaces, and electrical safety, as well as environmental areas including air emissions, spills, and waste and water management.

Our EHS program is designed and maintained by our central EHS team and is deployed within our operations by site-level EHS professionals.

At GE Aerospace, we are committed to EHS excellence to protect our people, our communities, and the environment.

Our 2025 safety performance

In 2025, we made important improvements in our EHS performance and continued to drive our safety program. We are building upon our injury and illness reduction plan, incorporating action plans directed to key risk areas (ergonomics, electrical safety, contractor safety, etc.). The plan incorporates projects and effective partnerships with site-level EHS teams. In 2025, our actions reduced our injury and illness total recordable rate to 0.48,[14] significantly lower than the 2024 U.S. aircraft engine and engine parts manufacturing rate of 1.20.[15]

We continue to focus on preventing injuries. Our consistent, global approach to ergonomic risk assessment, engineering design, training, and continuous improvement contributes meaningfully to progress against our injury reduction goals. Practical applications of this approach have improved safety, reduced physical strain, and increased efficiency in maintenance and operational tasks.

EHS Framework

GE Aerospace's EHS Framework is a key element of our EHS management system that helps define specific expectations across a range of safety and environmental topics. The EHS Framework provides metrics that are used to measure our facilities' program maturity, including EHS Policy alignment, training, leadership, high-risk operations, and safety and environmental compliance. A global network of EHS professionals implements the EHS Framework's requirements, supported by a reporting and metrics structure through which GE Aerospace can assess each site's progress against the program.

We evaluate the EHS impacts of our business through:

Management of change: We assess the EHS risks of any new activity—designing a new product, entering a new market, building a new factory, or acquiring a new business—and prepare accordingly.

EHS performance: We use an enterprise-wide system to record our EHS data, allowing for robust analysis and opportunities to improve. This data is reviewed at least monthly and is made available to operation leaders and the EHS team through a system of dashboards. We track KPIs such as injuries, illnesses, environmental events, and regulatory findings and closures.

- Our commitment to continuous improvement and risk reduction is underscored by our use of key metrics to analyze EHS events, identify corrective actions, and prevent recurrence
- EHS performance is reviewed by senior leaders, by our CEO, and by the Board of Directors through the Governance Committee at least annually

Incident investigation process: This involves detailed reviews of incidents with business leaders and putting action plans in place to prevent them from recurring.

GE Aerospace plans and executes regulatory and risk-based audits and inspections at a frequency that reflects the inherent risk and performance of each operation. These audits include a mix of assessments focused on each site's regulatory compliance and adherence to GE Aerospace's EHS policies and procedures.

Managing contractor safety

GE Aerospace's expectations for a safe, healthy work environment extend beyond our own employees and operations to include our contractors and all those who work on our behalf, whether at our own sites or those of our customers.

We work proactively alongside our contractor partners to drive performance improvements through our EHS program and take precautions to prevent injuries or accidents.

Our system for managing contractor safety globally includes technical standards and strict criteria for vetting contractors and sub-contractors, based on their EHS performance, training, and competency, and how well their EHS programs align with our own requirements and expectations. We evaluate each contractor's capabilities and programs for high-risk activities, such as working at height, electrical work, energy isolation, excavations, and lifting operations, to drive safe working practices.

If a contractor-related event occurs, we will follow our incident investigation process, undertaking a detailed review in partnership with contractors, and report to our business leader on corrective measures implemented to prevent recurrence. Such events are incorporated into our contractor renewal process.

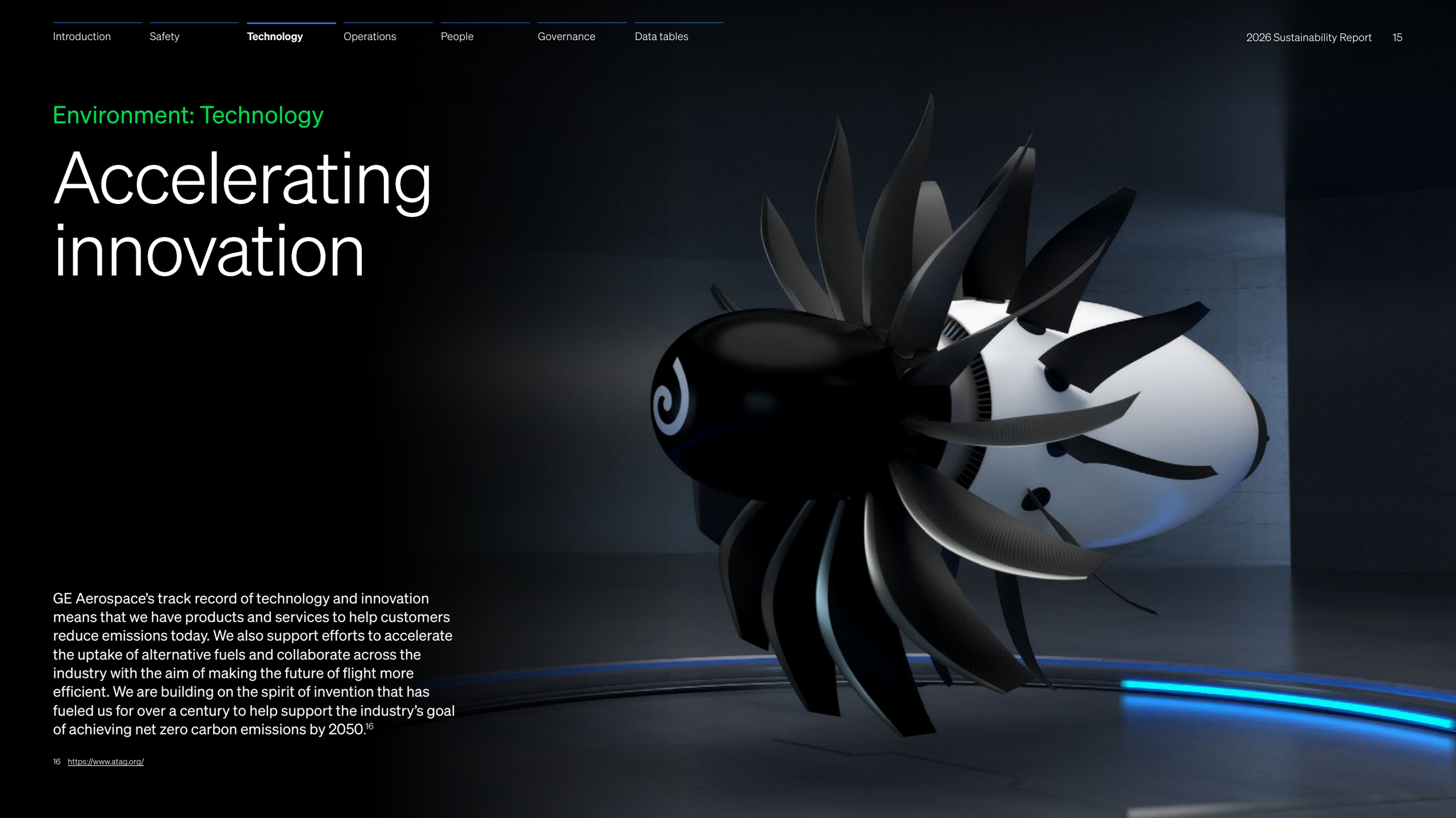
The safety of our people and our products is our top priority.

14 Number of injury and illness cases globally for calendar year 2025 as measured against Occupational Safety and Health Administration (OSHA) recordability criteria. Number excludes contractors and corporate holdings.

15 2024 incidence rate for North American Industry Classification System (NAICS) code 336412 from U.S. Bureau of Labor Statistics Occupational Injuries and Illnesses Data, representing the most recent dataset available at time of reporting.

Environment: Technology

Accelerating innovation



GE Aerospace's track record of technology and innovation means that we have products and services to help customers reduce emissions today. We also support efforts to accelerate the uptake of alternative fuels and collaborate across the industry with the aim of making the future of flight more efficient. We are building on the spirit of invention that has fueled us for over a century to help support the industry's goal of achieving net zero carbon emissions by 2050.[16]

16 https://www.atag.org/

GE Aerospace's roadmap for the future of flight

This summary shows our across-the-board activities to support the future of flight, including the development of more efficient engine technologies compatible with alternative fuels, by collaborating with others across the industry.

Actions pre-2020	2020–2030	2030–2050
Engine technology		
• More fuel-efficient commercial engine products certified: Passport, GEnx, CFM LEAP • Twin Annular Premixing Swirler combustor to reduce nitrogen oxide (NOx) emissions • Fewer part counts, optimized part designs from additive manufacturing vs. conventional manufacturing	• More fuel-efficient commercial engines certified, e.g., GE9X • CFM RISE program unveiled, advancing a suite of engine technologies including advanced engine architectures such as Open Fan, compact core, and hybrid electric systems • World's first to test high-power, high-voltage hybrid electric components in simulated altitude conditions up to 45,000 feet • Agreement with U.S. Department of Energy to expand supercomputing capability for revolutionary new Open Fan engine architecture • GE Aerospace, Boeing, and NASA study performance of installed Open Fan engine design • CFM and Airbus Open Fan Flight Test Demonstration planned	• Potential entry into service of new engine technologies that, combined, could achieve at least 20% better fuel efficiency than today's most efficient commercial engines
Flight operations		
• Real-time data monitoring of operator fleets • Flight Management System for optimized airport descents • Fuel Insight software enables increases in fuel efficiency, lower costs, and reductions in carbon emissions	• Expanded real-time data monitoring and records • Fuel Insight, FlightPulse™, and Airspace Insight software use data to optimize flight plans and routes for fuel savings; additionally, Safety Insight helps aircraft operations fly more safely • Software from Aerospace Carbon Solutions enables airlines to manage CO_2 and non-CO_2 emissions	• Enhanced flight data analytics for fuel savings recommendations while maintaining the highest level of safety
Sustainable Aviation Fuel (SAF)		
• All GE Aerospace and partner engines can operate on approved SAF blends • Industry's first commercial airliner flight with 100% SAF in both GE90 engines[17] • Active participation in ASTM International for qualification of new SAF production pathways and co-processing approaches	• Tested 10th aircraft engine model with 100% SAF[17] • Chair ASTM International committee responsible for SAF pathway qualifications and development of 100% drop-in SAF specification[18] • Support the broader adoption of SAF via industry book-and-claim mechanisms	• Support adoption of 100% SAF[17] • GE Aerospace and partner engines can operate on 100% drop-in SAF once approved for commercial use[18]
Market-based mechanism		
	• Support access to CORSIA-eligible carbon credits for the aviation industry[19]	• Support access to CORSIA-eligible carbon credits for the aviation industry[19]

2025 and 2026 progress

- Announced a strategic partnership and equity investment in BETA Technologies to accelerate the development of hybrid electric aviation
- GE Aerospace successfully demonstrated a narrowbody hybrid electric engine system in ground test
- The Civil Aviation Authority of Singapore, CFM International, and Airbus signed a Memorandum of Understanding to establish Singapore as the world's first airport testing ground for operations of CFM's next-generation RISE technologies, with a focus on Open Fan engine architecture
- CFM and Airbus teams continue to work together on engine and aircraft design integration in preparation for an Open Fan Flight Test Demonstrator
- Avio Aero receives U.S. Federal Aviation Administration (FAA) certification for Catalyst™ turboprop engine
- Continued procuring blended SAF physically delivered to Peebles Test Operation and sustainable fuel certificates for neat SAF, through book-and-claim

17 100% SAF is Synthetic Aviation Turbine Fuel (SATF) fully comprised of renewable synthesized hydrocarbons and therefore not blended with a conventional blending component.
18 "Drop-in" means the fuel is equivalent to Jet A or Jet A-1, and it can be directly substituted without any modifications to engines and aircraft.
19 CORSIA is the Carbon Offsetting and Reduction Scheme for International Aviation.

Our approach to lower-emission technologies

We endeavor to support our customers by continuing to deliver more efficient engines and new forms of propulsion.

The engines we manufacture today enable up to 40% less fuel consumption and up to 40% less carbon emissions than those manufactured in the 1970s and 1980s.

For the future of flight, GE Aerospace is advancing new aviation technologies through demonstrators including the CFM RISE program, which brings together key technology pillars, including advanced engine architectures such as Open Fan, compact core designs, and hybrid electric systems. The program aims to develop technologies that will enable engines that are at least 20% more fuel efficient and generate 20% less carbon emissions than today's most efficient commercial engines while meeting customer expectations for durability and reliability. Additionally, these technologies are being developed to be compatible with alternative energy sources such as SAF, which can reduce fuel lifecycle emissions by up to 80%.

Moving our efforts beyond propulsion, we are also empowering our customers with a growing suite of digital tools and services that enable them to optimize their operational performance. Solutions such as Fuel Insight are designed to help the industry achieve its carbon reduction goals at the lowest cost possible.

In addition to carbon dioxide emissions, the aviation industry is also accelerating efforts to understand and reduce aviation's non-CO_2 effects, including from NOx, sulfur, aerosols, soot, and contrails. Contrails are clouds made of ice particles, which can be created when aircraft fly through cold, humid air. While challenging to precisely measure, persistent contrails are estimated to have a warming climate impact. In 2024, leaders across the aviation sector—including GE Aerospace—issued a joint statement calling for increased research funding to advance the science and inform effective mitigation strategies for contrails.

Achieving the industry's net zero goal will require a substantial effort from a wide range of participants, including aircraft manufacturers, airlines, aviation industry suppliers, and companies outside the industry, such as fuel and energy producers and policymakers. At GE Aerospace, we are working to enable the greater fuel efficiency of our engines and support the industry's overall ambition as it works to reduce its environmental impact.

Given that we operate in a hard-to-abate sector, our progress significantly depends on supporting policy development. Engagement with governments and trade associations is an important part of shaping the regulations and legislation that govern our business and our industry. To learn more, see the Governance section.

GE Aerospace is advancing new aviation technologies through demonstrators including the CFM RISE program.

Driving continued progress

Our ambition is to achieve net zero by 2050 for Scope 3 carbon emissions from the use of sold products for commercial engines—the most impactful and relevant emissions category, given the nature of our business.

The implementation of next-generation technology will depend on the evolution of new aircraft and engine designs, infrastructure, and regulations, in accordance with the sector's considerations regarding safety, reliability, and the physics of aviation. While this journey will be measured in decades, the commercial aviation industry's ambition to achieve net zero carbon emissions by 2050 is driving action today.

GE Aerospace remains focused on innovating cutting-edge technology and making operational improvements to help meet historic demand while decreasing emissions. We invested approximately $3 billion[20] in R&D in 2025, including the development of technologies for a more efficient future of flight.

Read more about how we are doing that through our current technologies and investments in the breakthrough technologies of the future, including the availability and use of SAF, on the following pages.

Scope 3 net carbon emissions: Use of sold products for commercial engines[21,22]
(million metric tons CO_2e)

2019	2023	2024	2025
51.35	30.62	27.86	37.87

GE Aerospace's net Scope 3 carbon emissions from the use of sold products for commercial engines[23] declined from 2019 to 2022, primarily due to reduced travel demand, 737 MAX groundings, and supply chain constraints. Annual emissions have since fluctuated with changes in global travel demand and supply conditions, with higher LEAP and GEnx deliveries contributing to an increase in reported emissions. While net emissions are expected to grow as air travel demand increases, continued advancements in engine technology are helping drive emissions intensity reductions.

Scope 3 carbon emissions intensity: Use of sold products for commercial engines[21,22]
(grams CO_2e/RPK[24])

2019	2023	2024	2025
5.96	5.17	5.37	5.32

To learn more about our methodology for calculating Scope 3 GHG emissions for commercial engines and other products in our portfolio, please see our 2026 Supplementary Materials.

Our net zero principles

We have several principles guiding our approach to our ambition for net zero carbon emissions from the use of sold products for commercial engines.

Commitment to innovation and technology. Our role in the sector's path toward net zero is to deliver state-of-the-art technology today while innovating the breakthrough technologies for tomorrow.

Collaboration. No one company can solve these issues alone, and we welcome collaborations with our customers, investors, regulators, and peers to find solutions.

Continuous learning. We are committed to continuous learning to enable more insights and opportunities, and expect to make progress over time.

Credibility. Knowing this path will take decades, we prioritize credibility, sharing what we objectively know (and don't know) with our stakeholders.

CFM International and Airbus plan to flight test Open Fan engine architecture this decade. Image credit: Airbus.

20 Amount represents research and development as reported and defined in our 2025 Form 10-K and includes customer and partner funding.
21 Calculations use actual commercial engine deliveries by GE Aerospace and GE Aerospace partner companies to airframers for installation on new aircraft in alignment with our financial reporting.
22 Figures do not include any SAF projection over the forecast product life.
23 Estimated lifetime emissions of commercial engine products installed on widebody, narrowbody, regional, and business jet aircraft by year.
24 Revenue passenger kilometers.

Current technologies

As one of the world's largest suppliers of aircraft engines, systems, and services, GE Aerospace continues to lead the industry in developing technologies that prioritize safety, efficiency, and durability. Our dedication to innovation and investment over decades has led to the following engines and software available now.

Engines

From the GE9X, the culmination of our decade-long commercial product renewal, to the Passport and Catalyst™ business and general aviation engines, and the T901 and T408 turboshafts for military helicopters, we have the industry's broadest array of advanced engines.

With advances in engine architecture, aerodynamics, and advanced materials, today's commercial engines enable up to 40% less fuel consumption and up to 40% less carbon emissions than engines manufactured in the 1970s and 1980s. In addition, technologies such as ceramic matrix composites and additive manufacturing have led to lighter parts with higher capabilities.

Software as a Service

Our Software as a Service helps airlines reduce carbon emissions and improve flight operations using data they already have.

Our suite of cloud-based tools includes Fuel Insight, FlightPulse™, and Airspace Insight software, which use data to optimize flight plans and routes for fuel savings, and Safety Insight, which helps aircraft operations fly more safely. These tools support data-driven decisions that improve fuel efficiency, lower costs, and help operators prioritize the actions with the greatest potential impact across their fleets while maintaining the highest level of safety.

70K+

commercial and business jet pilot users of GE Aerospace's FlightPulse™

Our current commercial engine portfolio

A legacy of innovation for improved fuel efficiency

Single-aisle aircraft

Up to

15%

better fuel efficiency from the single-aisle LEAP engine vs. the CFM56 engine

Twin-aisle aircraft

Up to

15%

better fuel efficiency from the twin-aisle GEnx engine vs. the CF6-80C2 engine

Large twin-aisle aircraft

Up to

10%

better fuel efficiency from the large twin-aisle GE9X engine vs. the GE90-115B engine

Turboprop aircraft

Up to

18%

better fuel efficiency from the Catalyst™ engine vs. competing, legacy turboprop engines

General and business aviation aircraft

Up to

17%

better fuel efficiency from the Passport engine vs. the CF34-3 engine

Alternative fuels

With alternative fuels set to play a significant role in helping the industry meet its goal of a more sustainable future of flight, GE Aerospace supports initiatives for the wider near- and long-term adoption of SAF.

While SAF can have the same chemical composition as petroleum-based jet fuel, it has lower lifecycle carbon emissions. This is because it can be made from renewable sources such as plant-based material, fats, oils and greases, alcohols, waste streams, captured carbon, and other alternative feedstocks. ASTM International, the organization that sets technical standards, has so far qualified eight pathways for manufacturing alternative jet fuels with varying feedstocks and technologies.

SAF today

Currently, SAF blends approved for commercial use are a blend of conventional, petroleum-based Jet A or Jet A-1 fuel and a renewable synthetic fuel blending component that is approved at up to 50%.

GE Aerospace and partner engines can operate on 100% drop-in SAF once approved for commercial use. “Drop-in” means the fuel is equivalent to Jet A or Jet A-1, and it can be directly substituted without any modifications to engines and aircraft. It is therefore compatible with all the GE Aerospace, CFM International, Honda Aero Engines, and Engine Alliance engines in service today, as well as other parts of the fuel distribution and storage infrastructure.

The widespread use of SAF could reduce fuel lifecycle carbon emissions by up to 80% compared to petroleum-based jet fuel. However, SAF production in 2025 represented just 0.6% of global jet fuel consumption, according to the International Air Transport Association (IATA). Moreover, SAF prices are typically two to five times higher than the price of conventional jet fuel. The supply is further constrained by competition for renewable fuels from other sectors. Accelerating its uptake is therefore critical if the industry is to reduce aviation emissions.[25]

Working closely with producers, regulators, policymakers, and operators, GE Aerospace continues to drive the assessment and qualification of SAF while advocating for incentives that will make SAF more available and affordable. As well as advocating for policies and initiatives that support availability and engaging with governments on policy and regulation development, we take a leadership role in many organizations, committees, and task forces that are working to approve new production pathways and standardize specifications. One of our fuel experts chairs the ASTM International committee that owns the industry’s only synthetic aviation turbine fuel specification and oversees the qualification of SAF pathways. He also chairs the ASTM task force standardizing 100% drop-in SAF.

SAF technology development

Engineers and scientists from GE Aerospace’s Research Center continued working with Aerospace Carbon Solutions to evaluate technologies for making SAF, with a focus on GE Aerospace’s expertise in breakthrough materials, advanced design and manufacturing, and systems engineering. Since 2023, 14 patent applications have been filed to support these new technologies.

Further information about using low-carbon fuels in our testing operations can be found in the Working toward net zero section.

100% SAF testing and demonstration

GE Aerospace has supported the assessment and qualification of SAF since 2006, with all GE Aerospace engines able to operate on approved SAF blends today.[26] Working with our partners, we have tested 10 engine models using 100% SAF[27] since 2016, evaluating engine performance and the potential impacts on CO_2 emissions and contrail formation across commercial, military, and general aviation.

Hydrogen combustion

Hydrogen fuel presents an opportunity for the aviation industry to potentially achieve flight with zero carbon emissions. CFM International continues to advance hydrogen combustion technologies for testing. This includes efforts to mature hydrogen engine combustion, fuel system, and control system technologies.

100% SAF testing timeline

2016

F414: First military jet flight with 100% SAF in at least one engine

2018

GE90: First commercial aircraft flight with 100% SAF (in one engine as well as in both engines)

2019

GE9X: Combustor component testing

2021

LEAP-1A: Ground and in-flight emissions testing using 100% SAF in one engine

LEAP-1B: First experimental flight with invited passengers using 100% SAF in one engine

2022

Passport: Ground testing

GEnx: On-wing ground testing to study emissions

HF120: Ground testing

2023

GE90: First Middle East demonstration flight using 100% SAF in one engine

CFM56: Ground testing

GP7200: Ground testing and flight demonstration

LEAP-1A and -1B: Ground and in-flight emissions testing using 100% SAF in both engines

2024

LEAP-1B: Combustor component testing

GEnx: Fuel system component testing

2025

HF120: First twin-turbine very-light business jet to successfully test flight with 100% SAF in both engines

25 Waypoint 2050 Report.
26 SAF approved for commercial use is a blend of conventional, petroleum-based Jet A or Jet A-1 fuel and a SAF blending component that is approved at up to 50%.
27 100% SAF is SATF fully comprised of renewable synthesized hydrocarbons and therefore not blended with a conventional blending component.

Future technologies

GE Aerospace continues to lead the development of technologies to further reduce carbon emissions from flight. The work we're doing today will be seen in the propulsion systems of the future.

Meeting the aviation industry's long-term goal of net zero carbon emissions from flight will require revolutionary new technologies for increased aircraft engine fuel efficiency. Through the CFM RISE program, GE Aerospace has embarked on one of its largest technology demonstration programs in company history to mature advanced new engine architectures like Open Fan and hybrid electric systems.

Ground and flight tests are planned for this decade, with potential entry into service in the mid-2030s.

The CFM RISE program

Building on four decades of investment that made our engines quieter and more efficient, GE Aerospace and Safran Aircraft Engines unveiled a bold technology development program in June 2021. The CFM RISE program will demonstrate and develop a range of disruptive technologies with several goals in mind.

Through these technologies, we are targeting future engines that are at least 20% more fuel efficient and generate 20% less carbon emissions than today's most efficient commercial engines while meeting customer expectations for durability and reliability. Technologies are being tested for compatibility with alternative energy sources such as SAF, which can reduce fuel lifecycle emissions by up to 80%.

To support these efforts, in 2025 we named our first Chief Mechanic to prioritize maintenance and durability in new technology development.

350+

CFM RISE tests completed

2K+

engineers worldwide across GE Aerospace and Safran Aircraft Engines

20%

better fuel efficiency target vs. today's engines

3K+

endurance cycles completed with new high-pressure turbine airfoil technology

CFM RISE program: Advanced technologies and materials

Open Fan engine architecture

- The advanced Open Fan architecture is the most promising path to achieve a 20% step change in the propulsive efficiency of an aircraft engine while delivering the same aircraft speed and cabin experience as current single-aisle aircraft
- Targeting lower noise levels compared to current engines
- Supercomputing-enabled aerodynamic design

Compact engine core

- Next-generation compressor and high-pressure turbine technologies and materials

Hybrid electric propulsion

- Developing megawatt-class hybrid electric powertrain
- Advancing higher power density/lower weight components

Alternative fuels

- RISE technologies being designed to be compatible with 100% SAF
- Developing key building blocks for hydrogen fuel capability

Open Fan engine architecture

Advanced Open Fan architecture improves the propulsive efficiency of an aircraft engine. The Open Fan design will significantly improve fuel efficiency while delivering the same aircraft speed and cabin experience as current single-aisle aircraft.

For decades, GE Aerospace has continually advanced state-of-the-art open fan systems. In the 1970s, GE Aerospace teamed up with NASA on the Quiet, Clean, Short-haul Experimental Engine demonstrator, which was the first high-bypass geared turbofan engine. In the 1980s, GE Aerospace developed and successfully tested the unducted GE36 engine, an open fan jet engine demonstrating significant fuel savings compared with conventional ducted front fan engines in the same size class.

Open fan engines continue to become simpler, lighter, quieter, and more efficient, supported by aero and acoustic testing. In 2017, Safran Aircraft Engines successfully ground-tested a counter-rotating open fan engine as part of the European Clean Sky initiative. And today, CFM International is maturing the single-stage, variable pitch Open Fan design. This design has outlet guide vanes that direct airflow so the Open Fan can fly at speeds and altitudes consistent with conventional turbofan engine architectures while improving energy efficiency and targeting noise levels similar to or below current generation turbofans.

Since the CFM RISE program was launched, CFM International has completed more than 300 hours of wind tunnel testing using a 1:5 scale model of an Open Fan, including a version of the model mounted on a demonstrator plane wing section for testing with Airbus. A high-speed, low-pressure turbine (LPT) test campaign with advanced turbine blades also ran.[28]

Compact engine core

Another of the enabling technologies being studied through the CFM RISE program is a compact engine core.

GE Aerospace is testing and maturing compact jet engine core designs to improve thermal efficiency in single-aisle aircraft as part of NASA's Hybrid Thermally Efficient Core (HyTEC) project. Having completed Phase 1, which focused on the high-pressure compressor, high-pressure turbine (HPT) advanced aerodynamics, and the combustor, we were awarded a contract for Phase 2 of the HyTEC program to further advance aircraft engine core technologies. Phase 2 is maturing technologies with plans for a core demonstrator test later this decade.

After conducting the first test run of next-generation HPT blades and nozzles using a demonstrator engine, GE Aerospace completed a second HPT airfoil campaign focused on endurance in 2025. Additionally, dust ingestion tests began, the earliest in new technology development that these tests have been conducted. These types of durability tests replicate how the parts would withstand flight conditions in severe operating environments around the world, helping optimize durability early in the development process.

Tests of next-generation compressor and combustion technologies have also started, with the aim of advancing material capabilities and improving understanding of how new engine designs impact both CO_2 and non-CO_2 emissions.

Noise mitigation

Noise from aircraft engines impacts a range of stakeholders in the aviation industry. For airlines, noise directly affects customer satisfaction, operational costs, and compliance with stringent noise regulations at certain airports, which can influence route planning, fleet management, and community relations. For airports, community noise mitigation and management are important for neighborhood satisfaction and community growth. Regulators also prioritize noise reduction to mitigate environmental concerns, enhance public health, and uphold noise abatement policies.

On the whole, aircraft engines are quieter than previous generations[29] and have largely reduced noise in line with greater engine efficiency. Our newest commercial engines already meet the latest global noise standards, but reducing noise levels even further remains a key focus for GE Aerospace's future products, including those developed through the CFM RISE program. Through advanced blade aerodynamics, our Open Fan designs target similar or lower noise levels than current products.

To support further noise reduction, GE Aerospace is using advanced supercomputing to model Open Fan noise sources and aerodynamic performance with high fidelity. These simulations enable detailed analysis of full-scale engine designs, helping optimize components earlier in development and reduce the number of physical test iterations.

Rendering of the CFM RISE Open Fan engine architecture on wing.

28 Wind tunnel and LPT tests were completed by CFM parent company Safran Aircraft Engines.
29 Certified noise levels for the latest aircraft and applicable engines are made publicly available on the EASA website.

Hybrid electric propulsion

Hybrid electric propulsion technologies can help optimize engine performance by improving fuel efficiency and are key to the aviation industry's efforts to reduce carbon emissions for a more efficient future of flight. Hybrid electric systems are also compatible with alternative fuels, as well as Open Fan and next-generation engine core designs.

GE Aerospace has been advancing the electrification of aircraft and engine systems for more than a decade. Multiple milestones have been achieved, including a 2016 ground test of an electric motor-driven propeller. In 2022, GE Aerospace completed the world's first test of a megawatt-class and multi-kilovolt hybrid electric propulsion system in simulated altitude conditions up to 45,000 feet at NASA's Electric Aircraft Testbed in Sandusky, Ohio.

Current efforts underway for more electric engines include the Electrified Powertrain Flight Demonstration (EPFD) and the HyTEC Turbofan Engine Power Extraction Demonstration projects with NASA.

EPFD

One of our hybrid electric technology demonstration programs is being conducted in collaboration with NASA through its EPFD project. After years of developing individual components of a hybrid electric system—motors, generators, and power converters—GE Aerospace is systematically maturing a megawatt-class, multi-kilovolt hybrid electric powertrain to demonstrate flight-readiness for commercial aircraft.

Marking a major turning point in the company's understanding of hybrid electric powertrains was the 2026 ground test of a megawatt-class hybrid electric engine system developed through NASA's Electrified Powertrain Flight Demonstration (EPFD) project.

The ground test was the company's first to validate the full integrated system, including GE Aerospace-developed motor/generators, power converters and inverters, controllers, Dowty propellers, Avio Aero gearboxes, and a CT7 engine. BAE Systems provided the batteries used and Boeing subsidiary Aurora Flight Sciences supplied the complete nacelle.

Throughout the test campaign at Peebles Test Operation in Ohio, teams simulated various flight phases such as taxi, takeoff, climb and cruise. The electric powertrain helped successfully power the propeller and generated power to the battery. Flightworthy components that meet higher safety and reliability requirements than typical test hardware were used as part of GE Aerospace's efforts to mature a commercial-grade hybrid electric engine system.

HyTEC Turbofan Engine Power Extraction Demonstration

In 2025, GE Aerospace reached a key milestone in hybrid electric aviation by completing ground tests of a modified Passport high-bypass turbofan engine that successfully demonstrated power extraction, transfer, and injection under NASA's Turbofan Engine Power Extraction Demonstration project.

The campaign advanced understanding of how an electric motor/generators embedded in the gas turbine can supplement power during different phases of operation, and validated a narrowbody hybrid electric architecture capable of operating with or without energy storage.

By focusing on system integration and controls, the ground tests exceeded NASA's performance benchmarks, which are designed to deliver meaningful fuel cost savings while meeting future aircraft power needs.

Advancing hybrid electric flight with BETA Technologies

In September 2025, we announced a strategic partnership and equity investment in BETA Technologies to accelerate the development of hybrid electric aviation. Plans are to co-develop a hybrid electric turbogenerator for electric vertical takeoff and landing applications. The collaboration combines BETA's expertise in high-performance electric generators with GE Aerospace's turbine, certification, safety, and manufacturing capabilities. Leveraging existing engine platforms such as the CT7 and T700, the hybrid solution is expected to enable longer range, higher payload, increased speed, and lower operating costs.

The a250-1 in flight. Credit BETA Technologies.

Industry collaboration

GE Aerospace takes its position as an industry leader seriously, innovating new technologies for a more efficient future of flight.

However, no single entity can reach net zero alone. We support aviation industry efforts to decarbonize, which will require a holistic, global approach. Meeting the industry's goal of achieving net zero carbon emissions by 2050[30] requires deploying revolutionary technologies to reduce emissions and to advocate for increased use and availability of alternative fuels such as SAF.

United Airlines Ventures Sustainable Flight Fund

GE Aerospace continues to invest in the United Airlines Ventures Sustainable Flight Fund, which aims to accelerate key technologies to reduce the cost and increase the scale of SAF production.

NASA

We are collaborating with NASA to advance hybrid electric propulsion technologies through the Electrified Powertrain Flight Demonstration (EPFD) and HyTEC Turbofan Engine Power Extraction Demonstration programs. Together, these initiatives are helping mature megawatt-class hybrid electric systems for future commercial aircraft.

TPG Rise Climate II

GE Aerospace is continuing its partnership with TPG in the second vintage of its climate-focused private equity fund series, Rise Climate II. The TPG Climate franchise represents one of the largest pools of capital dedicated to the needs of the net zero transition. GE Aerospace participates in the TPG Rise Climate Coalition, helping shape an approach to investing that is evidence-based, data-driven, and expertly informed.

Clean Aviation

Avio Aero, a GE Aerospace company headquartered in Italy, is a founding member of the European R&D program Clean Aviation and sits on its governing board. Through the program, the company has developed innovative propulsion technologies, including turboprop engines with lower carbon, NOx, and noise emissions than legacy designs.

Avio Aero is also coordinating multiple Clean Aviation demonstration projects, including:

- AMBER,[31] which is advancing the integration of fuel cell, power electronics, and electric drive systems to support hybrid-electric propulsion for regional aviation. In 2025, testing of a megawatt-class hydrogen fuel cell system began at DLR[32] and preliminary design reviews of key sub-systems were successfully completed.
- HYDEA,[33] which is advancing hydrogen combustion technologies. In 2025, our engineering teams in Türkiye, in collaboration with the GE Aerospace team in Germany, tested components for an innovative heat exchanger for the cryogenic hydrogen-conditioning system.
- Avio Aero and GE Aerospace affiliates in Europe are also part of the TAKE OFF consortium led by Safran Aircraft Engines. Launched in 2026, the project supports plans to flight test CFM International's Open Fan engine on an Airbus A380, building on the earlier OFELIA[34] project demonstrating the propulsive efficiency of Open Fan engine architecture.

Industry collaboration on SAF

GE Aerospace is actively involved in the following industry collaborations related to SAF:

- The International Aerospace Environmental Group (IAEG) Work Group 13, formed of aerospace companies, was established to help identify and address engine and airframe technological-readiness gaps for 100% SAF
- The Commercial Aviation Alternative Fuels Initiative (CAAFI), a coalition of stakeholders in the aviation industry, energy producers, researchers, and government bodies, aims to promote the development and deployment of alternative jet fuel for commercial aviation
- The European Commission's Renewable and Low-Carbon Fuels Value Chain Industrial Alliance (RLCF Alliance) is an initiative dedicated to advancing the production and supply of renewable and low-carbon fuels in the aviation industry
- The SAF Coalition is a nonprofit group seeking to rapidly scale investment in the SAF sector and advocate for the incentives and policies necessary to promote U.S. economic competitiveness in the emerging SAF marketplace

30 https://www.iata.org/en/programs/environment/flynetzero/
31 InnovAtive DeMonstrator for hyBrid-Electric Regional Application.
32 Deutsches Zentrum für Luft- und Raumfahrt.
33 HYdrogen DEmonstrator for Aviation.
34 Open Fan for Environmental Low Impact of Aviation.

Environment: Operations

Optimizing operations and compliance

We aspire to be responsible stewards of the environment, maintaining a strong environmental compliance program. We also have a goal of achieving net zero carbon for Scope 1 and 2 operational emissions by 2030,[35] with an initial focus on energy efficiency, acceptance testing fuel efficiency, carbon-free electricity, and exploring lower-carbon fuels.

35 Locations within GE Aerospace's operational control as defined by the GHG Protocol.

Our operations

Our operations are underpinned by a commitment to responsible environmental stewardship and the safe, compliant management of our activities worldwide.

We manage environmental performance across our facilities through robust programs and controls, including environmental compliance, the responsible handling of hazardous materials and substances of concern, and the remediation of legacy sites.

We recognize that water is a vital resource, both to the environment and to the communities in which we operate. As such, we prioritize water management in water-stressed areas. Together, these efforts help protect our people, the communities in which we operate, and the environment, while supporting the resilience and sustainability of our operations.

Our environmental program

We are committed to environmental, health, and safety (EHS) excellence to protect our people, our communities, and the environment.

Our environmental program includes multiple levels of assessment. The program is designed and maintained by our central EHS team, which deploys the program at our operations in conjunction with site-level EHS professionals and third-party experts. Operations are expected to review compliance against environmental permits, other regulatory obligations, and the GE Aerospace EHS policies and procedures. Environmental inspections and investigations by regulatory agencies are captured in our compliance reporting system and reviewed by our central EHS team, with key findings presented to our Senior Aerospace Leadership Team (SALT).

Key performance indicators (KPIs), including regulatory finding closure rates, environmental events, notices of non-compliance, and reportable spills and releases, are tracked to monitor performance.

Learn more about our EHS Framework in the Employee safety section.

Managing hazardous materials

Our high standards of safety and environmental stewardship involve the management of hazardous chemicals and substances of concern. We comply with evolving regulations and prioritize the wellbeing of our workers and the environment.

Substances of concern

GE Aerospace complies with laws regulating the use of chemical substances and their potential impacts on both human health and the environment. These include the Toxic Substances Control Act, as well as EU and UK REACH (Registration, Evaluation, Authorization, and Restriction of Chemicals) regulations. We actively monitor and manage our operations as new chemicals regulations are developed.

We work to limit our use of hazardous substances and substitute them with safer alternatives where feasible. EHS professionals at our sites oversee chemical usage at every facility to comply with these laws.

Remediating legacy sites

We manage sites that are, or may be, impacted by legacy contamination arising from current or former manufacturing operations, prioritizing the health and safety of our workers, the communities in which these sites are located, and the environment. We manage our remedial actions at these sites in compliance with applicable environmental laws and regulations.

Learn more in our Annual Report on Form 10-K.

Water stewardship

Our water use inventory process adheres to the reporting principles outlined in the GHG Protocol Corporate Accounting and Reporting Standard, revised edition. It follows the control approach, which includes water use and discharge data at sites where GE Aerospace has operational control. We collect water use and discharge data from main offices, manufacturing sites, research laboratories, and other non-manufacturing facilities.[36]

We are focusing our efforts on understanding our water footprint. To that end, we track water consumption by category, business unit, site, country, and region to prioritize water management in water-stressed areas.

In addition, we performed our latest water-related risk assessment in May 2026, using the World Resources Institute's Aqueduct tools to provide valuable insights into the challenges we face in areas of high water stress. Our analysis revealed that only two manufacturing sites across two countries (India and Mexico) are situated in locations experiencing extremely high water stress. We are implementing water management practices at these locations.

36 At sites where we do not have meter data or invoices, we use estimates based on proxy data from sites with similar operations and extrapolate based on area of floor space.

Working toward net zero

Our goal is to achieve net zero carbon for Scope 1 and 2 operational emissions by 2030.[37]

To do so, we are using FLIGHT DECK, our proprietary lean operating model, to increase energy efficiency and, where feasible, transition to decarbonized power. While we are focused on driving absolute reductions to achieve net zero, we plan to balance remaining emissions with carbon removal credits. GE Aerospace internally tracks progress to established targets against a 2019 base year.

Our progress to date

We continue to make progress toward reducing carbon emissions in our facilities and operations through a strategy that focuses on three key levers:

- Infrastructure investments, operational optimization, and FLIGHT DECK Fundamentals to improve energy efficiency and energy management
- Sourcing carbon-free electricity
- Exploring the use of low-carbon fuels such as SAF at our engine testing operations

In 2025, our market-based Scope 1 and 2 GHG emissions slightly decreased compared to 2024. While additional work remains, particularly as production increases to meet growing customer demand, we remain focused on advancing emission reductions and maximizing energy efficiency efforts across our operations. We also continue expanding partnerships that support renewable electricity sourcing—including power purchase agreements (PPAs) and renewable energy certificates (RECs)—as key enablers toward our Scope 1 and 2 operational emissions goals. Overall, our market-based emissions remain approximately 43% lower than our 2019 baseline.

Driving energy efficiency

GE Aerospace uses a carbon KPI to track carbon emissions reductions at participating sites. These sites are required to track energy usage every month and prepare action plans using FLIGHT DECK to achieve targets.

The success of the carbon KPI is supported at the site level by facility representatives, who work with the central team to identify and implement projects to improve KPI performance. Projects and actions implemented in 2025 have led to an annual reduction of approximately 15,000 metric tons of CO_2e.

Energy treasure hunts

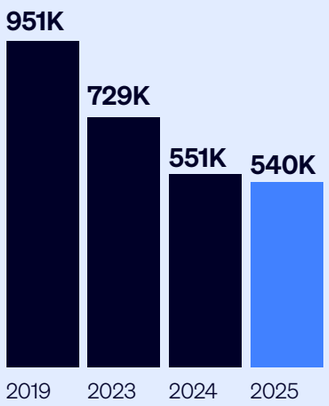
One of the tools we use to help optimize energy efficiency in our sites is energy treasure hunts (ETHs). These events include subject matter experts and local team members actively applying lean practices to identify opportunities for optimizing energy efficiency. Teams are also equipped with an ETH playbook, which includes checklists for before and during the visit, an agenda, an energy observation worksheet, and templates for kick-off and follow-up actions.

During a typical visit, teams explore ways to optimize operations and eliminate energy waste, calculating savings and costs. Findings are summarized in a presentation to the senior management team, and a post-ETH action plan is established. Findings can range from quick paybacks, like reducing the temperature of hot water and cleaning air intake filters, to more complex and investment-heavy solutions, like installing LED lighting and upgrading heating, ventilation, and air conditioning units.

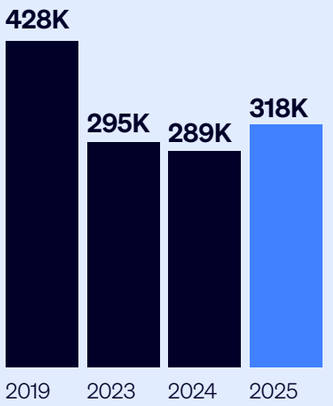
43%

reduction in Scope 1 and 2 (market-based) CO_2e emissions vs. 2019 base year

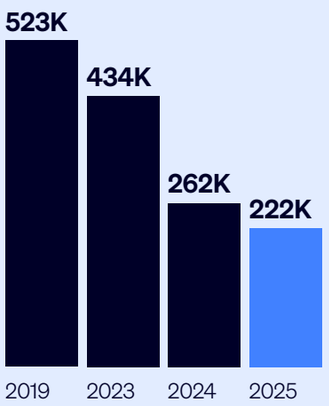
Total emissions (absolute Scope 1 and 2)[38]
(metric tons CO_2e)



Scope 1 emissions[38,39]
(metric tons CO_2e)
(location-based)



Scope 2 emissions[38,39]
(metric tons CO_2e)
(market-based)



37 Locations within GE Aerospace's operational control as defined by the GHG Protocol.
38 Data values are rounded.
39 2019 and 2023–2025 data is presented here to reflect the profile of GE Aerospace as it exists today.

Engine acceptance testing fuel efficiency

We continue to expand our efforts to improve engine acceptance testing fuel efficiency. In 2025, all global acceptance testing facilities participated in our efforts to reduce average fuel consumption. We achieved an approximate 5% reduction in fuel burn year over year compared to an equivalent mix of engines tested in 2024. This is the equivalent of a 378,000-gallon reduction for this mix of engines year over year.

These improvements are a result of the connectivity of our test cells around the world. The teams embody a continuous improvement mindset. When they uncover an improvement, they are quick to share best practices and standardized processes for jet fuel data collection with other sites. The teams utilize FLIGHT DECK to eliminate waste from their processes and verify efficiency gains are sustained and scaled over time.

Using lower-carbon fuels in our testing operations

SAF is expected to be a significant contributor to reducing the carbon intensity of commercial aviation, and GE Aerospace has been active in the assessment and qualification of SAF since 2006. In 2025, GE Aerospace procured nearly 68,000 gallons of blended SAF to be physically delivered to Peebles Test Operation.

Carbon-free electricity[40]

In addition to making operational improvements in energy efficiency, we are also focused on procuring carbon-free electricity, including on-site solar. We are actively engaging with energy providers and identifying market opportunities such as power purchase agreements (PPAs), which support the development of renewable energy projects.

At the end of 2025, 58 sites across GE Aerospace utilized a form of carbon-free electricity, including Environmental Attribute Certificates (EACs), which are becoming an increasingly integral component of our carbon reduction strategy. We accounted for 619,000 MWh of carbon-free electricity, including EACs, and plan to increase the procurement of carbon-free electricity between now and 2030, with a focus on premium or asset-specific attributes.

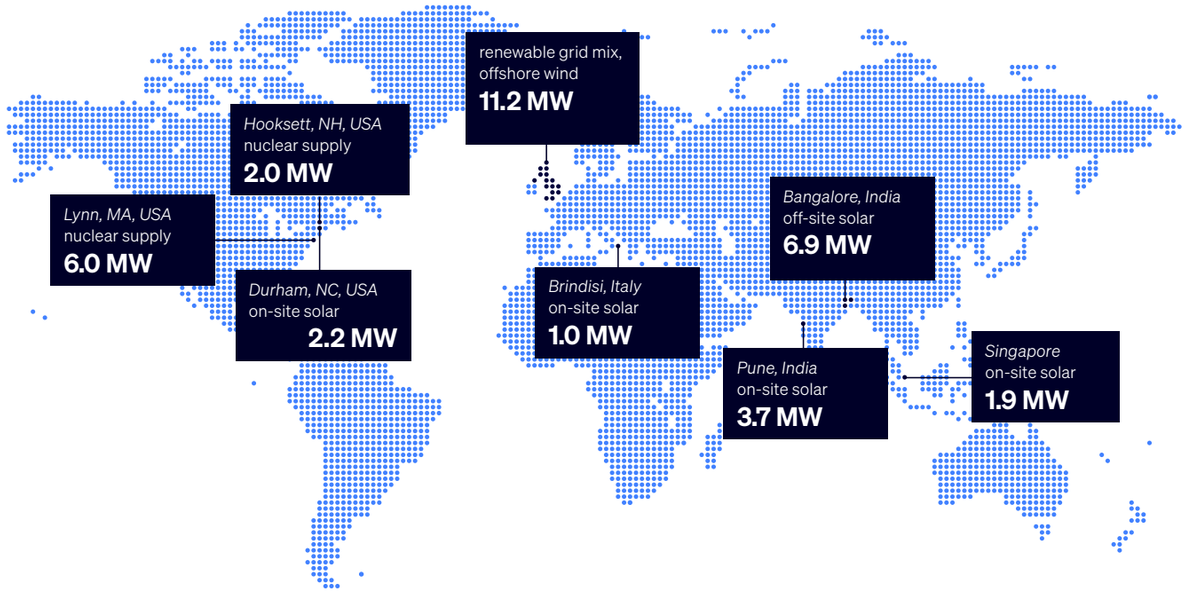
Market-based solutions

We are putting our capabilities into practice through the use of available levers to help address our own Scope 1 emissions. This involves purchasing neat SAF through the book-and-claim system and partially offsetting Scope 1 fleet emissions using carbon removal credits.

By decoupling the physical fuel product from its lifecycle carbon emissions reduction, book-and-claim enables greater SAF adoption by eliminating the geographic barriers to benefiting from the use of SAF, allowing more customers to participate in SAF investments. This minimizes the added environmental footprint of physically delivering SAF by uplifting near the point of production and taking credit for SAF's environmental benefits.

GE Aerospace intends for these actions to encourage wider adoption and use of SAF via book-and-claim and other market-based solutions.

GE Aerospace carbon-free electricity[40]



Supplier engagement on climate

GE Aerospace continues to develop its value chain engagement program, working with suppliers to better understand the maturity of their climate and emissions tracking programs. These insights help shape future engagement activities, enabling us to provide targeted support and capacity-building where needed while fostering strategic collaboration with suppliers that demonstrate more advanced sustainability practices and capabilities.

In 2025, we deployed a third-party platform to measure the climate-related risk of targeted suppliers, drive awareness on how to mitigate these risks, and provide tools to improve the maturity of their programs. In addition to risk management, this platform enables suppliers to share their primary data at the company, facility, or product level.

We actively participate in the International Aerospace Environmental Group (IAEG), which provides the opportunity to engage with customers and suppliers beyond Tier 1 and collaborate on industry initiatives such as sustainability engagement, circularity, materials and substances declarations, and GHG management and reporting.

40 Carbon-free electricity refers to electrical energy produced from resources that generate no carbon emissions while operating. Please see our 2026 Supplementary Materials for further information and definitions.

Enabling circularity

Circularity principles exist throughout a GE Aerospace engine's lifecycle: design; sourcing; manufacturing; product maintenance, repair, and overhaul (MRO); and end of life.

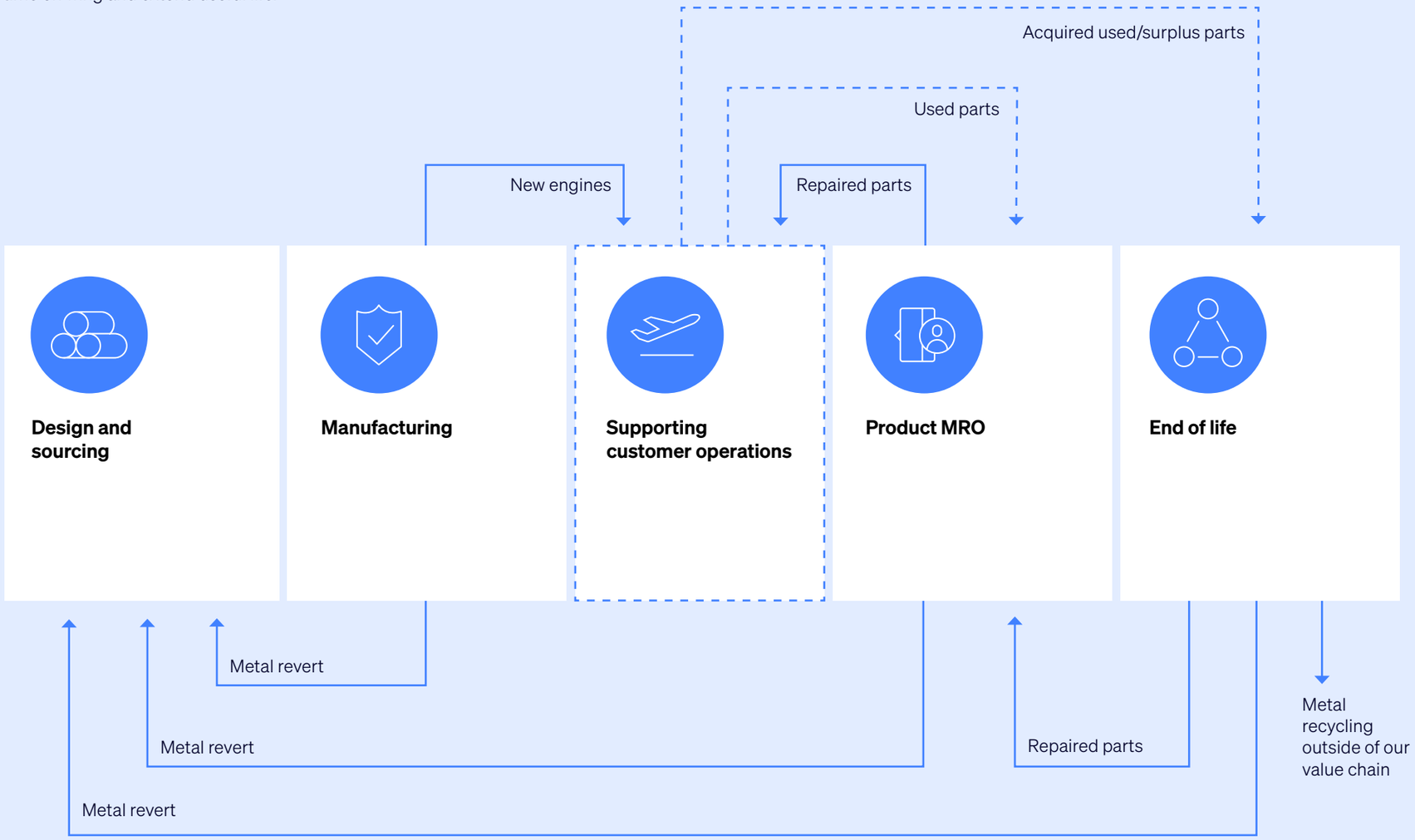
Our circularity approach revolves around repairing engine components and recovering metal within our value chain to the fullest extent possible and reducing waste across the product lifecycle. Optimizing the application of repair technologies to recover and extend the usability of parts while reverting or recycling those that are not repairable contributes to efforts to reduce the upstream carbon footprint of our products and reliance on virgin materials.

Material flow definitions

- **Repair:** Restoration of worn or damaged engine parts to a serviceable condition in accordance with the Instructions for Continued Airworthiness
- **Revert:** Recovery of high-performance metals for reuse in aerospace applications
- **Recycling:** Recovery of metals for reuse in lower-grade alloys

Our approach to circularity

We design our products to help improve time on wing and extend useful life.



Design and sourcing

Durability is a key consideration in the selection of materials and in overall engine design. Selecting the right material—and designing it appropriately for its operating environment—reduces the need for frequent replacement while balancing durability, weight, and performance.

From the earliest design stages, we consider how materials, coatings, cooling strategies, and component architectures will perform over time, including how they can be maintained, repaired, or refurbished in service. For example, through our New Product Introduction early design processes, we consider maintainability and overhaul readiness requirements.

We also design upgrades and continuously invest in our engine products over their lifecycle. We develop advanced test methods to better simulate the field environment to learn and improve durability.

Manufacturing

Embodying a continuous improvement mindset, we continually seek to improve the efficiency of our advanced production technologies and processes to minimize material consumption and reduce waste. We also recover metal revert in our internal manufacturing shops, some of our suppliers' shops, and our MRO network. Working closely with our suppliers and engineering teams, we aim to maximize revert metal recovery through segregation best practices at site level, delivering more reclaimed metal to our supply chain.

As an example, approximately 40% of the strategic nickel alloys we use are revert. We also have robust recovery programs for other alloys, including a proprietary process for recovering platinum contained in environmental coatings for key hot section parts.

Product maintenance, repair, and overhaul

GE Aerospace provides aftermarket services through an open MRO ecosystem.

When an aircraft engine arrives for maintenance, it is inspected, then disassembled into modules and components, ready to be repaired or replaced with new or used serviceable parts. To reduce the number of new parts required during maintenance, we continually invest in the development of new repairs and repair capacity.

Our advanced repairs restore engine-operated components to within serviceable limits, helping maintain and extend their service life and reduce the demand for new parts. Currently, there are thousands of repairs on our books to restore used GE Aerospace and CFM International engine parts to serviceable conditions.

To boost our MRO network's ability to industrialize and scale up repair processes, we have consolidated multiple activities in a new Services Technology Acceleration Center (STAC) in Ohio. Opened in November 2024, the STAC is dedicated to advancing inspection, repair, and engine-to-component-level technology that will be used at aviation service shops around the world. The facility will allow for collaboration between engineering and manufacturing to demonstrate a technology's manufacturing readiness before scaling it for use at MRO shops.

The STAC will also accelerate the pace of inspections, using AI, machine learning, and robotics to assist in standardizing and improving MRO processes. The STAC also serves to create additional production slots for new repair industrialization and acts uniquely in our network for helping to prioritize and inspect parts that can be made serviceable from our used material streams globally.

In March 2025, we inaugurated XEOS, a state-of-the-art MRO facility in Poland. This joint venture with Lufthansa Technik supports the overhaul and repair of CFM LEAP engines. And, in the Middle East, GE Aerospace announced a $50 million investment in a new On Wing Support facility, which will support CFM LEAP fleet growth and ensure readiness for GE9X entry into service.

End-of-life solutions

GE Aerospace's used materials division provides a comprehensive portfolio of products and services dedicated to used material inventory management, consignment and brokerage services, and distribution of used serviceable engine parts and line replaceable units. GE Aerospace has more than 25 years of experience as a leading global provider of used serviceable material for CF6, CF34, GE90, GEnx, and CFM56 engines, offering end-of-life solutions across the used GE Aerospace and CFM International engine market.

During the process of an engine retiring from the fleet, a critical evaluation of several end-of-life management pathways is performed to optimize the outcome. These solutions include the overhaul and rebuild of the engine to re-enter the flying fleet and support aging fleets, and engine retirement and disassembly into single parts that can be repaired, reverted, or recycled in the following ways:

- Repaired parts can be reused during engine service to support overhaul, reducing the number of new parts required.
- Parts can be stored to support future repair development.
- End-of-life parts can be reverted to the raw material stream, then re-enter the aerospace value chain. If the metal cannot be recovered for reverting purposes, materials are recycled as scrap metal for use in a variety of industries.

People

Empowering people and communities

At GE Aerospace, we are passionate about lifting people up in the communities where we live and work. We strive to create an environment where every employee has a chance to reach their full potential through challenging work, coaching, and continuous learning opportunities.

Our culture

Our confidence to deliver for today, tomorrow, and the future is driven by our culture, which is rooted in three key Behaviors: Respect for People, Customer Driven, and Continuous Improvement. These Behaviors guide our actions, decisions, and interactions, creating a workplace where innovation thrives, collaboration is valued, and customer needs are at the forefront of everything we do.

Our GE Aerospace Behaviors

Respect for People

- We put safety first
- We lead with transparency and value inclusive teams and diverse perspectives
- We contribute to each other's development in a constructive way

Customer Driven

- We deliver with focus, prioritizing our work and maximizing our impact
- We measure performance through the lens of our customers
- We actively listen to internal and external sources with the intention of learning, not just responding

Continuous Improvement

- We act with humility and are always in search of a better way
- We learn from our shortcomings as much as we celebrate our wins
- We embrace candor, sharing information to solve problems

By aligning our actions with these Behaviors, we bring our culture to life. This helps position us at the forefront of the aerospace industry.

Our cultural aspirations

Our organizational culture supports talent attraction, engagement, and retention, and promotes ways of working that are strongly connected to our business goals. We are striving to build an environment where every employee has the opportunity to achieve their full potential. We aspire to have a culture known for our:

Passionate innovators: We are a team that develops technology to invent the future of flight by taking considered risks and rapidly experimenting to learn and innovate.

Accountable owners: We are proud to call the company our own and recognize the honor and responsibility that comes with it. We move thoughtfully, decisively, and with urgency to deliver for our customers, employees, and shareholders.

Collaborative problem solvers: We are driven by our purpose and shared priorities to win as one team. We trust and empower each other to prioritize and do what's right for our employees and customers.

Developers of world-class talent: We are on a mission to develop the best people, and we continuously invest in their development by entrusting them with challenging work. We create an environment where every employee has an equal chance to reach their potential.

We are striving to build an environment where every employee has the opportunity to achieve their full potential.

GE Aerospace engagement survey

Twice a year, we conduct our enterprise-wide employee engagement survey, part of our commitment to continuous improvement and a strong employee listening strategy. Through this survey, we can measure our progress and build action plans to bring our Behaviors and culture to life.

Results show that our employees feel their safety is prioritized, the company maintains high ethical standards, and FLIGHT DECK momentum continues to build.

45K+

employees participating in survey[41]

60K+

comments received from survey respondents[41]

Leadership in our communities

At GE Aerospace, our employees are passionate about helping fulfill our purpose of lifting people up in the communities where we live and work. Together, we are creating positive change through employee commitments, the GE Aerospace Foundation, and company giving across our pillars of focus—workforce training and development; science, technology, engineering, and mathematics (STEM) education; military and veterans causes; and disaster relief.

In February 2026, we published a standalone report about our philanthropic community impact. Please see the Philanthropy page of our website to learn more.

$22.5M

in GE Aerospace family giving[42]

50K+

volunteer hours

$30M

committed to creating a multi-year workforce skills program

41 Results from our May 2026 GE Aerospace employee engagement survey.

42 GE Aerospace and the GE Aerospace Foundation continued to build on a legacy of more than 100 years of philanthropic leadership in 2025. GE Aerospace family giving includes company contributions, GE Aerospace Foundation contributions (including matching gifts), and employee and retiree giving.

Activating culture through FLIGHT DECK

Grounded in our Behaviors and executed through our Fundamentals with safety, quality, delivery, and cost (SQDC), in that order, FLIGHT DECK brings our culture to life. Applicable at every level, FLIGHT DECK is best understood through action:

- **Fundamental Learning events:** Structured Problem Solving, At Point Problem Solving, Continuous Improvement, and Daily Management Bootcamps that focus on learning and applying our FLIGHT DECK Fundamentals
- **FLIGHT DECK Foundations:** An immersive four-day experience uniting leaders in learning, observing, and applying FLIGHT DECK to critical business priorities
- **Transforming Together:** An initiative centered on driving transformation through focused plant leader events and best practice sharing
- **Shingijutsu and multi-kaizen events:** Drove impact across key business challenges in 2025, including supplier partnerships
- **Japan Study Mission:** Leaders go to genba to learn from world-class companies and bring lessons back to their teams

In 2025, we also launched FLIGHT DECK Wingmate, an AI-powered solution, to accelerate our employees' lean capability building by giving them instant access to FLIGHT DECK tools, templates, learning sessions, and examples. Now, they can spend less time searching and more time learning and applying the FLIGHT DECK Fundamentals and GE Aerospace Behaviors in their daily work.

Altitude Awards

In 2025, we established the Altitude Awards, an elevated recognition program celebrating employees whose exceptional contributions through FLIGHT DECK embody the culture we are building as a standalone company.

The program honors safety, passionate innovators, accountable owners, collaborative problem solvers, developers of world-class talent, and transformational sites that are shaping the future of GE Aerospace. "Altitude" reflects our commitment to reaching new heights by elevating our people, our company, and the industry, and by recognizing those who push boundaries to define the future of flight.

Learn more about FLIGHT DECK in action.

Talent development and engagement

We are relentlessly focused on attracting top talent and developing our global workforce so we can continue to meet the evolving needs of our customers.

Attracting the best talent

We conduct training to strengthen our talent acquisition processes, and we work with local colleges, universities, and various organizations to expand our talent pools.

Our Leaders Innovating Flight for Tomorrow (L.I.F.T.) Summit is designed to widen our reach to university talent across the United States. This three-day, early-access career event introduces students to our company and culture, and creates a pipeline of talent for our internships and development programs.

Our Employee Resource Groups (ERGs) are open to all employees, promoting engagement, innovation, and a culture rooted in Respect for People.

Our global development programs

Our development programs are two-year rotational programs dedicated to career-shaping experiences to grow talent in critical functions. These programs provide the primary path for university graduates into GE Aerospace careers. Students can build skills in critical areas of the company with active coaching, training, work content with business impact, and a connected peer community. This is an opportunity for employees to accelerate their future with GE Aerospace.

Our programs include:

Digital Technology Leadership: Build digital products and services that accelerate the way our company works and deliver value to GE Aerospace's employees worldwide.

Edison Engineering Development: Apply engineering fundamentals and design, analyze, and test the technology that continues to innovate how the world flies.

Financial Management: Gain exceptional corporate finance expertise through challenging assignments, training, and leadership opportunities in GE Aerospace's core finance competencies.

Human Resources Leadership: Shape the employee experience, develop talent, and become an operational partner for our business.

Manufacturing Engineering Development: Offer mentored assignments in manufacturing engineering to gain technical depth and experience through a mix of on-the-job training and classroom education.

Military Officer Leadership: Provide challenging assignments to give the necessary foundation for officers leaving the military and looking to start their first civilian role.

Operations Management Leadership: Build skills and leadership in manufacturing with broad exposure to the supply chain (including manufacturing, sourcing, quality, logistics, and environmental, health, and safety).

Our experienced professionals' programs

GE Aerospace offers the Take2Flight program for experienced professionals returning to work after a career break of at least one year. This "experienced career relaunch" program offers 12 weeks of customized onboarding and training, designed to help returners with non-traditional career journeys and different life experiences ease back into full-time technical positions.

We are also proud to support the U.S. Government's SkillBridge program, which provides service members with an opportunity to gain real-world training and work experience with approved partners during their last 180 days of service. As a SkillBridge partner, we offer specific industry training and work experience in in-demand fields while having the opportunity to evaluate the service members' suitability for the work.

Learn more about our global development programs.

Onboarding our new employees

New GE Aerospace employees are introduced to our company through our Joining GE Aerospace program. The multi-week course provides insights into the company's history and future, our various businesses, the GE Aerospace Behaviors, and FLIGHT DECK. This welcome program helps new employees feel more connected to the organization and their colleagues, launching them into their jobs with a sense of pride and belonging.

In addition to this enterprise-wide program, senior executives joining the organization attend the multi-month Senior Leader Executive Immersion program, an intensive, focused experiential approach to prepare new leaders.

Developing our people

GE Aerospace is committed to providing impactful development opportunities for all employees. Learners can build new skills and capabilities through hands-on experiences, peer interactions, and a variety of learning resources. Employees have access to online platforms like the FLIGHT DECK Activation Hub and Learning Central, along with virtual and in-person learning sessions covering professional skills and FLIGHT DECK. Together, these experiences help our people grow their careers, strengthen our culture, and better serve our customers.

2.4M

total courses completed in GE Aerospace Learning in 2025

Performance management

Our performance management system—People, Performance, and Growth—is designed to help employees understand their performance against their priorities, as well as demonstrate our GE Aerospace Behaviors. This performance management system drives greater responsibility for performance at an individual level and directly links individual achievements to incentive compensation.

Our executive teams conduct regular reviews of talent and performance, particularly in the context of critical roles, succession, and business goals. We also provide our employees with resources to help them manage professional and personal development.

On-demand learning

Learning Central offers on-demand learning resources that full-time employees can access at any time to support their growth. The platform includes LinkedIn Learning, getAbstract, and aerospace-specific content, complementing development that happens on the job and through collaboration with colleagues. Through this accessible, centralized portal, employees benefit from tailored content and a personalized experience, based on their roles, interests, and development goals, contributing to millions of course completions each year.

Building capability for all employees

We provide a variety of learning resources and opportunities for development and growth because our employees learn in different ways:

- Upskilling through classroom and virtual learning experiences so employees can further embody Respect for People, become more impactful leaders, and meet the changing needs of our customers
- Experiential opportunities like participating in kaizen events, problem solving, and on-the-job training for employees to learn by doing, with time and space to build capacity and grow
- Connections to other employees through online communities, enhancing collaboration and building relationships

FUEL coaching model

Internal and external insights highlight the critical role of coaching and actionable feedback in driving team effectiveness, engagement, and improved business performance. GE Aerospace utilizes FUEL, our enterprise coaching model, to develop world-class talent and drive continuous improvement.

The FUEL framework is a powerful way to improve how we work together by enhancing how we solve problems, strengthening collaboration, and enabling more open, actionable discussion across teams and management levels. It can be used in many contexts, including day-to-day problem solving, peer and team conversations, career discussions, and coaching within FLIGHT DECK.

By integrating FUEL into everyday interactions, leaders and team members at all levels can drive continuous improvement, strengthen relationships, and align efforts with organizational goals.

Workplace environment

Being an employer of choice and providing a safe, fair, and respectful work environment is embedded in our culture, operations, policies, and procedures.

Fostering a respectful workplace

Respect for People—where all employees' perspectives are valued—is a GE Aerospace Behavior that shapes our culture. GE Aerospace's Respectful Workplace Policy is the foundation of our Respect for People commitment.

Aligned with our Human Rights Statement of Principles, we prohibit discrimination or harassment against anyone based on race, color, religion, national or ethnic origin, ancestry, sex (including pregnancy and related conditions), gender, sexual orientation, marital status, genetic information, age, disability, military and veteran status, or any other characteristic protected by law.

We respect workers' rights to freedom of association, privacy, collective bargaining, immigration, working time, and wages and hours, and prohibit forced and child labor, and employment discrimination in our operations, as well as our business partnerships.

Our Respectful Workplace Policy details every employee's responsibility for treating each other, as well as applicants, customers, suppliers, and contractors, with fairness and respect. We regularly provide training and guidance on preventing discrimination, harassment, and bullying against any employee or applicant based on any characteristic protected by law. Any employee with concerns can raise them through our Open Reporting program.

Promoting fairness and opportunity

At GE Aerospace, we foster an environment that provides every employee with the opportunity to contribute.

- Our compensation philosophy reinforces our focus on respect and fairness, supporting a strong connection between performance and compensation decisions
- We establish consistent pay ranges and structured bonus plans that align with our philosophy while maintaining a strong focus on safety
- We review pay regularly to help ensure our pay practices are competitive and consistent

Flexible and remote work

We recognize that there are some circumstances that may require a flexible or remote work arrangement, and we promote such arrangements when they support an employee's personal needs as well as the needs of the business. The options we offer include flex-time and part-time opportunities, job sharing, reduced and compressed hours, telecommuting, hybrid work, and remote work.

We offer a hybrid model of working, in accordance with national laws and local agreements where they exist. People leaders determine how to implement this arrangement to meet customer, business, and team needs.

We also appreciate that many roles across the business can only be completed on-site. In such cases, flexible options may be limited.

Global wellbeing

Our wellbeing program, HealthAhead, provides holistic wellness tools and resources to help improve the lives of our employees—physically, emotionally, financially, and socially.

We gather engagement insights and local feedback from a global network of Wellbeing Champions to evolve our approach. In 2026, we introduced Nudge—a global financial education and wellbeing program.

Through resources like the 24/7 Aerospace Response Center, Employee Assistance Program (EAP), physical activity programs, and the Cincinnati family wellness center and other on-site clinics, we support employees and families in all aspects of their lives and in their local communities.

Respect for People—where all employees' perspectives are valued—is a GE Aerospace Behavior that shapes our culture.

Global benefits

GE Aerospace offers a comprehensive range of global benefits designed to support employees and their families through health and wellbeing, retirement and savings, and lifestyle programs tailored to local markets while maintaining a competitive and consistent standard worldwide.

U.S. benefits

GE Aerospace offers a variety of benefits, including medical, dental, vision, life and disability insurance, and retirement savings.

Maternity and family planning

Birth mothers may receive up to eight weeks of paid disability leave post-delivery, plus up to 10 weeks of paid parental leave (maternity, paternity, or adoption).

Employees also have access to guidance and counseling for adoption, pregnancy, parenting, childcare, coping with disability, elder care, financial and stress management, and retirement planning. Eligible employees can receive infertility benefits, adoption assistance (per adoption, up to an annual maximum), 1:1 nurse guidance (preconception to postpartum), Maternity Care Select Centers of Excellence in select markets, GE Aerospace Babies for personalized advice and more from maternity care nurses, and Moms on the Move for no-cost breast milk shipping for U.S. business travel.

Additional health and wellness program highlights

- In 2026, we introduced the following programs to eligible employees:
  - Sword Thrive: Digital physical therapy program for back, joint, and muscle pain
  - Lantern: Surgical Centers of Excellence network program that offers best-in-class surgical services while lowering costs
- Health Coach from GE Aerospace: Expert support to find in-network hospitals, doctors, and quality care, understand diagnoses, and resolve claims
- Medical 2nd Opinion: Access the expertise of leading medical specialists for a second opinion
- Cariloop: Dedicated care coaches for elder care, childcare, special needs, and complex family situation support

Mental health and education support

Employees and families can access confidential mental health care and preventive services via the EAP, Talkspace, Substance Use Hotline, telemedicine, and tobacco cessation resources, with education campaigns that build resilience and wellbeing literacy.

Employees have online access to resources and plan information at HR Central (our centralized portal and app for benefits, tools, and plan information) and our Benefits Hub (information and details about our programs and resources).

Human rights and ethical supply chain

Respecting the human rights of our workforce and those in our value chain is a core part of GE Aerospace's commitment to integrity. Consistent with that commitment, we treat everyone affected by our business with fairness and dignity, respect employees' rights to freedom of association, and foster strong relationships with suppliers and other stakeholders in our value chain.

Principles, policies, and standards

Our human rights program is built on a suite of policies and standards that are embedded across our operations and value chain.

Human Rights Statement of Principles

GE Aerospace is committed to operating with compliance and unyielding integrity wherever we do business. Respecting the human rights of our workforce and those in our value chain is a cornerstone of this commitment, in line with the United Nations Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, and the Ten Principles of the United Nations Global Compact (UNGC).

Driven by those standards, we strive to respect the dignity of everyone we might affect—directly or indirectly—through our operations, products, services, and business relationships across the globe.

Our Human Rights Statement of Principles is grounded in respect for all internationally recognized human rights addressed by the International Bill of Human Rights, the International Labour Organization Declaration on Fundamental Principles and Rights at Work, and the Sustainable Development Goals.

We remain committed to working with our business partners and entities throughout our value chain to align their policies and practices with the expectations set out in our Statement of Principles.

The Spirit & The Letter

The human rights expectations of all GE Aerospace employees, directors, and officers are detailed in our Code of Conduct, The Spirit & The Letter (S&L). This incorporates our Human Rights Policy and provides an overview of employee responsibilities and expectations.

Human Rights Enterprise Standard

Our operational requirements for this risk area are outlined in the Human Rights Enterprise Standard, which helps us identify, understand, and respond to the salient human rights risks our company faces. The standard sets out minimum requirements regarding risk assessment and identification, the due diligence of third parties, and the escalation and remediation of any human rights concerns.

Our Human Rights Risk Focal regularly collaborates with a cross-functional group of stakeholders to discuss the implementation of the standard and the evolving human rights landscape.

The human rights expectations of all GE Aerospace employees, directors, and officers are detailed in our Code of Conduct, The Spirit & The Letter (S&L).

Human rights stakeholder engagement

GE Aerospace engages with many external stakeholders to identify human rights risks throughout our value chain and collaborates with peers, experts, and civil society groups to seek practical solutions.

- We actively participate in the UNGC and align with its Ten Principles on human rights, labor, environment, and anti-corruption. In 2025, GE Aerospace participated in the UNGC's Business & Human Rights Accelerator, a six-month program designed to help companies identify, prioritize, and address their salient human rights impacts through a structured due diligence process.
- As a founding member of the Global Business Initiative on Human Rights, we work with other multinationals to embed respect for human rights into our business operations, drive improvements through peer learning, highlight challenges, and address human rights risks.
- We are engaged in the Leadership Group for Responsible Recruitment (LGRR), a group of companies and expert organizations working to improve the recruitment of migrant workers. LGRR supports ethical recruitment practices and promotes the Employer Pays Principle, a concerted effort to eliminate the practice of charging workers a recruitment fee to secure employment.

We provide employees with training and communication materials focused on respect for human rights and our prohibition on forced labor; our relevant company-wide policies and programs on these topics; and, most importantly, how they can serve a role in identifying and reporting possible signs of human rights issues when they are at GE Aerospace operations, supplier facilities, or customer sites. We strive to continuously improve our procedures to identify, prevent, mitigate, and remedy our salient human rights impacts.

Freedom of association

We are committed to engaging meaningfully with worker associations and recognized unions, and we have enjoyed respectful and successful relationships with labor unions around the world for many years.

United States: As of December 31, 2025, we had nearly 4,000 union-represented manufacturing and service employees at sites in the United States.

China: Approximately 350 employees have formal representation in China through the GE Aerospace China Union Committee.[43]

Latin America: In Brazil, almost 2,700 employees are represented by unions.[44]

Europe: As well as engaging with national works councils, trade unions, and other employee representative bodies where appropriate, our own European Works Council covers about 99% of our European workforce, representing over 11,300 employees.[45]

43 All production employees in Suzhou and Shanghai are considered union employees.
44 All production employees in Brazil. Individual union affiliation is not recorded per privacy laws, but all production employees are covered by union agreements.
45 Approximately 99% of GE Aerospace employees in Europe are covered by the European Works Council (excludes only senior leadership). Specific union affiliation is not captured due to privacy laws.

Ethical supply chain

GE Aerospace is committed to integrity and high standards of business conduct in our dealings with suppliers. We have an extensive Supplier Responsibility Governance (SRG) program that is designed to foster an ethical, sustainable, and transparent global supply chain and establish clear social and environmental expectations for suppliers. Under our SRG program, we prioritize suppliers for detailed pre-engagement and periodic post-award audits, including both on-site and desktop audit assessments.

The SRG program allows us to continuously assess, monitor, and drive improvements within our supply chain. Regular communication and engagement with suppliers helps build their capacity to improve their environmental, health, and safety practices, and reduce human rights and modern slavery risks. We are particularly focused on safety, environment, working conditions, and, where relevant, the living conditions of suppliers' employees.

Our systematic approach to SRG program management includes:

- Rigorous in-person auditing of relevant suppliers by trained, certified auditors to assess compliance with our requirements before onboarding
- Country risk-level classifications every two to three years, assessing manufacturing and human rights risks using third-party data and risk indices
- Prioritizing suppliers for audits based on location, the parts they produce, and whether they use brokers to recruit migrant workers
- Ongoing compliance monitoring using on-site or remote audits, depending on supplier risk
- Recording, tracking, and monitoring all the findings from our SRG audit in a third-party reporting tool, with timely issue resolution and corrective action plans where necessary

We also require our sourcing employees to go through training on the SRG program, and additional training is given to employees who conduct audits.

See our Sustainability data tables for details of our performance in this area.

Supplier Integrity Guide

Our suppliers, contractors, and consultants (collectively "suppliers") contractually agree to adhere to standards of business conduct in keeping with the GE Aerospace Supplier Integrity Guide. The guide sets out our requirements for relationships with suppliers. It also requires them to respect the human rights of their employees and others in their business operations and activities for GE Aerospace, as well as to comply with our standards on lawful business practices, safe and healthy work environments, and ethical conduct, among other topics.

Suppliers' responsibilities include respecting the human rights of employees and others in their business operations, including activities with GE Aerospace. We explicitly prohibit suppliers from using child, prison, forced, or indentured labor or any form of compulsion, coercion, or human trafficking. Furthermore, we require our Tier 1 suppliers to cascade the requirements of the guide to their own suppliers.

Responsible mineral sourcing

GE Aerospace is dedicated to respecting human rights through responsible sourcing practices, particularly for products containing tin, tantalum, tungsten, and gold (collectively known as 3TG). GE Aerospace requires suppliers to adopt policies and establish systems to procure 3TG from sources that do not directly or indirectly finance armed groups in the Democratic Republic of the Congo (DRC) or other conflict-affected and high-risk areas.[46] Refer to our Responsible Mineral Sourcing Principles to learn more about our efforts to responsibly source minerals.

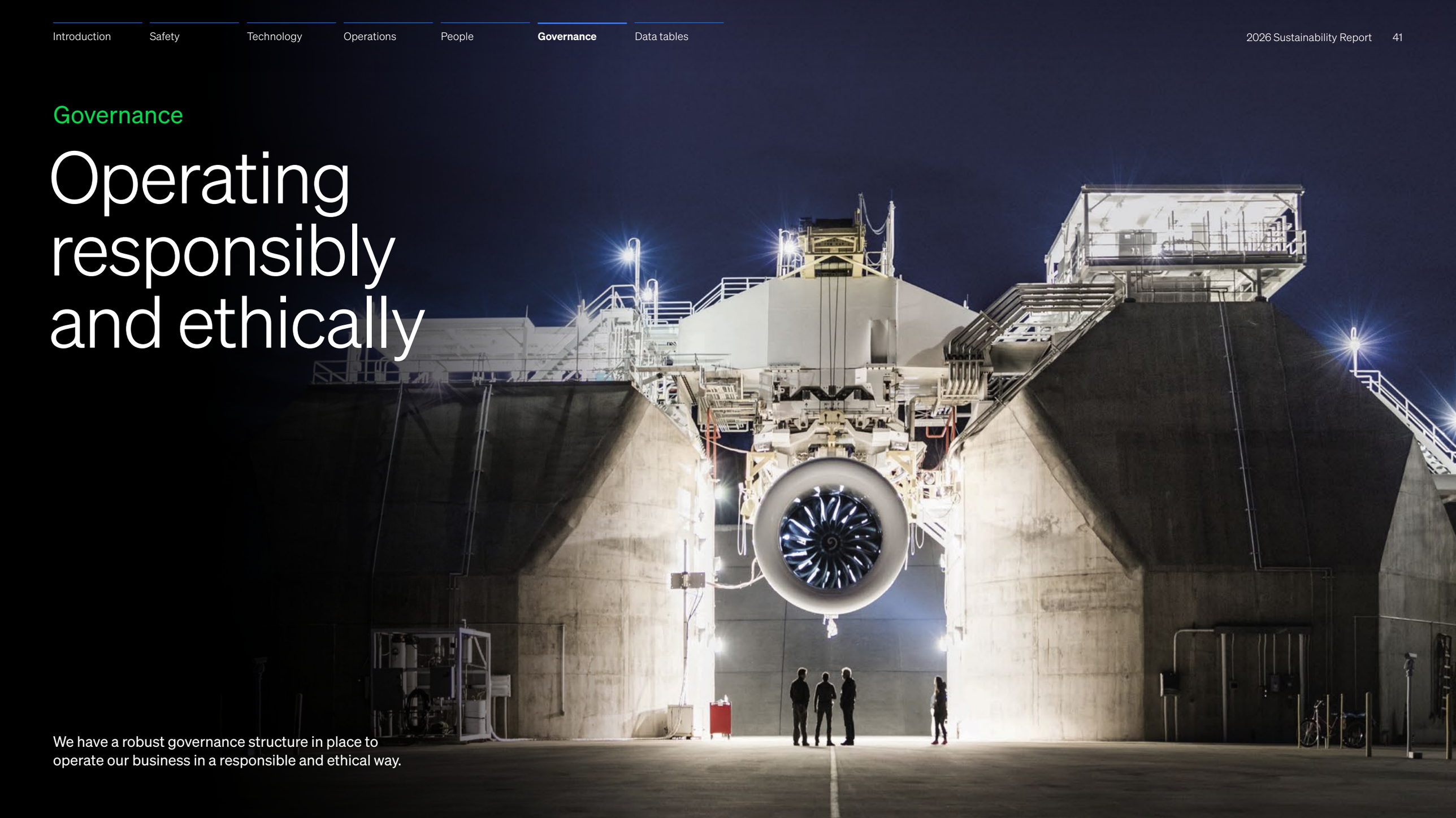
Each year, we undertake reasonable due diligence to determine if any of our products containing 3TG originated in the DRC or conflict-affected areas by requesting information from our Tier 1 suppliers. We continue to achieve at least a 75% response rate every year. We then file a report with the U.S. Securities and Exchange Commission. See our most recent Conflict Minerals Report for details.

In collaboration with a third party, we offer annual awareness training on conflict minerals with our suppliers to help them comply with relevant regulations and our own Responsible Mineral Sourcing Principles. In 2025, we increased engagement with suppliers on smelters of concern and continue to participate in the multi-stakeholder Responsible Minerals Initiative.

46 Any country that shares an internationally recognized border with the DRC, namely Angola, Burundi, Central African Republic, the Republic of the Congo, Rwanda, South Sudan, Tanzania, Uganda, and Zambia.

Governance

Operating responsibly and ethically



We have a robust governance structure in place to operate our business in a responsible and ethical way.

Sustainability governance structure

GE Aerospace's sustainability priorities and programs have oversight and responsibility at the Board, senior leadership, and functional levels.

Oversight of corporate strategy is provided by the Board of Directors and its committees, while the senior leadership team develops and drives sustainability strategy, sets priorities, and monitors performance, reporting progress to the Board. Day-to-day sustainability-related activities are coordinated by GE Aerospace's sustainability function.

Board oversight of sustainability

The GE Aerospace Board of Directors oversees the company's sustainability priorities and initiatives as an integrated part of our overall strategy and risk management. Matters related to sustainability often span multiple functional categories and areas of oversight, and therefore involve discussion at the full Board level as well as at individual committees.

The Governance & Public Affairs Committee (Governance Committee) has primary oversight of our priorities and external reporting related to sustainability matters. This includes supporting the full Board's oversight of strategy, risks, and opportunities related to sustainability. The Governance Committee also oversees political spending and advocacy, human rights, and environmental, health, and safety.

The Audit Committee also has a role to play in sustainability matters, to the extent these topics relate to financial reporting and regulatory requirements. This includes reporting on these matters in Securities and Exchange Commission (SEC) filings and data quality related to this reporting.

The Management Development & Compensation Committee has oversight of strategies and policies related to human capital management, including with respect to matters such as workplace environment and talent recruitment, development, engagement, and retention.

More information on the role of each committee can be found in our Proxy Statement and in each committee's charter, which can be found on the Governance section of our website.

Management oversight of sustainability

Strong sustainability engagement from management and the sustainability function enables effective oversight and alignment across our organization's key functions.

Sustainability Senior Aerospace Leadership Team (SALT) Steering Committee

Our Sustainability SALT Steering Committee comprises senior leaders from key business areas and functions. The Committee develops the company's sustainability strategy, focusing on our sustainability priorities, and is responsible for sustainability performance and integration across the company.

The CEO of Software as a Service, Aerospace Carbon Solutions (ACS), and Sustainability—who reports to the GE Aerospace CEO—leads the Sustainability SALT Steering Committee and is responsible for the enterprise-wide execution of our climate strategy, including reporting climate-related topics directly to the Board or its committees.

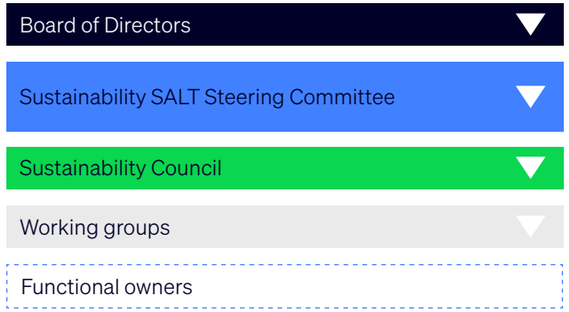
Sustainability Council

Chaired by our sustainability leader and staffed by key corporate functions, including Sustainability, Facilities, Government Relations, Finance, Legal, Human Resources, Engineering, Sourcing, and Strategy, the Sustainability Council meets throughout the year to:

- Support sustainability strategy and implement sustainability initiatives across business units and functions
- Monitor progress toward delivering on sustainability goals established by the Sustainability SALT Steering Committee
- Address gaps in our sustainability programs
- Review sustainability disclosures, including our annual Sustainability Report and regulatory reporting requirements

Progress and challenges in the areas above are escalated to the Sustainability SALT Steering Committee as needed.

Sustainability oversight



Enterprise risk management

GE Aerospace manages enterprise risk using a defined process, active leadership involvement, and robust governance practices.

Our enterprise risk management (ERM) framework includes a multi-tiered, holistic review with a quarterly cadence intended to inform our annual long-term strategy planning. Through this process, our senior management defines, identifies, and prioritizes top enterprise risks.

Our enterprise risk management framework

The foundational tier of our ERM framework is a working committee, comprising senior leader representatives from across the enterprise, co-chaired by the Chief Compliance Officer and Chief Risk Officer. This committee assigns business risk owners to key top risks, defines our company's risk profiles, and reviews risk tolerances and response strategies. Its output is brought to our Executive Risk Committee, comprising members of the SALT, co-chaired by the General Counsel, Chief Financial Officer, and Chief Compliance Officer. This committee provides additional oversight, approves risk tolerances, and escalates key risks to the Audit Committee and Board.

This structure drives accountability in our business, supporting effective risk management practices. Ultimately, the Audit Committee oversees GE Aerospace's ERM framework. Both the Audit Committee and Board receive enterprise risk reports from the Chief Compliance Officer. Our governance principles and committee charters define the risk areas for which each committee has ongoing oversight responsibility. The Board, as a whole, focuses on the most significant risks facing the company.

Climate-related risks are integrated in our ERM framework and are therefore subject to the ERM governance process and reviews.

Enterprise risk management framework

- Strategic risk
- Operational risk
- Financial risk
- Legal and compliance risk

Our commitment to compliance and integrity

GE Aerospace is committed to maintaining a world-class compliance program with the goal of operating with compliance and unyielding integrity wherever we do business. This means being honest, fair, and trustworthy in all GE Aerospace activities and relationships, and obeying applicable laws and regulations governing our business around the world.

The Spirit & The Letter

Supporting our culture of integrity, The Spirit & The Letter (S&L) is the company's Code of Conduct and is a key enabler of our commitment to high compliance and integrity standards.

The Code of Conduct consists of 19 policies that together address the key compliance and ethics risks facing the company. Each policy contains clearly defined rules that all GE Aerospace employees are required to follow.

The Code is available in 12 languages, mobile-friendly, and accompanied as needed by additional guidance for employees on how to comply.

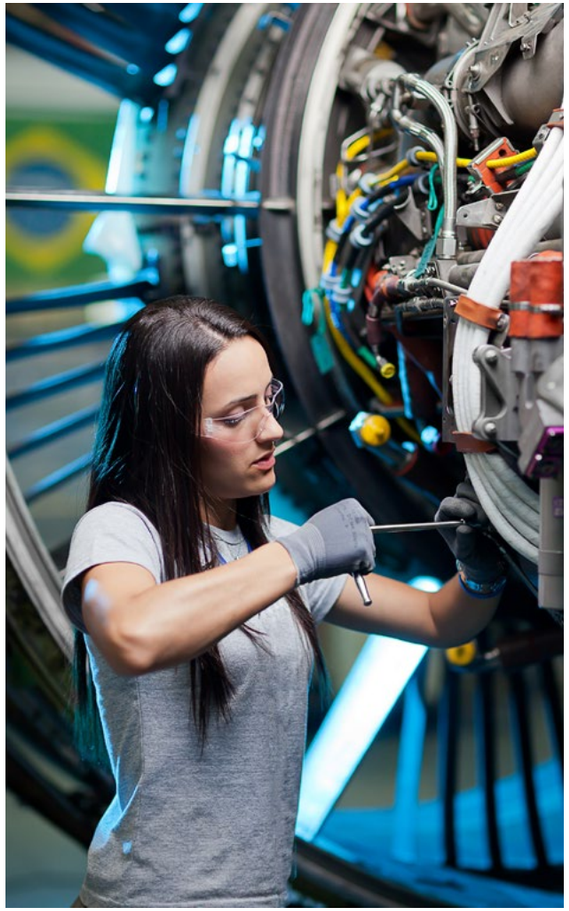
New employees receive training on S&L policies and how to apply them. This training includes a focus on open reporting, addressing issues that might potentially impact compliance, and how to raise concerns about potential violations. Existing employees receive regular targeted training and communications designed to keep them knowledgeable on the policies. Salaried employees are also asked to acknowledge their understanding and their willingness to comply every year.

Third parties, including distributors, suppliers, agents, and partners, are also required to comply with relevant aspects of the Code and, as necessary, GE Aerospace will educate those third parties about the applicable rules.

S&L policy areas

- Acceptable Use
- Anti-Bribery/Anti-Corruption
- Anti-Money Laundering
- Conflicts of Interest
- Cybersecurity
- Environmental, Health, and Safety (EHS)
- Fair Competition
- Government Contracting Compliance
- Human Rights
- Insider Trading and Stock Tipping
- Intellectual Property
- International Trade Compliance
- Open Reporting
- Privacy
- Quality
- Reporting and Recordkeeping
- Respectful Workplace
- Security
- Supplier Relationships

Learn more about S&L on the Sustainability reporting page on our website.



Supporting our culture of integrity, The Spirit & The Letter (S&L) is the company's Code of Conduct.

In addition to The Spirit & The Letter, there are other key enablers to our commitment to compliance and integrity, as outlined below.

Compliance Network

Our Compliance Network comprises experienced, full- and part-time compliance professionals who are embedded within the company's business divisions and at each of our sites worldwide. These compliance professionals act as a critical resource, helping employees understand their compliance obligations, while leaders drive compliant behavior and integrity within their organizations. This happens through:

- Standard risk management practices, including the collection of employee input through the annual Safety and Compliance survey
- Recurring sessions where compliance data and risks are examined and actioned by our leaders
- Daily site stand-ups where compliance learnings are shared and discussed with shop-floor employees
- Monthly employee communications addressing important compliance topics

Anti-bribery and anti-corruption

GE Aerospace prohibits bribery in all business dealings, in every country around the world, with both governments and in the private sector. We maintain strong controls aimed at preventing and detecting bribery. This includes a rigorous process for appointing and managing third parties acting on GE Aerospace's behalf in business dealings and for keeping accurate books, records, and accounts that correctly reflect the true nature of all transactions.

Fair competition

We believe in a free and competitive marketplace. We comply with antitrust and competition laws in all our activities. We train our teams to never enter into arrangements or agreements with customers or suppliers that are contrary to the antitrust or competition law principles.

Open Reporting program

Employees serve as the first line of defense in the early detection of potential compliance concerns. Through our Open Reporting program, employees are obligated to promptly report any concerns they have about compliance with applicable laws or the company's Code of Conduct, which they can do anonymously if preferred. Once a concern is raised, a rigorous process is followed to investigate it and, if confirmed, appropriate remedial action is taken.

This approach to identifying and addressing compliance concerns allows the company to continuously improve the processes, practices, and culture that are designed to drive compliance and integrity. GE Aerospace has a focus on open reporting, with 1,238 policy concerns raised in 2025, resulting in 1,169 corrective actions.

The company continually monitors the health of the Open Reporting program through the use of various metrics and key performance indicators (KPIs), including case volume, confirmation rate, anonymity rate, and the average number of days it takes to investigate and close a concern. The integrity of the Open Reporting program is critical to our ability to detect and manage compliance risk and, as such, GE Aerospace strictly prohibits retaliation for raising a concern or for participating in a compliance investigation.

Compliance concerns can be raised by phone, email, or mail, both by employees and external stakeholders.

Non-retaliation

Non-retaliation is part of our Open Reporting Policy. GE Aerospace strictly prohibits retaliation against those who raise a compliance concern or participate in a compliance investigation. Employees who believe they have been retaliated against are encouraged to immediately report it. We have zero tolerance for retaliation, and confirmed retaliation—direct or indirect—is grounds for discipline up to and including termination.

Risk Focal program

For the company's key compliance risks, it designates a Risk Focal who is responsible for actively managing the risk associated with the policy, in close partnership with relevant business leaders and the company's central compliance team. This risk management responsibility includes understanding how the risk is manifesting itself within the company and ensuring that the risk is adequately controlled, through monitoring and testing of key controls, across the enterprise, including at our sites.

The company's central compliance team actively supports the Risk Focal program, including through the development and delivery of structured risk management training to Risk Focals designed to continuously improve their risk management capabilities. The central compliance team also provides governance and oversight of the Risk Focals, regularly evaluating and advising on the strength of risk controls, risk control improvement plans, and risk control monitoring and testing practices.

Compliance risk assessment

The company's annual compliance risk assessment process provides a structured opportunity to evaluate and consistently improve our compliance program. This assessment is facilitated by the company's central compliance team and includes inputs from across the organization, including from Risk Focals, key partners and stakeholders, and senior business leaders. Employees also provide compliance insights through the annual Safety and Compliance survey.

The compliance risk assessment is a key tool that enables us to identify the company's top compliance risks, which can then be prioritized for remedial action. Ultimately, the results of the risk assessment and applicable remediation plans are shared with the company's senior leaders and with the Audit Committee of the Board of Directors.

Data privacy and cybersecurity

GE Aerospace takes steps to protect the information we hold about our employees, customers, and suppliers, the proprietary data we have about our designs and products, and the technology resources we provide to our employees and contractors. The measures we take reflect our goal of protecting our employees, serving our customers, and preserving shareholder value.

In our defense-in-depth approach, multiple layers of security controls are placed throughout our systems, and a security-by-design approach is designed to build security into our products. Both help enable us to proactively respond to a dynamic cyber-threat landscape.

GE Aerospace's cybersecurity framework

The security of our information, systems, products, and network is, and always will be, an important priority. GE Aerospace's cybersecurity controls framework is informed in part by the National Institute of Standards and Technology (NIST) Cybersecurity Framework and International Organization for Standardization (ISO) 27001 Framework. Each cyber function—govern, identify, protect, detect, respond, and recover—is managed by defined governance, risk assessment, control implementation, and control effectiveness monitoring and metrics.

Our layered defense approach to security combines multiple mitigating security controls to help protect our resources and information, and help improve our cyber resilience. Our central cybersecurity framework reaches our shared services operations and business units to optimize our protection based on industry-specific requirements.

We devote substantial resources to maintain an information technology (IT) infrastructure that implements physical, administrative, and technical controls designed to protect information stored on our networks, including customer, personal, and proprietary information. We strive to apply enhanced controls to information that we believe could result in significant harm to our business if lost or misused.

In addition, we have committed resources and implemented processes to help prevent, detect, and respond to cyber threats. Our cyber incident coordination team exercises, tests, and continually improves our cyber incident coordination plan through tabletops and simulations. Working with legal, communications, privacy, and compliance teams, the cyber team also addresses security concerns or incidents that could present risk, including third-party supplier incidents.

GE Aerospace's approach to product cybersecurity includes lifecycle management, vulnerability management, customer notifications, incident response, issuing security bulletins and advisories, and channels for receiving and responding to vulnerability reports. We have also implemented secure development lifecycle design practices to help protect our software designs and connected products.

Protecting our digital ecosystem

The increasing degree of interconnectedness among companies and their affiliates, partners, suppliers, and customers underscores the need for companies to evaluate cybersecurity threats not only to their own internal networks, but also to the larger ecosystem in which they operate.

We understand that protecting the confidentiality, integrity, and availability of information extends to business partners that are afforded access to such information. We contractually require our suppliers to secure and maintain their IT systems and protect our information on their systems, and perform security assessments on certain suppliers based on a risk assessment and rating process. Higher-risk suppliers may be subject to on-site assessments and more frequent reassessments, for which we use a tool to capture information on how their procedures have been improved.

To help our employees safeguard GE Aerospace's information and systems, our cyber team amplifies key messages to relevant colleagues. We provide security awareness training to help our employees understand their information protection and cybersecurity responsibilities. We also provide additional role-based training to some employees based on customer requirements, regulatory obligations, and industry risks.

Recognizing that technology and the nature of its threats and risks are changing, we will continue to evolve our approach. Collaboration is important for effective cybersecurity solutions—bringing together the best minds and the best ideas—and we continuously seek to engage with regulators, customers, suppliers, employees, and industry colleagues to improve cybersecurity. We also engage in public–private partnerships, such as information sharing and analysis centers, to share actionable cyber threat indicators. These activities have resulted in improved capabilities that are quicker and more effective in responding to dynamic threats.

Cybersecurity governance and leadership

At GE Aerospace, our approach to cybersecurity reflects our spirit of continuous improvement. Our Chief Information Security Officer (CISO) is responsible for developing and maintaining an information security program that enables business leaders to make risk decisions while protecting the business from security threats and risks.

This program is designed to protect GE Aerospace's products and information resources, and the information contained therein, including the employee, customer, and supplier information stored in our systems. The CISO analyzes cybersecurity and resilience risks; considers industry trends; implements controls to mitigate these risks; and enables business leaders to make risk-based decisions.

As part of its oversight role, the Audit Committee of our Board of Directors reviews GE Aerospace's practices and programs related to cybersecurity periodically throughout the year. The Committee is updated regularly on cyber threats and risk management strategy, while the CISO meets with other senior leaders to review and discuss the company's cybersecurity program, including emerging cyber risks, threats, and industry trends.

In addition, GE Aerospace periodically engages third-party cybersecurity companies to assess our cybersecurity program for maturity, effectiveness, and consistency with prevailing industry standards.

Our privacy program

GE Aerospace employs privacy practices based on our Privacy and Data Protection Enterprise Standard, which is designed to support compliance with our privacy commitment and applicable internal policies and regulations.

Our privacy program is led by our Chief Privacy Officer and supported by a dedicated Privacy team. The privacy program includes education and awareness, incident response protocols, a privacy-by-design approach, and privacy impact assessments. The program also includes technical and organizational information security measures designed to protect personal information. In addition, we contractually require suppliers that process personal information under a contract with GE Aerospace to do so in a manner consistent with our privacy program, our policies, and applicable regulatory requirements.

GE Aerospace's privacy commitment

GE Aerospace's Commitment to the Protection of Personal Information outlines the standards that are applicable to the processing of personal information. Our privacy policies strive to:

- Process personal information fairly and lawfully, informing customers, employees, and suppliers in a timely manner
- Limit the processing of personal information to the fulfillment of GE Aerospace's specific, legitimate purposes
- Limit the processing of personal information to that which is adequate, relevant, and not excessive
- Take reasonable steps to help ensure personal information is accurate and retained only for as long as necessary for the purposes for which it is collected
- Make privacy practices clear to individuals
- Provide for the exercise of individual rights in relation to personal information processed by GE Aerospace
- Establish the necessary basis for lawful cross-border transfers within the company

TRUSTe certification

We are third-party certified by an accountability agent, TRUSTe, in the Asia-Pacific Economic Cooperation. Our certification includes Cross-Border Privacy Rules and Privacy Recognition for Processors to reinforce the global scope of our privacy program and to extend our commitment to privacy worldwide.

Artificial intelligence

AI has the potential to help the aerospace industry become safer, enhance quality, and improve outcomes for our customers.

Our guiding principles

As we evaluate, develop, and explore new applications of AI, we take steps to follow three guiding principles:

- The data used to train the models must be trusted
- The model must be transparent, validated, and produce repeatable results
- There must always be a human in the loop

AI at GE Aerospace

We apply a lean mindset to identify the best opportunities for improvement and then aim to design the right digital solutions, leveraging AI, to deliver the desired business outcomes. We have been actively using AI for nearly a decade.

We use AI and machine learning to monitor our commercial engines around the clock, enhancing predictive maintenance. Over the past decade, this has improved detection rates by 45%, halved false alerts, and identified maintenance needs 60% earlier. We are also using an AI-enabled Blade Inspection Tool (BIT) to help our technicians conduct faster, more accurate inspections.

We are broadening our discussions with industry associations such as the Aerospace Industries Association (AIA); Airlines for America (A4A); the Society of Automotive Engineers (SAE); the European Organisation for Civil Aviation Equipment (EUROCAE); and NIST to partner on the responsible use of AI across the aerospace industry.

Learn more about AI at GE Aerospace.

Our Fuel Insights app uses machine learning to gain deeper insights that help airlines improve their fuel consumption.

Political engagement and policy development

Engagement with governments and trade associations is an important part of shaping the regulations and legislation that govern our business and our industry.

Board oversight of public policy and advocacy

The Governance Committee, composed solely of independent directors, oversees the company's political spending and advocacy activities, and external reporting on such activities. This includes political and campaign contributions, as well as any contributions to trade associations and similar organizations that may engage in political activity. The Governance Committee is responsible for:

- **Policy oversight:** Reviewing legislative, regulatory, and public policy matters that could be significant to the company
- **Public policy and government relations activities:** Overseeing public policy and government relations activities, including annually reviewing the company's political and campaign contributions, advocacy activities, and other political spending

GE Aerospace discloses the names of all U.S. trade associations receiving more than $50,000 from the company.

In 2025, GE Aerospace did not contribute any corporate funds to political campaigns, committees, or candidates for public office.

Policy engagement

Advancing policy development will require continued partnerships across governments, business, and civil society. With a more than 100-year history of working with our customers and other stakeholders, we continue to engage in the public domain and advance thought leadership and research on product safety in the aviation industry, as well as the development of more efficient technologies that will shape the future of flight.

The International Civil Aviation Organization (ICAO) provides a global framework to help ensure the safety of the commercial aviation industry. We support ICAO's work, including fuel-efficiency standards for aircraft and its Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). We also promote research into technology and materials to improve fuel efficiency and reduce emissions, such as those in development through the CFM RISE program and with more efficient flight planning.

Advocacy through trade associations

As a global company, GE Aerospace belongs to many industry associations that we engage with to advocate on a range of policy topics, including product safety, workforce development, and advancing more energy-efficient aviation technology.

We regularly meet with our trade association partners to review policy priorities and aim to be a force for positive action to help the global aviation industry advance safety and efficiency, and connect global economies.

Where there is divergence of views on policies and approaches, we strive for constructive engagement, initially reaching out to seek alignment. However, we may consider terminating our membership or withdrawing financial support if the misalignment outweighs the benefits of membership.

Data tables

Description	Unit	2024	2025
Financial performance[47]			
Adjusted revenue[48]	billion U.S. dollars	35.1	42.3
Operating profit[48]	billion U.S. dollars	7.3	9.1
Free cash flow[48]	billion U.S. dollars	6.2	7.7
Invested in research and development[49]	billion U.S. dollars	2.7	3.0

Description	Unit	2019[50]	2023	2024	2025
Environmental stewardship					
Global GHG emissions[51]					
Scope 1 and 2 emissions					
Scope 1 emissions (location-based)	metric tons CO_2e	428,000	294,537	288,663	317,503
Scope 2 emissions (location-based)	metric tons CO_2e	513,078	441,385	418,013	433,680
Scope 2 emissions (market-based)	metric tons CO_2e	523,490	434,056	261,563	222,052
Market-based solutions as a Scope 1 decarbonization lever[52]	metric tons CO_2e	—	—	—	-5,563
Scope 3 emissions, category 11—use of sold products					
Scope 3 net carbon emissions from use of sold products for commercial engines[53,54]	million metric tons CO_2e	51.35	30.62	27.86	37.87
Scope 3 net carbon emissions from use of sold products for defense and marine engines	million metric tons CO_2e	—	—	—	1.13
Other Scope 3 emissions from use of sold products commercialized by other companies[55]	million metric tons CO_2e	—	—	—	133.94
Scope 3 carbon emissions intensity—use of sold products for commercial engines[53]	grams CO_2e/RPK	5.96	5.17	5.37	5.32

47 As disclosed in the 2025 GE Aerospace Form 10-K.
48 Non-GAAP financial measure.
49 Amount represents research and development as reported and defined in our 2025 Form 10-K and includes customer and partner funding.
50 GE Aerospace uses 2019 as the baseline year for emissions tracking. This baseline reflects the company's current operations. Significant changes affecting emissions by more than 5% will prompt a recalculation of this baseline.
51 Carbon emissions for base year 2019 and reporting years 2023–2025 have undergone limited assurance by an external audit.
52 Includes SAF certificates (SAFc) in tons of CO_2 and offsets from carbon removal credits.
53 Figures do not include any SAF projection over the forecast product life.
54 Statements about GE Aerospace's ambition to achieve net zero by 2050 for Scope 3 carbon emissions from the use of sold products relate to commercial engines, and do not include defense and marine engines or aeroderivative gas turbines.
55 Refers to aeroderivative gas turbines sold by Aero Alliance, a joint venture between GE Vernova and Baker Hughes, for power generation and oil and gas industry applications.

Description	Unit	2019[50]	2023	2024	2025
Environmental stewardship					
Global energy used					
Operational energy used	MWh	3,255,320	2,476,158	2,494,212	2,564,544
Total electricity[56]	MWh	1,400,434	1,276,090	1,277,961	1,342,537
Carbon-free electricity used[57,58]	MWh	—	77,198	451,388	619,000
Percentage carbon-free electricity	percentage	—	6	35	46
Renewable electricity used[59]	MWh	2,116	42,158	381,308	549,027
Global water[60]					
Total water withdrawal	million cubic meters	—	8.33	8.47	8.35
Water discharge total	million cubic meters	—	5.67	5.46	3.94
Water consumption total	million cubic meters	—	2.66	3.01	4.41
Global environmental performance					
Reportable spills	number	—	0	3	4
Environmental penalties paid	U.S. dollars	—	0	7,093	7,005
Air exceedances	number	—	0	0	1

Description	Unit	2024	2025
Product quality			
Percentage of manufacturing sites with quality certification (ISO 9001, AS9100, AS9110, or AS9120)[61]	percentage	98	100
Global employee health and safety			
Total recordable incident rate (TRIR) (excluding contractors and corporate holdings)[62]	rate	0.50	0.48
Total days away from work incident rate (DAFW)[63,64]	rate	0.21	0.20
Total employee fatalities[65]	number	0	0
Total contractor fatalities[66]	number	0	0
Safety penalties paid	U.S. dollars	0	3,600

56 Total includes the electricity usage for facilities and fleet.
57 Carbon-free electricity refers to electrical energy produced from resources that generate no carbon emissions while operating. Please see our 2026 Supplementary Materials for further information and definitions.
58 Data includes Environmental Attribute Certificates (EACs) (bundled and unbundled) and on-site generation.
59 Please see our 2026 Supplementary Materials for further information and definitions.
60 At sites where we do not have meter data or invoices, we use estimates based on proxy data from sites with similar operations and extrapolate based on area of floor space.
61 Manufacturing sites with AS certifications audited by third-party registrars (certification bodies).
62 Number of injury and illness cases globally per risk population year to date as measured against Occupational Safety and Health Administration (OSHA) recordability criteria. Excludes contractors and corporate holdings.
63 Uses OSHA calculation of recordable days away from work cases (transfer or restricted cases are excluded).
64 Number of injury and illness cases globally per risk population year to date as measured against Occupational Safety and Health Administration (OSHA) recordability criteria. Includes GE Aerospace employees, leased workers, wholly owned affiliate employees, majority-owned joint venture employees, contractors, and corporate holdings.
65 GE Aerospace employees, leased workers, wholly owned affiliate employees, majority-owned joint venture employees, and corporate holdings.
66 Workers under GE Aerospace's EHS coordination, which may include contractors and sub-contractors.

Description	Unit	2024	2025
Talent development and engagement			
Average hours of training per year per employee[67]	number	3.61	4.41
Percentage of eligible employees receiving a year-end performance review conversation[68]	percentage	99	97
Learning Central (distinct employees who have accessed the platform)	number	26,271	31,853
Total courses completed in GE Aerospace Learning	million	1.95	2.40
Completions of non-compliance, professional, and leadership courses[69]	million	1.67	1.97
Voluntary employee attrition[70]	percentage	3.40	3.30
Supplier Responsibility Governance (SRG) program			
Total global audits[71]	number	76	90
Total global audit findings[72,73]	number	530	600
Percentage of audit findings closed[72,73,74]	percentage	95.70	95.00

Description	Unit	2024	2025
Audits per region			
Americas (excluding U.S.)	percentage	4	10
Asia (excluding China)	percentage	53	35
China	percentage	42	39
Europe	percentage	0	12
Middle East and Africa	percentage	1	3
United States	percentage	0	0
Community impact			
Total GE Aerospace family giving[75]	million U.S. dollars	21.50	22.50
Corporate governance			
% of salaried employees who complete The Spirit & The Letter refresher training and acknowledgement[76]	percentage	99.5	99.7
Ombuds			
Open Reporting policy concerns raised	number	1,245	1,238
Open Reporting policy corrective actions implemented	number	1,140	1,169

67 Average is calculated based on number of employees registered for courses and the time required to complete course.
68 Employees within professional band and above are required to document their end-of-year conversation.
69 Does not include "required" compliance courses (The Spirit & The Letter, cybersecurity, etc.).
70 Interns, co-ops, apprentices, and/or contingent workers are not included.
71 Number of audits include audits performed at all supplier sites (new, existing, and rejected).
72 Total number of annual SRG audit findings. Findings identified vary from policy improvements to process changes.
73 Number does not account for findings associated with suppliers rejected due to failure to implement adequate measures, or to align with the SRG program.
74 Percentage based on finding completion within the first three months of the following year.
75 GE Aerospace and the GE Aerospace Foundation continued to build on a legacy of more than 100 years of philanthropic leadership in 2025. GE Aerospace family giving includes company contributions, GE Aerospace Foundation contributions (including matching gifts), and employee and retiree giving.
76 Completion by <100% includes employees who are on leave and recent new hires.

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.

Non-GAAP financial measures
In this report, we sometimes use 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 (SEC) rules. These non-GAAP financial measures supplement our GAAP disclosures and should not be considered an alternative to the GAAP measure. The reasons we use these non-GAAP financial measures, and the reconciliations to their most directly comparable GAAP financial measures, are included in our earnings materials, our most recent Annual Report on Form 10-K, and other SEC filings, as applicable.

Definitions

CFM International is a 50/50 joint venture between GE Aerospace and Safran Aircraft Engines that produces CFM56 and LEAP engine families.

Engine Alliance is a 50/50 joint venture between GE Aerospace and Pratt & Whitney that produces the GP7200 engine.

GE Honda Aero Engines is a joint venture between GE Aerospace and Honda Aero that produces the HF120 engine.

Revolutionary Innovation for Sustainable Engines (RISE) is a development and demonstration program of CFM International. CFM RISE is a registered trademark.

Sustainable Aviation Fuel (SAF) is a type of synthetic aviation fuel. Not all synthetic fuels are SAF.

GE Aerospace