

GE Aerospace Investor Update and Second Quarter 2025 Results

July 17, 2025

Caution concerning forward-looking statements:

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

Non-GAAP financial measures:

In this document, we sometimes 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 rules. These non-GAAP financial measures supplement our GAAP disclosures and should not be considered alternatives to the corresponding GAAP measures. 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 releases and our earnings presentations as applicable.

Additional information:

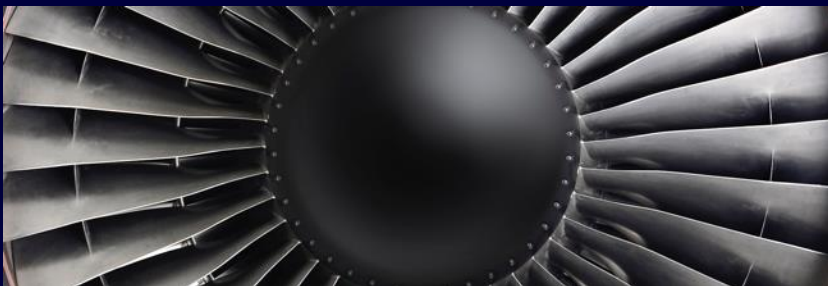
Amounts shown on subsequent pages may not add due to rounding. Charts shown on subsequent pages are not to scale.

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

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

OUR PURPOSE

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



Figures include equipment made by GE Aerospace and JVs.

~3.4B

Passengers flew with GE Aerospace
technology under wing in 2024

~950K

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

3 out of 4

Commercial flights
powered by our engines

“Bring them home safely” ... enterprise framework

SAFETY CONTINUUM

	REACTIVE	+	PROACTIVE	+	PREDICTIVE
Foundational: Decades of industry-leading safety culture	Organization Designation Authorization (ODA) consistently rated green on FAA's ODA Scorecard		First voluntary Safety Management System (SMS) in '13		Strong open reporting culture
Continuous improvement: Driving safety technology further up the value chain	FLIGHT DECK driving improved efficiency in safety investigations and corrective actions		Extend enhanced inspections to module level across engines and aftermarket		AI-enabled next generation inspection technologies

Safety, quality and continuous improvement are cornerstones of GE Aerospace

We were meant to fly

A global aerospace leader in attractive propulsion, services and systems sectors

Servicing and growing the industry's most extensive commercial installed base

Leading defense programs, developing mission-critical tech

A global leader in propulsion, services and systems

Commercial Engines & Services (CES)

\$26.9B revenue

~50% Narrowbody, ~35% Widebody,
~15% Regional & Other

49K engines^{a)}

74% service revenue

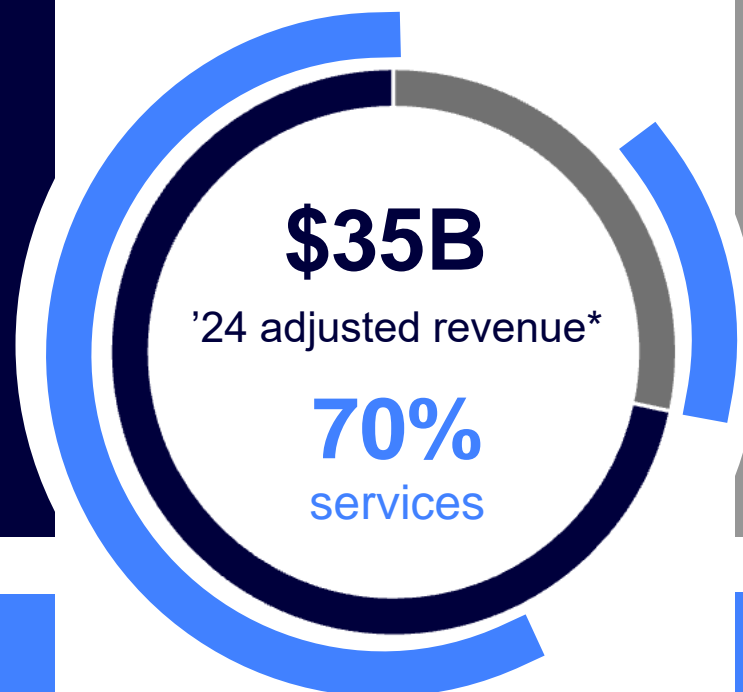
Defense & Propulsion Technologies (DPT)

\$9.5B revenue

~65% Defense & Systems, ~35%
Propulsion & Additive Technologies

29K engines^{a)}

56% service revenue



*Non-GAAP Financial Measure

Figures include equipment made by GE Aerospace and JVs.

(a – Source: Cirium as of 12/31/24; includes fleet in service and parked aircraft.

Positive trajectory for commercial and defense sectors

Continued commercial momentum

- 2Q departures^{a)} up nearly 4%; continue to expect +LSD in '25 given macro dynamics
- Longer-term air traffic growing faster than GDP especially in Asia Pacific and Middle East
- Fleet renewal and expansion

Global defense budgets scaling

- Modernization and localization
- Domestic funding for key defense propulsion initiatives
- International growth higher than domestic in response to evolving geopolitical landscape

Expecting market +MSD '24-'28

Systematic approach to running our company

TODAY

Ramping services
and equipment

TOMORROW

Expanding capacity
and capabilities

FUTURE

Inventing the
future of flight

FLIGHT DECK

Behaviors + Fundamentals

CULTURE

Operational
results

Financial
performance

Breakthroughs
(Hoshin
Kanri)

FLIGHT DECK in action: supporting multi-year services and equipment ramp



Driving sustainable improvements with suppliers

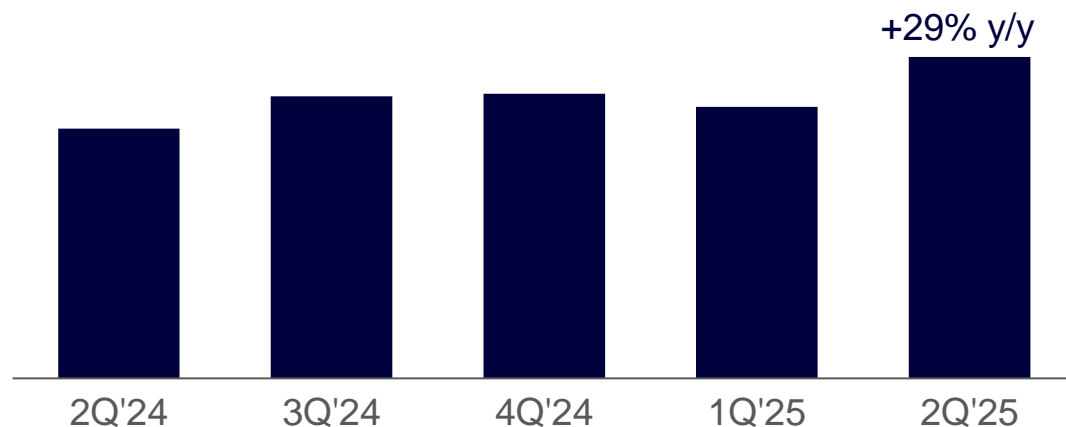
Removing waste to improve output and turnaround time

Expanding capacity internally and externally

Strengthening supply chain for today and tomorrow

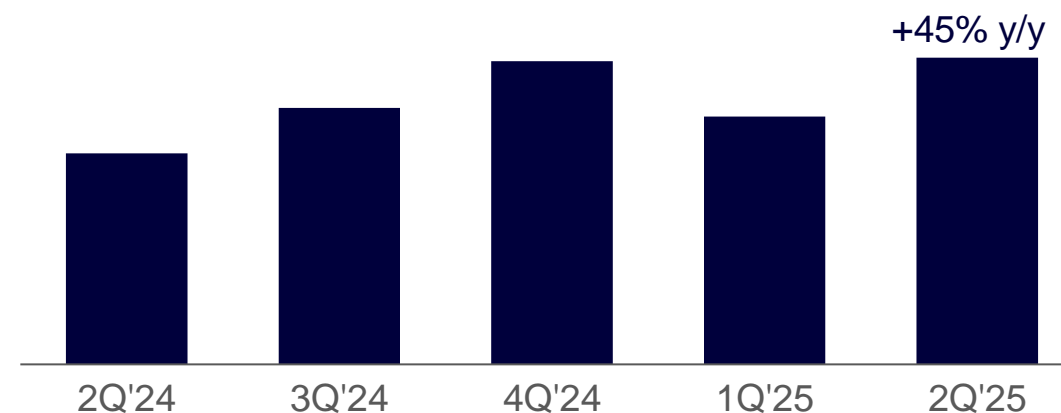
Delivering operational outcomes with substantial momentum

Commercial services revenue



- 2Q internal shop visit revenue +22% ... higher output, worksopes and price
- 2Q spare parts revenue >25% ... higher volume and price

Total engine deliveries



- Priority suppliers material input +10% q/q ... continued joint kaizens and problem solving supporting stability
- 2Q units: Commercial +37% y/y including LEAP +38%; Defense +84%; all up >20% q/q^{a)}

(a – Commercial units +24% q/q including LEAP +29%; Defense units +22% q/q

Expanding leading installed base



>16K commercial and defense engines in backlog

Over 2.3B flight hours and ~\$3B in annual R&D spend

Platforms	Experience Foundational	Evolution Current Generation	Breakthrough Future
Narrowbody	 <p>CFM56 >1.3B flight hours</p>	 <p>LEAP -1A at CFM56 levels of time-on-wing, -1B to follow</p>	 <p>CFM RISE 20%+ better fuel burn by unlocking propulsive efficiency</p>
Widebody	 <p>CF6 Most produced widebody engine</p>	 <p>GEnx 99.98% departure reliability</p>	
	 <p>GE90 1st for composite fan</p>	 <p>GE9X Most tested engine with >30,000 cycles</p>	 <p>Adaptive cycle 25% better fuel efficiency resulting in 30% more range^{a)}</p>
Defense	 <p>T700 >100M flight hours in >40 years of service</p>	 <p>T901 50% more power</p>	

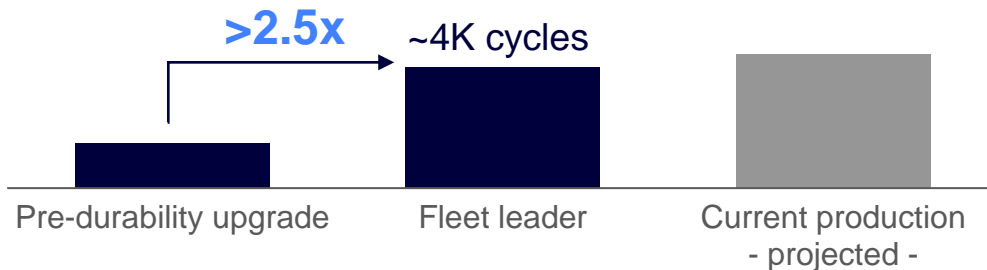
Leveraging experience and investments to advance each generation of engine platforms

Continuously improving durability throughout engine lifecycle...

GENx-1B

Boeing 787

TOW in harsh environment (cycles)

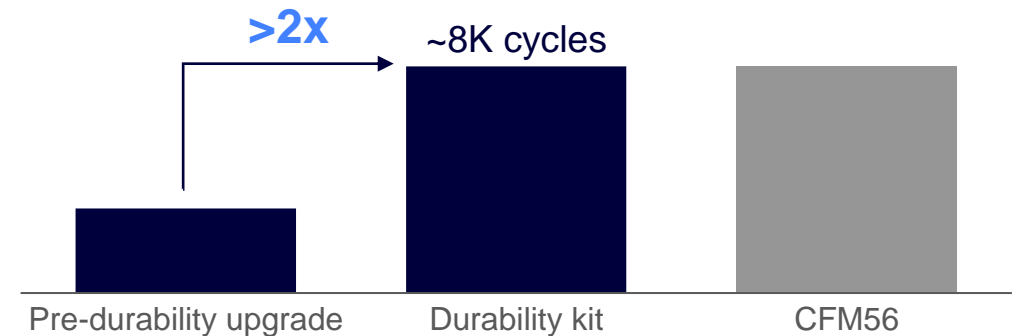


- '21 durability upgrade released
- Pre-durability upgrade: ~2 years to 1st shop visit
- Current configuration: ~5 years to 1st shop visit

LEAP

Boeing 737MAX, Airbus 320neo

TOW in harsh environment^{a)} (cycles)



- 4Q'24 LEAP-1A durability kit released, LEAP-1B expected 1H'26
- Continuously improving current design: new HPT blade to further producibility 2H'25

Supporting >90% win rate on 787 and >70% win rate on A320 family since '23

...and applying learnings to advance new programs

GE9X

Boeing 777X

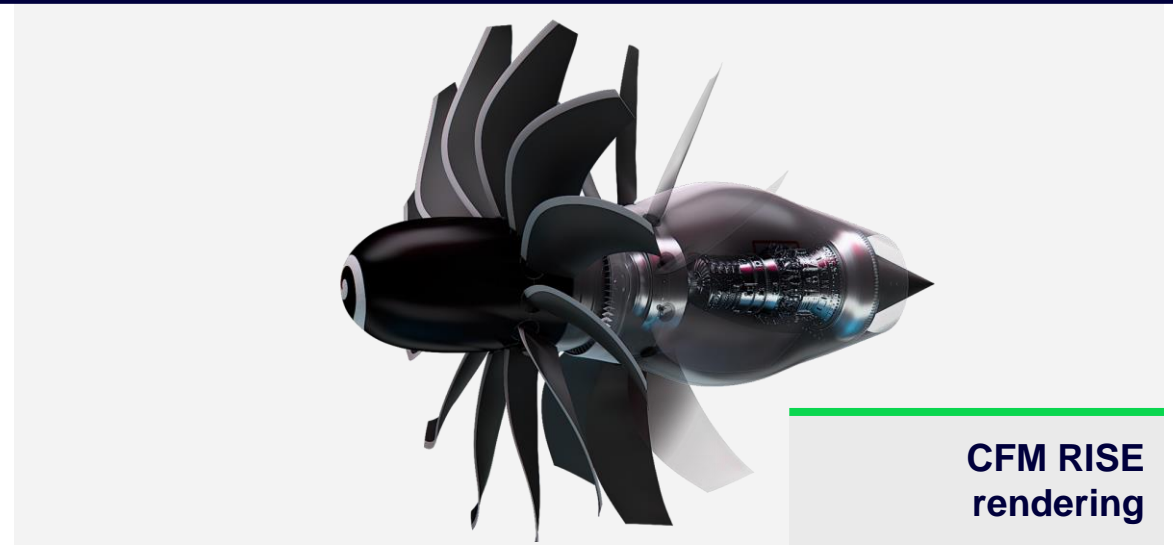


9X engine ice test

- Most tested engine in GE Aerospace history: >30K cycles of testing, including >8K endurance cycles
- ~1.6K cycles of dust ingestion tests, second iteration of HPT blade and CMC nozzle designs

CFM RISE

Technology demonstrator program



CFM RISE rendering

- >350 tests complete with early focus on durability, along with >3,000 endurance cycles
- Progressing new HPT blade cooling technology and full-size Open Fan blades

CFM RISE: prioritizing safety, durability and efficiency

Safe and improved flying experience

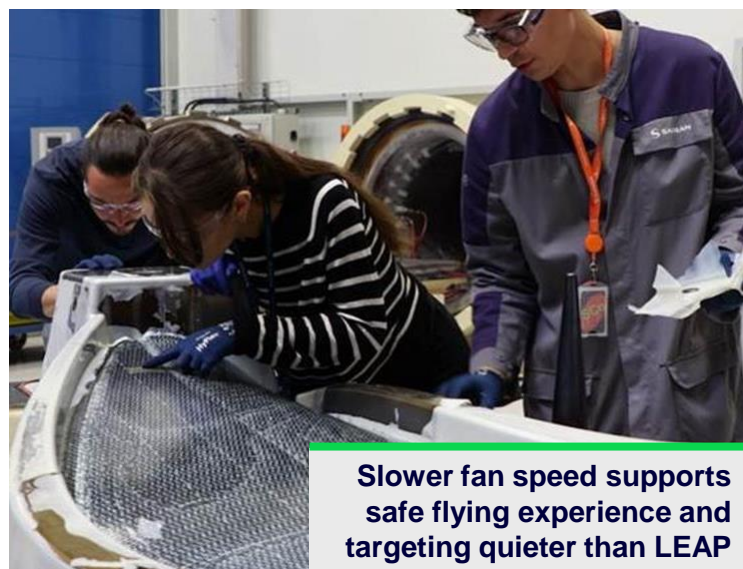
Lighter fan, slower speed

Durability similar to or better than today's engines

Gains through fan vs core

>20% improvement in fuel efficiency

Step-change in efficiency



Slower fan speed supports safe flying experience and targeting quieter than LEAP



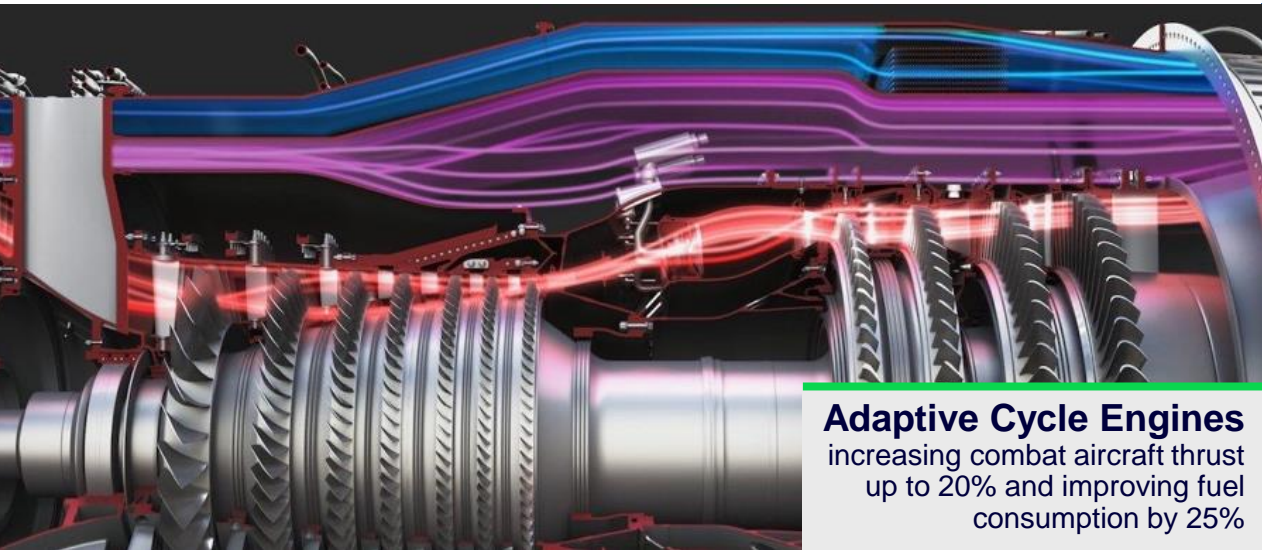
Larger fan diameter enhances efficiency without pushing core to higher temperatures



At least 20% reduction in fuel burn required to meet customer needs for next generation investment

Delivering equal or better durability and >20% improvement in fuel efficiency versus today's engines

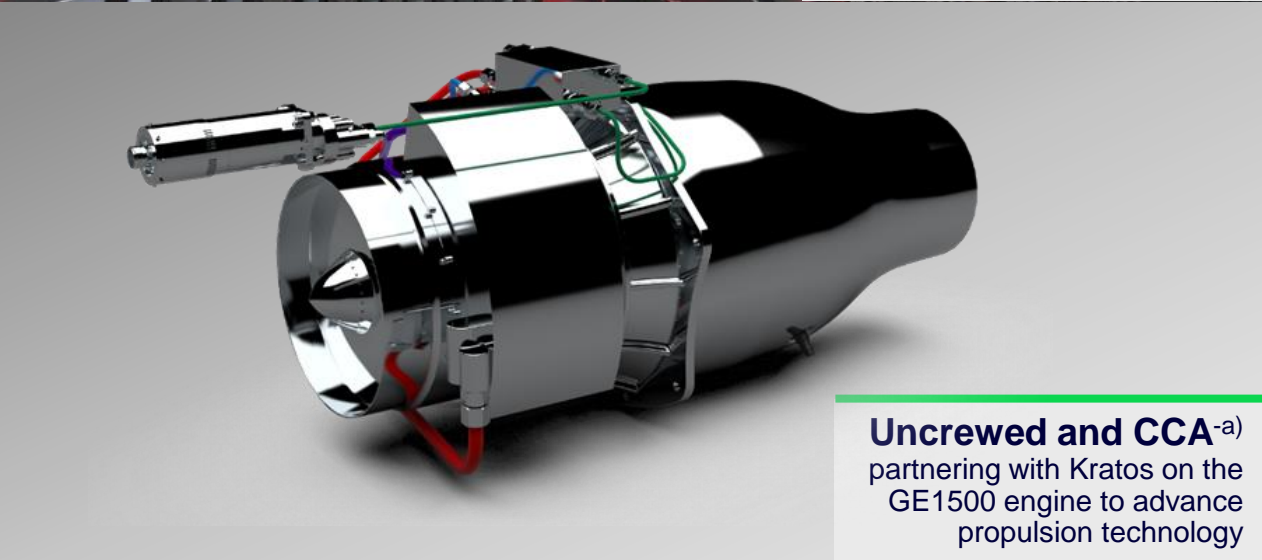
Future of flight: well-positioned with next-generation defense capabilities



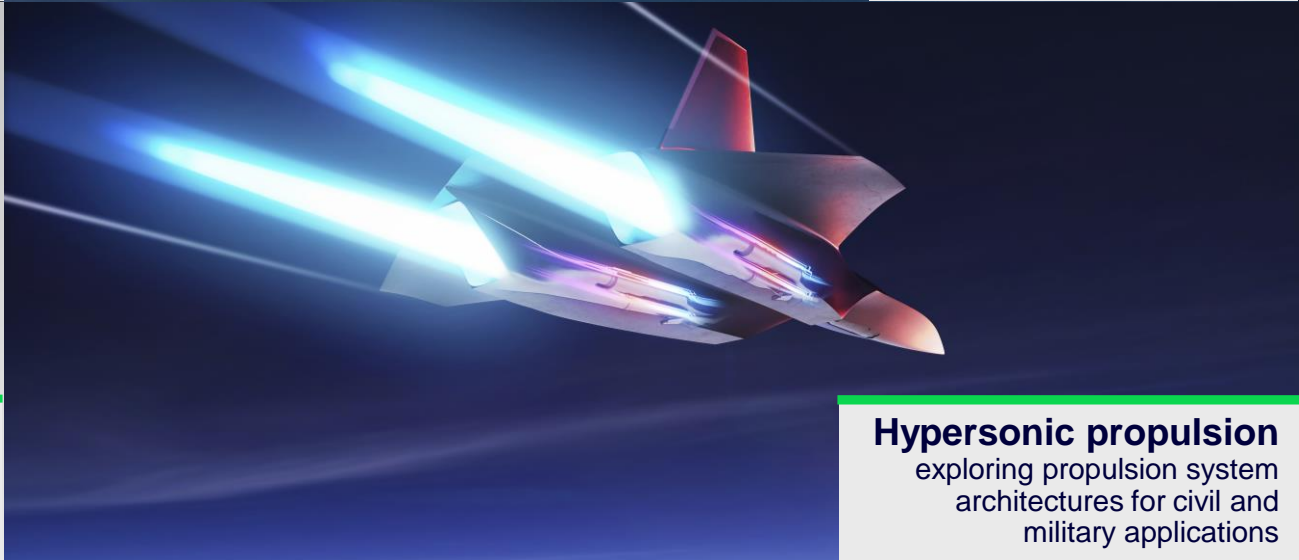
Adaptive Cycle Engines
increasing combat aircraft thrust up to 20% and improving fuel consumption by 25%



Global Combat Air Program (GCAP)
EU 6th generation fighter



Uncrewed and CCA^{-a}
partnering with Kratos on the GE1500 engine to advance propulsion technology



Hypersonic propulsion
exploring propulsion system architectures for civil and military applications

(a- Collaborative Combat Aircraft

2028 outlook: commercial services driving operating profit* >\$3B vs 2025

Adjusted revenue* growth

**+Double-digit
CAGR^{-a)}**

Adjusted EPS*

~\$8.40

Op profit*
~\$11.5B

Op margin*
>21%

Free cash flow*

~\$8.5B

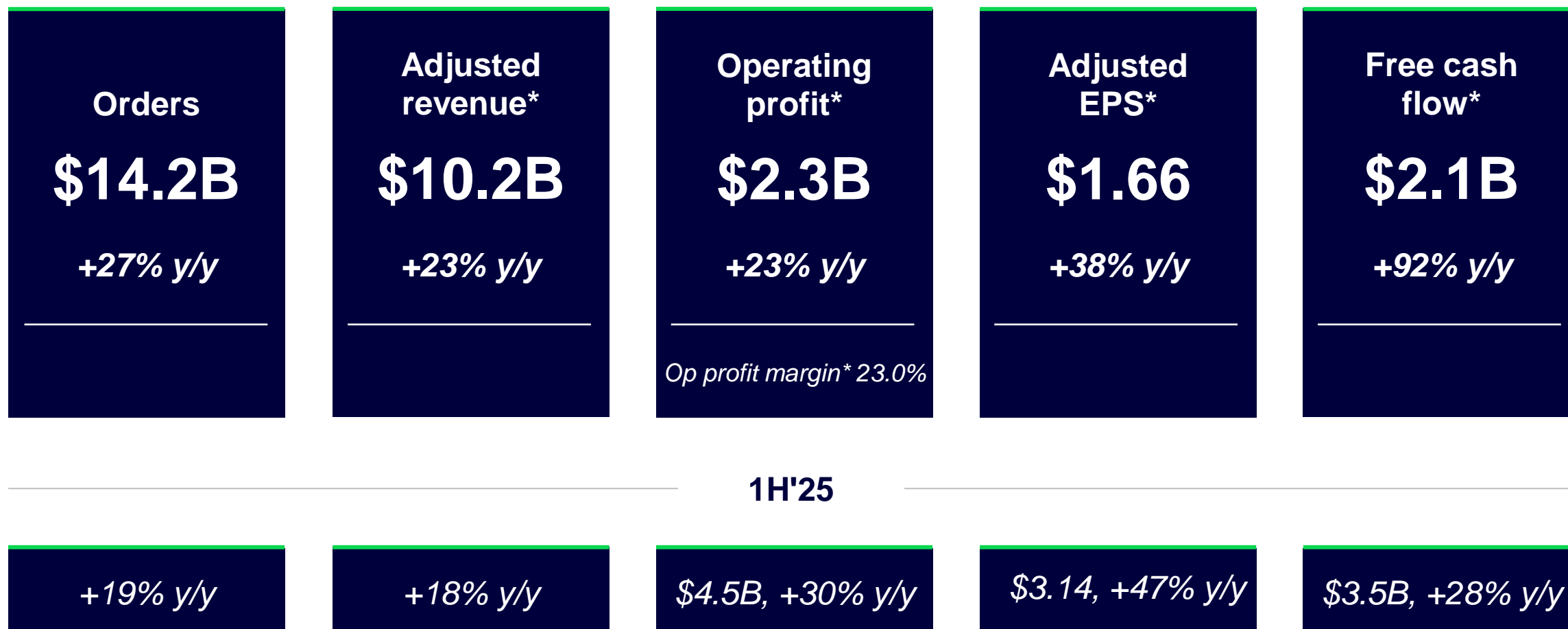
FCF* conversion^{-b)}:
~100%

*Non-GAAP Financial Measure

(a – '24-'28 CAGR

(b – FCF* conversion: FCF* / adjusted net income*

2Q'25 results: significant growth across all key metrics



* Non-GAAP Financial Measure

Raising 2025 guidance

	2024	2025 Guide <i>April</i>	2025 Guide <i>July</i>	Segment dynamics
Adjusted revenue growth* <i>Adjusted revenue*</i>	+10% \$35.1B	+LDD	+Mid-teens	<u>Commercial Engines & Services</u> <ul style="list-style-type: none"> Revenue: high-teens (<i>prior: mid-teens</i>) <ul style="list-style-type: none"> Services: high-teens (<i>prior: LDD/mid-teens</i>) Equipment: high-teens/20% (<i>prior: high-teens</i>) Op profit: \$8.0-\$ 8.2B (<i>prior: \$7.6-7.9B</i>)
Operating profit* <i>Op profit margin*</i>	\$7.3B 20.7%	\$7.8-\$8.2B	\$8.2-\$8.5B	
Adjusted EPS*	\$4.60	\$5.10-\$5.45	\$5.60-\$5.80	
Free cash flow* <i>FCF* conversion^{a)}</i>	\$6.1B ~121%	\$6.3B-\$6.8B >100%	\$6.5-\$6.9B >100%	<u>Defense & Propulsion Technologies</u> <ul style="list-style-type: none"> Revenue: MSD/HSD Operating profit: \$1.1-\$ 1.3B

Favorable 2Q'25 services volume supporting full-year guide

* Non-GAAP Financial Measure
 (a – FCF* conversion: FCF* / adjusted net income*)

Increasing 2028 outlook on strong operational and services performance

Adj. revenue*

+Mid-teens Adj. EPS* CAGR^{-a)}

+HSD FCF* CAGR^{-a)}

**Double-digit
CAGR^{-a)}**

- + LSD/MSD installed base^{-c)} growth... GEnx up ~2x and LEAP ~3x by '30
- + Workscopes increasing ... widebody revenue/shop visit +25%
- + Price +LSD^{-a)} ... MSD annual price increases net of discounts/caps

~\$8.40

Op profit*:

~\$11.5B

+\$1.5B from prior outlook

- + Volume and price
- + Productivity ... executing cost reduction pipeline
- Mix ... OE > services, normalizing spare engine ratio
- + Lower share count from buybacks

~\$8.5B

+\$1.5B from prior outlook

FCF* conversion^{-b)}:

~100%

- + CapEx as % of revenue closer to ~3%
- + Continued billing opportunity
- + Inventory growth reduction
- Cash taxes

* Non-GAAP Financial Measure

(a - '24 - '28 CAGR

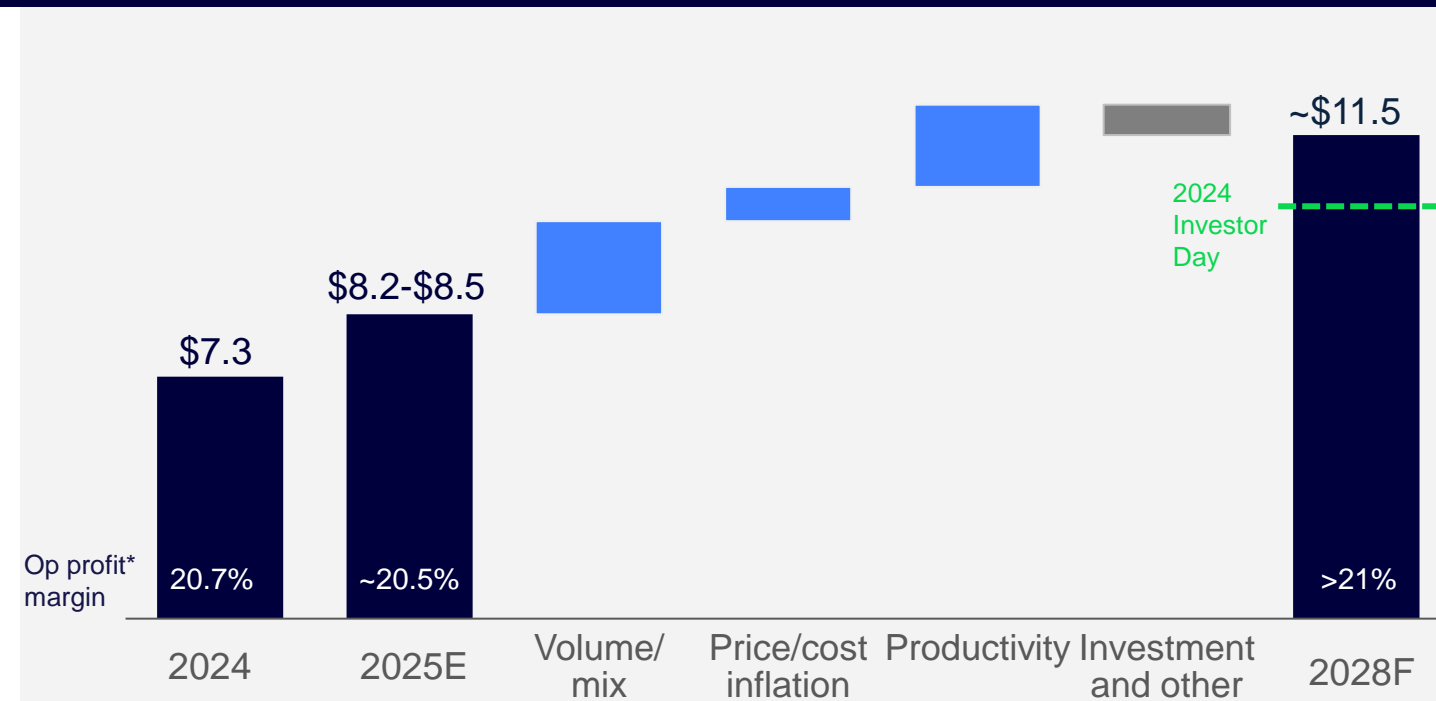
(b - FCF* conversion: FCF* / adjusted net income*

(c - Commercial installed base

Delivering >10% annual operating profit* growth through 2028

(\$ in billions)

Operating profit* up >\$3B '25-'28



Growth dynamics

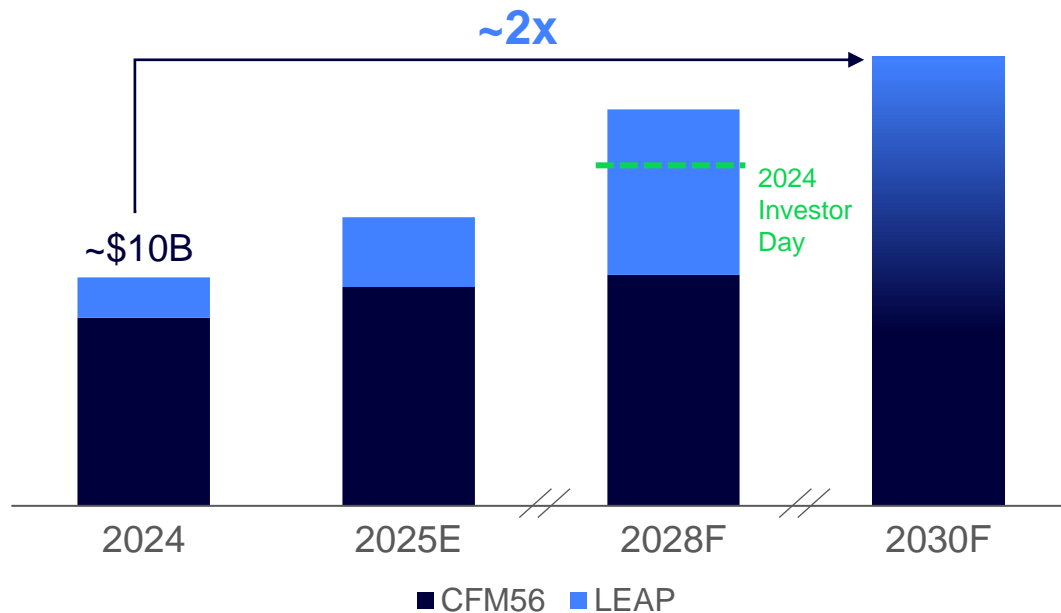
- CES revenue +LDD^{-a)}
 - Services +DD^{-a)}: nearly \$8B revenue growth, margin ~flat
 - OE +mid-teens^{-a)}: mix pressure from GE9X, lower spare engine ratio
- DPT revenue +MSD^{-a)} with profit growth from volume, mix
- Price actions more than offset inflationary pressures
- Utilizing FLIGHT DECK to drive ~2 points gross productivity annually
- Continued investments to support current fleet and next-gen programs

Driving margin expansion in 2028 largely from services growth

*Non-GAAP Financial Measure
(a – CAGR '24-28)

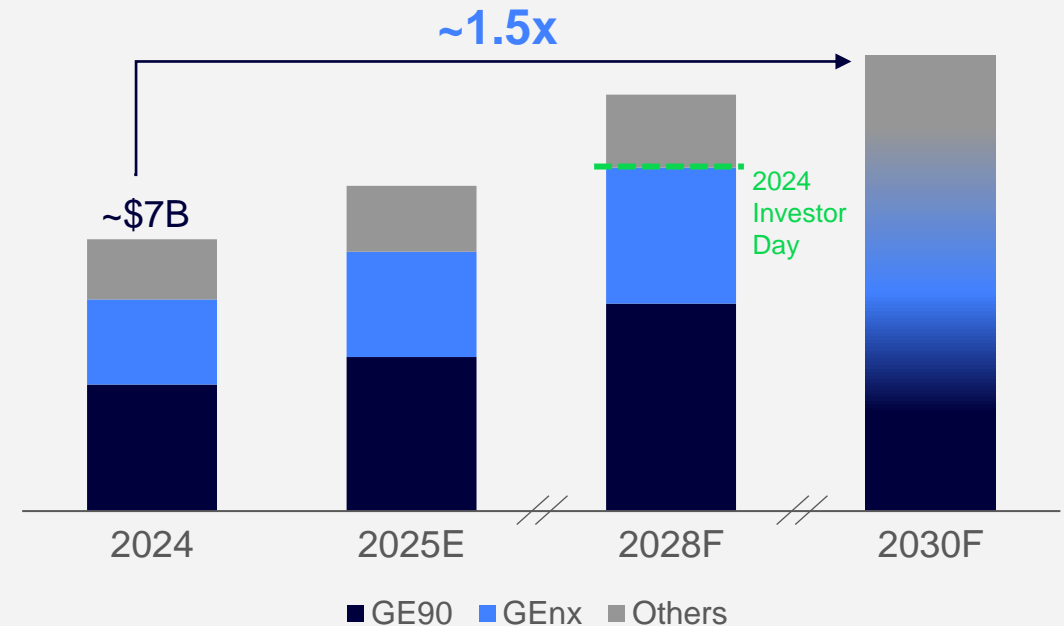
Commercial Services: Double-digit revenue growth

Narrowbody: +LDD CAGR^{a)}



- '28 combined revenue trending ~15% higher vs. prior expectation
- LEAP growth and CFM56 stability supporting outlook ... profit roughly equal by end of decade

Widebody: +HSD CAGR^{a)}

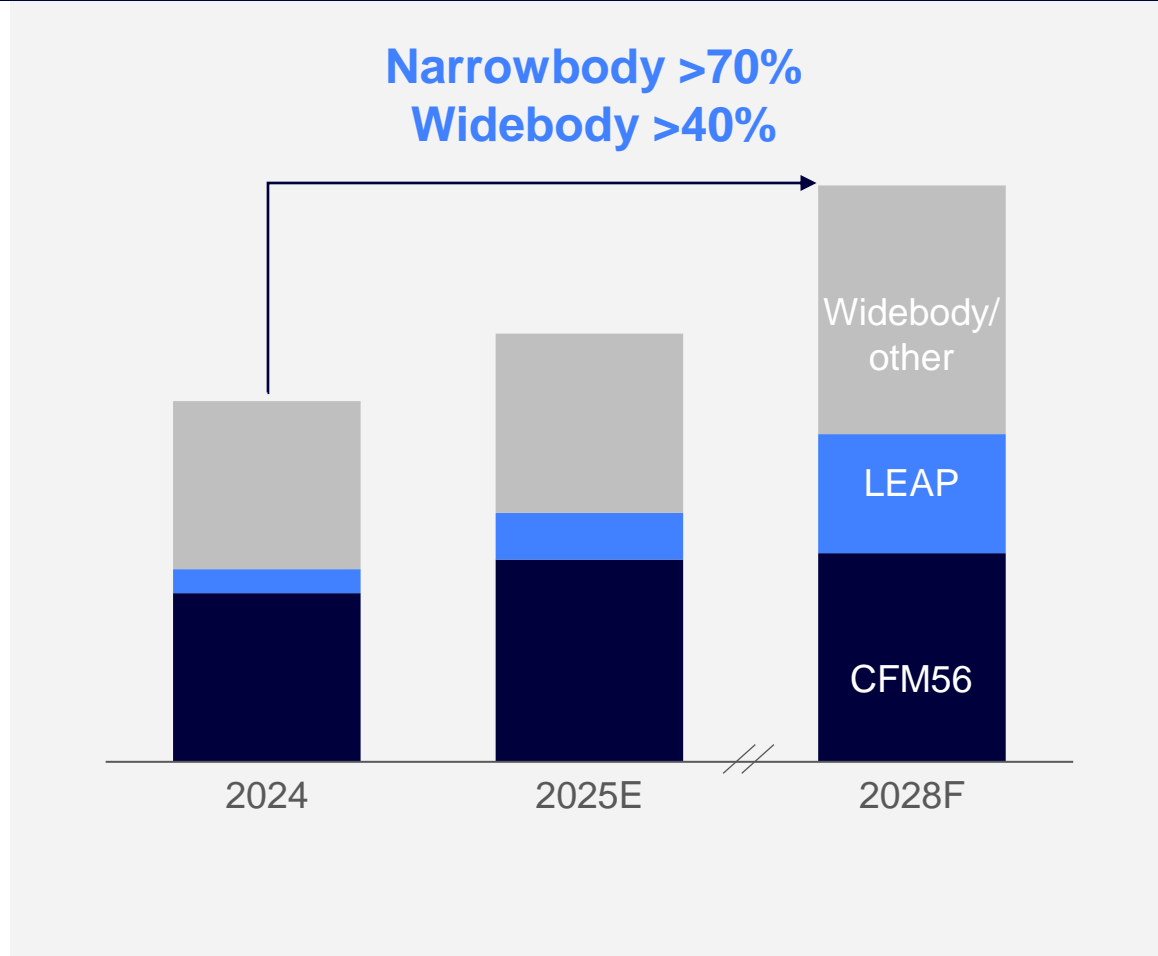


- 80% of widebody revenue generated from services
- GENx driving growth with +LDD CAGR^{a)}, with stability from CF6 and GE90

Commercial Services: significant contributor to profit

Profit increasing >50%...

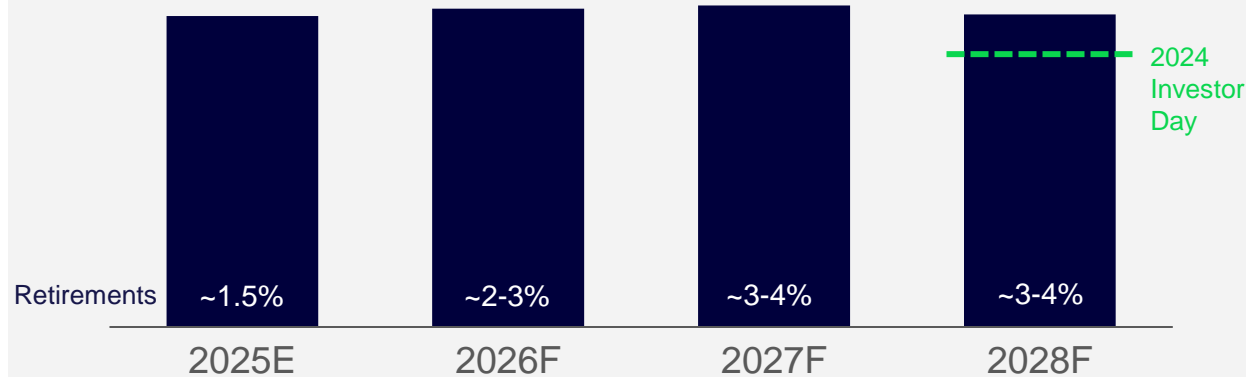
... while maintaining margin rate



- Growing installed base driving volume ... both internal shop visits and LEAP spare parts
- Significantly improved price on new long-term service agreements
- MSD^{a)} catalog list price increase
- Increasing widebody workscopes
- Industrializing more repairs to alleviate pressure on new material and reduce cost
- Reducing TAT as we leverage FLIGHT DECK to maximize existing capacity

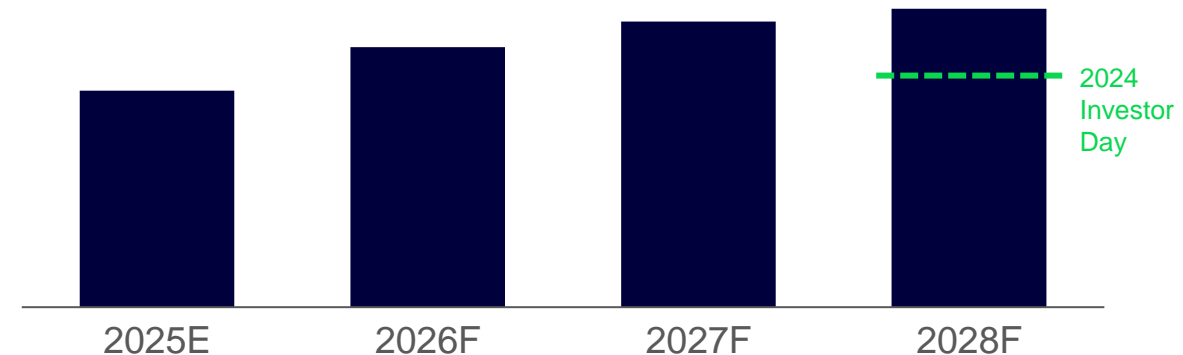
Foundational fleets flying longer

CFM56^{a)} global shop visit forecast



- ~600 additional shop visits expected through '28 vs. prior
- Post '27, pricing and workscope support stable revenue through end of decade

GE90^{b)} internal shop visit forecast

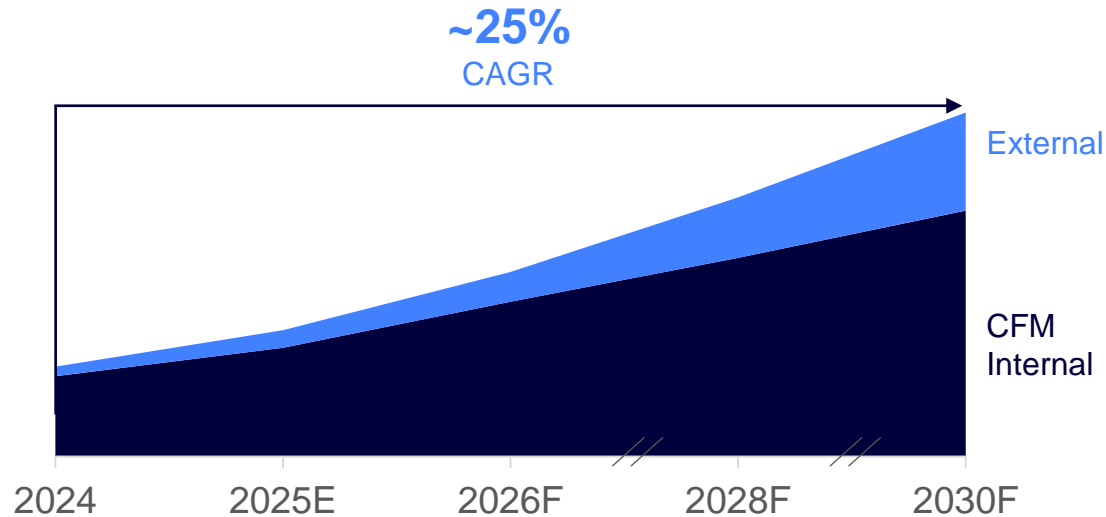


- ~100 additional shop visits expected through '28 vs. prior
- Workscope +30% over '23-'25 and continuing to increase ... ~70% of fleet has not had 2nd shop visit

Reliability, strong demand and slower retirements supporting CFM56 and GE90 outlook

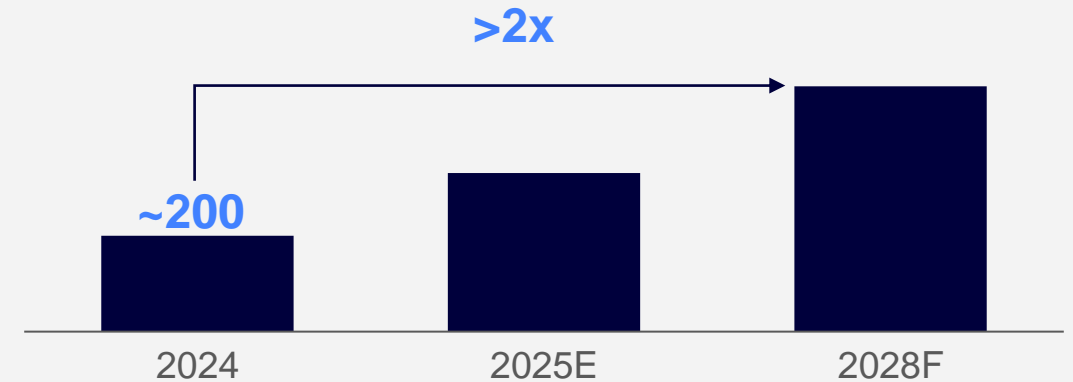
Growing LEAP aftermarket profit

Evolving LEAP shop visits



- LEAP installed base and internal shop visits growing ~3x by end of decade with better pricing
- External shop visits growing from ~10% of total in '24 to ~30% of by end of decade

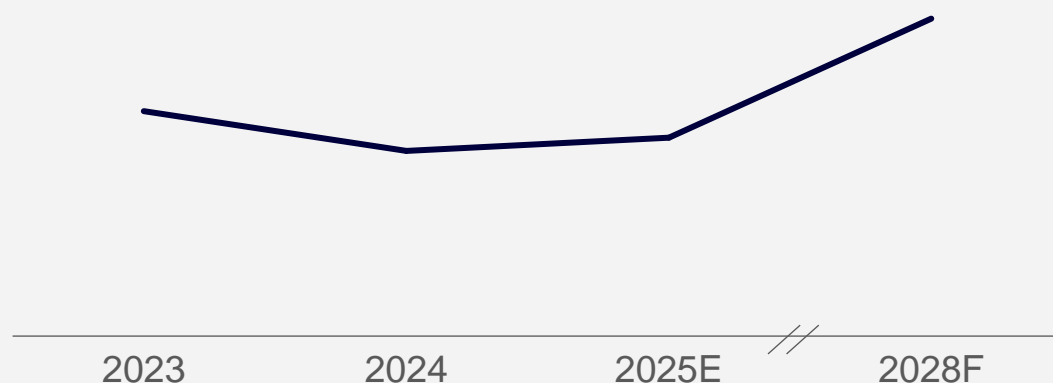
Increasing LEAP repair parts



- >1K repairs across portfolio in '25 ... repairs ~50% lower cost than new material, driving lower cost of ownership
- LEAP repairs expected to ramp over time ... ~3,000 GE90 repair parts over life of program

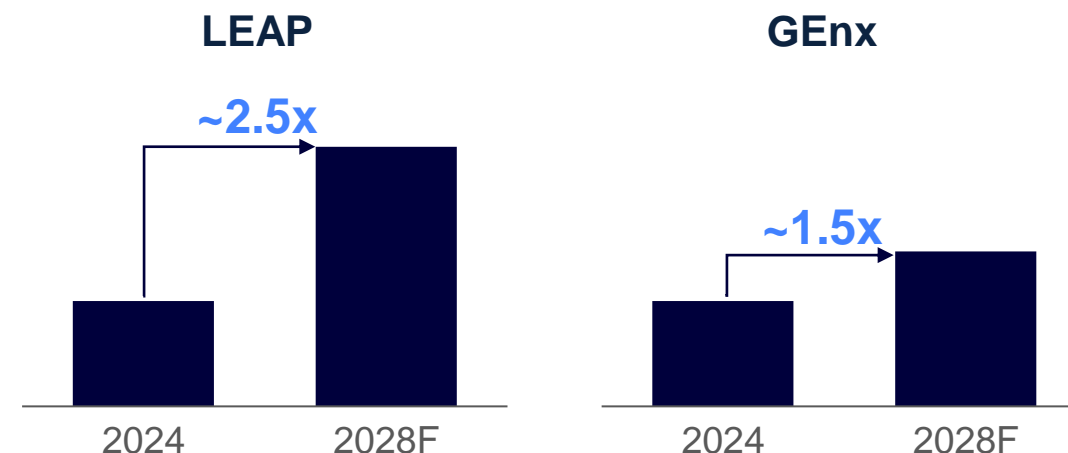
Continue to expect ~100% FCF* conversion^{a)} through 2028

Improving inventory turns ...



- ~\$3B inventory growth within '23 and '24 ... trapped inventory for shop visit and engine output
- Improved material flow and implementing pull with suppliers

... and favorable billing dynamics



- Consistent cash collections from +LSD departures growth ... ~85% billings to-go on current contracts
- Increasing installed base and utilization driving billings

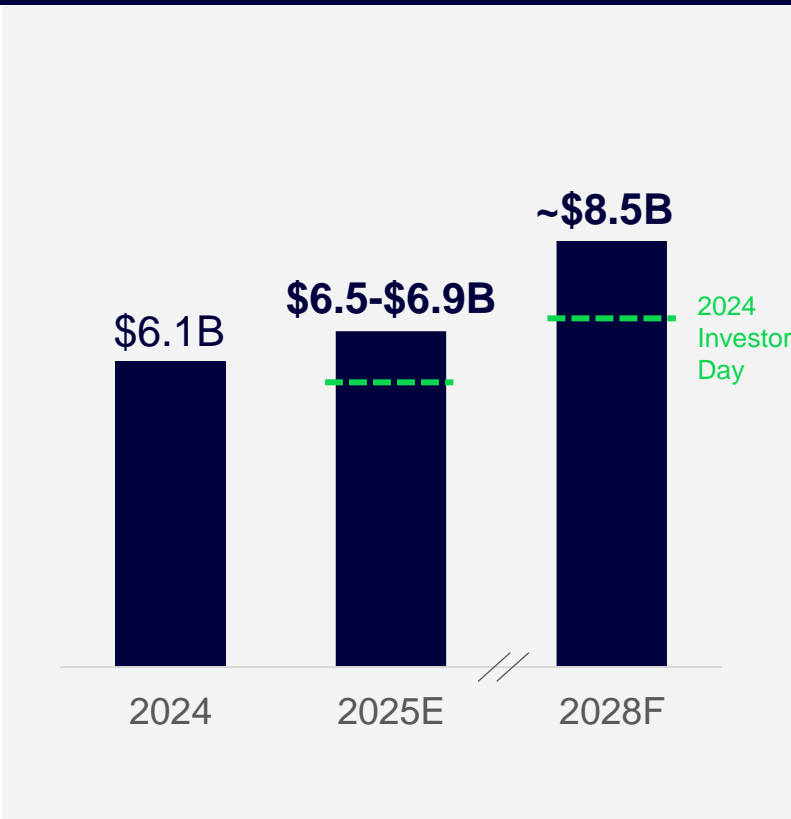
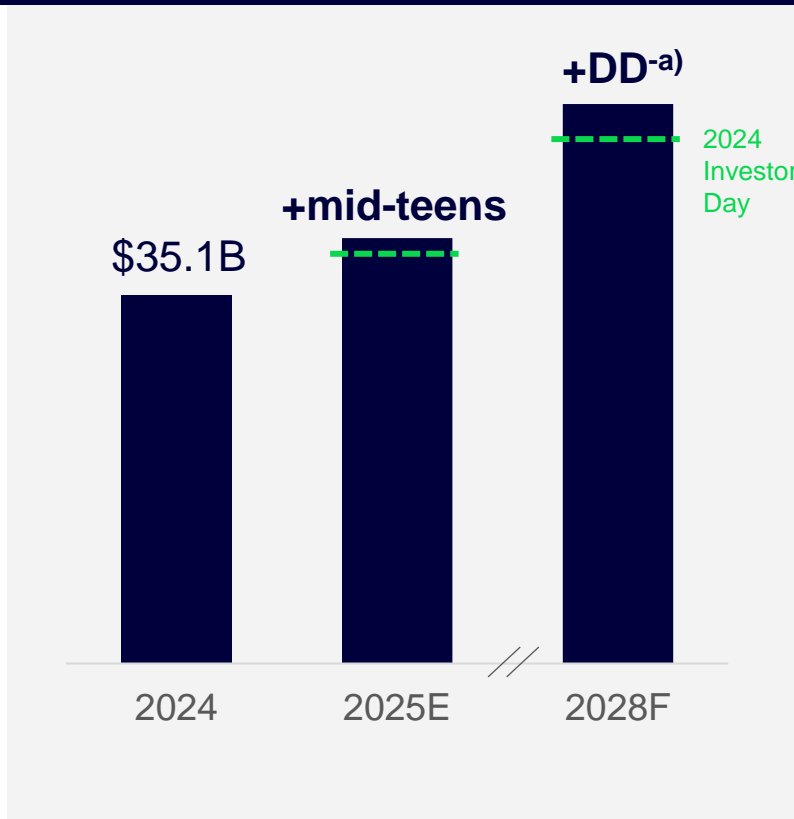
Increasing output driving ~1 point improvement in inventory turns '24 to '28

Raising 2025 guidance and 2028 outlook

Adjusted revenue*

Operating profit*

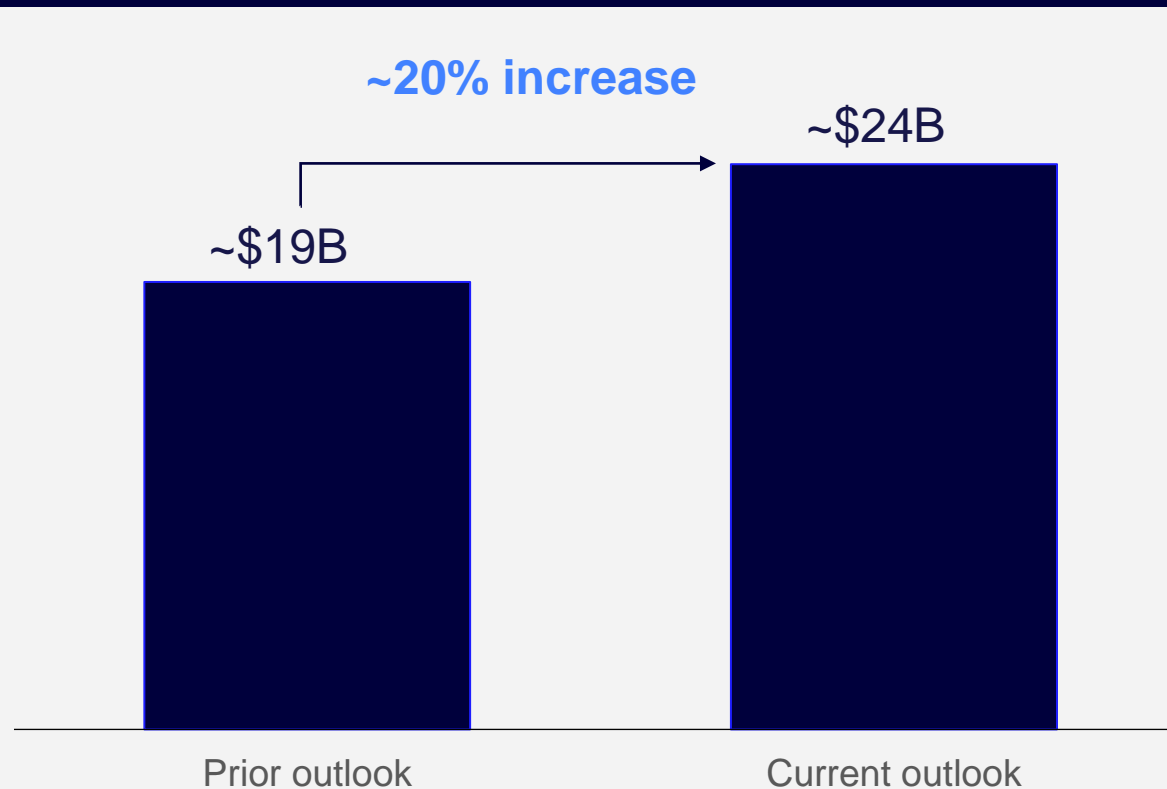
Free cash flow*



Consistently growing adjusted revenue* DD-a), adjusted EPS* mid-teens-a) and free cash flow* HSD-a)

Capital allocation: Returning >100% FCF* to shareholders through 2026

'24-'26 capital deployment^{a)}



Go-forward framework

Invest in growth and innovation

R&D and capex to support customers and provide industry-leading technology

Return cash to shareholders

At least 70% of FCF* returned via dividend and buyback

Focused M&A

Disciplined approach ... strategic, operational and financial

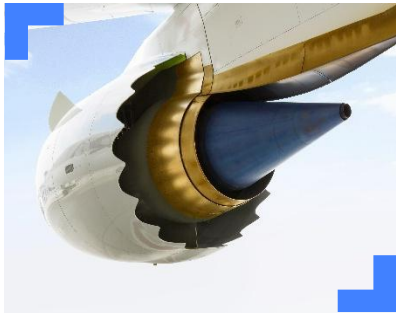
Increased annual capital returns ... '24-'26 distribution ~20% higher than prior outlook

*Non-GAAP Financial Measure

(a – Future dividends and increases to the share buyback authorization are subject to approval by the Board of Directors)

GE Aerospace: Climbing higher

Customer-Preferred Platforms



Best-performing services and products underwing, balanced across narrowbody, widebody, rotorcraft, combat and mobility platforms

Highest Operational Reliability



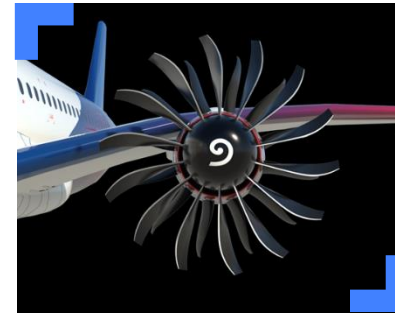
Robust technologies and proven products ... continuous improvements prioritizing safety, quality, delivery, and cost – in that order

Most Extensive Installed Base



Unrivalled customer service and flight support creates customer intimacy, learning, and network flexibility across industry's largest fleets

Breakthrough Innovation



Leading engineering inventing next-gen tech to drive efficiency, reliability and decarbonization along with advanced defense capabilities

– FLIGHT DECK –



GE Aerospace's proprietary lean operating model to deliver exceptional value to customers and shareholders

Consistently growing op profit* and generating FCF*, compounding with capital deployment and return opportunities

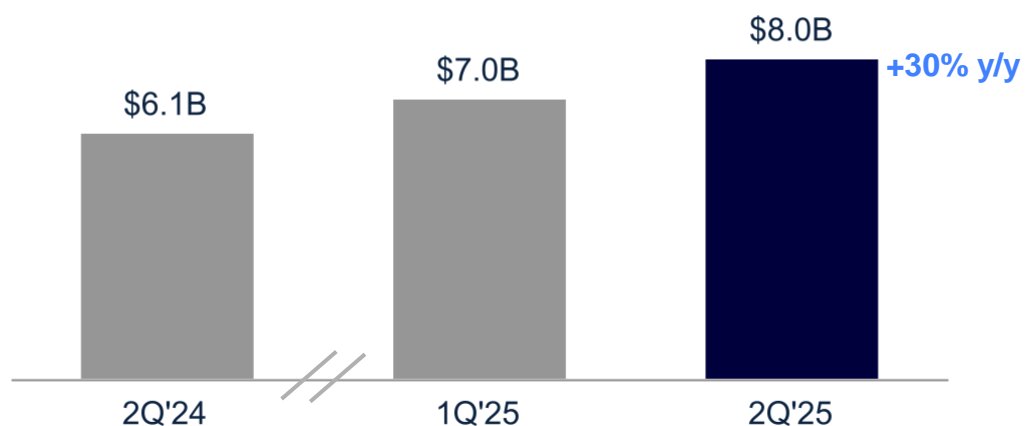
— Q&A



– Appendix

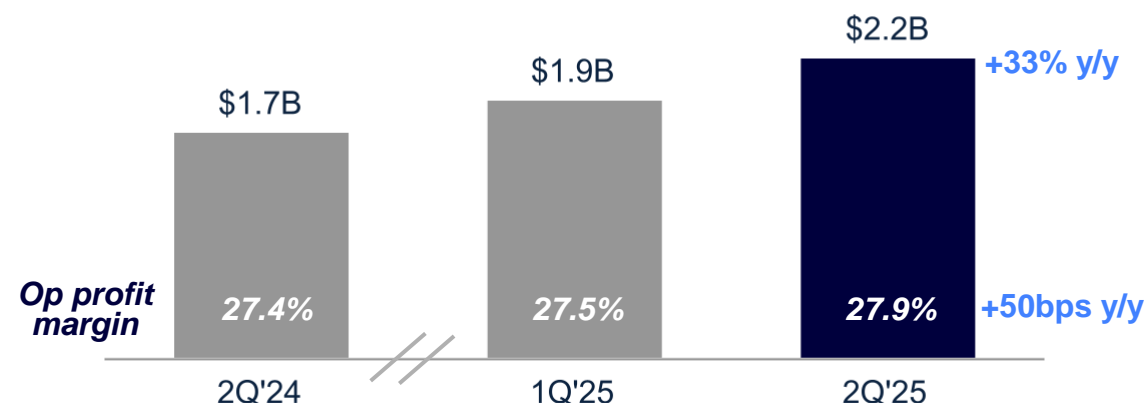
Commercial Engines & Services (CES): 2Q'25 performance

Revenue



- **Services:** +29% ... from spare parts revenue growth >25% and internal shop visit revenue +22%
- **Equipment:** +35% ... unit volume +37% and price more than offset customer mix

Operating Profit

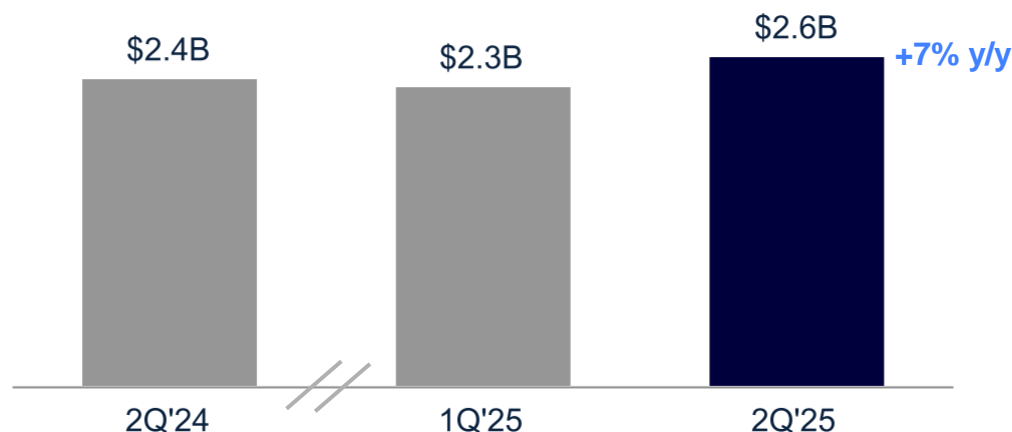


- **Op profit:** +33% ... Op profit margin +50bps
- Services volume, productivity and price more than offset investments and inflation

1H'25: revenue +22%; op profit \$4.2B, +34%; op profit margin +240bps

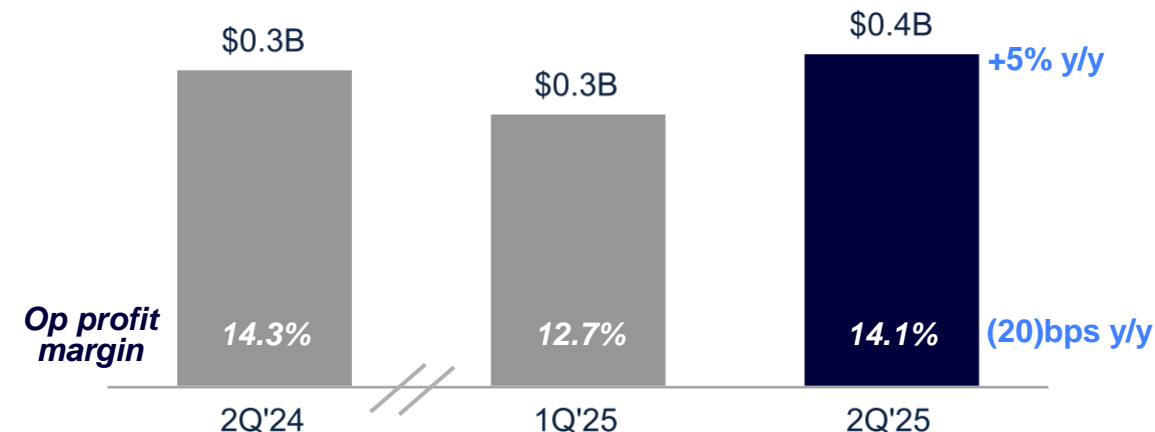
Defense & Propulsion Technologies (DPT): 2Q'25 performance

Revenue



- **Defense & Systems:** +6% ... Defense units +84% and price more than offset engine mix and services
 - Defense book-to-bill 1.2x
- **Propulsion & Additive Technologies:** +9% ... growth across all businesses

Operating Profit



- **Op profit:** +5% ... Op profit margin (20)bps
- Volume, productivity and price more than offset self-funding investments and inflation

1H'25: revenue +4%; op profit \$0.7B, +10%; op profit margin +80bps

Orders and revenue - supplemental information

(\$ in billions)

ORDERS	Services				Equipment				Total			
	2Q'25	y/y	1H'25	y/y	2Q'25	y/y	1H'25	y/y	2Q'25	y/y	1H'25	y/y
Commercial Engines & Services	\$8.1	28%	\$15.0	30%	\$3.6	26%	\$6.2	6%	\$11.7	28%	\$21.3	22%
Defense & Propulsion Technologies	\$1.4	(1)%	\$2.9	6%	\$1.5	61%	\$3.1	15%	\$2.9	24%	\$5.9	11%
GE Aerospace	\$9.4	23%	\$17.8	25%	\$4.8	37%	\$8.7	9%	\$14.2	27%	\$26.5	19%

REVENUE	Services				Equipment				Total			
	2Q'25	y/y	1H'25	y/y	2Q'25	y/y	1H'25	y/y	2Q'25	y/y	1H'25	y/y
Commercial Engines & Services	\$6.1	29%	\$11.2	23%	\$1.9	35%	\$3.8	21%	\$8.0	30%	\$15.0	22%
Defense & Propulsion Technologies	\$1.3	0%	\$2.6	(1)%	\$1.2	15%	\$2.3	10%	\$2.6	7%	\$4.9	4%
GE Aerospace	\$7.3	21%	\$13.7	17%	\$2.8	31%	\$5.5	20%	\$10.2 ^{-a)}	23% ^{-a)}	\$19.2 ^{-a)}	18% ^{-a)}

Order units were 1,049 in 2Q'25 vs 808 in 2Q'24 for commercial engines, 860 in 2Q'25 vs 615 in 2Q'24 for LEAP engines, and 245 in 2Q'25 vs 62 in 2Q'24 for Defense engines.
(a – Adjusted revenue*)

Additional items as of July 17, 2025

	2Q'25	2Q'24	FY'25 dynamics
Corporate cost ^{*-a)}	\$(257)M	\$(126)M	<\$(1.0)B in FY'25
Share buy-back ^{-b)}	\$1.7B	\$2.3B	~\$7B in FY'25
Diluted share count	1,071	1,100	~1,070M in FY'25
Dividend paid	\$0.4B	\$0.3B	Dividend +30% y/y in FY'25
Cash balance	\$10.9B	\$12.1B	NA
Total borrowings	\$18.9B	\$19.7B	No planned debt repayment, plan to refinance '25+ maturities
Interest expense ^{-c)}	\$(152)M	\$(239)M	~Flat in FY'25 (FY'24: \$(958)M)
Adjusted ETR [*]	18.7%	20.3%	<18% in FY'25
Separation cost	\$(47)M	\$(75)M	Total post-spin spend \$330M; Expecting ~\$75M remaining
Spin-related restructuring	\$(26)M	\$(77)M	Total post-spin spend \$104M; Expecting <\$75M remaining

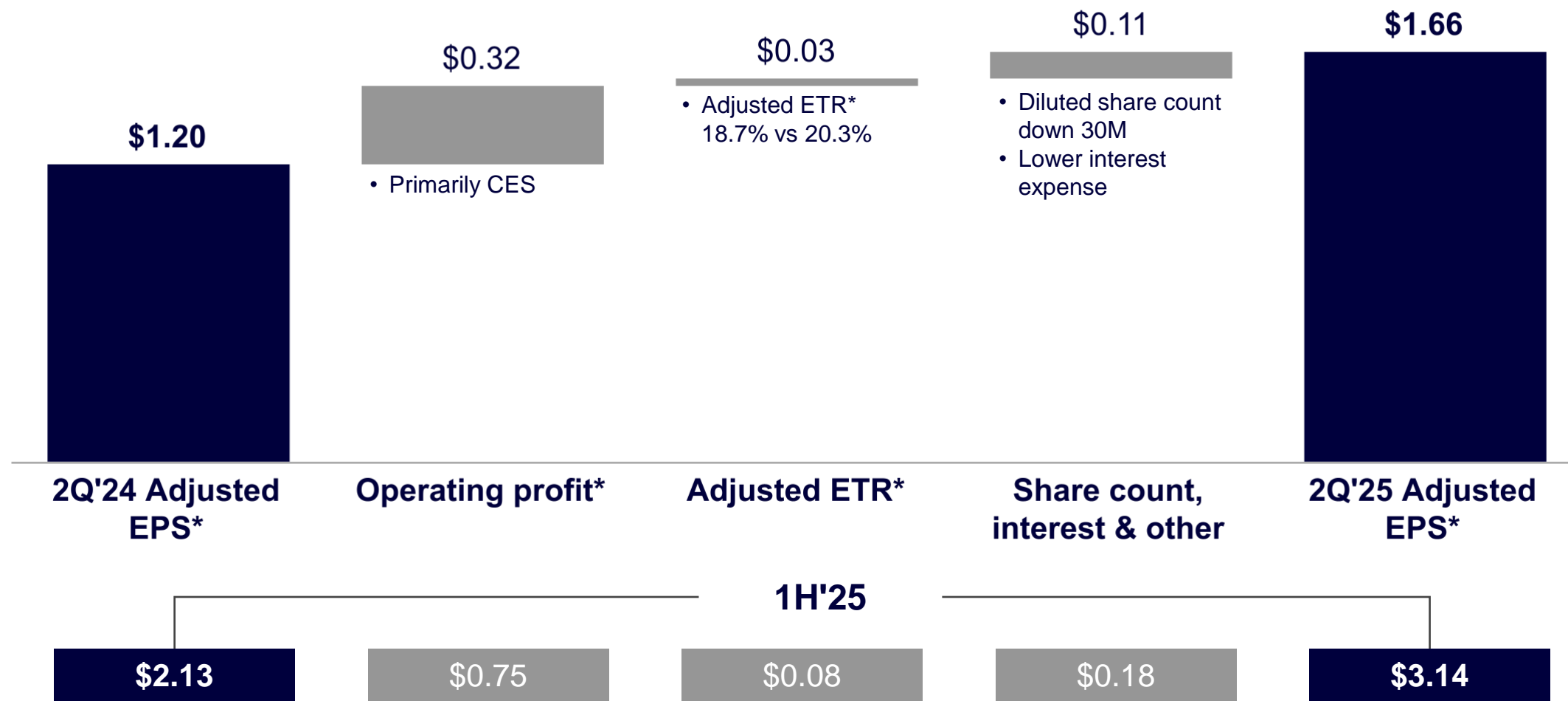
* Non-GAAP Financial Measure

(a – Adjusted Corporate & Other operating costs*

(b –\$1.9B in 2Q'24 under the \$15B authorization announced in March 2024

(c – Interest represents Interest and other financial charges, including interest on tax deficiencies, and excludes Insurance and U.S. tax equity

2Q'25 adjusted earnings per share* bridge



* Non-GAAP Financial Measure
Operating profit and interest impacts are tax effected
Charts are not to scale

- Non-GAAP reconciliations

Second quarter adjusted revenue*, costs*, other income*, operating profit*, adjusted net income*, EPS*, and ETR*

(Dollars in millions)	2Q'25 GAAP	Less: Insurance and US tax equity	Less: Separation, restructuring and other	Less: Other ^{-b)} adjustments	2Q'25 Adjusted (Non-GAAP)	2Q'24 GAAP	Less: Insurance and US tax equity	Less: Separation, restructuring and other	Less: Other ^{-b)} adjustments	2Q'24 Adjusted (Non-GAAP)
Revenues	\$ 11,023	\$ 872	\$ —	\$ —	\$ 10,151	\$ 9,094	\$ 871	\$ —	\$ —	\$ 8,223
Less: Costs and expenses	8,932	730	73	(31)	8,161	7,584	706	152	42	6,684
Add: Other income	298	(53)	—	3	347	(63)	(38)	—	(383)	359
Profit (loss)	\$ 2,389	\$ 90	\$ (73)	\$ 34	\$ 2,337	\$ 1,447	\$ 127	\$ (152)	\$ (425)	\$ 1,897
Less: Interest and other financial charges	—	6	—	(158)	152	—	9	—	(248)	239
Less: Provision (benefit) for income taxes	388	(46)	(15)	41	408	125	(24)	(233)	45	337
Less: Dilution	0	—	—	—	0	—	—	—	—	—
Less: Net income (loss) attributable to noncontrolling interests	(7)	—	—	(7)	—	2	—	—	2	—
Net income (loss) ^{-a)}	\$ 2,007	\$ 129	\$ (58)	\$ 159	\$ 1,777	\$ 1,320	\$ 143	\$ 80	\$ (224)	\$ 1,321
EPS	\$ 1.87	\$ 0.12	\$ (0.05)	\$ 0.15	\$ 1.66	\$ 1.20	\$ 0.13	\$ 0.07	\$ (0.20)	\$ 1.20
Net income from cont ops before income taxes	\$ 2,389	\$ 84	\$ (73)	\$ 200	\$ 2,177	\$ 1,447	\$ 119	\$ (152)	\$ (179)	\$ 1,660
Less: Provision (benefit) for income taxes	388	(46)	(15)	41	408	125	(24)	(233)	45	337
Effective income tax rate	16.2 %				18.7 %	8.6 %				20.3 %

* Non-GAAP Financial Measure

(a – Net income (loss) from continuing operations available to common shareholders, diluted

(b – Other adjustments include interest and other financial charges, non-operating benefit cost (income), noncontrolling interest, gains (losses) on retained and sold ownership interests and other equity securities, gains (losses) on purchases and sales of business interests

Second quarter year-to-date adjusted revenue*, costs*, other income*, operating profit*, adjusted net income* and EPS*

(Dollars in millions)	2Q'25 YTD GAAP	Less: Insurance and US tax equity	Less: Separation, restructuring and other	Less: Other ^{b)} adjustments	2Q'25 YTD Adjusted (Non-GAAP)	2Q'24 YTD GAAP	Less: Insurance and US tax equity	Less: Separation, restructuring and other	Less: Other ^{b)} adjustments	2Q'24 YTD Adjusted (Non-GAAP)
Revenues	\$ 20,957	\$ 1,806	\$ —	\$ —	\$ 19,151	\$ 18,048	\$ 1,750	\$ —	\$ —	\$ 16,298
Less: Costs and expenses	16,924	1,463	125	(17)	15,353	15,558	1,384	481	85	13,608
Add: Other income	600	(94)	—	9	685	944	(73)	—	261	756
Profit (loss)	\$ 4,634	\$ 248	\$ (125)	\$ 27	\$ 4,483	\$ 3,434	\$ 292	\$ (481)	\$ 176	\$ 3,447
Less: Interest and other financial charges	—	12	—	(368)	356	—	16	—	(511)	495
Less: Provision (benefit) for income taxes	671	(132)	(26)	80	749	369	(39)	(281)	85	605
Less: Dilution	0	—	—	—	0	0	—	—	—	0
Less: Net income (loss) attributable to noncontrolling interests	(13)	—	—	(13)	—	4	—	—	4	—
Net income (loss) ^{-a)}	\$ 3,975	\$ 369	\$ (99)	\$ 328	\$ 3,378	\$ 3,061	\$ 316	\$ (200)	\$ 597	\$ 2,347
EPS	\$ 3.70	\$ 0.34	\$ (0.09)	\$ 0.30	\$ 3.14	\$ 2.78	\$ 0.29	\$ (0.18)	\$ 0.54	\$ 2.13

* Non-GAAP Financial Measure

(a – Net income (loss) from continuing operations available to common shareholders, diluted

(b – Other adjustments include interest and other financial charges, non-operating benefit cost (income), noncontrolling interest, gains (losses) on retained and sold ownership interests and other equity securities, gains (losses) on purchases and sales of business interests

Second quarter free cash flow*

(Dollars in millions)		2Q'25	2Q'24	V%	2Q'25 YTD	2Q'24 YTD	V%
Net income (loss) (GAAP) ^{-a)}	\$	2,000	\$ 1,322	51 %	\$ 3,962	\$ 3,065	29 %
Depreciation & amortization ^{-b)}		312	283		611	573	
Operating working capital		(572)	(246)		(469)	8	
Current receivables		(831)	(309)		(1,157)	(48)	
Inventories, including deferred inventory costs		(670)	(697)		(1,394)	(1,201)	
Current contract assets		(111)	(5)		(65)	155	
Contract liabilities and current deferred income		114	363		384	386	
Progress collections		137	150		269	290	
Accounts payable		789	253		1,495	427	
Sales discounts and allowances		367	4		447	(102)	
Other CFOA ^{-c)}		242	(406)		(660)	(958)	
Cash flows from operating activities (CFOA) (GAAP)	\$	2,349	\$ 957	F	\$ 3,891	\$ 2,586	50 %
Add: gross additions to property, plant and equipment and internal-use software		(327)	(295)		(535)	(499)	
Less: separation cash expenditures		(70)	(407)		(146)	(572)	
Less: Corporate & Other restructuring cash expenditures		(14)	(29)		(45)	(108)	
Free cash flow (FCF) (Non-GAAP)	\$	2,105	\$ 1,098	92 %	\$ 3,547	\$ 2,767	28 %
Free cash flow (Non-GAAP) conversion %		118 %	83 %		105 %	118 %	

* Non-GAAP Financial Measure

(a – Net income (loss) from continuing operations, which aggregates Net income (loss) from discontinued operations

(b – Depreciation and amortization of property, plant & equipment and amortization of intangible assets

(c – Includes the following: (Gains) losses on retained and sold ownership interests and other equity securities, employee benefit liabilities, income taxes (net), goodwill impairments and all other operating; includes separation cash expenditures and Corporate restructuring cash expenditures

(d – FCF* conversion: FCF* / adjusted net income*

Adjusted Corporate costs*

CORPORATE REVENUES AND PROFIT (COST)

(In millions)	2Q'25	2Q'24	V%	2Q'25 YTD	2Q'24 YTD	V%
Insurance revenue (Note 12)	\$ 872	\$ 871		\$ 1,806	\$ 1,750	
Eliminations and other	(402)	(310)		(702)	(642)	
Corporate & Other revenue	\$ 470	\$ 561	(16)%	\$ 1,104	\$ 1,108	— %
Gains (losses) on purchases and sales of business interests	\$ —	\$ 10		\$ —	\$ 20	
Gains (losses) on retained and sold ownership interests and other equity securities (Note 18)	3	(393)		9	241	
Restructuring and other charges (Note 19)	(26)	(77)		(27)	(147)	
Separation costs (Note 19)	(47)	(75)		(98)	(334)	
Insurance profit (loss) (Note 12)	147	170		353	370	
U.S. tax equity profit (loss)	(57)	(43)		(104)	(78)	
Adjusted Corporate & Other operating costs (Non-GAAP)	(257)	(126)		(327)	(251)	
Corporate & Other operating profit (cost) (GAAP)	\$ (237)	\$ (534)		\$ (194)	\$ (179)	
Less: gains (losses), impairments, Insurance, and restructuring & other	20	(409)		133	72	
Adjusted Corporate & Other operating costs (Non-GAAP)	\$ (257)	\$ (126)	U	\$ (327)	\$ (251)	(30)%
Corporate & Other profit (costs)	\$ (120)	\$ 16		\$ (82)	\$ 13	
Eliminations	\$ (137)	\$ (142)		\$ (245)	\$ (264)	
Adjusted Corporate & Other operating costs (Non-GAAP)	\$ (257)	\$ (126)	U	\$ (327)	\$ (251)	(30)%

* Non-GAAP Financial Measure

Adjusted Corporate & Other operating costs* excludes gains (losses) on purchases and sales of business interests, gains (losses) on retained and sold ownership interests and other equity securities, higher-cost restructuring programs, separation costs, our run-off insurance operations, U.S. tax equity profit (loss) and goodwill impairments. We believe that adjusting Corporate & Other costs to exclude the effects of items that are not closely associated with ongoing operations provides management and investors with a meaningful measure that increases the period-to-period comparability of our ongoing corporate costs.

– Upcoming calendar

3Q'25 Earnings

October 21, 2025

4Q'25 Earnings

January 22, 2026