GE Aviation’s Military Systems

- Broad portfolio of core products delivering today
- Developing advanced technologies for tomorrow
- Maintenance solutions aligned to customer need

Powering the future of flight
Military ... strong, diverse portfolio

Global installed fleet

- Honeywell: 5,900
- Safran: 10,900
- Pratt & Whitney: 15,800
- Rolls-Royce: 17,500
- CFM: 24,100
- GE: 2,400

Power for U.S. DoD

Total Aircraft and Vessels - ’20E

- Rotorcraft: 71% of 5,929
- Combat fighters, trainers and bombers: 58% of 4,522
- Turbofan transports: 55% of 1,301
- Marine: 95% of 108

Balanced customer base

- ~65% US
- ~35% Int’l

Notes:
1. Fleet includes only military aircraft engines (combat, rotorcraft, tankers)
2. CFM is a 50/50 joint company between GE and Safran Aircraft Engines
3. Source: Cirium fleet data
Military business: positioned for growth through ’25 ... strong ‘20

What we are seeing across segments

Core products volume growth
• Driven by success on trainer and in both domestic and international fighters

Next-gen portfolio renewal
• Selected on medium and heavy lift rotorcraft, well positioned for future fighter

Solid spares and services
• Opportunity to drive value and productivity for both GE and customer
Sustained core growth ... 2x core engine revenue over five years

**US platforms to DoD**

Recent success
- F404: T-7A Red Hawk trainer
- F110: USAF F-15EX Lot 1a & 1b

Current campaigns
- B-52 re-engine (’21 selection)
- F-15EX Lot 2+ (’21 selection)

**International indigenous**

Recent success
- F404: India Light Combat Aircraft (Tejas)
- F414: Sweden Gripen E fighter
- F414: S. Korea KF-X fighter

Current campaigns
- F404: Turkey Hurjet
- F414: India Advanced Medium Combat Aircraft

**US platforms with allies**

Recent success
- F110: Qatar, Taiwan
- F414: Germany
- T700: multiple int’l Apache

Current campaigns
- F110: India F-21
- F414: Finland F/A-18
- T700/T408: 22 open campaigns

Recent success
- F404: India Light Combat Aircraft (Tejas)
- F414: Sweden Gripen E fighter
- F414: S. Korea KF-X fighter

Current campaigns
- F404: Turkey Hurjet
- F414: India Advanced Medium Combat Aircraft

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$12B program opportunities$^{a)}$

$14B program opportunities$^{a)}$

$11B program opportunities$^{a)}$

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(a) Includes total program equipment and services, both selected and open opportunities
(b) Revenue growth includes equipment only
Advanced engines for today and tomorrow

<table>
<thead>
<tr>
<th>Advanced engines</th>
<th>Today: re-engine current</th>
<th>Tomorrow: powering next gen</th>
<th>Program value(^{a)})</th>
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</thead>
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<tr>
<td>XA100 Combat</td>
<td>F-35 re-engine for US DoD</td>
<td>Advanced combat</td>
<td>$85B</td>
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<tr>
<td>T901 Rotorcraft</td>
<td>US Army Apache &amp; Black Hawk</td>
<td>Selected on 3,000 aircraft</td>
<td>$20B</td>
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<tr>
<td>T408 Heavy Rotorcraft</td>
<td>Re-engine CH-47 Chinook</td>
<td>US Army Future Vertical Lift</td>
<td>$20B</td>
</tr>
<tr>
<td></td>
<td></td>
<td>US Marine Corps heavy lift CH-53K</td>
<td>$20B</td>
</tr>
</tbody>
</table>

\(^{a)}\text{Includes total program equipment and services, both won and open opportunities}

Cowen Investor Meeting | 11/03/2020
Next-generation technology ... investing for the future

Leveraging commercial technology, talent and GE Global Research Center

Additive manufacturing
Ceramic matrix composites
Advanced architecture

Next gen products +
installed base upgrades

1,000

Engineers moving from commercial to military

$0.7B
+$LDD

'19A Engineering effort\(^a\)
'20F

(a- Includes GE and externally funded development)
Aftermarket and services strategy: Driving productivity for our largest customer ... and for GE

**DoD reform initiatives ... focused on improved outcomes**

**Digital contracting** ... process efficiency to reduce cycle time  
Using digital process and tools to simplify pricing

**Captains of Industry** ... streamlining DoD supply chain  
Material contracting approach focused on supplier capability

**Comprehensive sustainment** ... lower lifecycle cost  
Integrated support aligned to critical customer outcomes
GE Aviation’s Military Systems

Targeting HSD CAGR through ’25
Driven by growth in core engines and advanced products
Technology investments for the future
Experienced team with domain expertise
Services productivity benefit for customer and GE

... Valuable franchise delivering today and tomorrow
Tony Mathis is president and chief executive officer of Military Systems at GE Aviation. In this role, he is responsible for the business’ military operations serving the United States Department of Defense and numerous international military customers for aircraft, helicopter and marine engines.

Prior to joining GE, Tony served as a commissioned officer in the U.S. Air Force for nine years, achieving the rank of captain, where he focused on flight test and propulsion project engineering.

Tony joined GE Aviation in 1997. Since then, he has held a number of roles of increasing responsibility including assignments as a Black Belt, Airline Support Engineer, e-Business Leader and a role as a Master Black Belt for Customer Support. Tony was promoted to chief marketing officer for Military Marketing in 2001 and later became the general manager for Military Customer Support. In 2004, Tony became the vice president of the F414, F404, J85 & TF34 engine programs, where he was responsible for overseeing all aspects of the engine programs to include cross-functional leadership of production, engineering, sales and marketing, advanced application development and customer support. Most recently, Tony served as the senior account executive for GE Aviation Engine and Systems operations at Boeing Commercial Airplanes located in Seattle. In this role, he was responsible for leading the integration of all GE Aviation’s engine and systems programs with Boeing, to include production, engineering, sales and marketing, advanced, application development and field/customer support. He was named to his current position in November 2016.

Tony is a native of Fitzgerald, Ga. He received a bachelor’s degree in mechanical engineering from Clemson University, a master’s degree in mechanical engineering from California State University, Fresno, and an MBA from Xavier University.

Published on https://www.geaviation.com/company/leadership#mathis