FIRST QUARTER 2025 EARNINGS PRESENTATION

MAY 12, 2025

DISCLAIMER – FORWARD LOOKING STATEMENTS & NON-GAAP DISCLOSURE

This presentation contains forward-looking statements that involve substantial risks and uncertainties. We intend such forward-looking statements to be covered by the safe harbor provisions for forward-looking statements contained in Section 21E of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), and Section 27A of the Securities Act of 1933, as amended (the "Securities Act"). In some cases, you can identify forward-looking statements by the words "anticipate," "assume," "believe," "continue," "could," "estimate," "expect," "foreseeable," "future," "intend," "may," "might," "objective," "ongoing," "plan," "potential," "predict," "project," "seek," "should," "will," or "would" and/or the negative of these terms, or other comparable terminology intended to identify statements about the future. They appear in a number of places throughout this presentation and include statements regarding our intentions, beliefs or current expectations concerning, among other things, results of operations for the discal year ended December 31, 2025, our long-term leverage target, the estimated net tariff impact on Adjusted EBITDA, financial condition, liquidity, prospects, growth, strategies, the industry in which we operate and other information that is not historical information. These statements involve known and unknown risks, uncertainties and other factors that may cause our actual results, levels of activity, performance or achievements to be materially different from the information expressed or implied by these forward-looking statements. Although we believe that we have a reasonable basis for each forward-looking statement contained in this presentation, we cannot assure you that we will achieve or realize these plans, intentions or expectations. Forward-looking statements are inherently subject to risks, uncertainties and assumptions that are difficult to predict or quantify.

Generally, statements that are not historical facts, including statements concerning our possible or assumed future actions, business strategies, events or results of operations, are forward-looking statements. Factors that could cause actual results to differ materially from those forward-looking statements included in this presentation include, among others: risks related to conditions that affect the commercial and business aviation industries; decreases in budget, spending or outsourcing by our military end-users; risks from any supply chain disruptions or loss of key suppliers; increased costs of labor, equipment, raw materials, freight and utilities due to inflation; future outbreaks and infectious diseases; risks related to competition in the market in which we participate; loss of an OEM authorization or license; risks related to a significant portion of our revenue being derived from a small number of customers; our ability to remediate effectively the material weaknesses identified in our internal control over financial reporting; our ability to respond to changes in GAAP; our or our third-party partners' failure to protect confidential information; data security incidents or disruptions to our IT systems and capabilities; our ability to comply with laws relating to the handling of information about individuals; changes to United States tariff and import/export regulations; failure to maintain our regulatory approvals; risks relating to our operations outside of North America; failure to comply with government procurement laws and regulations; any work stoppage, hiring, retention or succession issues with our senior management team and employees; any strains on our resources due to the requirements of being a public company; risks related to our indebtedness; our success at managing the risks of the foregoing, and the other factors described in our Annual Report on Form 10-K for the year ended December 31, 2024 and our other filings with the SEC.

As a result of these factors, we cannot assure you that the forward-looking statements in this presentation will prove to be accurate. You should understand that it is not possible to predict or identify all such factors. We operate in a competitive and rapidly changing environment. New factors emerge from time to time, and it is not possible to predict the impact of all of these factors on our business, financial condition or results of operations.

Furthermore, if our forward-looking statements prove to be inaccurate, the inaccuracy may be material. In light of the significant uncertainties in these forward-looking statements, you should not regard these statements as a representation or warranty by us or any other person that we will achieve our objectives, plans or cost savings in any specified time frame or at all. In addition, even if our results of operations, financial condition and liquidity, and the development of the industry in which we operate, are consistent with the forward-looking statements contained in this presentation, those results or developments may not be indicative of results or developments in subsequent periods. We caution you not to place undue reliance on these forward-looking statements. All forward looking statements attributable to us or persons acting on our behalf are expressly qualified in their entirety by the foregoing cautionary statements. Forward-looking statements speak only as of the date of this presentation. We do not undertake any obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law. Comparisons of results for current and any prior periods are not intended to express any future trends or indications of future performance, unless expressed as such, and should only be viewed as historical data.

This presentation includes "non-GAAP financial measures," which are financial measures that either exclude or include amounts that are not excluded or included in the most directly comparable measures calculated and presented in accordance with accounting principles generally accepted in the United States ("GAAP"), including Adjusted EBITDA, Adjusted EBITDA Margin, Net Debt to Adjusted EBITDA, and Free Cash Flow. We use these non-GAAP financial measures to evaluate our business operations.

Certain of the non-GAAP financial measures presented in this presentation are supplemental measures of our performance, in the case of Adjusted EBITDA and Adjusted EBITDA Margin, that we believe help investors understand our financial condition and operating results and assess our future prospects. We believe that presenting these non-GAAP financial measures, in addition to the corresponding GAAP financial measures, are important supplemental measures that exclude non-cash or other items that may not be indicative of or are unrelated to our core operating results and the overall health of our company. We believe that these non-GAAP financial measures provide investors greater transparency to the information used by management for its operational decision-making and allow investors to see our results "through the eyes of management." We further believe that providing this information assists our investors in understanding our operating performance and the methodology used by management to evaluate and measure such performance. We also present Net Debt to Adjusted EBITDA and Free Cash Flow, which are liquidity measures, that we believe are useful to investors because it is also used by our management for measuring our operating cash flow, liquidity and allocating resources. We believe it is important to measure the free cash flows we have generated from operations, after accounting for routine capital expenditures required to generate those cash flows. When read in conjunction with our GAAP results, these non-GAAP financial measures provide a baseline for analyzing trends in our underlying businesses and can be used by management as one basis for financial, operational and planning decisions. Finally, these measures are often used by analysts and other interested parties to evaluate companies in our industry.

We define Adjusted EBITDA as net income (loss) before interest expense, income tax expense (benefit), depreciation and amortization, further adjusted for certain non-cash items that we may record each period, as well as non-recurring items such as acquisition costs, integration and severance costs, refinance fees, business transformation costs and other discrete expenses, when applicable. We define Adjusted EBITDA Margin as Adjusted EBITDA divided by revenue. We believe that Adjusted EBITDA and Adjusted EBITDA Margin are important metrics for management and investors as they remove the impact of items that we do not believe are indicative of our core operating results or the overall health of our company and allows for consistent comparison of our operating results over time and relative to our peers. We define Net Debt to Adjusted EBITDA as long-term debt, less cash and cash equivalents divided by Adjusted EBITDA. We define free cash flow as cash from operating activities cash flows from investing activities excluding acquisitions.

Management recognizes that these non-GAAP financial measures have limitations, including that they may be calculated differently by other companies or may be used under different circumstances or for different purposes, thereby affecting their comparability from company to company. In order to compensate for these and the other limitations discussed below, management does not consider these measures in isolation from or as alternatives to the comparable financial measures determined in accordance with GAAP. Readers should review the reconciliations of our non-GAAP financial measures to the corresponding GAAP measures included in this presentation and should not rely on any single financial measure to evaluate our business.

We define Adjusted EBITDA as net income (loss) before interest expense, income tax expense (benefit), depreciation and amortization, further adjusted for certain non-cash items that we may record each period, as well as non-recurring items such as acquisition costs, integration and severance costs, refinance fees, business transformation costs and other discrete expenses, when applicable. We define Adjusted EBITDA Margin as Adjusted EBITDA divided by revenue. We believe that Adjusted EBITDA and Adjusted EBITDA Margin are important metrics for management and investors as they remove the impact of items that we do not believe are indicative of our core operating results or the overall health of our company and allows for consistent comparison of our operating results over time and relative to our peers.

We have presented forward-looking statements regarding Adjusted EBITDA, Adjusted EBITDA Margin and Free Cash Flow. These non-GAAP financial measures are derived by excluding certain amounts, expenses or income, from the corresponding financial measure determined in accordance with GAAP. The determination of the amounts that are excluded from this non-GAAP financial measure is a matter of management judgment and depends upon, among other factors, the nature of the underlying expense or income amounts recognized in a given period in reliance on the exception provided by item 10(e)(1)(i)(B) of Regulation S-K. We are unable to present a quantitative reconciliation of each of forward-looking Adjusted EBITDA, Adjusted EBITDA Margin and Free Cash Flow to its most directly comparable forward-looking GAAP financial measure because such information is not available, and management cannot reliably predict the necessary components of such GAAP measure without unreasonable effort or expense. In addition, we believe such reconciliations would imply a degree of precision that would be confusing or misleading to investors. The unavailable information could have a significant impact on the company's future financial results. These non-GAAP financial measures are preliminary estimates and subject to risks and uncertainties, including, among others, changes in connection with quarter-end and year-end adjustments. Any variation between the company's actual results and preliminary financial data set forth above may be material.

FINANCIAL HIGHLIGHTS

REVENUE

Q1 PERFORMANCE DRIVERS

Strong Top Line Growth

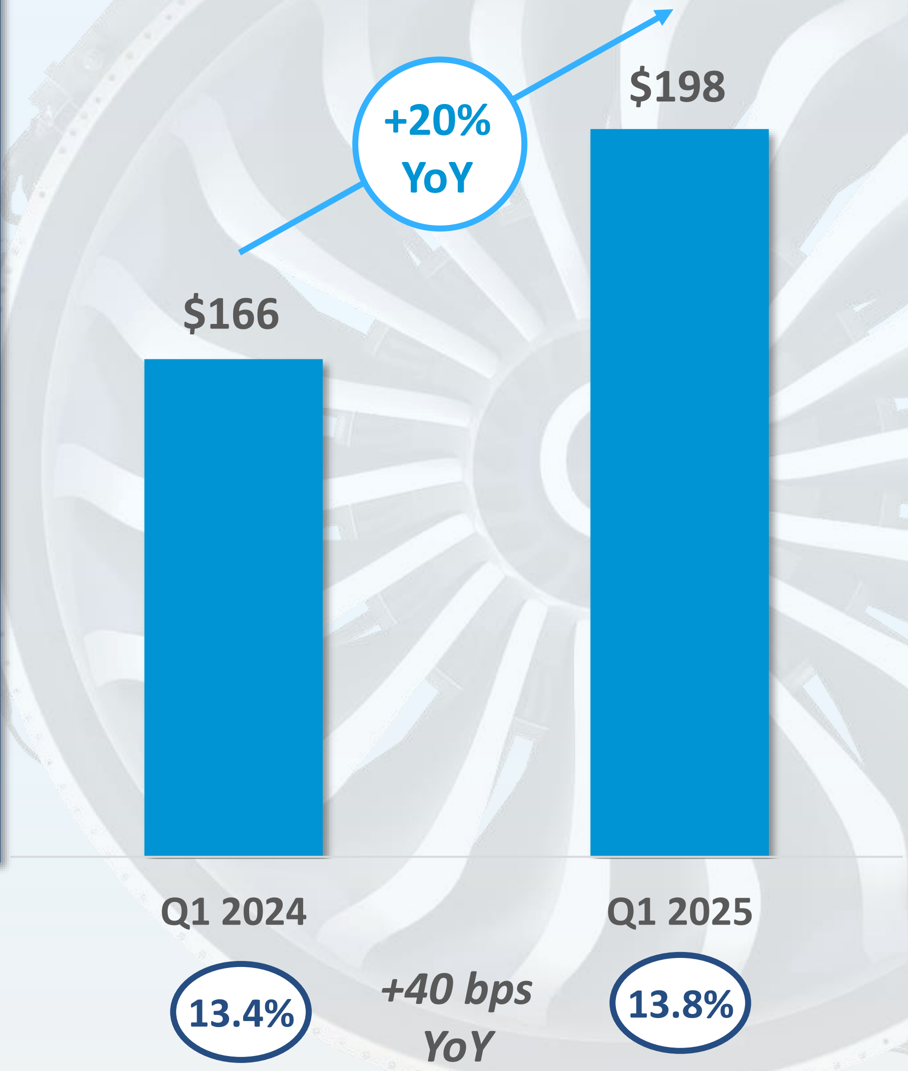
- Commercial Aerospace: **+18% YoY**
- Business Aviation: **+13% YoY**
- Military & Helicopter: **+10% YoY**

Continued Margin Expansion

- Favorable engine work scope mix
- Growth in high margin Component Repair Services
- Continued operating leverage

ADJUSTED EBITDA[1]

Margin (% of Revenue)



Revenue *Adj. EBITDA [1]* X% *Adj. EBITDA Margin [1]*

Note: $ in millions

1. These are non-GAAP financial measures, see appendix

BUSINESS HIGHLIGHTS

MARKET ENVIRONMENT

Continuing Aftermarket Strength

- ✓ Robust commercial aero demand
- ✓ Steady business jet and military utilization
- ✓ Constrained supply

Managing Tariff Impact

- ■ USMCA
- ■ Contract passthrough
- ■ Price
- ■ Cost management

Estimated net tariff impact: ~$15MM

ABSORBING & RAISING 2025 GUIDANCE

EXECUTING ON 2025 STRATEGIC PRIORITIES

LEAP

- ✓ Industrialization progress
- ✓ Over 150 shop visits won in Q1
- ✓ Growing pipeline

Capitalize on Recent Investments

- ✓ CF34 record quarter
- ✓ CFM56 new wins
- ✓ DFW Facility Industrialization

Expansion of Component Repair

- ✓ Strong operating performance
- ✓ New repair development
- ✓ Portfolio optimization

Pursue Accretive M&A

- ✓ Strong M&A opportunity pipeline
- ✓ Ample balance sheet capacity

FIRST QUARTER 2025 RESULTS – CONSOLIDATED

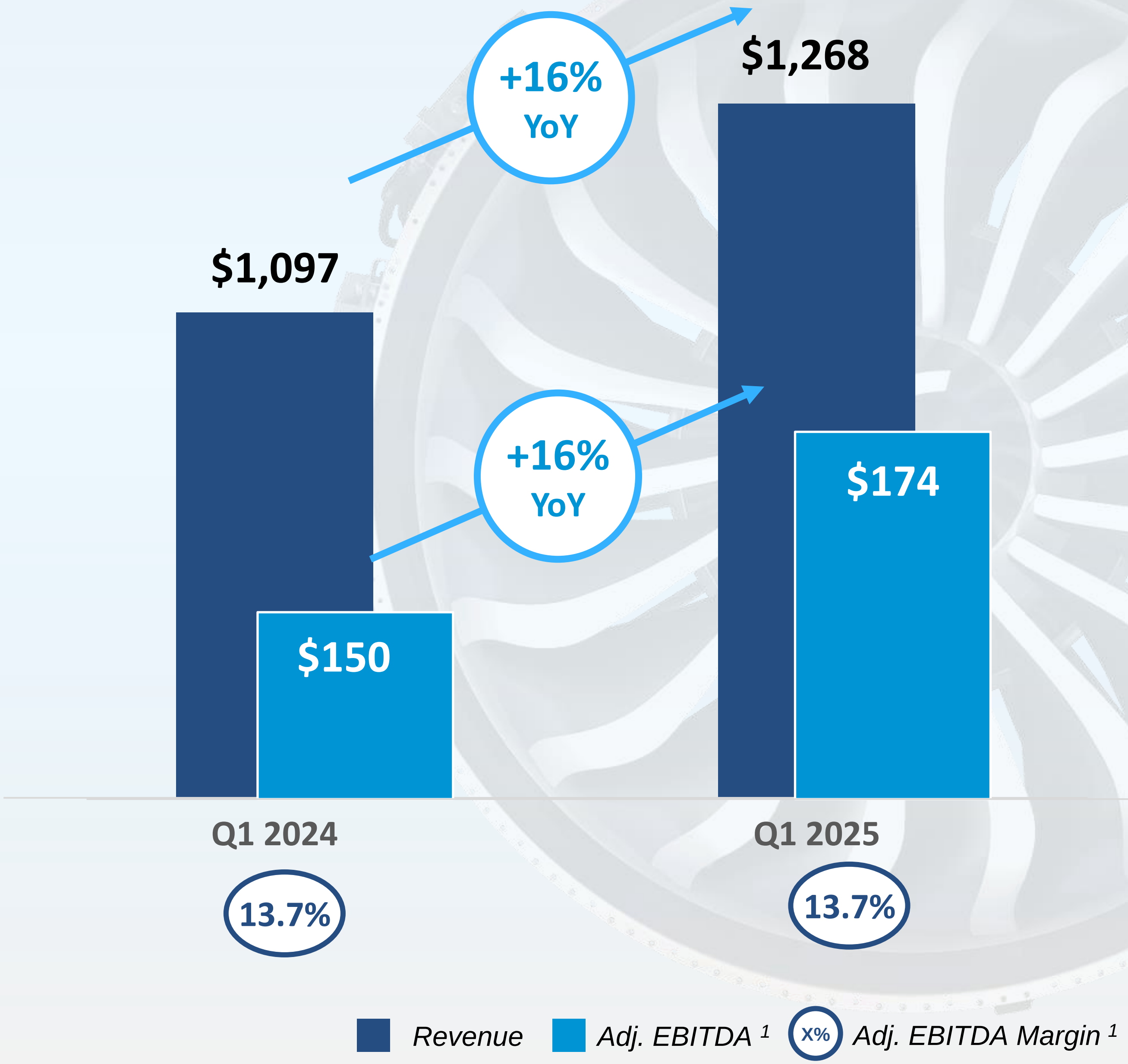
($ in millions)	Q1 2025	Performance Commentary
Revenue *% Change YoY*	**$1,436** *+16%*	■ Growth across all end markets: Commercial Aerospace (+18% YoY), Business Aviation (+13% YoY), and Military & Helicopter (+10% YoY) ■ Growth in both Engine Services (+16% YoY) and Component Repair Services (+21% YoY)
Adjusted EBITDA[1] *% Change YoY*	**$198** *+20%*	■ Adjusted EBITDA growth driven by revenue growth, pricing and favorable segment and engine platform mix
Adjusted EBITDA[1] % Margin *∆ bps YoY*	**13.8%** *+40 bps*	■ Favorable mix in Engine Services coupled with productivity improvements and price in Component Repair Services
Net Income *$ Change YoY*	**$63** *+$60 million*	■ Driven by revenue growth, margin expansion and reduced interest expense from debt paydown and refinancing
Free Cash Flow[1] *$ Change YoY*	**$(64)** *+$38 million*	■ In line with expectations to support growth investments and seasonality ■ Higher earnings and lower interest from refinancing actions, offset by higher working capital and CapEx driven by growth investments for LEAP, CFM56, and CF34 platforms

1. These are non-GAAP financial measures, see appendix

FIRST QUARTER 2025 RESULTS – ENGINE SERVICES

QUARTERLY HIGHLIGHTS

- **+16% YoY** Revenue growth
  - + Robust demand in commercial aftermarket
  - + Strong CF34 performance following license expansion
  - + Growth on mid/super-mid BizAv engine platforms
  - — Lower workscope on military transport engines
- **+16% YoY** Segment Adjusted EBITDA growth driven by revenue growth
- Favorable mix in core engine programs, offset by ramping of key growth platforms



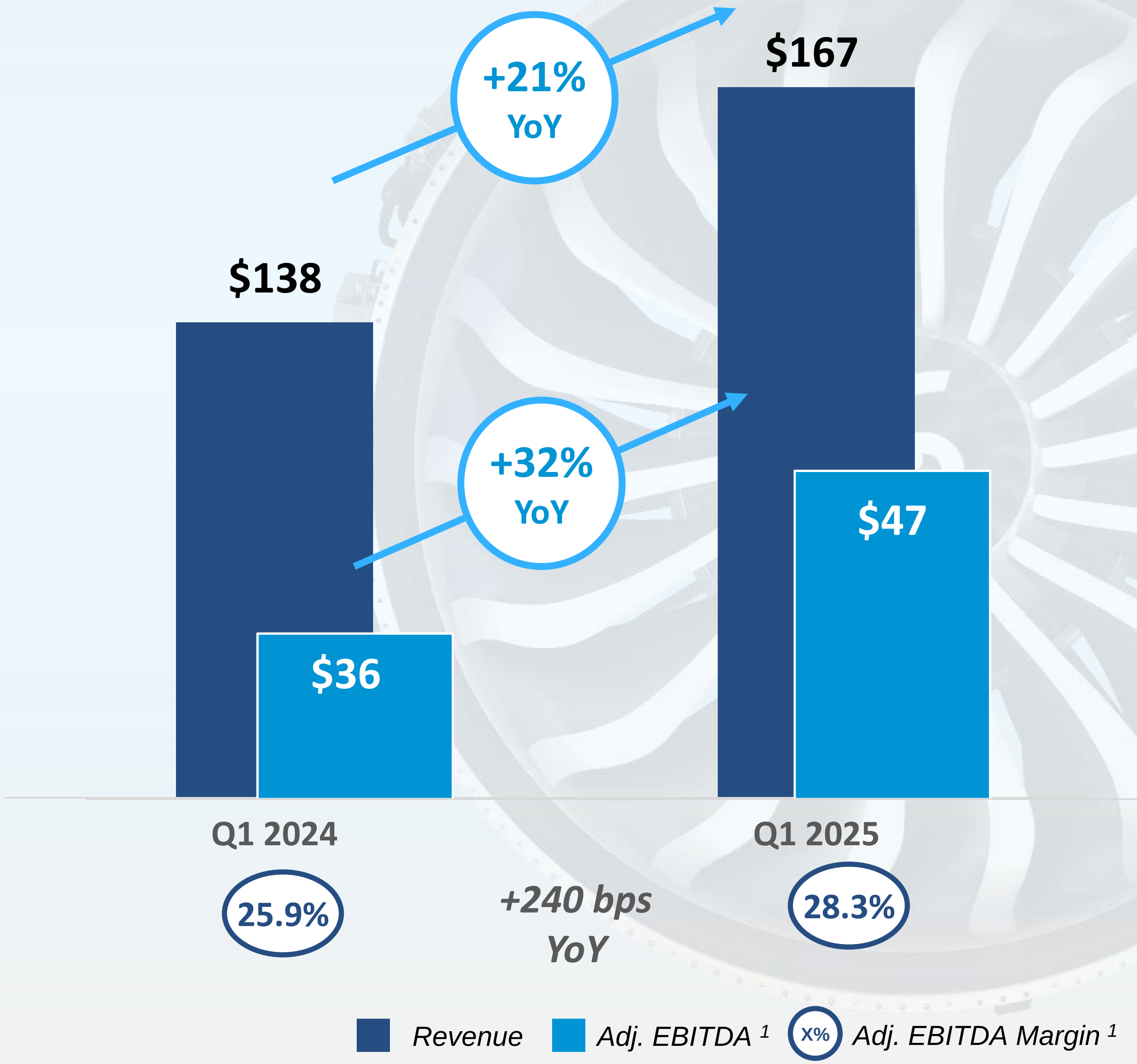
Note: $ in millions

1. These are non-GAAP financial measures, see appendix

FIRST QUARTER 2025 RESULTS – COMPONENT REPAIR SERVICES

QUARTERLY HIGHLIGHTS

- **+21% YoY** Revenue growth
  - + ATI acquisition contribution
  - + Strong Land & Marine growth
  - – Slower timing of inputs from certain commercial customers (expected to recover in 2H 2025)
  - – Facility consolidation & exit of non-core product line
- **+32% YoY** Segment Adjusted EBITDA Growth
- **+240 bps YoY** margin expansion driven by pricing and engine component mix



Note: $ in millions

1. These are non-GAAP financial measures, see appendix

FREE CASH FLOW

($ in millions)	Q1 2025
Adjusted EBITDA [1]	**$198**
(+/-) Δ in Net Working Capital [1]	(128)
(-) Capex Excluding Major Investments	(17)
(-) Major Platform Expansion Investments	(36)
(-) Capital Markets / Business Transformation Costs / Other Non-Recurring Professional Fees	(4)
(-) Other (Non-Cash Expense/Gain, FX, Other Non-Recurring)	(1)
(-) Cash Interest	(42)
(-) Cash Taxes	(34)
Free Cash Flow [2]	**$(64)**

COMMENTARY

- Free Cash Flow improved $38 million YoY
- Strong earnings performance and lower interest, offset by higher working capital and CapEx from seasonality and growth investments
- Q1 is seasonally the lowest quarter for cash flow generation

- LEAP: $19MM
- CFM56 Facility: $2MM
- CFM34 License: $15MM

- Includes ~$1MM of secondary offering cost

- Reflects post refinancing capital structure; $34MM reduction YoY

- Includes $21MM top up payment of 2024 Canadian tax paid entirely in Q1

Q1 FCF in line with plan

Reiterating FY 2025 FCF guidance of $155MM to $175MM

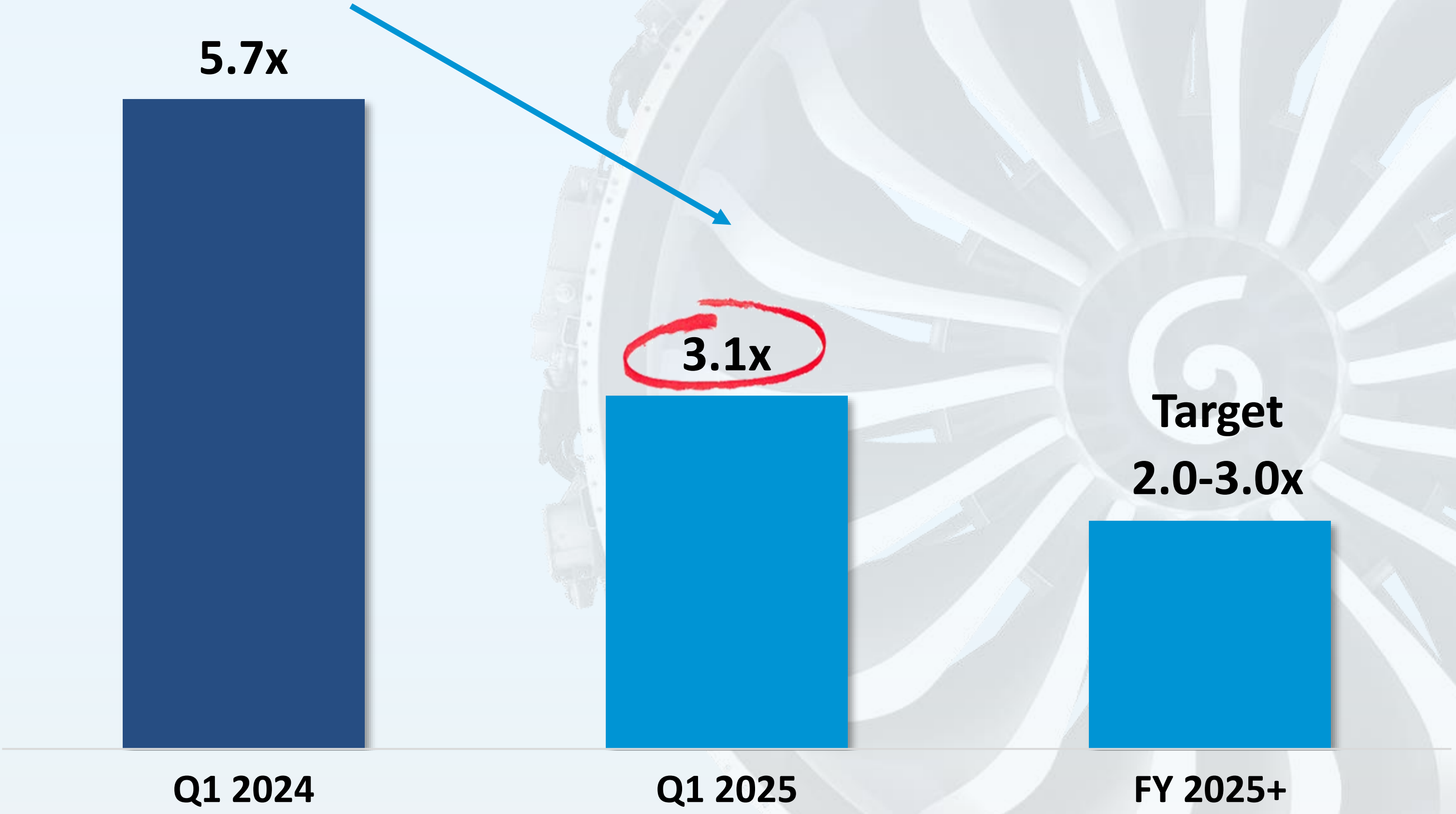
1. Excludes accrued interest and tax liabilities captured in Cash Interest and Cash Taxes
2. These are non-GAAP financial measures, see appendix

BALANCE SHEET & LIQUIDITY

SIGNIFICANTLY STRENGTHENED BALANCE SHEET

- Benefiting refinancing of capital structure
- Leverage ratio improved to 3.1x
- Annual interest savings $130 million+ to be realized in 2025

NET DEBT TO ADJUSTED EBITDA LEVERAGE RATIO[1]



Capital Allocation Focused On Creating Shareholder Value With Long-Term Leverage Target Of 2-3x

1. These are non-GAAP financial measures, see appendix

FY 2025 COMPANY & SEGMENT OUTLOOK

($ in millions)	Prior FY 2025	Current FY 2025	Commentary
Revenue *% Change YoY*	$5,800 – $5,950 *+11% – +14%*	$5,825 – $5,975 *+11% – +14%*	■ **Engine Services**: $5,110 – $5,240 *(prior $5,085 – $5,215)* ■ **Component Repair Services:** $715 – $735
Adjusted EBITDA[1] *% Margin*	$770 – $790 *13.3% – 13.3%*	$775 – $795 *13.3% – 13.3%*	■ **Engine Services**: ~13% Adj. EBITDA Margin ■ **Component Repair Services:** ~27% Adj. EBITDA Margin ■ **Includes estimated tariff impacts**
Free Cash Flow[1]	$155 – $175	$155 – $175	■ Includes major platform expansion investments of $90MM

End Market Drivers

COMMERCIAL AEROSPACE

+LDD – Mid-Teens
Growth YoY

MILITARY & HELICOPTERS

+HSD
Growth YoY

BUSINESS AVIATION

+HSD
Growth YoY

Note: $ in millions
1. These are non-GAAP financial measures, see disclaimer-forward looking statements & non-GAAP disclosure

APPENDIX

RECONCILIATION OF NON-GAAP FINANCIAL METRICS

ADJUSTED EBITDA AND ADJUSTMENTS WALK

	Three Months Ended March 31,	
	2025	**2024**
	(in millions, except percentages)	
Net income (loss)	$62.9	$3.2
Income tax expense	22.2	16.9
Depreciation and amortization	48.7	47.4
Interest expense	43.8	77.5
Business transformation costs (LEAP and CFM) (1)	12.9	10.2
Refinancing costs	—	4.3
Loss on debt extinguishment and refinancing costs	—	3.6
Stock compensation (2)	2.0	—
Integration costs and severance (3)	1.4	0.3
Other (4)	4.3	2.2
Adjusted EBITDA	**$198.2**	**$165.6**
Revenue	$1,435.6	$1,235.7
Net income (loss) margin	4.4%	0.3%
Adjusted EBITDA Margin	**13.8%**	**13.4%**

(1) Represents new product industrialization costs with the business transformation of the LEAP 1A/1B engine line in San Antonio, Texas and the expansion of our CFM56 capabilities into Dallas, Texas.

(2) Represents non-cash stock compensation expense associated with awards issued under 2019 Long-Term Incentive Plan in connection with Carlyle's ownership.

(3) Represents integration costs incurred, including any facility or platform consolidation associated with the integration of an acquisition that does not meet capitalization criteria and severance related to reduction in workforce or acquisitions. Examples of integration costs may include lease breakage or run-off fees, consulting costs, demolition costs or training costs.

(4) Represents other non-recurring costs including professional fees related to business transformation, secondary offering costs, and quarterly management fees payable to Carlyle Investment Management L.L.C. and Beamer Investment Inc. under consulting services agreements, representation and warranty insurance costs associated with acquisitions, and other non-comparable events to measure operating performance as these events arise outside of our ordinary course of continuing operations.

SEGMENT DISCLOSURE

SEGMENT ADJUSTED EBITDA

	Three Months Ended March 31,	
	2025	2024
	(in millions, except percentages)	
Engine Services		
Segment Revenue	$1,268.3	$1,097.4
Segment Adjusted EBITDA	$174.0	$150.0
Segment Adjusted EBITDA Margin	13.7%	13.7%
Component Repair Services		
Segment Revenue	$167.3	$138.3
Segment Adjusted EBITDA	$47.4	$35.8
Segment Adjusted EBITDA Margin	28.3%	25.9%

Note: Figures may not sum due to rounding

SEGMENT DISCLOSURE (CONTINUED)

SEGMENT REVENUE AND SEGMENT ADJUSTED EBITDA TO PROFIT BEFORE TAX WALK

	Three Months Ended March 31, 2025		
	Engine Services	Component Repair Services	Total Segments
		(In thousands)	
Revenue from external customers	$1,286,276	$149,312	$1,435,588
Intersegment revenue	(17,963)	17,963	---
Total segment revenue	$1,268,313	$167,275	$1,435,588
Other segment items[1]	1,094,305	119,913	1,214,218
Segment Adjusted EBITDA	**$174,009**	**$47,361**	**$221,370**
Corporate[2]			23,144
Depreciation and amortization			48,676
Interest expense			43,791
Business transformation costs (LEAP and CFM)[3]			12,917
Stock compensation[4]			2,045
Integration costs and severance[5]			1,379
Other[6]			4,286
Profit before tax			**$85,132**

Note: Figures may not sum due to rounding

(1) Other segment items for each reportable segment primarily includes cost of sales and other selling general and administrative expenses.

(2) Corporate primarily consists of costs related to executive and staff functions, including Information Technology, Human Resources, Legal, Finance, Marketing, Corporate Supply Chain and Corporate Engineering Services finance, which benefit the enterprise as a whole. These costs are primarily related to the general management of these functions on a corporate level and the design and development of programs, policies, and procedures that are then implemented in the individual segments, with each segment bearing its own cost of implementation. The Corporate function also includes expenses associated with the Company's debt.

(3) Represents new product industrialization costs with the business transformation of the LEAP 1A/1B engine line in San Antonio, Texas and the expansion of our CFM56 capabilities into Dallas, Texas.

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(6) Represents professional fees related to business transformation, secondary offering costs and quarterly management fees payable to Carlyle Investment Management L.L.C. and Beamer Investment Inc. under consulting services agreements, representation and warranty insurance costs associated with acquisitions, that are the result of other, non-comparable events to measure operating performance as these events arise outside of our ordinary course of continuing operations.

	Three Months Ended March 31, 2024		
	Engine Services	Component Repair Services	Total Segments
		(In thousands)	
Revenue from external customers	$1,111,719	$124,004	$1,235,723
Intersegment revenue	(14,327)	14,327	---
Total segment revenue	$1,097,392	$138,331	$1,235,723
Other segment items[1]	947,398	102,549	1,049,947
Segment Adjusted EBITDA	**$149,994**	**$35,782**	**$185,776**
Corporate[2]			20,208
Depreciation and amortization			47,377
Interest expense			77,548
Business transformation costs (LEAP and CFM)[3]			10,244
Refinancing costs			4,283
Loss on debt extinguishment			3,577
Integration costs and severance[4]			290
Other[5]			2,150
Profit before tax			**$20,099**

Note: Figures may not sum due to rounding

(1) Other segment items for each reportable segment primarily includes cost of sales and other selling general and administrative expenses.

(2) Corporate primarily consists of costs related to executive and staff functions, including Information Technology, Human Resources, Legal, Finance, Marketing, Corporate Supply Chain and Corporate Engineering Services finance, which benefit the enterprise as a whole. These costs are primarily related to the general management of these functions on a corporate level and the design and development of programs, policies, and procedures that are then implemented in the individual segments, with each segment bearing its own cost of implementation. The Corporate function also includes expenses associated with the Company's debt.

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RECONCILIATION OF NET DEBT AND NET DEBT TO ADJUSTED EBITDA LEVERAGE RATIO

	Three Months Ended March 31,	
	2025	2024
	(in millions except percentages)	
New 2024 Term Loan Facilities	$2,244.4	---
New 2024 Revolving Credit Facility	110.0	---
Prior 2024 Term Loan Facilities	---	2,762.1
Prior 2023 Term Loan Facilities	---	---
Prior ABL Credit Facility	---	80.0
Prior Senior Notes	---	475.5
Financing leases	18.3	19.7
Other	1.1	1.3
Total Funded Debt	$2,373.8	$3,338.6
Less Cash	140.8	34.2
Net Debt	$2,233.0	$3,304.4
LTM EBITDA	$723.2	$581.9
Net Debt to Adjusted EBITDA	**3.1x**	**5.7x**

FREE CASH FLOW DISCLOSURE

RECONCILIATION OF FREE CASH FLOW

	Three Months Ended March 31,	
	2025	2024
	(in millions)	
Cash Flow from Operations	$(24.0)	$(83.6)
Purchase of Property, Plant and Equipment	(25.3)	(18.5)
Purchase of Intangible Assets	(15.0)	--
Proceeds from Disposal of Property, Plant and Equipment	0.3	0.5
(-) Total Capital Expenditures	(40.0)	(18.0)
Free Cash Flow	**$(64.0)**	**$(101.6)**