



StandardAero

MARCH 2026 CONFERENCE PRESENTATION

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 fiscal year ended December 31, 2026, 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, 2025 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, Adjusted Net Income, Adjusted Earnings Per Share (“Adjusted EPS”), 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, Adjusted EBITDA Margin, Adjusted Net Income, and Adjusted EPS, that we believe help investors understand our financial condition and operating results and assess our future prospects. We believe these non-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 define Adjusted Net Income as GAAP Net income, adjusted for certain one-time items that we may record in a 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, adjusted for the tax effect. We define Adjusted EPS as Adjusted Net Income divided by the Total Diluted Shares Outstanding. We believe that Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income and Adjusted EPS 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 less capital expenditures.

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 have presented forward-looking statements regarding Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income, Adjusted EPS 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 forward-looking Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income, Adjusted EPS 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 forward looking Non-GAAP financial data set forth in this presentation may be material.

STANDARD AERO AT A GLANCE

THE LEADING INDEPENDENT AEROENGINE AFTERMARKET SERVICES PROVIDER

 **Pure Play Focus on the Aeroengine Aftermarket**

 **~80% of Revenue from Platforms with #1 or #2 Market Positions¹**

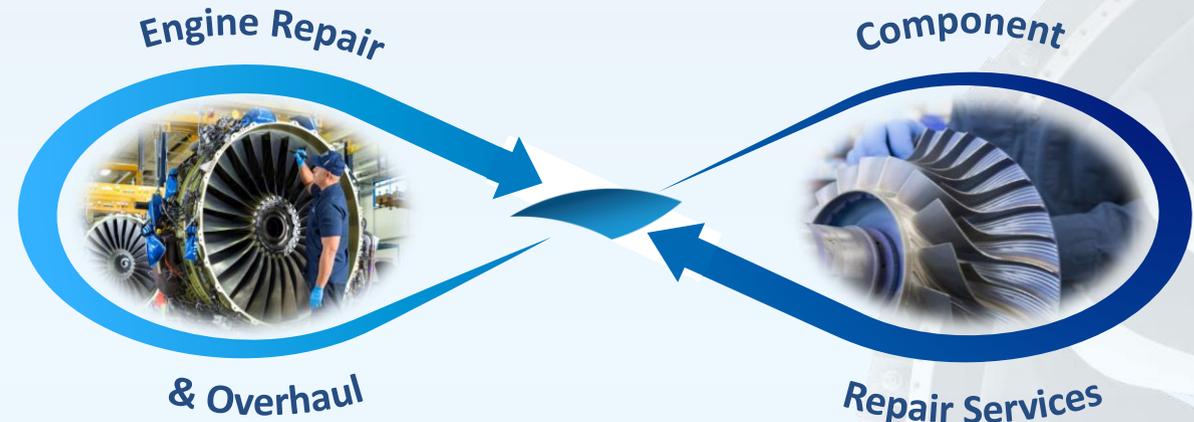
 **~77% of Revenue from Customers with Long-Term Agreements²**

 **First Independent LEAP Premier MRO Provider in the Americas**

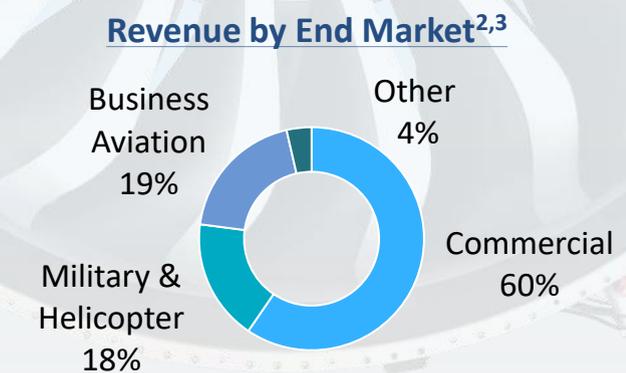
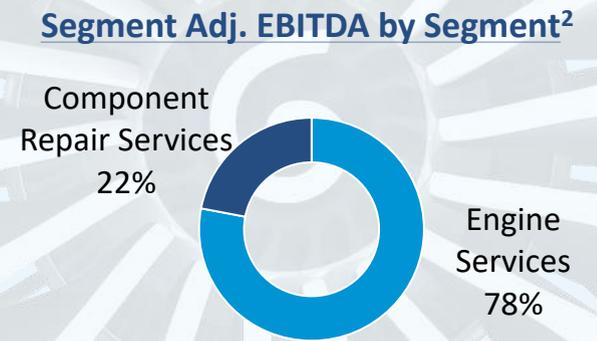
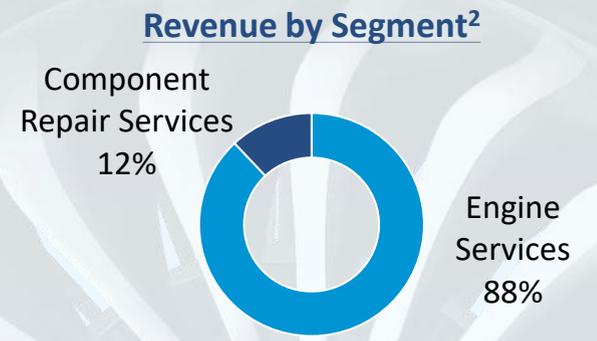
 **Global Footprint Across 50+ Sites and 6 Continents**

 **Platform for Synergistic M&A**

Leading Capabilities Serving the Aeroengine Aftermarket



Attractive Business Mix



Key Partner to Both OEMs and Operators



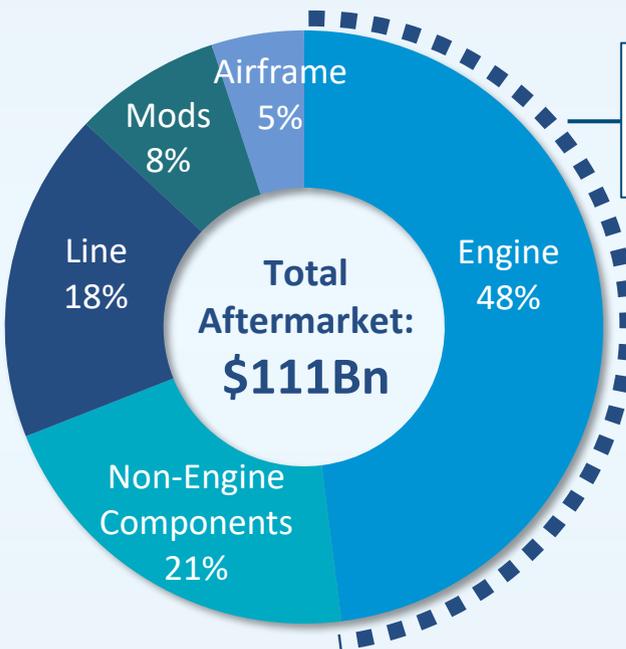
1. Company estimates; reflects % of 2025 Engine Services revenue
 2. Based on FY 2025 results

3. Reflects revenue mix across entire business with Component Repair Services allocated across end markets

PURE PLAY FOCUS ON THE ENGINE AFTERMARKET

LEADER IN THE MOST PROFITABLE AND HIGH GROWTH SEGMENT OF THE AFTERMARKET

LARGEST PORTION OF AFTERMARKET



StandardAero
Pure Play Focus on Engine Aftermarket

MOST ATTRACTIVE MARKET CHARACTERISTICS

	StandardAero's Presence ¹	Relative Profitability	Relative Market Growth
Engine & Engine Components	●	●	+++
Non-Engine Components <small>(Primarily APUs)</small>	◐	◐	+++
Line	○	◐	++
Modifications	○	◐	+
Airframe	○	◐	~

LONG-TERM TAILWINDS

Growth Drivers
✓ Pent Up Demand
✓ Constrained Capacity
✓ Aging Global Fleet
✓ Greater Outsourcing

Well Positioned for Long-term Outsized Growth

Strategic Growth Platforms

Customer Relationships

Pricing Opportunities

Source: Aviation Week 2024 Commercial Fleet and MRO Forecast

1. Reflects StandardAero presence within the commercial aerospace market. StandardAero provides nose-to-tail services, including airframe and avionics, for business aviation customers which is higher profitability and is primarily used to drive engine aftermarket business.

HIGHLY COVETED LONG-TERM RELATIONSHIPS

DIFFERENTIATED OEM-ALIGNED AND INDEPENDENT BUSINESS MODEL UNDERPINS LONGSTANDING RELATIONSHIPS

ENGINE OEMS

GE Aerospace >20 Years	Honeywell >30 Years	Rolls-Royce® >60 Years
SAFRAN >30 Years	Pratt & Whitney An RTX Business >40 Years	

OPERATORS

Commercial Aero	Military	Business Aviation
SkyWest DELTA Southwest FedEx	U.S. AIR FORCE Ministry of Defence	NETJETS JSSI XOJET

Critical Partnership Role



Connecting OEMs and Operators

✓ Outsourcing allows OEMs to focus on developing engines

✓ Expands OEM network of aftermarket support

✓ Improves customer satisfaction via better service / TAT

✓ Mitigates market & margin erosion from non-OEM parts

✓ Often want creative, customized solutions

✓ Superior attention, service and performance

✓ Offer cross-OEM/platform services and bundling

✓ Access to competitive pricing from USM and repairs

LEADING POSITIONS ON MOST PLATFORMS SERVED

#1 OR #2 SHARE ON MANY OF THE MOST ATTRACTIVE PLATFORMS ACROSS THE ENGINE LIFECYCLE

BROAD PRESENCE ACROSS PLATFORMS IN VARYING STAGES OF THEIR LIFECYCLE



LEADERSHIP POSITION ON MOST PLATFORMS SERVED

	Commercial Turbofan					Turboprop			Military				Heli	Business Aviation			
Engine Platform																	
Select Airframes	737NG	737MAX A320/321neo Family	757	Embraer E-Jets CRJ Series Challenger	Embraer ERJ Family	ATR 42/72 DHC Dash 8 EMB120	Q400	King Air Caravan PC-12	C-130J Super Hercules C-27	V-22 Osprey	C-130 Hercules P-3 Orion E-2 Hawkeye	T-38 Talon F-5	Bell 206/212/407 AW109	Challenger Citation Praetor	Citation Falcon Hawker	Citation Falcon Hawker	GIV G350 GA00

STRATEGICALLY LOCATED GLOBAL FOOTPRINT

GLOBAL NETWORK AND SCALE POSITION STANDARDAERO TO WIN ACROSS CUSTOMERS AND GEOGRAPHIES

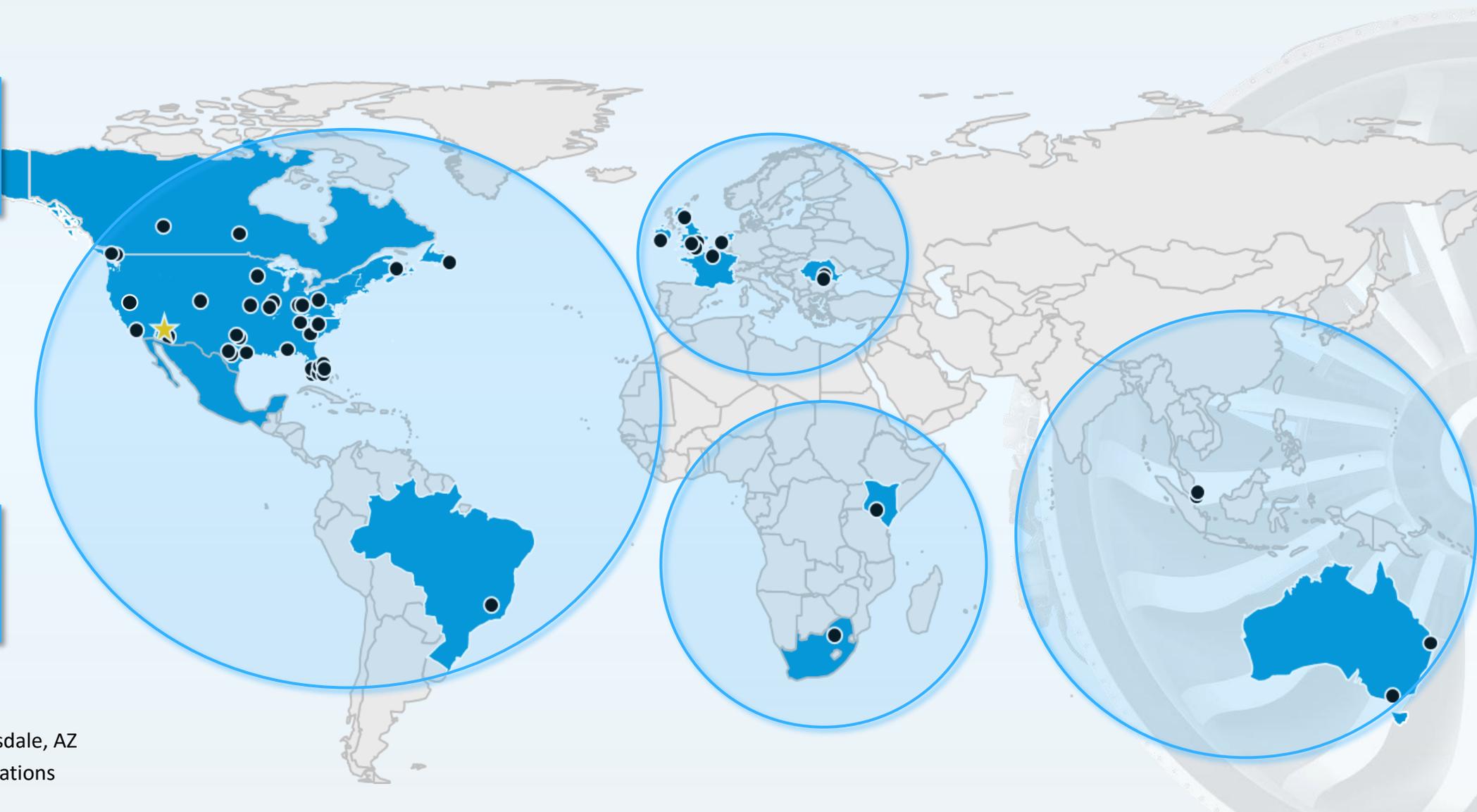
50+
Facilities Globally

55
Global
Test Cells

6
Continents

~6MM ft²
Total Production
Area Globally

★ Headquarters: Scottsdale, AZ
● Major Operating Locations



~8,000 Employees Across Global Network of 50+ Locations to Support All Geographies

SYNERGISTIC ENGINE COMPONENT REPAIR BUSINESS

STANDARD AERO HAS GROWN INTO ONE OF THE LARGEST ENGINE COMPONENT REPAIR PLATFORMS GLOBALLY

>\$500MM
Component Repair
Investment Since 2017

\$709MM
Component Repair Services
Revenue in 2025

Attractive
~29%
Adjusted EBITDA Margin¹

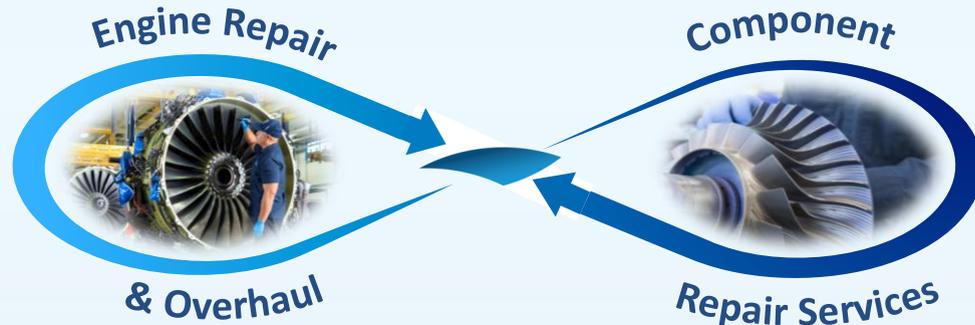
>20,000
Unique Repairs

COMPONENT REPAIR GROWTH

(CRS Segment Revenues, \$ in millions)



SYNERGISTIC WITH ENGINE SERVICES



Provides Component Repair:

- ✓ Repair Volumes
- ✓ OEM IP Access
- ✓ Platform Insights
- ✓ Pricing Insights

Provides Engine Services:

- ✓ Quicker Turn Times
- ✓ Higher Margins
- ✓ One-Stop-Shop
- ✓ OEM Preference

LARGE OPPORTUNITY

- ✓ Large, Growing Market
- ✓ Attractive Pricing Dynamics
- ✓ Competitive Advantages from Scale, Breadth and OEM Relationships
- ✓ Synergistic Insourcing Opportunities
- ✓ Large M&A Universe

¹ Represents Full Year 2025A Component Repair Services Segment Adjusted EBITDA Margin

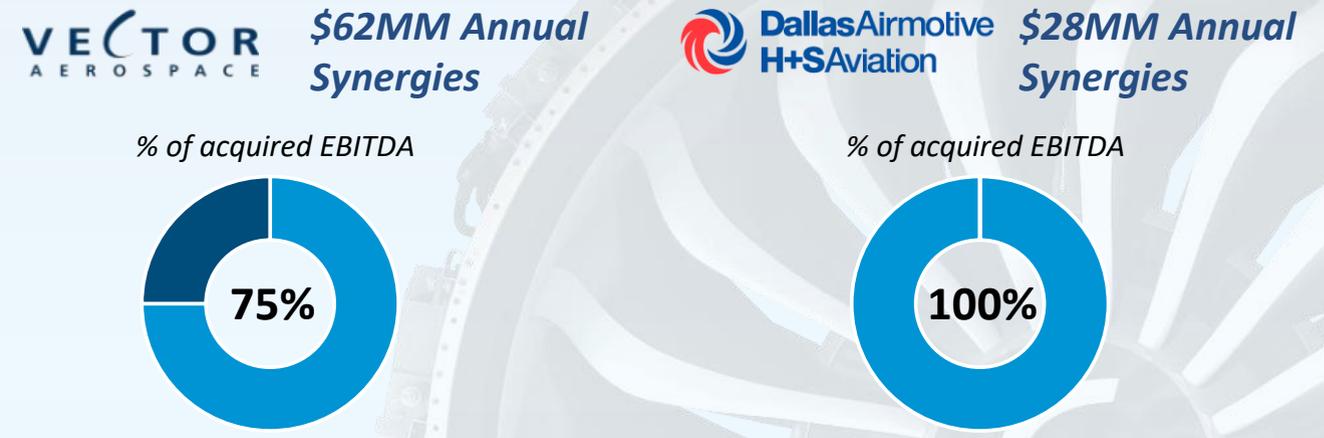
TRACK RECORD OF SUCCESSFUL M&A

EXPERTISE IN EXECUTING VALUE-ACCRETIVE ACQUISITIONS

Proven Acquisition Process

- Dozens of acquisitions evaluated each year
- Focus on appreciation of long-term equity value and strategic fit
 - ✓ High-value, complementary capabilities
 - ✓ Strong synergy planning and execution
 - ✓ Access to new customers, platforms, capabilities and geographies

Playbook for Driving Outsized Returns from Synergies

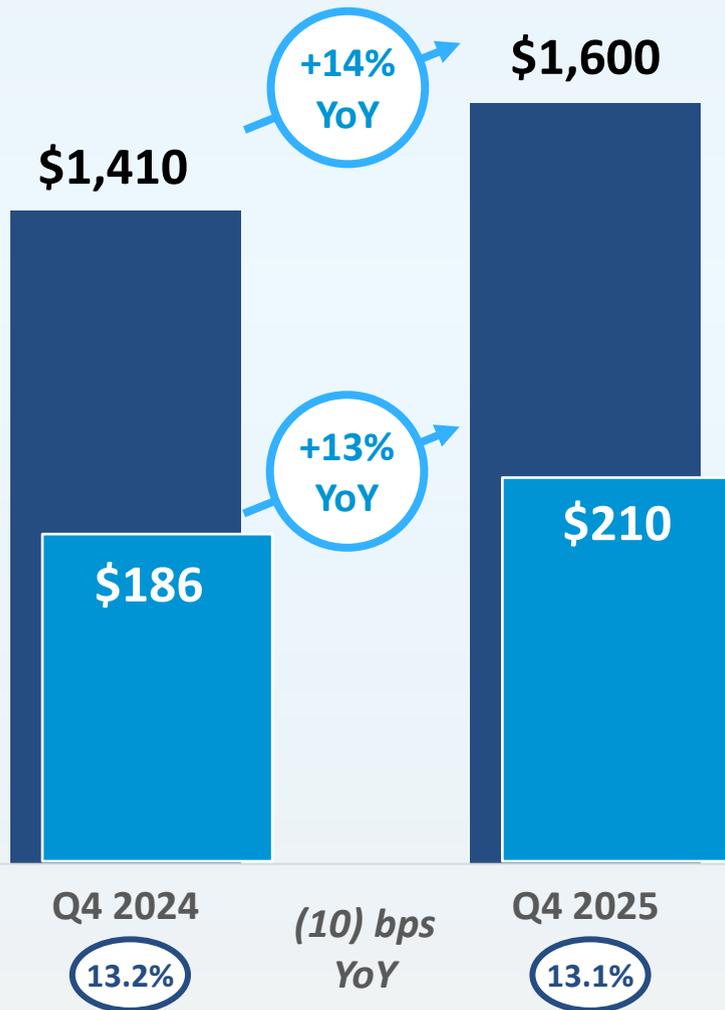


History of Consistent Add-On Execution that Expands Capabilities and Reach



FINANCIAL HIGHLIGHTS

Q4 2025



2025 PERFORMANCE DRIVERS

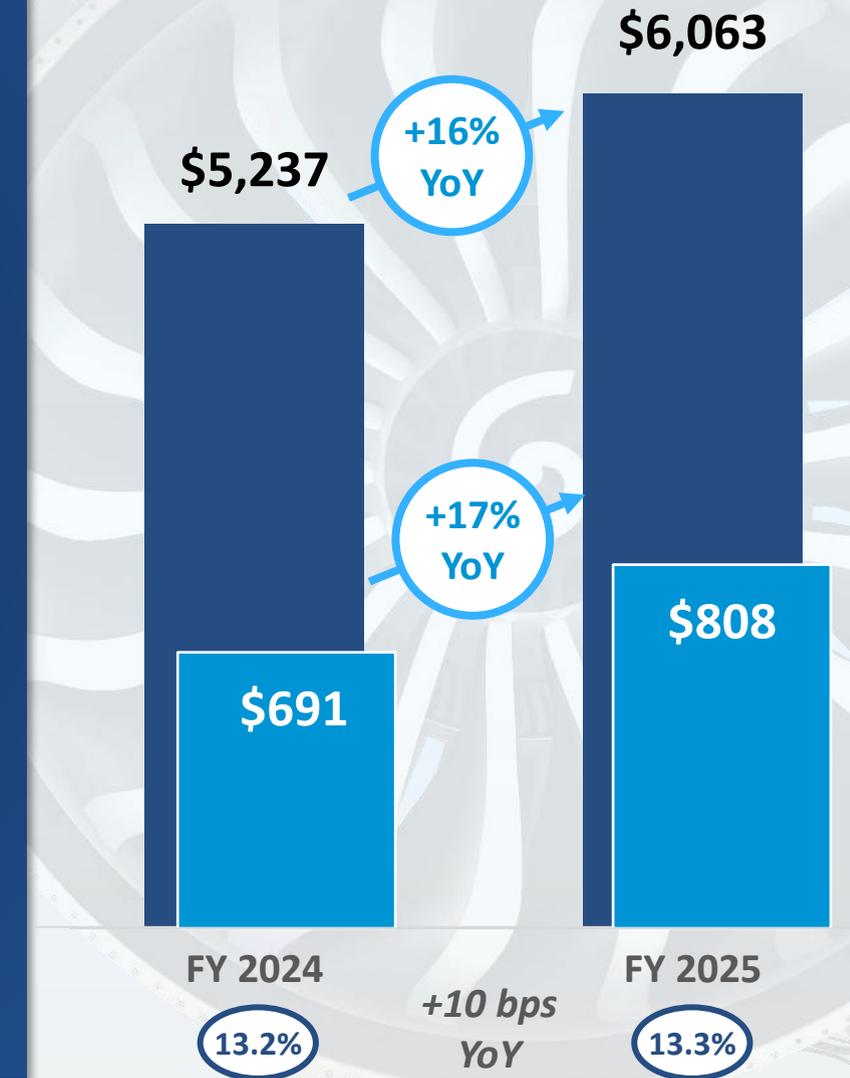
Growth Across End Markets

- + Commercial Aerospace: +18% YoY
- + Business Aviation: +12% YoY
- + Military & Helicopter: +9% YoY

Steady Margin Expansion

- + Record CRS Adjusted EBITDA margins
- + Higher-margin platform mix in Engine Services
- Ramping growth programs progressing down the learning curve

FY2025



Note: \$ in millions

1. These are non-GAAP financial measures; See appendix

2026 STRATEGIC PRIORITIES

CONTINUED ROBUST DEMAND ENVIRONMENT ACROSS ALL THREE END MARKETS

BUSINESS HIGHLIGHTS

LEAP



Achieve profitability and continue to win new additional awards

CFM56 & CF34



Capitalize on DFW Center of Excellence & CF34 license expansion; Complete Winnipeg expansion

Component Repair



Accelerate new repair development and insourcing capture

Continuous Improvement



Execute CI and pricing opportunities across the portfolio to enhance productivity and drive margin improvement

Capital Deployment



Disciplined pursuit of high-return organic growth investments, accretive M&A and opportunistic share repurchases

FY 2026 COMPANY & SEGMENT OUTLOOK²

(\$ in millions)

	FY 2026 ²	Commentary ²
Revenue <i>% Change YoY</i>	\$6,275 – \$6,425 <i>+4% – +6%</i>	<ul style="list-style-type: none"> ■ Engine Services: \$5,500 – \$5,625 <ul style="list-style-type: none"> ■ Includes \$300 – \$400 low margin passthrough revenue eliminated ■ Component Repair Services: \$775 – \$800
Adjusted EBITDA¹ <i>% Change YoY</i>	\$870 – \$905 <i>+8% – +12%</i>	<ul style="list-style-type: none"> ■ Engine Services: \$755 – \$780 ■ Component Repair Services: \$220 – \$230 ■ Corporate Expenses of ~\$105
Adjusted EPS¹ <i>% Change YoY</i>	\$1.35 – \$1.45 <i>+13% – +22%</i>	<ul style="list-style-type: none"> ■ Interest Expense of \$145 – \$155 ■ Adjusted Effective Tax Rate of 24% – 26% ■ Diluted Shares Outstanding of ~333.6M
Free Cash Flow¹ <i>% Change YoY</i>	\$270 – \$300 <i>+29% – +44%</i>	<ul style="list-style-type: none"> ■ CapEx of \$100 – \$110

COMMERCIAL AEROSPACE



+LDD – Mid-Teens
Growth YoY

MILITARY & HELICOPTERS



+HSD
Growth YoY

BUSINESS AVIATION



+HSD
Growth YoY

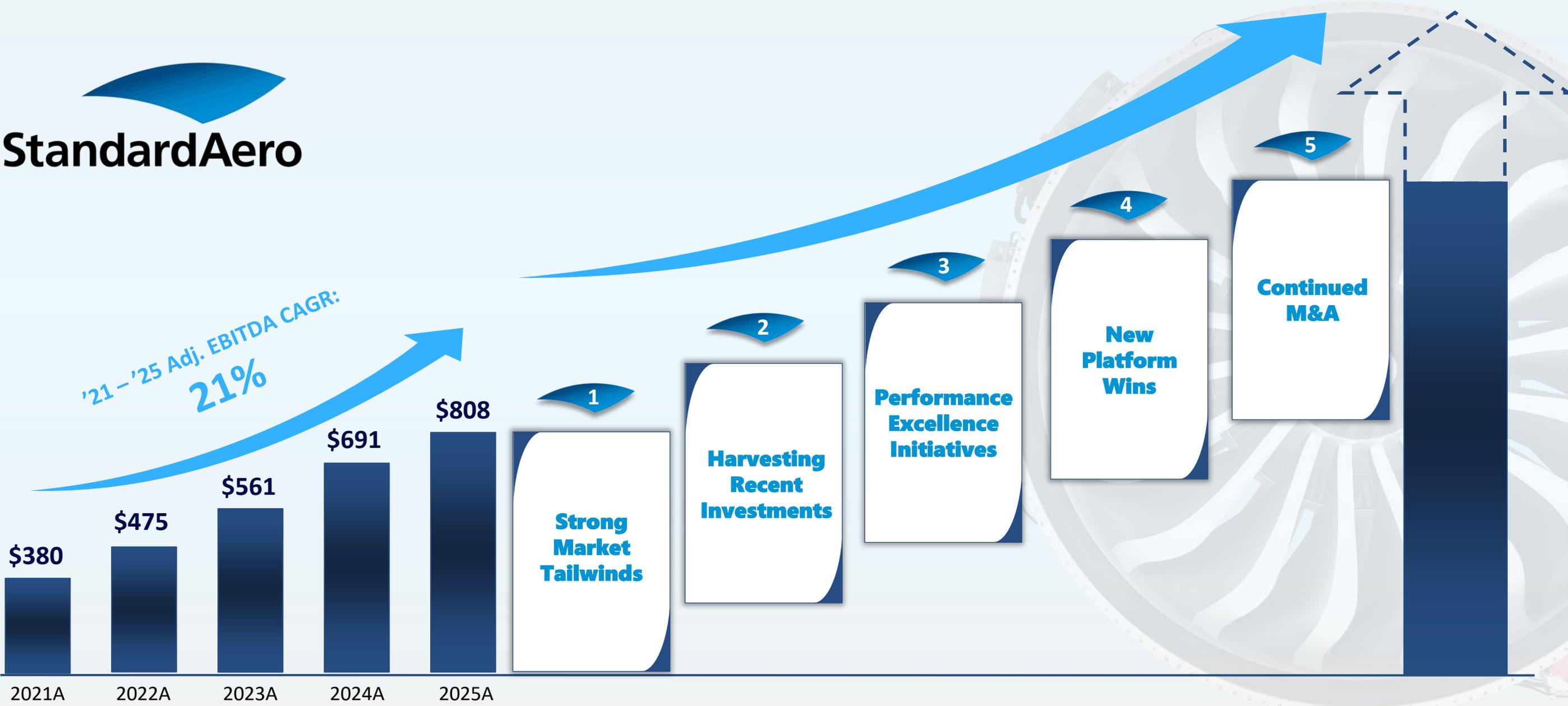
Note: \$ in millions

1. These are non-GAAP financial measures; See appendix

2. 2026 guidance is as of the date originally given, February 25, 2026, and is not being updated

EXECUTING AT ALTITUDE

MULTI-PRONGED STRATEGY FOR ACCELERATED GROWTH



Note: \$ in millions



APPENDIX

RECONCILIATION OF NON-GAAP FINANCIAL METRICS

ADJUSTED EBITDA AND ADJUSTMENTS WALK

	Year Ended December 31,	
	2025	2024
	<i>(in millions, except percentages)</i>	
Net income	\$277.4	\$11.0
Income tax expense	99.4	70.8
Depreciation and amortization	193.7	188.1
Interest expense	174.2	282.5
Business transformation costs (LEAP and CFM) ⁽¹⁾	26.0	43.2
IPO-related costs	-	26.9
Refinancing costs	-	23.7
Loss on debt extinguishment and refinancing costs	-	15.3
Non-cash stock compensation	13.2	17.4
Integration costs and severance ⁽²⁾	5.6	2.8
Acquisition costs ⁽³⁾	-	1.4
Insurance recovery	(3.0)	-
Loss on disposals	2.8	-
Secondary offering costs	5.0	-
Other ⁽⁴⁾	13.9	7.4
Adjusted EBITDA	\$808.2	\$690.5
Revenue	\$6,062.5	\$5,237.2
Net income margin	4.6%	0.2%
Adjusted EBITDA Margin	13.3%	13.2%

(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 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.

(3) Represents transaction costs incurred in connection with planned and completed acquisitions, including legal and professional fees, debt arrangement fees and other third-party costs.

(4) Represents other non-recurring costs including 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. See Note 17, "Related Party Transactions" to our consolidated financial statements included elsewhere in this report for descriptions of the consulting services agreements with Carlyle Investment Management L.L.C. and Beamer Investment Inc.

RECONCILIATION OF NON-GAAP FINANCIAL METRICS

ADJUSTED EPS AND ADJUSTMENTS WALK

	Year Ended December 31, 2025	
	\$M	EPS
	<i>(in millions, except per share data)</i>	
Net income/Diluted EPS	\$277.4	\$0.83
Business transformation costs (LEAP and CFM)	26.0	0.08
Refinancing costs and loss of extinguishment on debt	-	0.00
Non-cash stock compensation	13.2	0.04
Integration costs and severance	5.6	0.02
Acquisition costs	-	0.00
Secondary offering costs	5.0	0.01
Professional service fees and other	13.6	0.04
One-offs included in adjusted EBITDA add-back	63.4	0.19
Amortization of acquired intangible	98.7	0.30
Tax adjustment	(41.1)	(0.13)
Adjusted Net Income / Adjusted Diluted EPS	\$398.4	\$1.19
Total of adjustments	\$121.0	\$0.36

(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 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.

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SEGMENT DISCLOSURE

SEGMENT ADJUSTED EBITDA

	Three Months Ended December 31,		Year Ended December 31,	
	2025	2024	2025	2024
	<i>(in millions, except percentages)</i>			
Engine Services				
Segment Revenue	\$1,412.8	\$1,245.6	\$5,354.0	\$4,644.7
Segment Adjusted EBITDA	\$189.0	\$159.8	\$706.9	\$610.9
Segment Adjusted EBITDA Margin	13.4%	12.8%	13.2%	13.2%
Component Repair Services				
Segment Revenue	\$187.2	\$164.0	\$708.6	\$592.4
Segment Adjusted EBITDA	\$49.7	\$43.7	\$202.7	\$154.7
Segment Adjusted EBITDA Margin	26.6%	26.6%	28.6%	26.1%

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 December 31, 2025				Full Year ended December 31, 2025		
	Engine Services	Component Repair Services	Total Segments		Engine Services	Component Repair Services	Total Segments
	<i>(In thousands)</i>				<i>(In thousands)</i>		
Revenue from external customers	\$1,429,657	\$170,363	\$1,600,020	Revenue from external customers	\$5,432,350	\$630,163	\$6,062,513
Intersegment revenue	(16,879)	16,879	---	Intersegment revenue	(78,397)	78,397	---
Total segment revenue	\$1,412,778	\$187,242	\$1,600,020	Total segment revenue	\$5,353,953	\$708,560	\$6,062,513
Other segment items ⁽¹⁾	1,223,789	137,514	1,361,303	Other segment items ⁽¹⁾	4,647,070	505,856	5,152,926
Segment Adjusted EBITDA	\$188,989	\$49,728	\$238,717	Segment Adjusted EBITDA	\$706,883	\$202,704	\$909,587
Corporate ⁽²⁾			28,968	Corporate ⁽²⁾			101,414
Depreciation and amortization			48,335	Depreciation and amortization			193,664
Interest expense			42,025	Interest expense			174,217
Business transformation costs (LEAP and CFM) ⁽³⁾			4,595	Business transformation costs (LEAP and CFM) ⁽³⁾			26,028
Non-cash stock compensation expense			3,220	Non-cash stock compensation expense			13,237
Integration costs and severance ⁽⁴⁾			970	Integration costs and severance ⁽³⁾			5,601
Other ⁽⁵⁾			3,395	Other ⁽⁵⁾			18,574
Profit before tax			\$107,209	Profit before tax			\$376,852

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 the Company's CFM56 capabilities into Dallas, Texas.

(4) 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.

(5) Represents professional fees related to business transformation, secondary offering costs, loss on disposals 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 the Company's ordinary course of continuing operations.

SEGMENT DISCLOSURE (CONTINUED)

SEGMENT REVENUE AND SEGMENT ADJUSTED EBITDA TO PROFIT BEFORE TAX WALK

	Three Months ended December 31, 2024			Full Year ended December 31, 2024		
	Engine Services	Component Repair Services	Total Segments	Engine Services	Component Repair Services	Total Segments
	<i>(In thousands)</i>			<i>(In thousands)</i>		
Revenue from external customers	\$1,264,287	\$145,326	\$1,409,613	\$4,712,468	\$524,693	\$5,237,161
Intersegment revenue	(18,710)	18,710	---	(67,729)	67,729	---
Total segment revenue	\$1,245,577	\$164,036	\$1,409,613	\$4,644,739	\$592,422	\$5,237,161
Other segment items ⁽¹⁾	1,085,766	120,371	1,206,137	4,033,833	437,688	4,471,521
Segment Adjusted EBITDA	\$159,811	\$43,665	\$203,476	\$610,906	\$154,734	\$765,640
Corporate ⁽²⁾			17,311			75,108
Depreciation and amortization			48,143			188,164
Interest expense			47,011			282,507
Business transformation costs (LEAP and CFM) ⁽⁴⁾			9,612			43,238
IPO-related costs			8,303			26,909
Refinancing costs			17,259			23,700
Loss on debt extinguishment			11,678			15,255
Stock compensation ⁽⁷⁾			17,376			17,376
Integration costs and severance ⁽³⁾			1,857			2,782
Acquisition costs ⁽⁶⁾			51			1,374
Other ⁽⁵⁾			6,235			7,470
Profit before tax			\$18,640			\$81,757

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 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 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.

(5) Represents other non-recurring costs fees incurred in connection with the IPO, quarterly management fees payable to Carlyle Investment Management L.L.C. and Beamer Investment Inc, representation and warranty insurance costs associated with acquisitions, and costs for professional services incurred as a result of our IPO readiness 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.

(6) Represents transaction costs incurred in connection with planned and completed acquisitions, including legal and professional fees, debt arrangement fees and other third-party costs.

(7) Represents non-cash stock compensation expense associated with awards issued under 2019 Long-Term Incentive Plan in connection with Carlyle's ownership. Because those awards do not vest until a liquidity event, the Company did not begin recognizing any associated stock compensation expense until the Company's IPO on October 2, 2024, when a liquidity event became probable.

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

	December 31 2025	December 31 2024
	<i>(in millions, except percentages)</i>	
New 2024 Term Loan Facilities	\$2,227.5	\$2,250.0
Finance leases	18.5	18.4
Other	1.2	1.2
Total Funded Debt	\$2,247.2	\$2,269.6
Less Cash	289.7	102.6
Net Debt	\$1,957.5	\$2,167.0
LTM EBITDA	\$808.2	\$690.5
Net Debt to Adjusted EBITDA	2.4x	3.1x

Note: Figures may not sum due to rounding

FREE CASH FLOW DISCLOSURE

RECONCILIATION OF FREE CASH FLOW

	Three months Ended December 31,	Year Ended December 31,
	2025	2025
	<i>(in millions, except percentages)</i>	
Cash Flow from Operations	\$323.0	\$316.7
Purchase of Property, Plant and Equipment	(15.7)	(82.4)
Purchase of Intangible Assets	(0.4)	(30.4)
Proceeds from Disposal	0.8	5.1
(-) Total Capital Expenditures	(15.3)	(107.7)
Free Cash Flow	\$307.7	\$209.0

Note: Figures may not sum due to rounding