



FTAI AVIATION

Montreal Site Tour

NOVEMBER 18, 2025

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FTAI Canada Highlights

World-Class Maintenance Facility Providing End-to-End Solutions for CFM56



500K+
Square Feet

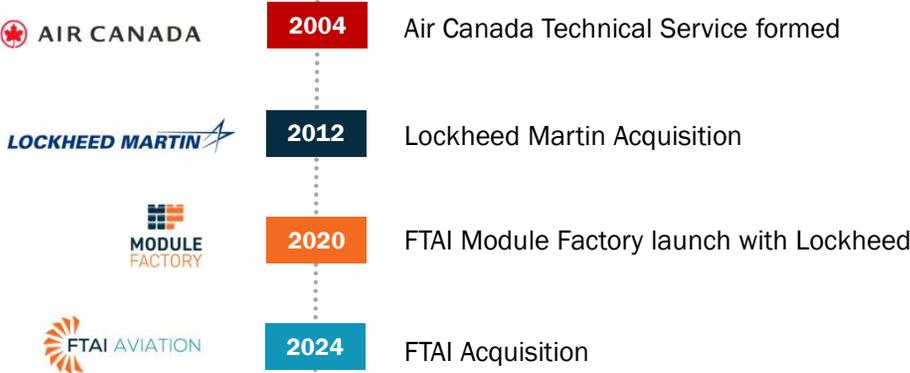


900x
Module Capacity⁽¹⁾



550+
Employees⁽²⁾

25+ Years History of CFM56 Maintenance



Key Capabilities

-  Heavy Engine Performance Restoration
-  Modular Maintenance
-  On-Site Engine Test Cell
-  Extensive Component Repairs
-  Center of Excellence for Innovation



(1) Annual capacity per year at full utilization. (2) Includes fulltime and parttime as of November 2025.

FTAI's Transformation is Focused on Leadership in Two Businesses: Aerospace Products & Strategic Capital

	Aerospace Products	Strategic Capital
Business Vertical	Aftermarket Engine Maintenance	Asset Management
Business Model	Sell, Exchange or Lease Engines and Modules	Aircraft Lessor with engine maintenance advantage
Capital Requirement	Asset-Light	Asset-Light due to private fund format
Long-Term Goal ⁽¹⁾	25% Market Share	Leading AUM with top quartile returns
COMPLEMENTARY VALUE CREATION		
Aerospace Products guarantees maintenance expense and “built-to-suit” engines		Strategic Capital provides Aerospace Products with a captive customer and steady feedstock of run-out engines



(1) Forward looking statement. See disclaimers at beginning of presentation.

Leading Provider of Aftermarket Engine Solutions for Current Generation Aircraft

Global Storefront for CFM56 and V2500 Engine Solutions

Aerospace Products

Strategic Capital

Sell / Exchange
Engines

Sell / Exchange
Modules

Lease
Engines

On-Lease Aircraft
Acquisitions

ENGINE MAINTENANCE FOUNDATION



4

World Class Engine
Maintenance Facilities⁽¹⁾



750

2025 Engine
Module Production Target⁽²⁾



25%

Market Share
Target⁽²⁾



250+

Customers Globally
and Growing⁽³⁾

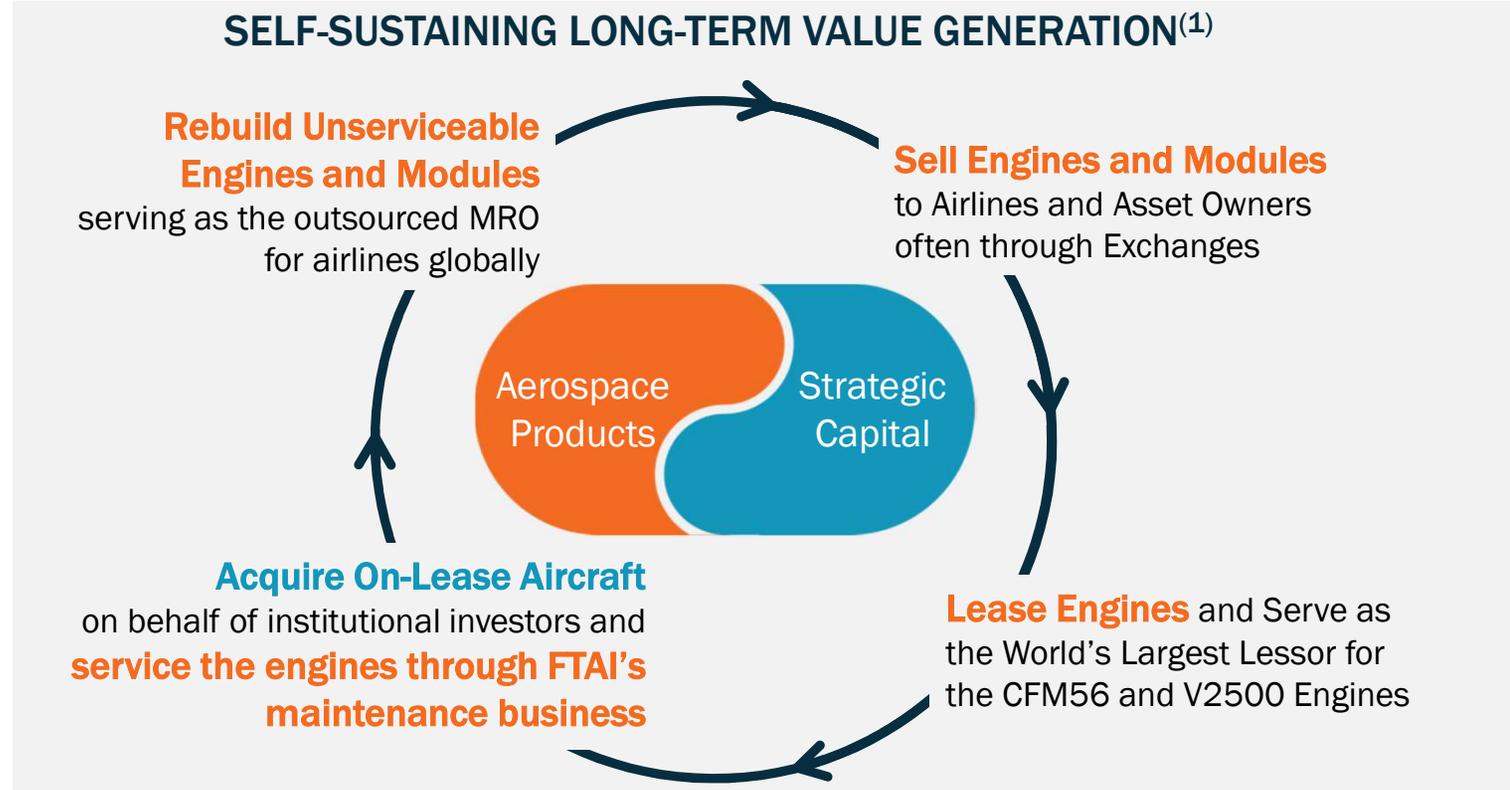
(1) Comprised of Montreal, Miami, Rome, and Lisbon. Lisbon facility is subject to certain customary closing conditions. See disclaimers at beginning of presentation. (2) Forward looking statement. See disclaimers at beginning of presentation. (3) Comprised of total Aviation Leasing and Aerospace Products customers inception to date.

MRE Flywheel: Highly Integrated Business Model

✓ Asset-Light Business Model

✓ Leading Market Share

✓ Resilient Earnings with Strong Margins





MRE Overview



A Unique Edge: Combining Maintenance Capabilities and Asset Ownership⁽¹⁾



1.0M+

Maintenance
Facilities
Sq Ft



80%+

CFM56 Repairs
Vertically
Integrated⁽²⁾



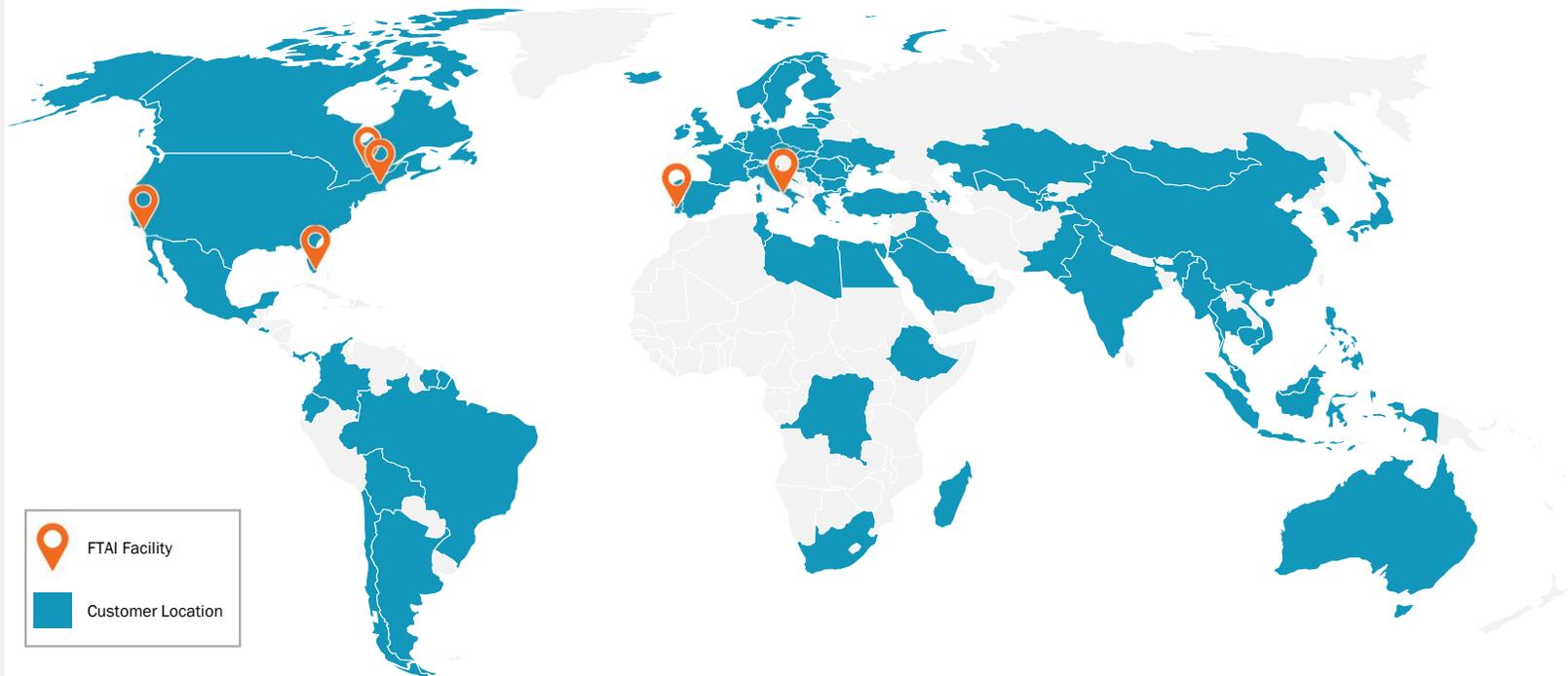
\$2.5BN

Engines and
Parts⁽³⁾



200+

Managed Aircraft⁽⁴⁾



(1) Comprised of Montreal, Miami, Rome, and Lisbon maintenance facilities; Orange and Bristol component repair facilities. Lisbon facility is subject to certain customary closing conditions. See disclaimers at beginning of presentation. (2) Based on management estimates; actual results may vary. (3) Engines and parts value as of September 2025. (4) Managed aircraft count including aircraft on FTAI's balance sheet and SCI's closed and under LOI.

FTAI Engine Exchange Versus Traditional Shop Visit

Targeted focus on FTAI owned CFM56 engines combined with repair capabilities creates industry leading repair turn-around-times



Modular
Assembly Line

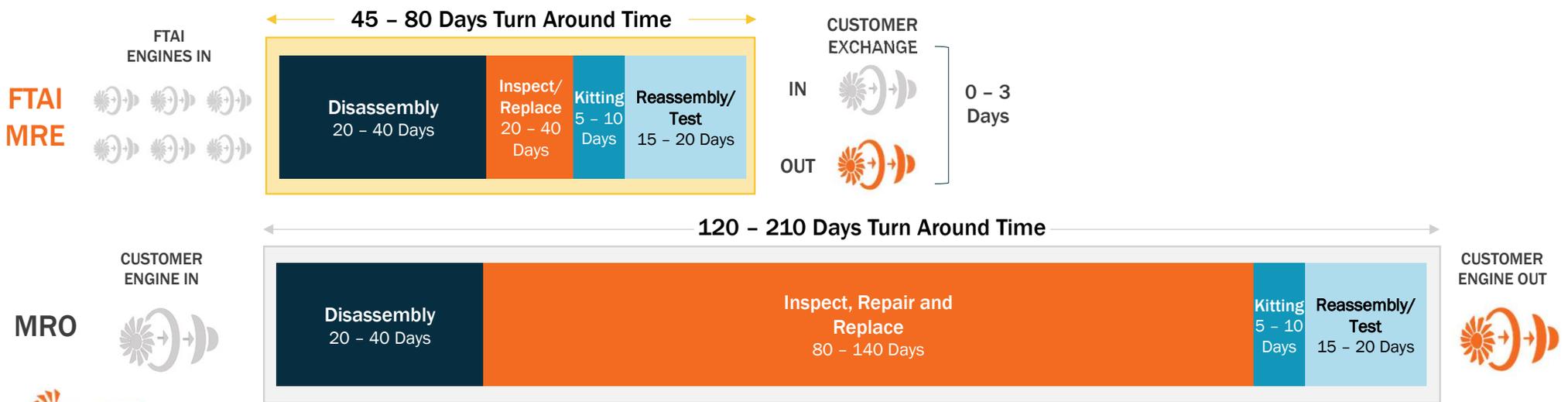


Full Operational
Control



Rotable
Inventory Pool

Timeline Comparison⁽¹⁾



(1) Based on management estimates; actual results may vary.

Montreal Facility Transformation

Full Ownership of the Montreal Facility Resulted in Doubling of Production and Significantly Reduced Turnaround Times in the First Year



Aligned Workforce



Module Specialization

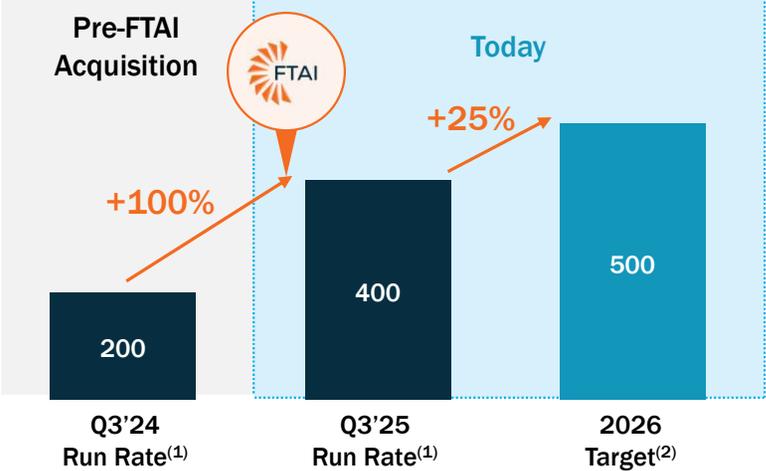


CFM56 Only Focus

Transformation Highlights

People	Specialization	Focus
<ul style="list-style-type: none"> ✓ Launched training academy and local university partnerships ✓ Alignment of incentives to better achieve global production goals 	<ul style="list-style-type: none"> ✓ Dedicated maintenance lines by module ✓ Technicians gain greater knowledge and efficiency ✓ Consistent quality and lasting reliability 	<ul style="list-style-type: none"> ✓ CFM56 only-focus allows for efficient facility ✓ Lack of third-party customers streamlines production

CFM56 Module Production



(1) Run rate is calculated as the quarterly production multiplied by 4. (2) Forward looking statement. See disclaimers at beginning of presentation.

Optimized Component Parts Strategy

Multi-Channel Parts Sourcing Strategy is an Important Contributor to 2026 Margin Target of 40%+(1)



Leverage scale to minimize parts replacement costs



Proprietary contracts for parts procurement



Utilize technology for better decision making

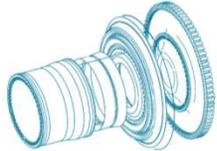
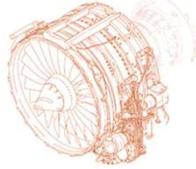


Parts Strategy	Component Repair	Economies of Scale	Parts Procurement	AI Powered Supply Chain
FTAI Investment	Extensive In-House Repair Capabilities and Repair Development	~\$900M Inventory ⁽²⁾	PMA Parts through Chromalloy JV Scaled buyer of New and Used parts	Palantir Partnership
FTAI Advantage	Lower Cost and Vertical Integration	Greentime Optimization	Significant discounts	Supply Chain Optimization

(1) Forward looking statement. See disclaimers at beginning of presentation. (2) Inventory value is as of September 2025.

Benefits of Vertical Integration through Part-Level Repair Capabilities

FTAI's Repair Capabilities cover ~80% of Engine Content and Provided an Impactful Strategic Lever for Cost and Throughput Control

	TOP TIER MRO	IN-HOUSE ENGINEERING & DEVELOPMENT	INTEGRATION THROUGH M&A
Part	<p>Life Limited Parts</p> 	<p>Fan Major Module</p> 	<p>Blades, Vanes, Accessories</p> 
Inspection and Repair Processes	<ul style="list-style-type: none"> • Inspection: Metrology, CMM, Chemical cleaning • Non-Destructive Testing: Magnetic Penetrant, Eddy Current, Ultrasonic immersion • Repair: Plasma Spray, Welding, Sermetel, CNC machining 	<ul style="list-style-type: none"> • Inspection: Detailed Visual Inspection • Non-Destructive Testing: Penetrant inspection • Repair: In-situ guide vane restoration, bushing replacement, full containment case repair capability 	<ul style="list-style-type: none"> • Inspection & Testing: Metallurgical, Fuel, Oil, Electronic, Electrical • Repairs: Precision welding (robotic/hand), machining, actuation, electronic circuitry, electro hydraulics, mechanical systems
Value Creation ⁽¹⁾	<ul style="list-style-type: none"> • Repair Cost Savings: ~\$550K or 40% • Yield Improvement: up to 90% • TAT improvement: 75 days 	<ul style="list-style-type: none"> • Repair Cost Savings: ~\$400K or 80% • Yield Improvement: 100% • TAT improvement: 75 days 	<ul style="list-style-type: none"> • Repair Cost Savings: up to \$150K or 40% • Yield Improvement: 50% • TAT improvement: 75 days

Training Academy: Develop Talent and Elevate Performance

Commitment to the Next Generation of Technicians

Disruption

Transform the aftermarket

Innovation

Empower new ideas

Technology

State-of-the-art production



Talent Development Will Support FTAI's Long-Term Production Growth



Montreal Talent Pipeline

- ✓ Major hub for aerospace talent
- ✓ Internship programs with universities and mechanics schools
- ✓ PhD professor support



Training Curriculum

- ✓ Shop floor best practices
- ✓ Module specialization
- ✓ In-house CAA certification



Learning System

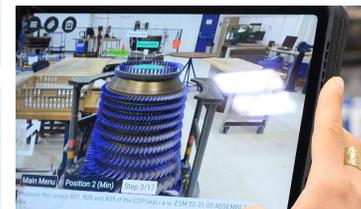
- ✓ Proprietary AR-powered tools
- ✓ Live evaluation and support
- ✓ Automated curriculum updates

Augmented Reality is Transforming Employee Learning

Visual and interactive training vs. traditional book-based teaching



Supports independent learning



Trainees learn better and faster

Programmatic M&A Expansion⁽¹⁾

Disciplined Investment Strategy Focused on Two Core Principles

Capacity

- ✓ Acquire underutilized facilities
- ✓ Replicate proven FTAI business model
- ✓ Drive synergies through integration with existing MRE operations

Capability

- ✓ Partner with repair specialists
- ✓ Innovate alternative repair solutions
- ✓ Guarantee FTAI Volumes to enhance economics

	Capacity Expansion		Vertical Integration	
				
Thesis:	European MRE Operations	Will Expand Miami Production and Develop Lisbon Field Service	HPC Blade and Vane Repair Capabilities	Accessory Repair Capabilities
Initial Investment Size:	\$10M	\$15M	\$12M	\$10M
Location:	Rome	Miami and Portugal	Orange, CA	Bristol, CT
Size:	200,000 sq ft	100,000 sq ft	50,000 sq ft	70,000 sq ft
Capacity / Savings:	450x modules	150x modules	\$50K per Shop Visit	\$75K per Shop Visit



(1) Forward looking statement. Based on management estimates; actual results, initial investment and timing of operations may vary. See disclaimers at the beginning of this presentation.



SCI Update



What We've Accomplished in 2025

Strategic Capital Overview

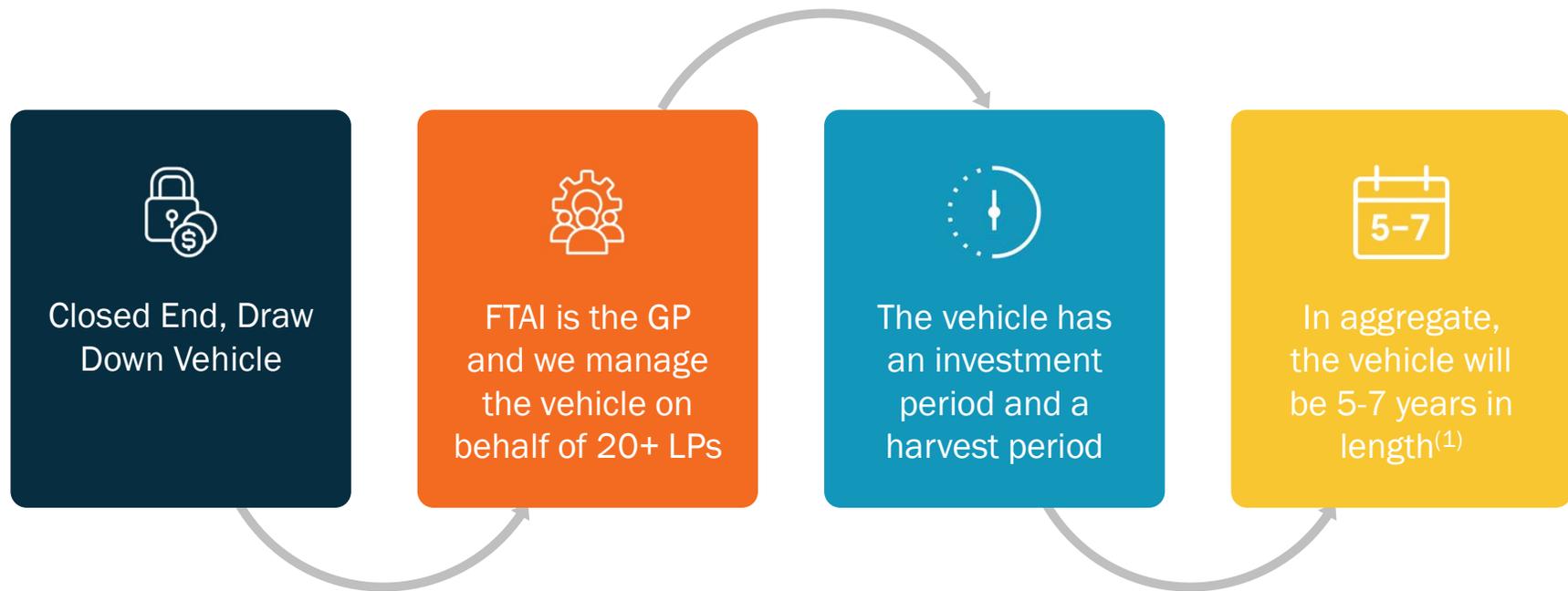
- 2025 SPV gathered support from over 20 leading institutional investors
- Upsized vehicle size reached its hard cap of \$2.0 billion
- FTAI co-investment increased to ~\$380 million or 19% of total commitments⁽¹⁾

2025 SPV Highlights



Strategic Capital Structure

2025 SPV is a Private Fund Focused on On-Lease Aircraft Investing



Targeted Investment Strategy

Strategic Capital vehicles are structured to maximize risk-adjusted returns by combining on-lease aircraft ownership with the operational advantage of FTAI's engine maintenance capabilities

1

2 Aircraft Types

A320ceo



737NG



2

Must Be On-Lease

Aircraft must have at least 12 months remaining on its least term

3

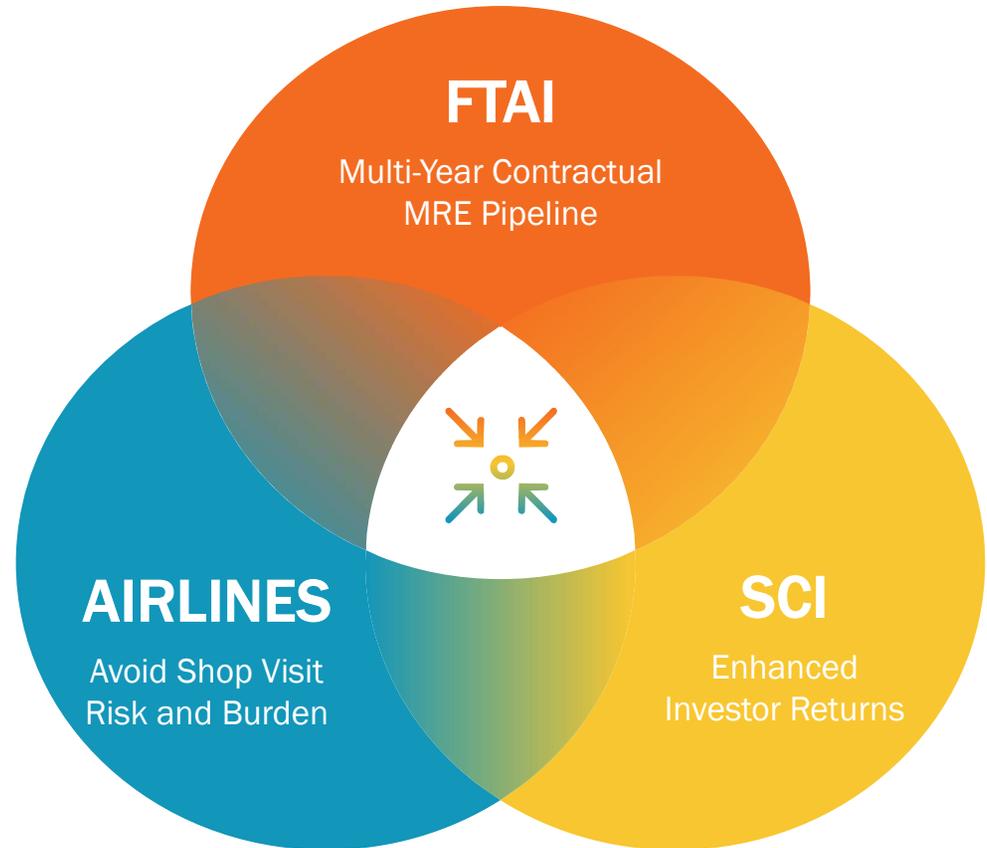
Minimum Returns

Double-digit unlevered minimum returns⁽¹⁾

All SCI Engines Are Maintained by FTAI

- **Exclusive maintenance contract with FTAI** was signed at inception and **lasts through the life of the fund**
- Provides **formulaic pricing** for Engine Exchanges
- Engines are **“built-to-suit” the remaining lease term**
 - Generates outsized performance
 - Minimizes residual value risk

MRE Program Benefits All Parties



Investing in the Right Aircraft, at the Right Time⁽¹⁾

Whitespace Opportunity: 2025 SPV Targeting Motivated Sellers of Current Gen Aircraft⁽²⁾

\$6BN

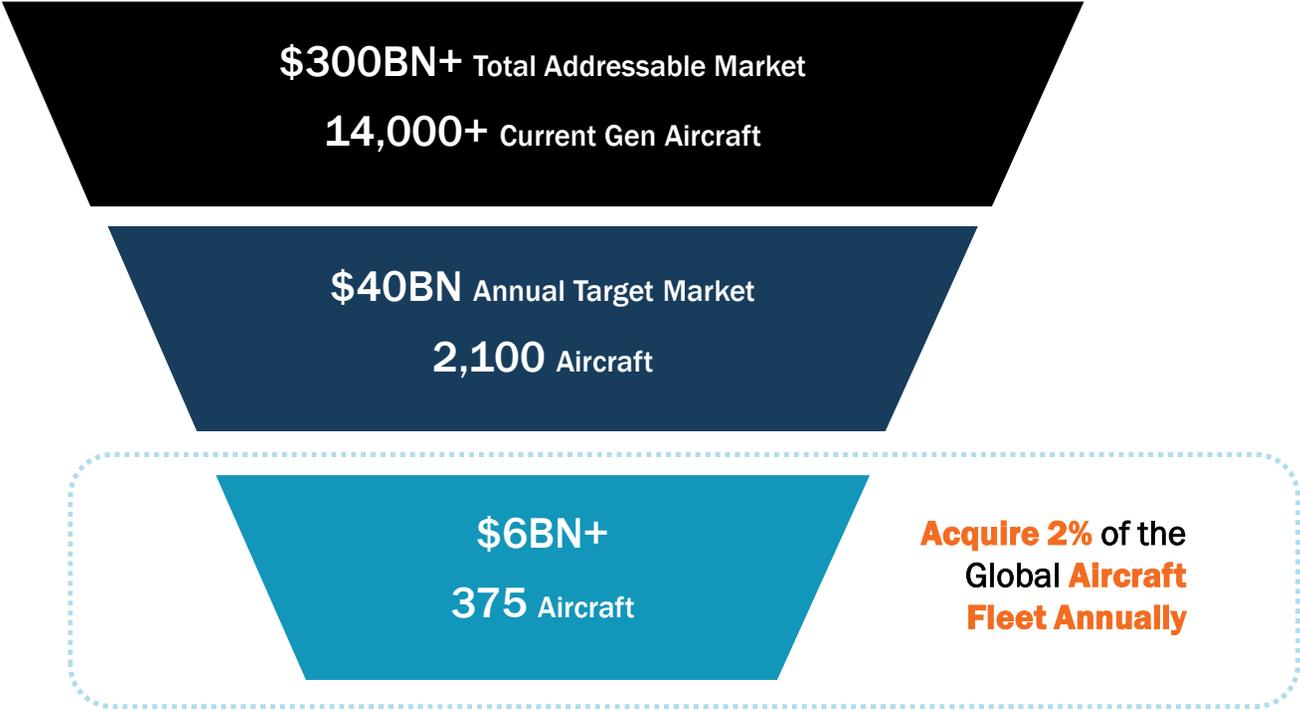
of Purchasing Power⁽³⁾

375

Number of Aircraft Targeted

2Q 2026

2025 SPV Fully Invested (Expected)

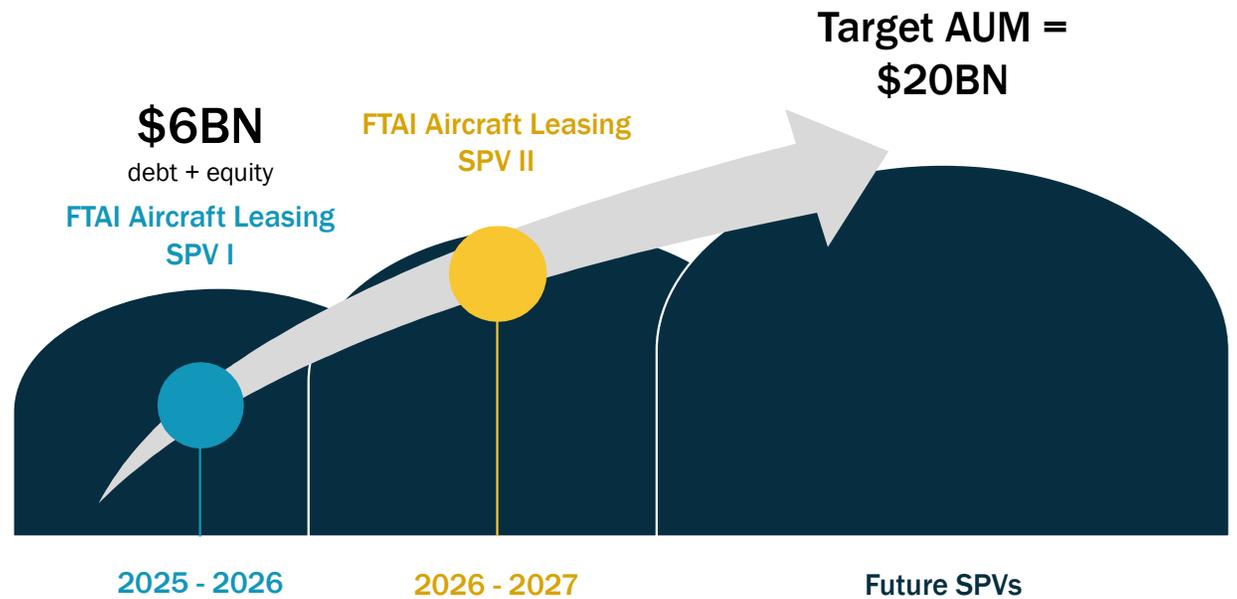
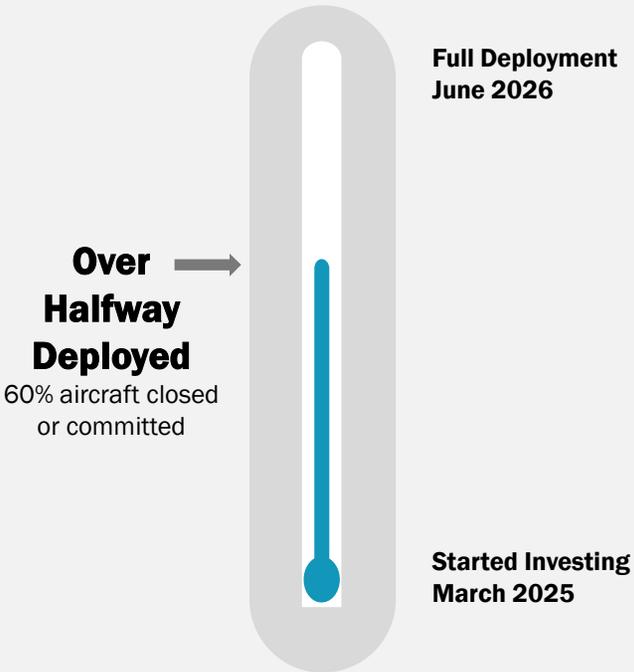


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Strategic Capital: Deployment and Future Vehicles⁽¹⁾

Investment program structured to raise investment vehicles every 12 to 18 months

2025 SPV Deployment Meter



(1) Forward looking statement. See disclaimers at the beginning of this presentation.

FTAI's Future is Engine Maintenance and Asset Management⁽¹⁾



Engine Maintenance

- Long-term customer for engine exchanges
- Built in pipeline of unserviceable engines

Win-Win

Asset Management

- Differentiated buyer due to engine maintenance contract
- Built-to-Suit engines reduced residual value risk

FTAI's Business is Built to Scale Seamlessly into New Engine Technologies⁽¹⁾

Aerospace Products

MRE capabilities can be leveraged to support new engine platforms

- 1. OEM and regulatory licenses
- 2. Highly trained technicians
- 3. Shop equipment, test cells and component repair capabilities
- 4. Engineering and repair design processes

Strategic Capital

Built to scale and expand into new aircraft types

- 1. World class investment and servicing platform
- 2. Extensive existing relationships with global institutional investors
- 3. Trusted relationship with global lenders and capital market players
- 4. Proven track record

FTAI Plans to Enter New Technology Engines in Next 3 - 5 years

FTAI has Industry Advantage for New Platforms

Maintenance needs for New Technology will be Significantly Larger than Current Tech

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