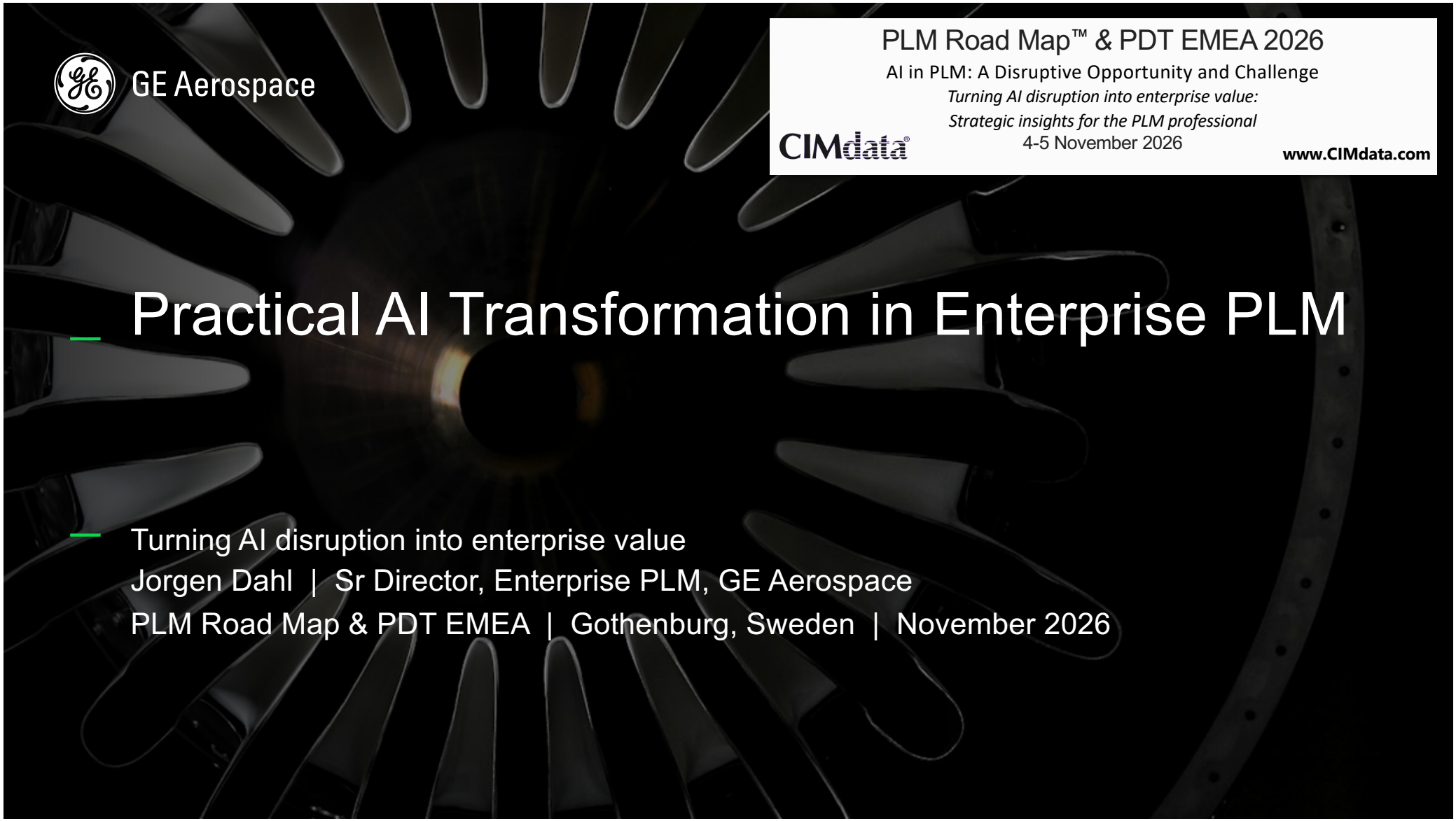


GE Aerospace

PLM Road Map™ & PDT EMEA 2026

AI in PLM: A Disruptive Opportunity and Challenge

Turning AI disruption into enterprise value:

Strategic insights for the PLM professional

CIMdata

4-5 November 2026

www.CIMdata.com

Practical AI Transformation in Enterprise PLM

Turning AI disruption into enterprise value

Jorgen Dahl | Sr Director, Enterprise PLM, GE Aerospace

PLM Road Map & PDT EMEA | Gothenburg, Sweden | November 2026

The promise of this session

AI is rapidly reshaping what's possible in PLM, but enterprise value depends on more than experimentation.

This session shares practical lessons and outcomes from applying AI to PLM operations, upgrades, modernization, and performance engineering in a complex industrial environment.

You'll leave knowing how we prioritized use cases, built enabling architecture, prepared for MCP-style agent integration, and what's needed from vendors for safe, scalable adoption.

GE Aerospace

OUR PURPOSE

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



~3.5B

Passengers flew with GE Aerospace technology under wing in 2025

~1M

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

3 out of 4

Commercial flights powered by our engines

Figures include equipment made by GE Aerospace and JVs.

Global leader in attractive, growing commercial & defense sectors



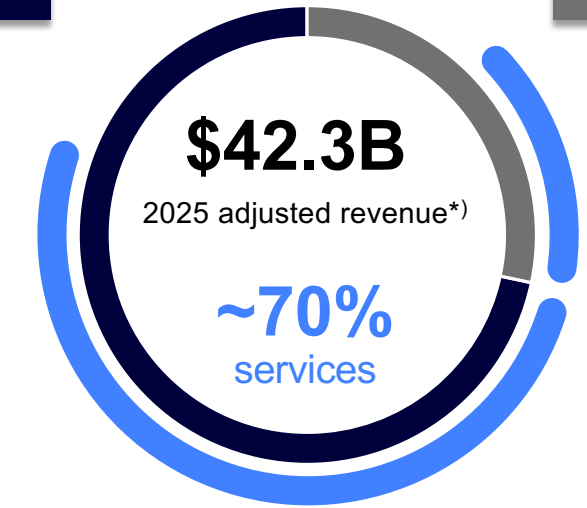
Commercial Engines & Services

$33.3B revenue

Servicing and growing an installed base of **~50,000 engines**[a)]

Most complete value prop ... **safety, efficiency, reliability**

~75% services revenue … **extensive, open MRO network means flexibility for customers**





Defense & Propulsion Technologies

$10.5B revenue

Our military installed base of **~30,000 engines**[b)] powers a wide variety of defense aircraft globally, specifically powering ~2/3 of all U.S. military combat & helicopter fleets

~51% services revenue … **engineering design through full product lifecycle support**

*Non-GAAP Financial Measure
(a – Includes equipment made by CFM & Engine Alliance Joint Ventures
(b – Measured on an active turbine engine basis
CFM is a 50/50 Joint Venture between GE Aerospace & Safran Aircraft Engines; Engine Alliance is a 50/50 Joint Venture between GE Aerospace & Pratt & Whitney

AI automation was the tool. Transformation was the outcome.

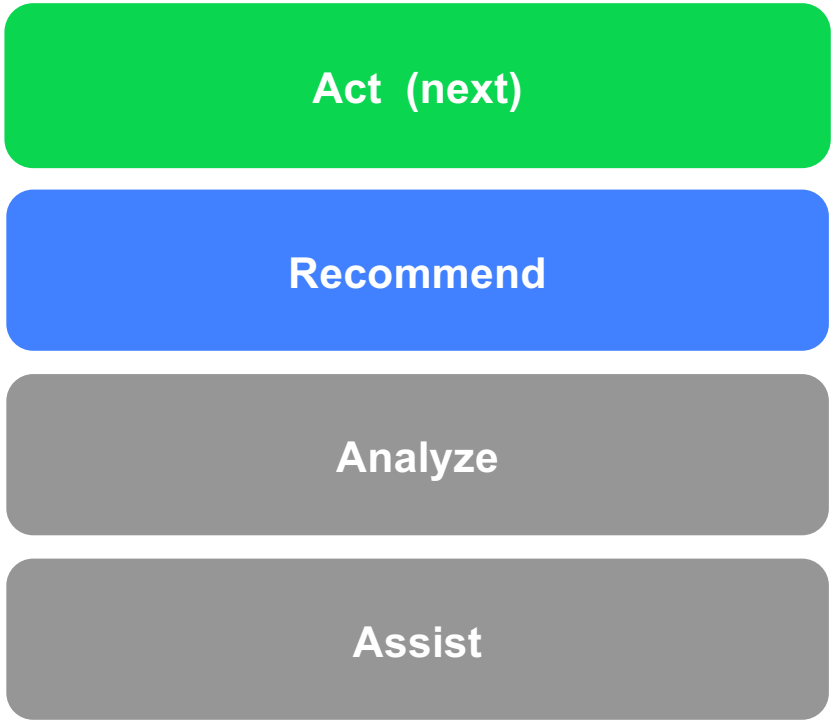
A framework for AI maturity in enterprise PLM

How we think about the stages

Assist → Analyze → Recommend → Act — a capability ladder, not a scoreboard

We've moved past assist, into analyze and recommend, in the areas that matter most to us

Governed act is what we're architecting toward next – risk management is pacing us, not technology gaps



Each rung is earned, not skipped

The business case, in plain terms

Speed & Capacity

Faster upgrades, defect triage, and release readiness

Shorter cycle time on engineering-support work

Created headroom — the same team now covers more scope without added headcount

Resilience

Earlier issue detection, less dependence on tribal knowledge

More consistent operations at scale

Leverage

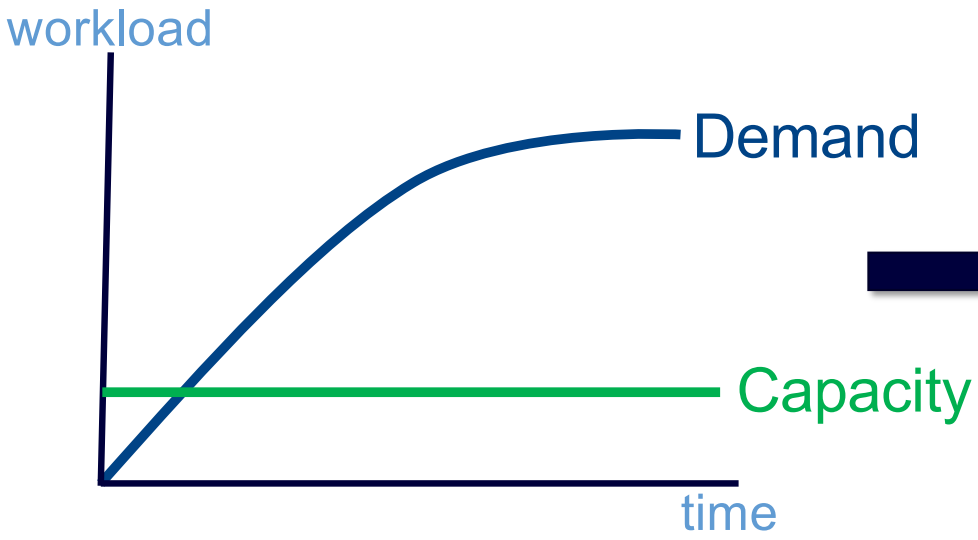
More output from scarce PLM and engineering talent

Optionality for the agentic workflows coming next

Scale by creating capacity

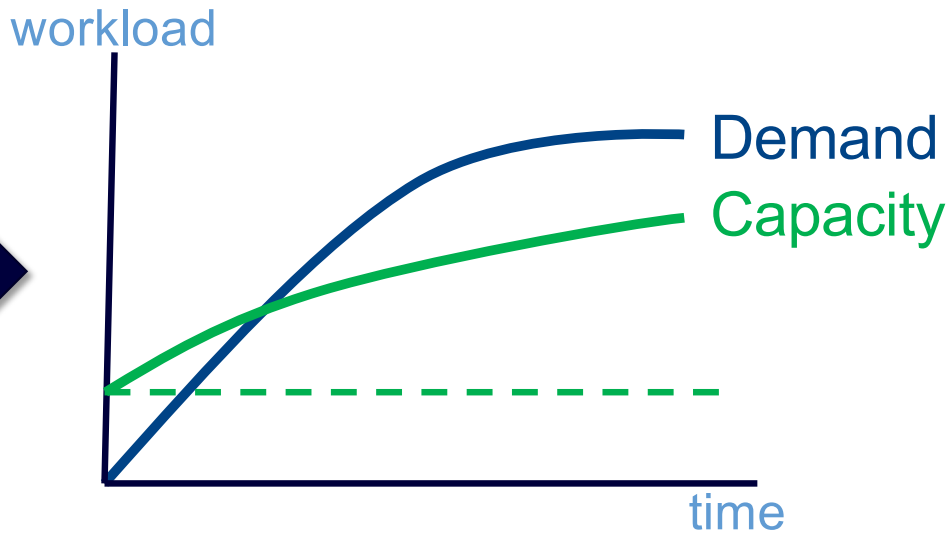
FROM

Demand outpaces capacity



TO

Catching up to demand



This is the shift we made: capacity was the constraint, not just cycle time.
We closed the gap by automating the work that was consuming the team's headroom.

How we got started: the 4P operating model

The mindset matters as much as the model: build AI-native from day one — bolting AI onto old ways of working starts a team behind.

1
Purpose
Pick problems worth solving, not demos worth showing

2
Process
Build access patterns, guardrails, and telemetry first

3
Proficiency
Teach teams to frame problems, not just prompt a model

4
Pilot
Prove value in a bounded scope before scaling it

Stability & performance monitoring (AIOps for PLM)

Problem

Dozens of distributed servers, hundreds of integrations

Overlapping tools create noise, not signal

Issues often surface only after users report them

Solution

AI-driven ops layer correlates monitoring data, logs, and tickets

Turns fragmented signals into root-cause analysis and next actions

Outcome

Automated checks across environments

Operational knowledge captured, not tribal

Improved stability; next: triaging & faster resolution

Also in Stable & Performing Operations:
Caching automation (50%→90% hit rate), AI-powered log noise reduction, and memory-issue detection in legacy code.

AI-assisted code review & vulnerability analysis

Problem

Standard static/dynamic scanning tools flag issues but don't prioritize or explain them

Reviewers still have to triage everything manually

Solution

Paired standard scanning tools with AI-based vulnerability analysis and recommendations

We're expanding this work further as the program matures

Outcome

Piloted across hundreds of code repos, with real defects caught early

Improved cyber posture

AI-enabled PLM upgrades

Problem

25+ year-old, heavily customized PLM systems

Vendor releases bring architecture and API changes that take months to absorb safely

Solution

AI agent ingests customization standards, release notes, and the codebase

Proposes changes while verifying old functionality still holds

Outcome

One major upgrade: 30 developers over 3-6 months → 1 week

Enabler for blue/green, near-zero-downtime releases

Also delivered in Upgrades & Releases:

Test case automation — AI-assisted generation, team-reviewed, ~5x the manual rate.

AI data fabric

Problem

Engineering data (drawings, specs, BOMs) is spread across enterprise applications

Cross-system analysis and insight are hard to get to

Solution

Feed engineering data into an AI-powered data fabric and technical mesh

Access-control governance enforced at the point of consumption

Outcome

In progress: the foundation for enterprise-wide insight

Connecting data that today lives in silos, safely

Also underway in Capabilities:

Generative design support (emerging) — AI-assisted drawing and design review, with humans in the loop.

Copilots got us here.
Governed agents are next.



GE Aerospace's three guiding principles for safe and responsible AI use

1

The data training or informing AI models must be **trusted and reliable**

2

We must have absolute **transparency and repeatability** with what is informing an AI model's insights and actions

3

There must always be a **human in the loop and on the loop**

GE Aerospace

What we want from PLM vendors

Access & Governance

Enable agents – Enterprise-grade MCP services with access control and auditability

Risk controls – negative actions explicitly gated

Semantics & Extensibility

Ontology frameworks so agents understand PLM objects and relationships

Structured, machine-readable release notes and API-compatibility contracts agents can validate against

From automation to autonomy

Insights & Lessons Learned

How do you create capacity — and what do you do with it? Use AI to create it, then spend it on the high-value problems you never had time for.

How do you solve the bigger problems? Point AI at what matters most, not what's easiest.

Next Steps

How do you build trust in AI's judgment? Repetition — and expanding where MCP is used.

Governed agents that act inside a contract with trust, accuracy, repeatability, reliability, transparency & auditability – human in the loop and on the loop

Pick one bounded, high-friction workflow and reimagine it with AI at the center. That's how this scales.



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Thank you | Questions & discussion

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