

BAIRD INDUSTRIALS CONFERENCE

NOVEMBER 12, 2024

Honeywell

—
THE
FUTURE
IS
WHAT
WE
MAKE IT

Honeywell

ENERGY AND SUSTAINABILITY SOLUTIONS (ESS)

FINANCIAL OVERVIEW

2023

\$6.2B

Sales

23.9%

Segment Margin

LONG TERM

MSD - HSD

Sales Growth

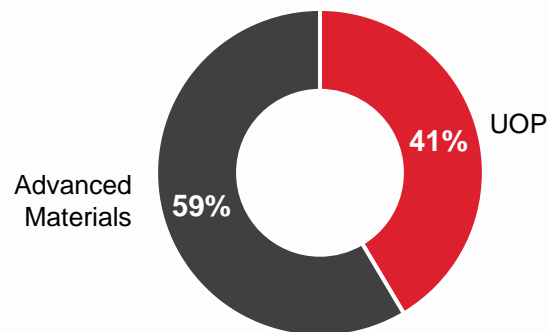
~27%

Segment Margin

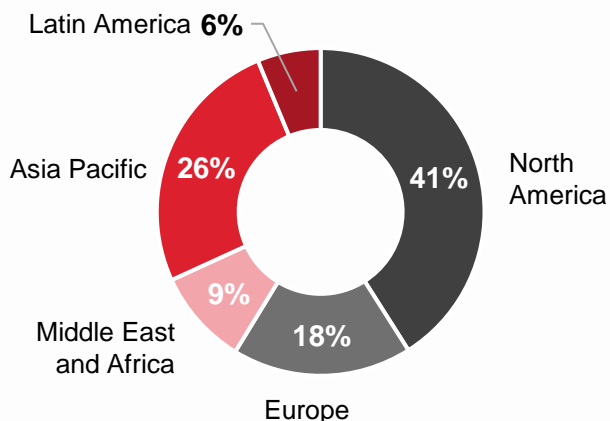
GROWTH DRIVERS

- Energy transition is creating attractive market expansion opportunities while still maintaining demand for traditional energy and materials solutions
- Increasing global regulation is driving higher demand of ESS proprietary sustainable solutions
- Digitalization capabilities and a broad network of connected plants enables a scalable value proposition for customers

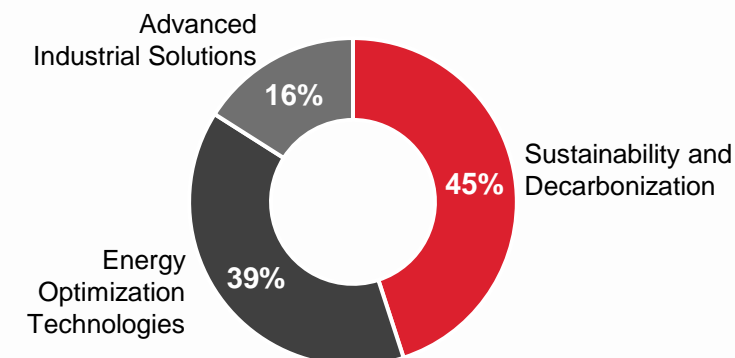
BUSINESS MIX



GEOGRAPHIC MIX



VERTICAL MIX



Represents 2023 sales.

Investing in Technologies and Capabilities to Drive Above Market Growth

CREATING A LEADER IN ADVANCED MATERIALS

COMPETITIVE ADVANTAGES

- Leading positions across variety of end markets, supported by a compelling IP portfolio (>4,000 patents) of advanced materials technologies
- Deep relationships with blue chip customers; driving differentiated solutions to their most difficult problems
- Large-scale, efficient manufacturing base with approximately \$1B invested over the past 8 years
- Key positions in transition to low-carbon solutions that meet customer carbon reduction goals
- Trusted provider of high-end armor technology to protect in law enforcement and military applications
- Only domestic supply of non-biomass feedstock for clean electric power generation with favorable supply / demand outlook

FINANCIAL OVERVIEW¹

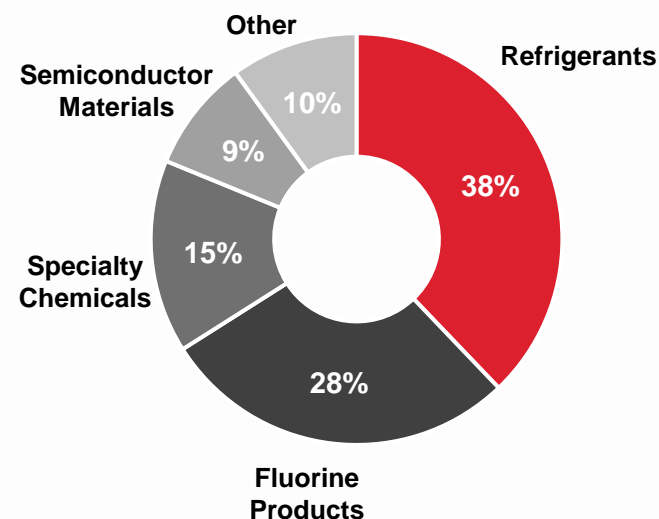
~\$3.8B

Sales

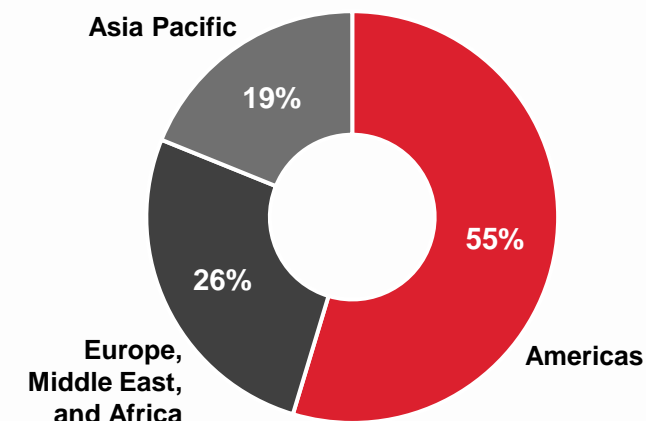
>25%

EBITDA Margin

Vertical Mix



Geographic Mix



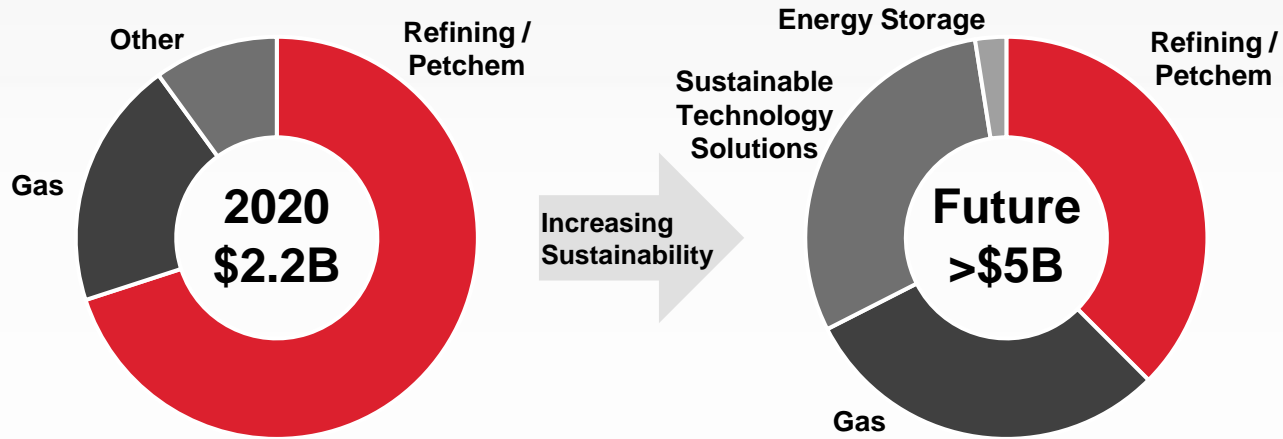
¹All sales and EBITDA figures represent 2024 expected results derived from internal management reporting, further adjusted for preliminary cost and expense allocations, including corporate expenses. These figures will be refined prior to the transactions. We define EBITDA as adjusted income before taxes adjusted for interest and other financial charges, interest income, and depreciation and amortization.

Unique Financial Profile in Specialty Chemicals with Market-Leading Solutions

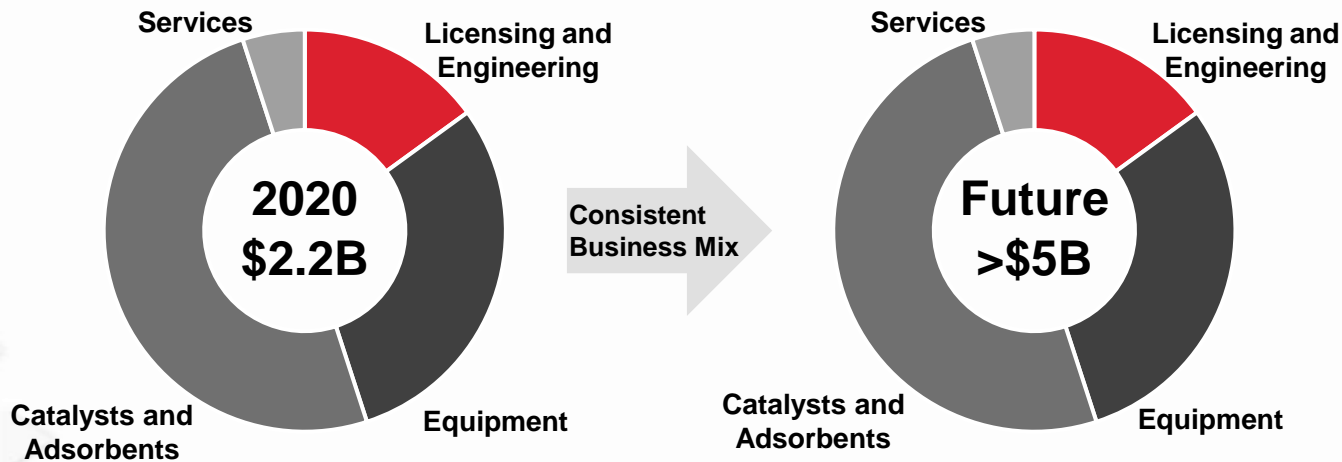
ENERGY AND SUSTAINABILITY SOLUTIONS ROADMAP

ENERGY AND SUSTAINABILITY SOLUTIONS¹ MIX

END MARKET MIX

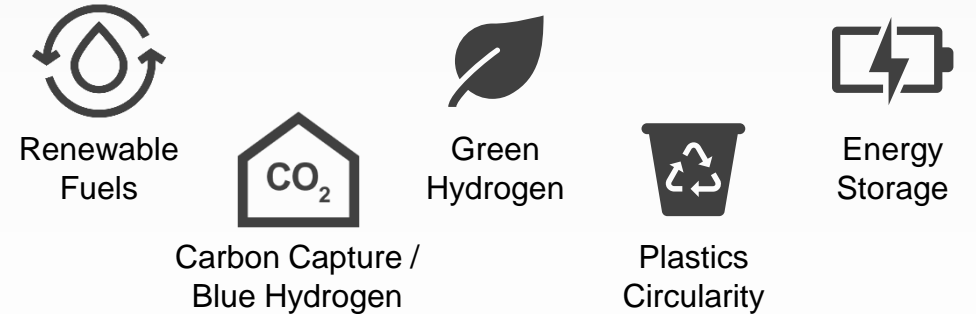


BUSINESS MODEL MIX



KEY GROWTH VERTICALS

Expanding through leadership positions in emerging energy transition verticals



INORGANIC PRIORITIES

Portfolio additions focused on:

- Critical technology that enables lower cost of energy production and market expansion
- High growth potential technology adjacent to existing portfolio
- Maintaining favorable mix balance between licensing, services and equipment
- End-to-end solutions that help drive the energy transition

Delivering the World's Future Sustainable Energy Outcomes Today

¹2020 revenue for ESS adjusted for removal of Advanced Materials.

Honeywell



KEN WEST

PRESIDENT AND CEO

ENERGY AND SUSTAINABILITY SOLUTIONS

Ken West is President and CEO of Honeywell Energy and Sustainability Solutions (ESS). As a global technology leader, ESS enables the energy evolution, provides solutions that reduce emissions, and delivers innovative sustainable materials to our customers across industries.

Ken has held several roles with increasing responsibility within Honeywell. Most recently, he served as President of Honeywell UOP. Previously, he served as the President of Honeywell Advanced Materials, specializing in development and manufacture of high-performance fluorine products, polymers, fibers and high purity chemicals.

Prior to Honeywell, Ken worked for PPG Industries where he held roles of increasing responsibility including Vice President for PPG's Global Packaging Coatings business and Director of Specialty Products for PPG's Architectural Coatings business.

Ken earned his bachelor's degree in mechanical engineering from Purdue University and a Master of Business Administration from the Tepper School of Business at Carnegie Mellon University.