

# **BANK OF AMERICA TRANSPORTATION, AIRLINES, AND INDUSTRIALS CONFERENCE**

**Honeywell**

—  
THE  
FUTURE  
IS  
WHAT  
WE  
MAKE IT

**MAY 14, 2024**

**JIM CURRIER**

PRESIDENT AND CHIEF EXECUTIVE OFFICER  
HONEYWELL AEROSPACE



## Forward Looking Statements

*We describe many of the trends and other factors that drive our business and future results in this presentation. Such discussions contain forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended (the Exchange Act). Forward-looking statements are those that address activities, events, or developments that management intends, expects, projects, believes or anticipates will or may occur in the future. They are based on management's assumptions and assessments in light of past experience and trends, current economic and industry conditions, expected future developments and other relevant factors, many of which are difficult to predict and outside of our control. They are not guarantees of future performance, and actual results, developments and business decisions may differ significantly from those envisaged by our forward-looking statements. We do not undertake to update or revise any of our forward-looking statements, except as required by applicable securities law. Our forward-looking statements are also subject to material risks and uncertainties, including ongoing macroeconomic and geopolitical risks, such as lower GDP growth or recession, capital markets volatility, inflation, and certain regional conflicts, that can affect our performance in both the near- and long-term. In addition, no assurance can be given that any plan, initiative, projection, goal, commitment, expectation, or prospect set forth in this presentation can or will be achieved. These forward-looking statements should be considered in light of the information included in this presentation, our Form 10-K and other filings with the Securities and Exchange Commission. Any forward-looking plans described herein are not final and may be modified or abandoned at any time.*

# KEY MESSAGES



## Long Term Tailwinds

- Accelerating **bizjet OEM jet growth** and **widebody return to flight**
- Strong orders environment and **record backlog levels** supporting future growth
- **Industry-leading cost position**; long-term segment margin target of 29%
- Well-positioned on **growing defense programs**
- **Best in class space franchises**



## Best In Class Positioning For Future Of Aviation

- ~\$2.5B Content Secured on **Valor platform**
- **Over \$10B in Advance Air Mobility equipment wins**
- **Revolutionizing flight decks in all markets** with Honeywell Anthem<sup>®</sup>
- **Industry leading R&D investment profile** at a rate of 5% - 8% of revenue
- **Advance franchise technologies** to drive future growth



## Driving Continued Margin Expansion

- **~40% reduction in manufacturing footprint** (2016 - 2023)
- **Digitized Processes:** >75% of customer transactions Machine-to-Machine
- Deploy **Accelerator** Operating system to implement standardized processes
- One instance of **ERP and CRM** across entire Aerospace. **EDW** implementation
- Implement compliant and secure **GenAI** models for productivity improvements

Leading the Industry Today and Tomorrow

# EXCITING MARKET OUTLOOK

## ATR Flight Hour Recovery Led by Widebody Platforms

- Earn **3x more sales dollars per flight hour** on widebody planes

## Business Jet Market Setting Record Levels

- 2023 business jet flight hours **exceeding 2019 by more than 10%**

## Innovative Decoupled Portfolio

- Revenue >\$1B in 2023 and **growing at 10% CAGR**

## Industry-Leading Cost Position

- **Diverse and sustainability-oriented** R&D investment profile

## Great Positions on Growing Platforms

- ATR: **737 MAX**, A320neo, A350, Challenger 350, Praetor, Gulfstream (all)

## LONG-TERM AEROSPACE GROWTH OUTLOOK

### COMMERCIAL ORIGINAL EQUIPMENT

**HSD%**

### COMMERCIAL AFTERMARKET

**MSD%**

### DEFENSE AND SPACE (D&S)

**MSD%**





**Well-Positioned to Capture Market Upcycle; MSD - HSD Long-Term Sales CAGR**

# AT | WHY WE WIN

## AEROSPACE TECHNOLOGIES MISSION STATEMENT

Powering the Future of Aviation with our safe, precise, sustainable, and innovative aerospace portfolio spanning takeoff to landing for defense, space, commercial, and advanced aerial mobility (AAM) applications

### STRATEGIC FOCUS

Product Areas	 <p><b>Avionics and Navigation</b></p>	 <p><b>Engines and Power Generation</b></p>	 <p><b>Electromechanical Actuation and Thermal Solutions</b></p>	 <p><b>Connectivity and Data Analytics Services</b></p>
Value Created	<p>Innovative technologies to enhance pilot situational awareness enabling safe, reliable, and efficient flights with lower power / weight / cost solutions</p>	<p>SAF-capable turbine engines along with advanced technologies enabling electric and hybrid electric propulsion and fuel cell powering capabilities</p>	<p>Safe and reliable cabin environments and effective management of engines, braking, and thermal and power load for commercial aircraft, fighter jets, and AAM</p>	<p>Enabling aircraft and passengers to stay connected and operators to achieve savings through data analytics and database services</p>

### COMPETITIVE ADVANTAGES

Advanced technologies



Differentiated products



Broad exposure across verticals



Large installed base



Best-in-class operating system



SAF: Sustainable Aviation Fuel.

## Powering the Future of Aviation

# Honeywell



# **JIM CURRIER**

## **PRESIDENT AND CEO**

### **HONEYWELL AEROSPACE**

Jim, who began in the role in August 2023, is an aerospace industry veteran, having worked for Honeywell Aerospace for close to two decades.

Before his current role, Jim served as the President of the Electronic Solutions Strategic Business Unit for Honeywell Aerospace. In this role, he was responsible for running a \$5B multi-business unit enterprise that specializes in Avionics and Navigation systems for commercial and defense markets, as well as systems and components for Space launch vehicles, strategic missiles, and commercial and military satellites. Jim also oversaw the launch of Honeywell Anthem, the revolutionary always-on cloud-connected cockpit system that improves flight efficiency, operations, safety, and comfort.

Prior to that position, Jim was President of the EMEA Aftermarket organization, where he led a \$2 billion portfolio focused on short-cycle sales. The team was responsible for all market segments, including airlines, business and general aviation and defense in Europe, Middle East, Africa and India and parts of Asia.

He has also served as the Vice President of Airlines, North America, where he developed new business opportunities to enable sustained growth in this market segment.

Since joining Honeywell Aerospace in 2006, Jim has held a wide range of leadership positions which included business strategy development, aftermarket growth initiatives, customer experience, mergers, acquisitions, new product development, and sales.

Before joining Honeywell, Jim was with United Technologies, overseeing the design, development, and testing of upper-stage rocket engine programs.

Jim earned his Bachelor of Science degree in Mechanical Engineering from the University of Miami and was inducted into the International Space Hall of Fame in 2014 for his role on the Delta Clipper X/XA program.