

JEFFERIES INDUSTRIALS CONFERENCE



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Forward Looking Statements

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AERO KEY MESSAGES

Long Term Tailwinds

- **Well-positioned** to take advantage of accelerating bizjet OEM jet growth and widebody return to flight
- **Industry leading cost position** - growing investment as percent of sales while expanding segment margin to 29% by 2024
- **Great positions on growing defense programs** (F-35, GBSD, B-21, National Programs)
- **Best in class space franchises** (RWA's, CMG's, optical interlinks)

Best in Class Positioning for Future of Aviation

- **\$25B FLRAA engine win** with Boeing / SIK sets up multi-decade opportunity
- **Over \$3.5B in UAM / UAS equipment wins** with \$7B pipeline
- **Revolutionizing flight decks in all markets** with Honeywell Anthem®
- **Industry leading R&D investment profile** at a rate of 5% - 8% of revenue
- **Retrofits / Modifications / Upgrades (RMUs):** \$800M+ per year and growing to \$1B+ by 2024

Productivity Improvements Driving Continued Margin Expansion

- **Digitized Processes:** >75% of customer transactions M-to-M
- **Leader in Connected Systems:** Installed on 10,000+ aircraft
- **One instance of ERP** across entire enterprise
- **50% reduction in manufacturing footprint** (2016 - 2022)
- **Breakthrough Initiatives:** vapor cycle cooling, alternative nav, electromechanical actuation, and LIDAR systems

Leading the Industry Today and Tomorrow

AERO 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

- 2021 business jet flight hours **exceeded 2019 by 10%**

Innovative Decoupled Portfolio

- Revenue >\$800M in 2021 and **growing at 10% CAGR**

Industry-Leading Cost Position

- **Industry-leading** R&D investment profile

Great Positions on Growing Platforms

- ATR: **737 MAX**, A320neo, A350

AEROSPACE GROWTH OUTLOOK

Air Transport (ATR)

DD%
CAGR

Business Aviation (BGA)

MSD%
CAGR

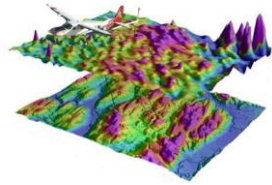
Defense (D&S)

LSD%
CAGR

Well-Positioned to Capture Market Upcycle

AERO INVESTMENT PRIORITIES

ADVANCING FRANCHISE TECHNOLOGIES



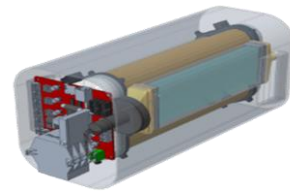
Next-Gen Navigation for Defense and UAM

Entry Into Service: 2024
2030 Revenue: ~\$80M



Next Gen Cockpit for All Market Verticals

Entry Into Service: 2023
2030 Revenue: ~\$500M



Decoupled Revenue Investments

Next Gen SATCOM Systems
Retrofits/Mods/Upgrades
Hybrid Power Systems

Entry Into Service: Today
2030 Revenue >\$1B



Military Turboshaft and Next-Gen Business Aviation Propulsion

Entry Into Service: 2025 thru 2030
2030 Revenue: ~\$700M

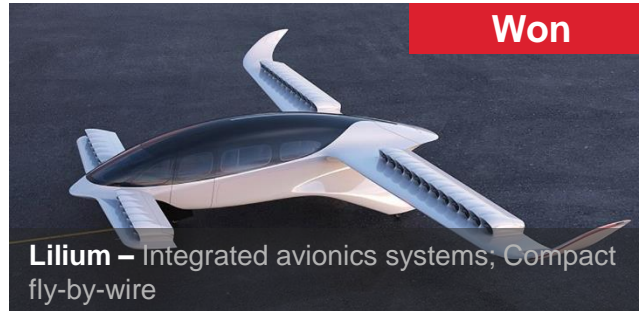


Family of Vapor Cycle Cooling Systems for Bizjet, Gen Av, Helos, and UAM

Entry Into Service: 2023
2030 Revenue: ~\$250M

Growing R&D Investments While Expanding Margins

AERO SECURING THE FUTURE OF AVIATION



HIGHLIGHTS

- **\$3.5B+** in content wins
- **\$7B** in pipeline over **next 5 years**
- **Leader for UAM fly-by-wire, avionics** with simplified vehicle operations, and **aerospace-grade motors** that can be built at automotive scale
- Highly differentiated high assurance fly-by-wire controls, **detect-and-avoid systems** and **multi-function cooling systems**
- Building **pervasive aerial autonomy** to launch a revolution in aerial transportation and logistics
- Potential to generate **~\$2B** in revenue by 2030

Launching a Revolution in Aerial Transportation and Logistics

AERO SUSTAINABLE AVIATION LEADERSHIP

TECHNOLOGIES

Sustainable Aviation Fuels (SAF)



Auxiliary Power Unit

Software



Fuel Efficiency

More-Electric and Full Electric



Electric Propulsion
Motors & Controllers



1MW Generator



Turbo Generator

Fuel Cell



Proton Exchange Membrane Fuel Cells

CLIMATE IMPACT

Material CO₂ Reductions:

- ~5% via software optimization
- 30% – 60% on 100% SAF

~2025

Hybrid Electric Power Gen:

- 10% - 20% emissions reduction with conventional fuels

~2030

Hydrogen Fuel Cell:

- CO₂ Reduction: 100%
- NO_x Reduction: 100%

~2030

Portfolio of Technologies Enabling Decarbonization of the Industry

AERO SUMMARY

- **Shaping the Future**

170+

NPIs Over the
Last Three Years

5% - 8%

R&D as % of
Total Sales

\$3.5B+

In Recent
UAS / UAM Wins

- **Industry Recovering**

21%

Commercial Flight
Hour Growth CAGR

>110%

Business Jet Activity
Relative to 2019 Levels

MSD

Long-Term
Sales CAGR

- **Strong Execution**

~100%

Cash
Conversion

>25%

Segment Margin
Through Pandemic

~29%

Long-Term
Margin Target

Innovation, Market-Leading Growth, and Best in Class Cost Position

Honeywell



MIKE MADSEN

PRESIDENT AND CEO

HONEYWELL AEROSPACE

Mike Madsen became President and CEO of Honeywell Aerospace in October 2019. Based in Phoenix, Honeywell Aerospace products and services are found on virtually every commercial, defense and space aircraft, and its hardware and software solutions create more fuel efficient aircraft, more direct and on time flights, and safer skies and airports. Madsen has held a variety of executive roles over more than three decades in the business, leading multi billion dollar business units as well as global support functions. He is a change agent with a long track record of strong results in difficult environments and multiple disciplines.

Prior to his current role, he served as Vice President of Integrated Supply Chain for Aerospace with broad responsibility for the global supply chain and manufacturing facilities. Prior to that, he was President, Honeywell Aerospace Defense and Space, a business that serves original equipment manufacturer (OEM), aftermarket, military, government agency and commercial helicopter segments internationally. Before that, Madsen was Vice President of the Airlines Customer Business team within the Air Transport and Regional (AT&R) business. He advanced to that role after serving as Vice President for AT&R's Regional Aircraft and Aero Component business. Madsen's career at Honeywell started as an engine performance engineer in the Aerospace Engines business. Following this, he held a series of positions of increasing leadership responsibility in program management within Honeywell's Aerospace business. Madsen led development activities on a wide range of products ranging from solar dynamic power systems to cryogenic valves, launch vehicle actuation systems and aircraft pneumatic components. Madsen later served as a production program manager and product manager supporting Honeywell's aerospace components business, as well as Director of Program Management and Velocity Product Development for Honeywell's Business and General Aviation organization.

He earned his B.S. in aerospace engineering from Arizona State University and his M.B.A. from Duke University.