# Honeywell Technologies at a Glance

August 2026

Honeywell Technologies

# 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 we or our management intend, expect, project, believe, or anticipate 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 changes in or application of trade and tax laws and policies, including the impacts of tariffs and other trade barriers and restrictions, lower GDP growth or recession in the U.S. or globally, supply chain disruptions, capital markets volatility, inflation, and certain regional conflicts, including ongoing conflicts in the Middle East, which 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.

# Non-GAAP financial measures

This presentation contains financial measures presented on a non-GAAP basis. Honeywell Technologies' non-GAAP financial measures used in this presentation are as follows: Net sales and Segment Sales on a Honeywell Technologies basis and excluding spin-off and divestiture impact; Segment profit, on an overall Honeywell and Honeywell Technologies basis; Segment profit excluding spin-off and divestiture impact; Segment profit of Industrial Automation excluding divestiture impact; Segment profit margin excluding spin-off and divestiture impact; Segment profit margin of Industrial Automation excluding divestiture impact; Organic sales percent change on a Honeywell and Honeywell Technologies basis; Free cash flow; Adjusted earnings per share on a Honeywell and Honeywell Technologies basis; Adjusted income before taxes; Adjusted income tax expense; and Adjusted effective tax rate, if and as noted in the presentation.

Management believes that, when considered together with reported amounts, these measures are useful to investors and management in understanding our ongoing operations and in the analysis of ongoing operating trends. These measures should be considered in addition to, and not as replacements for, the most comparable GAAP measure. Certain measures presented on a non-GAAP basis represent the impact of adjusting items net of tax. The tax-effect for adjusting items is determined individually and on a case-by-case basis. Refer to the Appendix attached to this presentation for reconciliations of non-GAAP financial measures to the most directly comparable GAAP measures.

# Introducing Honeywell Technologies

1. Transformed portfolio into a pure-play automation leader
2. Focused on mission-critical automation environments delivering value-based outcomes
3. Growing and monetizing our installed base is the foundation of our differentiated business model
4. Leveraging AI to lead the transition from automation to autonomy
5. Mature Honeywell Technologies Accelerator operating system enabling profitable growth
6. Experienced leadership team with execution and growth mindset

**Pure-play business leading the transition from automation to autonomy**

# 2026 Investor Day | Introducing Honeywell Technologies

## Key Takeaways

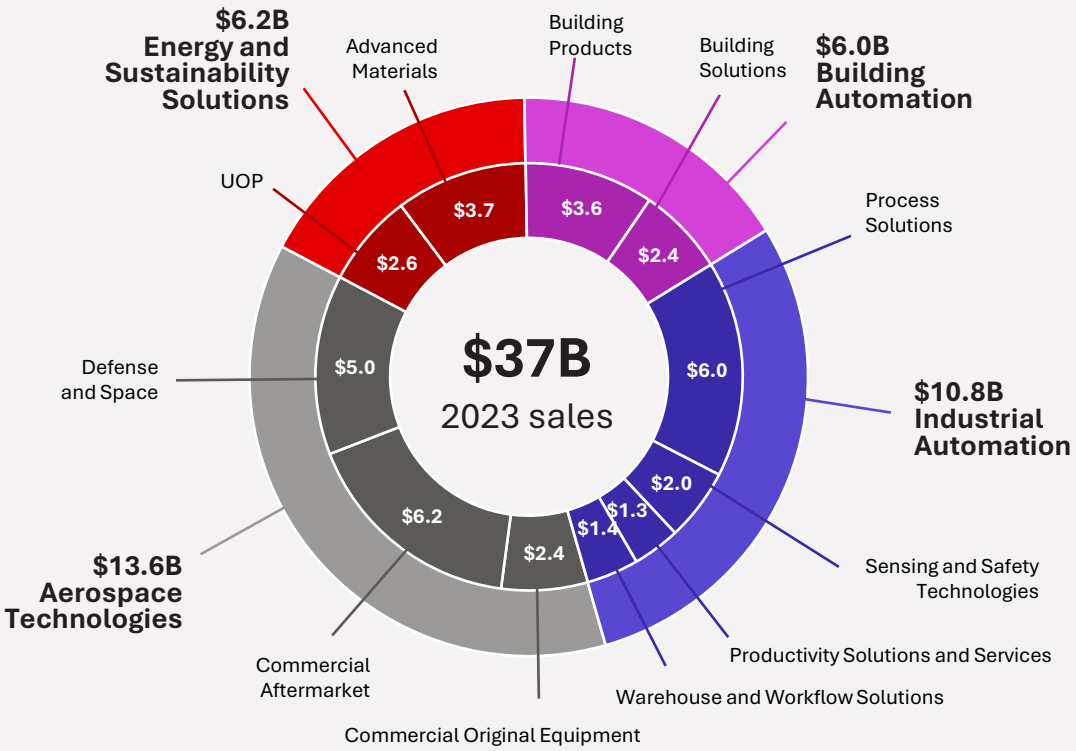
- Transformed into a pure-play automation leader positioned to lead the industry's transition from automation to autonomy
- Clear path to durable growth and margin expansion
  - Growing and activating installed base in mission-critical environments where we have distinct advantages and a right to win
  - Fueling our profitability and driving customer success through cycle of shared value creation
  - Leveraging AI and proprietary Honeywell Technologies Forge solution to enable advanced decision-making at critical control points
- Growth underpinned by mature Honeywell Technologies Accelerator operating system, experienced leadership team and strong balance sheet

**Unveiled standalone strategy, financial framework and long-term investment thesis**

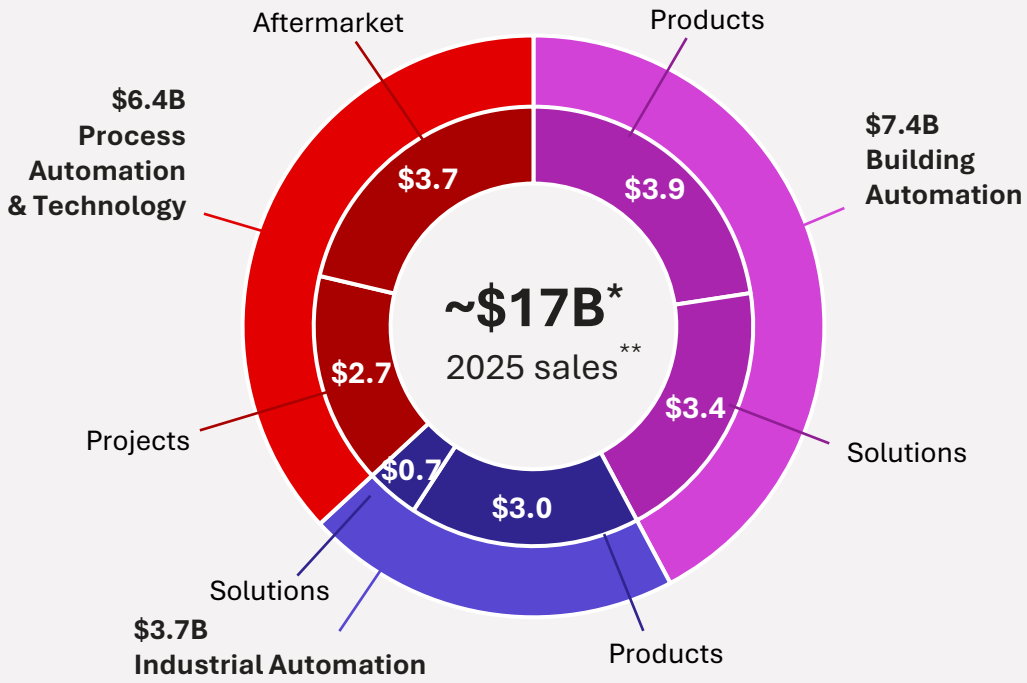
# Transformed into a focused, pure-play automation leader



## We streamlined a complex portfolio...




## ...into a cohesive, pure-play automation portfolio




*Represents composition of 2025 sales; Excludes $0.4B of sales from Personal Protective Equipment (PPE), which was sold in May 2025, and $2.1B of sales from Warehouse and Workflow Solutions (WWS) and Productivity Solutions and Services (PSS) which were sold in July 2026 and August 2026, respectively.
**Non-GAAP financial measure

**Significant transformation over last three years**

# Honeywell Technologies overview (NASDAQ: HON)

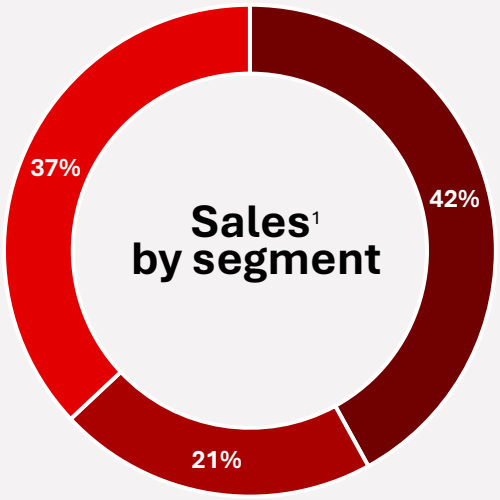


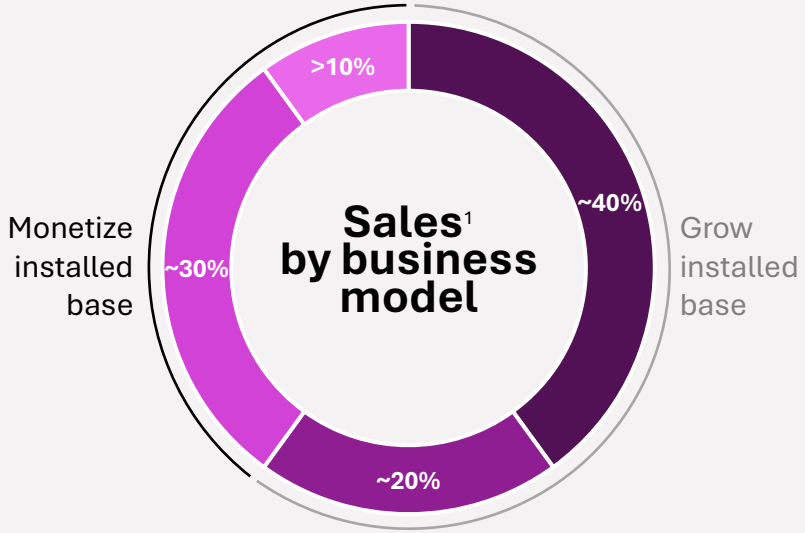
## Global pure-play automation company delivering mission-critical outcomes for our customers

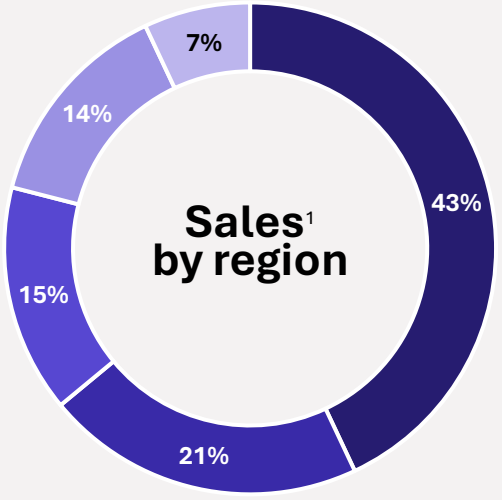
**~$17B**
Sales*[1]

**~$4B**
Segment Profit *[2]

**~22%**
Segment Margin*[2]




*Non-GAAP financial measure
[1]Represents composition of 2025 sales; Excludes sales from PPE, which was sold in May 2025, and sales from WWS and PSS, which were sold in July 2026 and August 2026, respectively.
[2]2025 Segment profit and Segment margin exclude PPE, PSS, WWS, the impact of retained corporate assessment that was previously allocated to aerospace, and results of Quantinuum. See Appendix for reconciliation of non-GAAP measures.

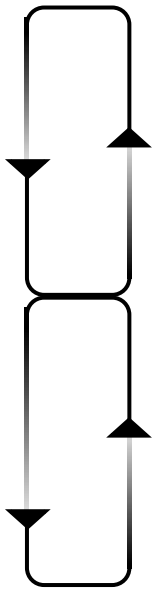
**Automation pure play enabling safety, productivity, efficiency and uptime**

# Where we play



## Technology stack

Information flows up and directives flow down in a continuous cycle



**Software**

**Controls**

**Sensing and measurement**

## Industry segments and Honeywell Technologies' participation

| Buildings | Process / Hybrid | Discrete |
|---|---|---|
| Building Automation | Process Automation & Technology | |
| ✓ | ✓ | ✗ |
| ✓ | ✓ | ✗ |
| ✓ | Industrial Automation | |
| | ✓ | ✓ |

✓ HON participation ✗ No / limited HON participation

**We compete where resiliency and reliability are paramount**

# Why we like these markets



## Attractive market characteristics

- Aligned to compelling megatrends, including infrastructure buildout, energy security, skilled labor scarcity, AI and reshoring
- Attractive verticals with higher growth exist within these markets (e.g., life sciences, semiconductors, datacenters)
- Extensive installed base driving recurring services and software revenue
- Fragmentation in buildings and industrial end markets enabling opportunity to build scale
- Global presence providing growth opportunity and fixed cost leverage

## Market dynamics

| | Buildings | Industrial | Process |
|---|---|---|---|
| **Market size**[1] | **~$120B** | **~$35B** | **~$55B** |
| **Market growth**[2] | **4%** | **3%** | **3%** |
| **Three-year HON organic growth targets** | **MSD - HSD** | **MSD** | **MSD** |
| **Key peers** | ABB • AMETEK • Emerson • KBR<br>Johnson Controls • Rockwell Automation<br>Schneider Electric • Siemens | | |

[1]Represents 2026 Serviceable Addressable Markets.
[2]Represents 2026–2029 market growth rates, which are internal estimates based on external market research.

Committed to 4% - 6% organic growth, underpinned by distinctive business model and strategy execution

# What are our distinctive advantages as a pure-play automation leader



## Foundational strengths

**Vast installed base**
with large aftermarket entitlement

**Global scale**
with deep customer relationships and channel partnerships

**Honeywell Technologies Accelerator operating system**
provides tools, processes and best practices to operate smarter and faster

Honeywell Technologies

**#1**
in Building Automation and Process Technology

**Top 3**
in Process Automation and Industrial Automation

## Differentiation

**Deep domain expertise**
leveraging world-class engineering resources

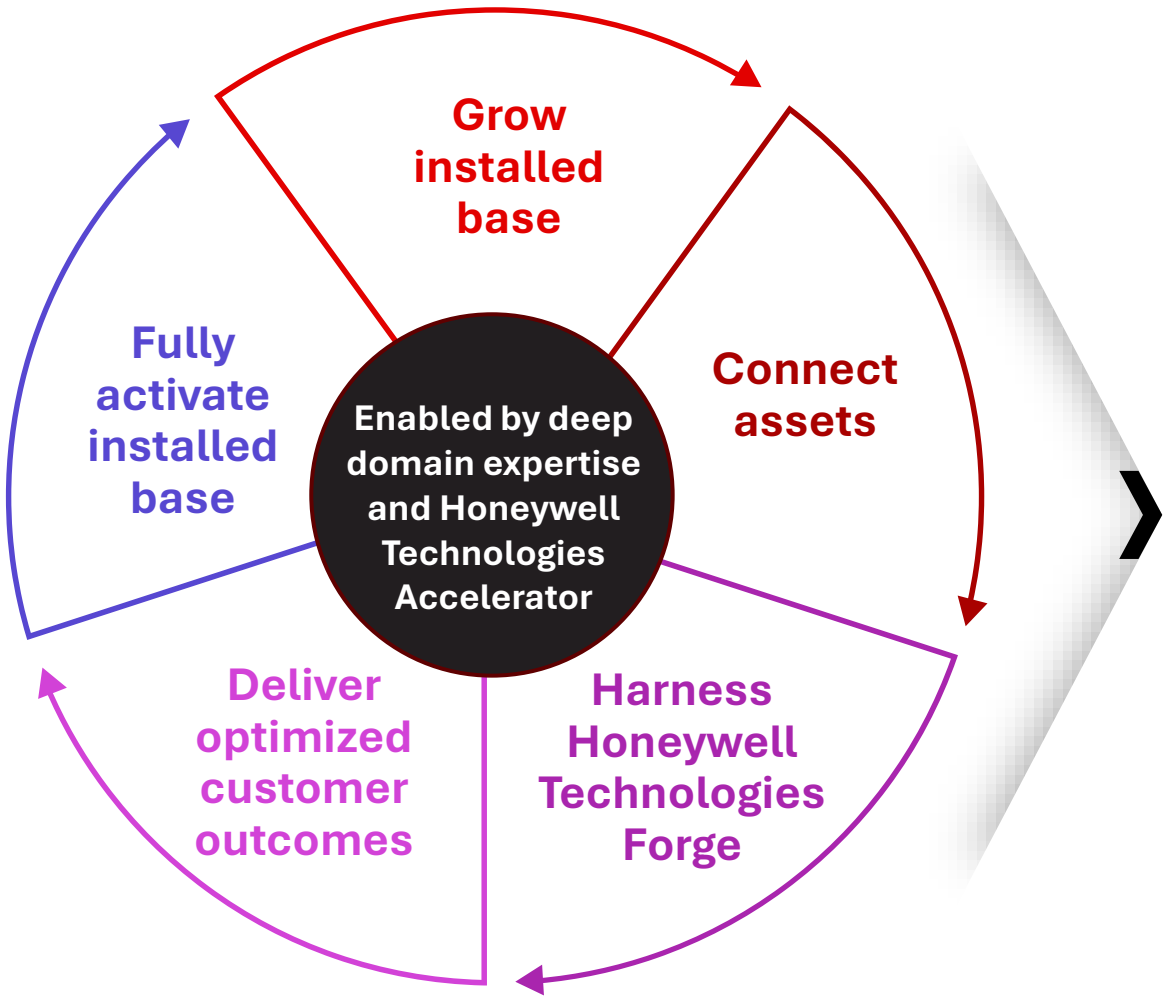
**Proprietary Honeywell Technologies Forge**
solution using unique database and continuous learning to optimize customer outcomes

**Innovation across critical control points**
in mission-critical environments

Solving challenges in mission-critical environments with asymmetric risk payoffs

# How we create value






*Grow installed base*

*Monetize installed base*

| Grow installed base | Connect assets | Harness Honeywell Technologies Forge | Deliver optimized customer outcomes | Fully activate installed base |
|---|---|---|---|---|
| Extend with hardware at critical control points | Digitize installed base and feed data into HON Forge | Develop innovative, customized solutions | Drive advantaged decision-making and efficiency | Leverage solutions to accelerate shared value creation |

## Clear customer benefits:

- **Enhances productivity** enabling profitable growth for customers
- **Extends asset life** by layering software and services into edge products
- **Optimizes outcomes** through continuous learning powered by Honeywell Technologies Forge

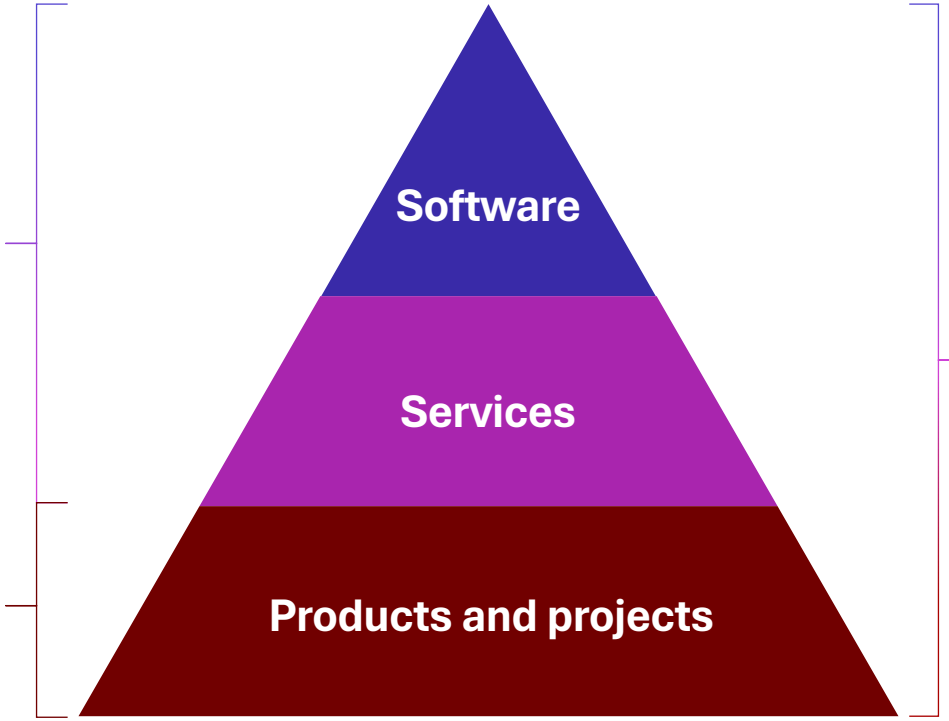
Driving higher services and software growth

# Our framework for growth



**Monetize installed base, enabled by Honeywell Technologies Forge**
Outcomes-based services and software enhanced by AI-enabled solutions

2




3

**Introduce new products**
Targeted investments to drive faster innovations

**Grow installed base**
Maintain scale in mature verticals and increase share in high-growth verticals

1

**4% - 6%**

three-year organic growth target

Strategy aimed at accelerating profitable growth

# Honeywell Technologies Forge: what it is and why it matters



Honeywell Technologies FORGE

**What is it?**
Our hardware-agnostic, open-architecture platform designed to harness the power of our extensive domain expertise to provide scalable, customizable, AI-enabled solutions that deliver actionable enterprise-level outcomes in real-time

**Why does it matter?**
We provide our customers with a secure, reliable, and consistent experience to deliver domain specific outcomes

- Frictionless connectivity
- Ontology (data + domain knowledge + AI models)
- Built for regulated industries
- Bridges IT and OT environments

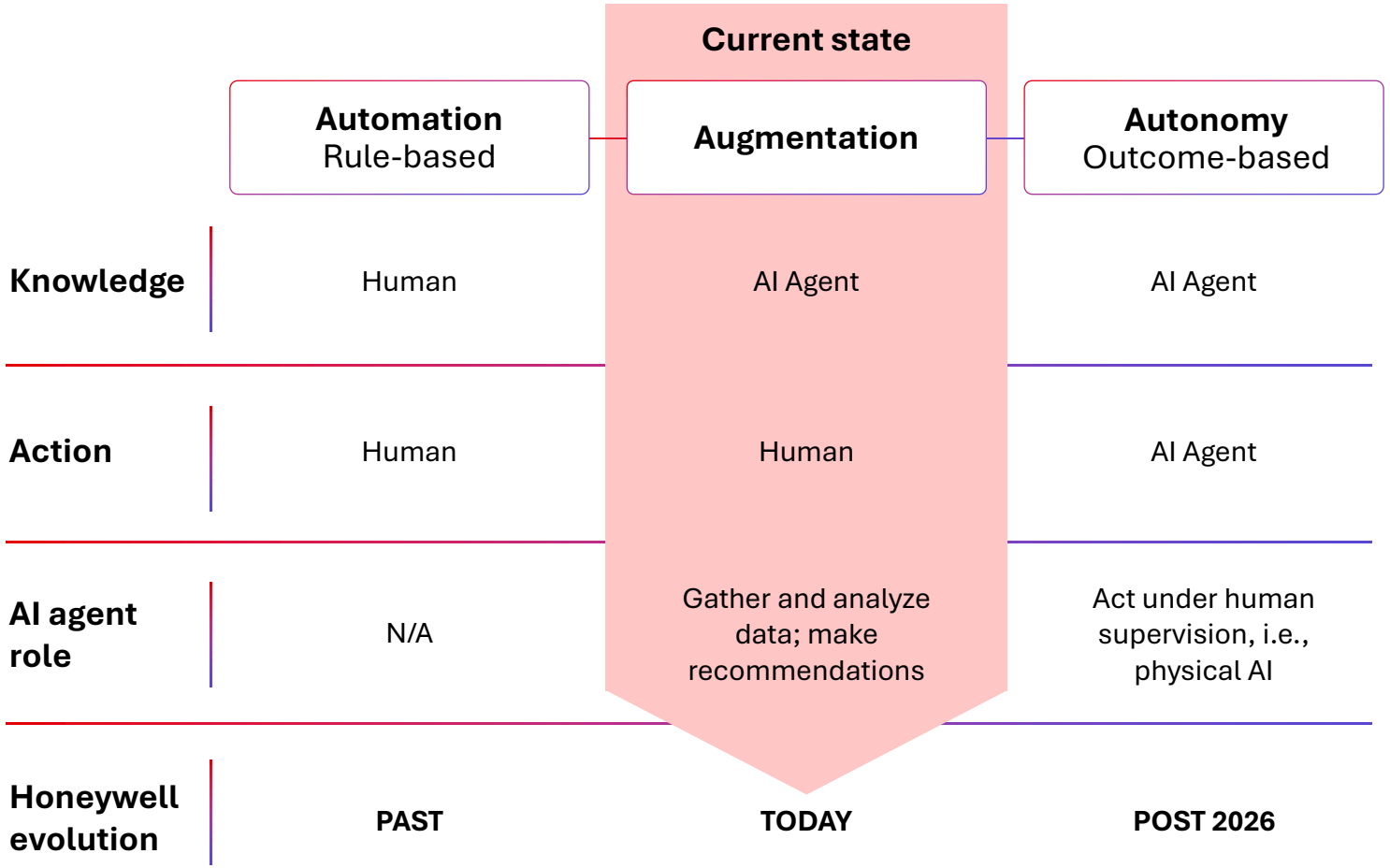
| | **Connectivity**<br>Data-driven insights | **HON Forge digital services**<br>Intelligent human assistance | **HON Forge Performance+**<br>Software-driven outcomes | **Automation to autonomy**<br>Closed loop operations |
|---|---|---|---|---|
| **Business model evolution** | **2020** | **2024** | **2025** | **2026E** |
| | Basic visibility - equipment, controls, assets and processes | Basic workflow - improving the effectiveness of lifecycle services | Running operations efficiently | Pivoting from “controls for equipment” to “controls for humans for better decisions” |
| **What is the offering?** | Frictionless connectivity | Improving lifecycle performance - services | Improving asset, process and people performance | Running operations |
| **Annual recurring software revenue** | $0.5B | $0.8B | $0.9B | $1.1B |

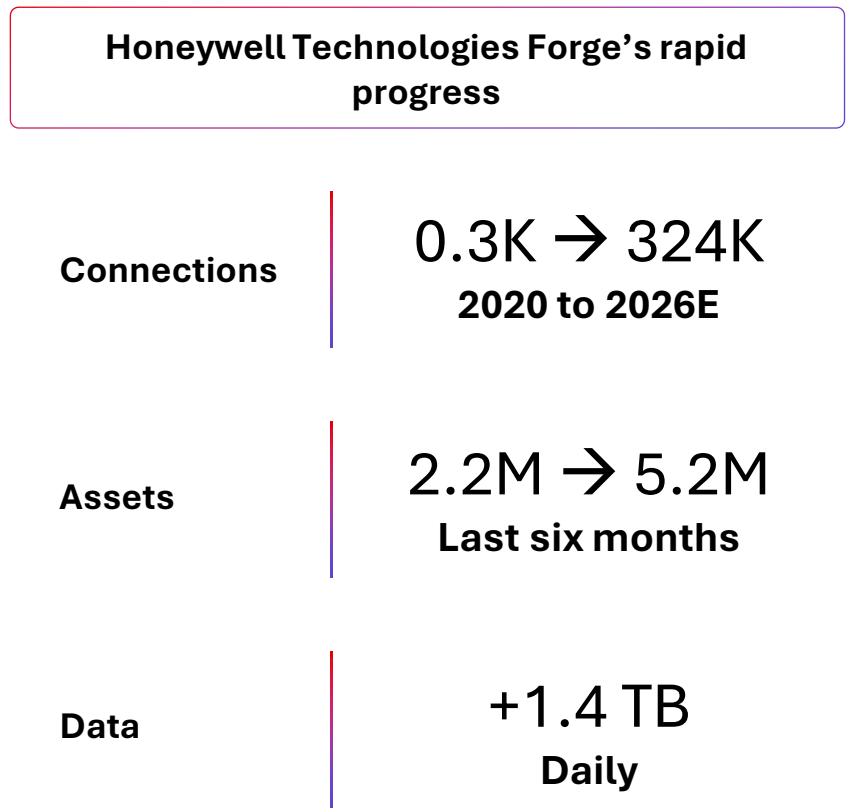
OT: Operational Technology | ARR: Annual Recurring Revenue

**$1B investment in Honeywell Technologies Forge is enabling the transition from automation to autonomy**

# Future opportunity as industry evolves from automation to autonomy





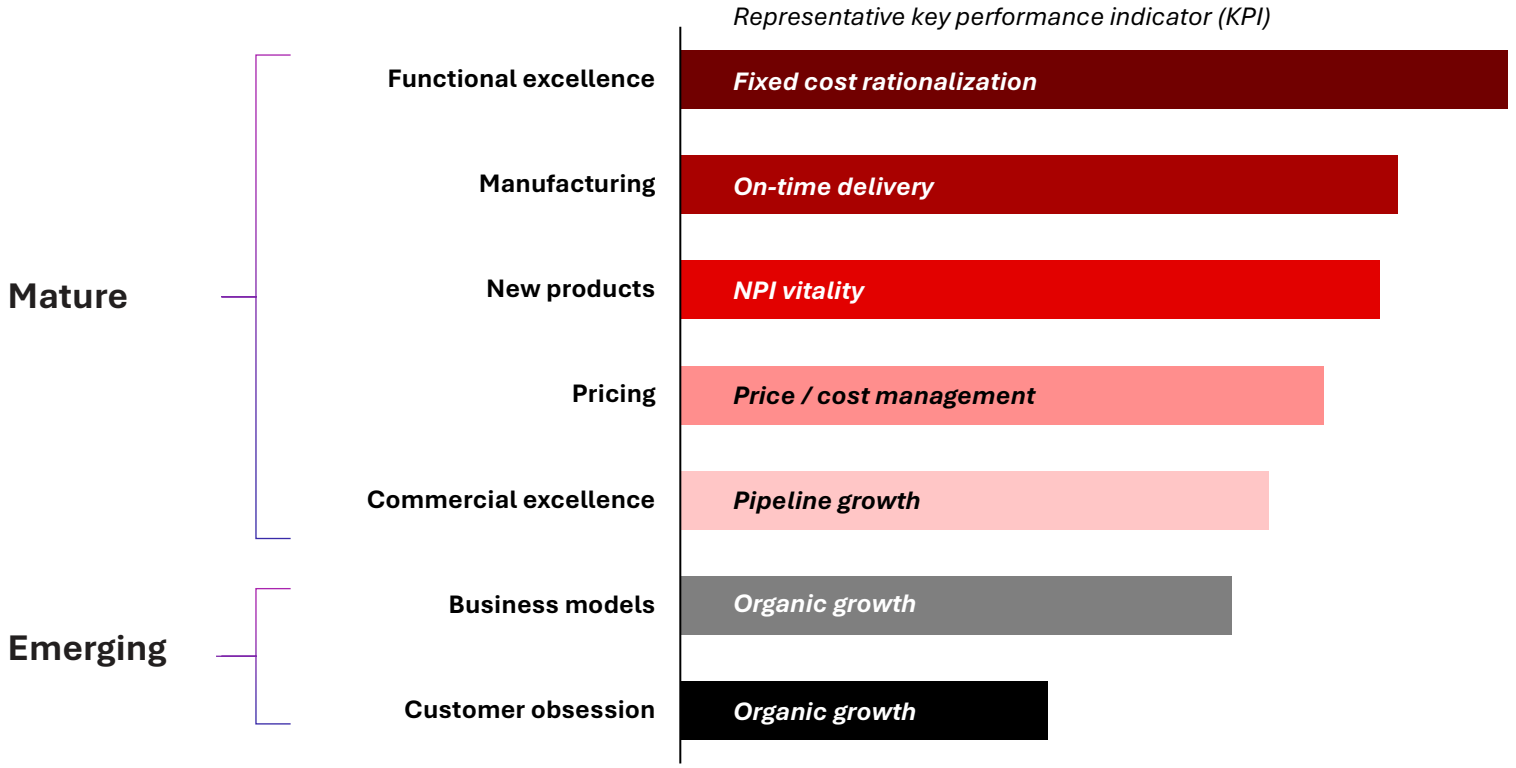




Honeywell Technologies Forge enabling growth through autonomous solutions

# Operating system enabling profitable growth



## Level of maturity / penetration within Honeywell Technologies Accelerator




## 2025 proof points

88% on-time to first promise, up from 63% in 2022

43% NPI vitality, up from 21% in 2017 [1,2]

3% avg. growth from price (2023 - 2025)

30% pipeline growth (2023 - 2025)

Over 2% LTM avg. organic growth* in 4Q25, up from (6%) in 1Q24

*Non-GAAP financial measure
Figures above, except for LTM avg. organic growth, exclude WWS and PSS, which were sold in July 2026 and August 2026, respectively.
[1] NPI vitality refers to percent of sales derived from new products over a three-year period.
[2] NPI vitality for 2017 – 2021 includes aerospace, PPE, Advanced Materials, PSS and WWS, which are excluded in 2023 and 2025.

**Operating system geared towards driving profitable growth**

# Best-in-class management team

Vimal Kapur
**Chairman and CEO**
*HON Tenure: 37 years*

Honeywell

Billal Hammoud
**CEO, Building Automation**
*13 years*

ESAB

Scott Hillpot
**Chief ISC Officer**
*18 years*

Honeywell

Peter Kropik
**Enterprise Transformation and Chief Digital Officer**
*22 years*

Honeywell

Pete Lau
**CEO, Industrial Automation**
*4 years*

HUBBELL FARO

Su Ping Lu
**General Counsel**
*16 years*

WILSON SONSINI

Anant Maheshwari
**CEO, Global Regions and Strategy**
*16 years*

Microsoft

Jim Masso
**CEO, Process Automation**
*1 year*

APG

Jennifer Reilly
**Chief HR Officer**
*3 years*

mks danaher

Eric Seidel
**Chief Commercial Officer**
*9 years*

Ingersoll Rand

Mike Stepniak
**Chief Financial Officer**
*6 years*

Baker Hughes

Suresh Venkatarayalu
**CTO and President, Connected Enterprise**
*31 years*

Honeywell

Ken West
**CEO, Process Technology**
*7 years*

PPG

Brands and logos are trademarks of their respective owners | Companies representing previous relevant career experience of each member.

**Strong leadership with shared vision for executing growth mindset**

# Business segments

Honeywell Technologies

# Building Automation (BA) | Overview

## 2025 financial overview

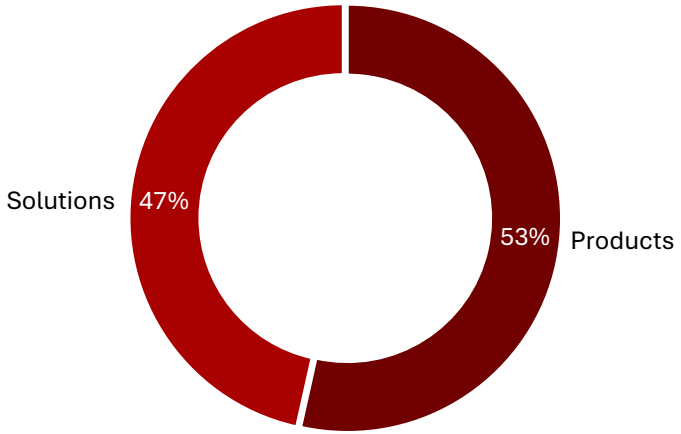
**$7.4B**
Sales

**26.5%**
Segment margin

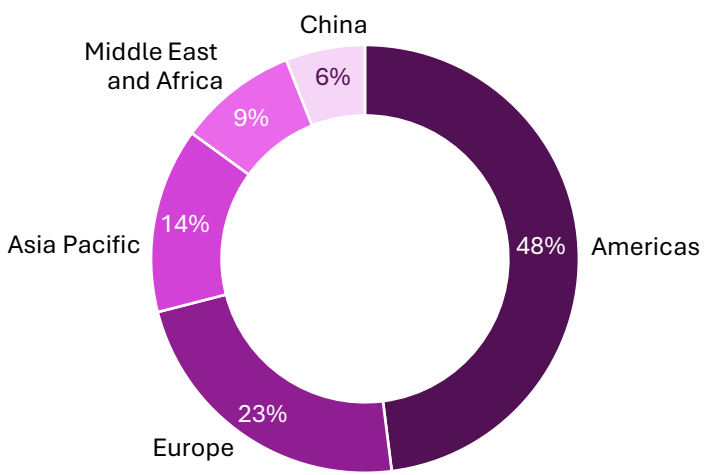
## Business description

- Leading provider of integrated solutions spanning controls, software, install and services
- Equipment-agnostic offerings with large aftermarket opportunity
- Global footprint with distinctive channel partner network
- Exposure to higher-growth verticals (e.g., datacenters, healthcare, hospitality)
- Differentiated, connected building platform driving recurring revenue
- New product introductions fueled by increased R&D investment

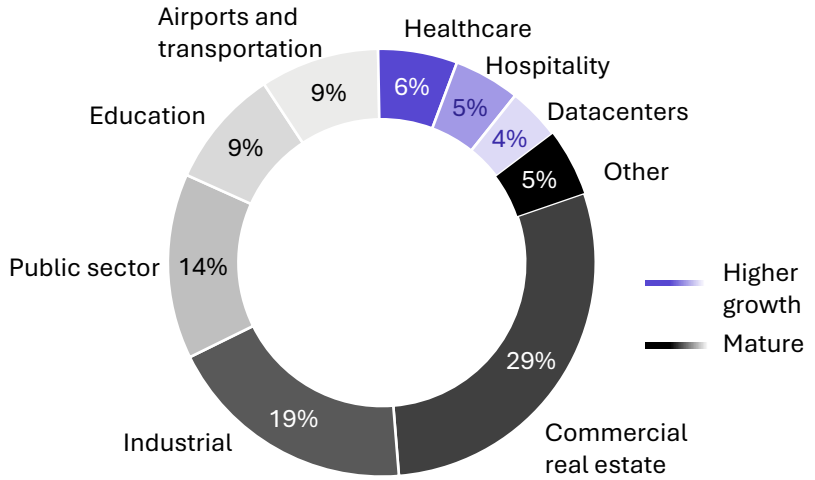
### Business mix




### Geographic mix




### Vertical mix




Represents composition of 2025 sales.

**Momentum driven by higher-growth verticals and regions**

# BA | Offerings by vertical

**Leading position in controls and gateways** | **Tridium open connectivity platform** | **Multi-domain optimization** | **HON Forge proprietary software algorithms** | **Ecosystem and channel innovation**

## Education

- Building and energy management
- CCTV and access control
- Fire detection and public address and voice alarm (PAVA)

## Airports

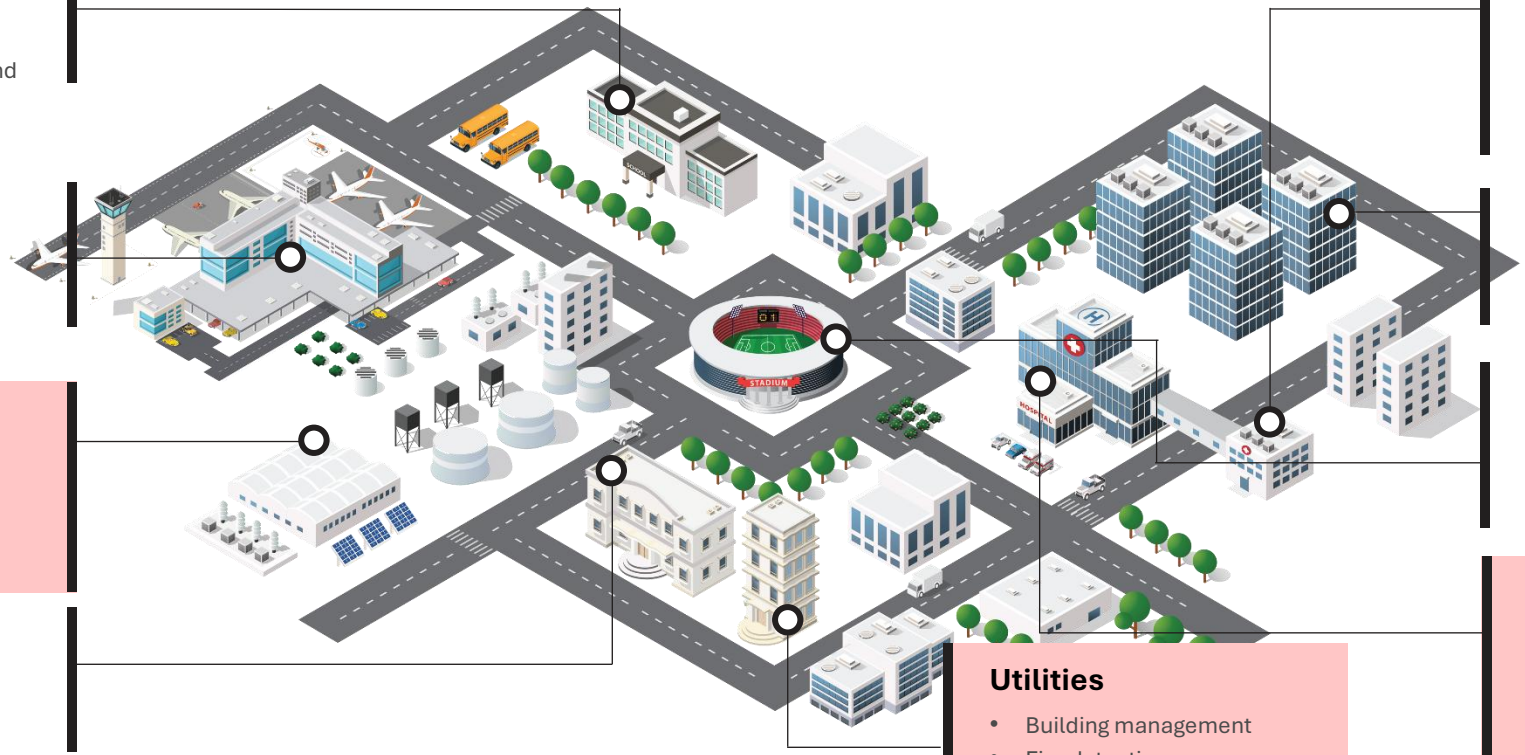
- Building and energy management
- Fire detection and PAVA
- CCTV and access control
- Airfield lighting
- Ground traffic management

## Datacenters

- Environmental and energy management
- Advanced fire detection
- Integrated security

## Hospitality

- Guestroom experience
- Energy management
- Guestroom access management
- Fire detection and PAVA




## Utilities

- Building management
- Fire detection
- CCTV and access controls
- Demand response

## Healthcare

- Room pressurization controls
- Fire detection and PAVA
- Building and energy management
- Integrated security
- Command and control suite

## Commercial real estate

- Cloud and local energy management
- Fire detection
- CCTV and access control

## Stadiums

- CCTV and access control
- Fire detection and PAVA
- Building and energy management
- Command and control suite

## Life sciences / semis

- Room pressurization controls
- Fire detection and PAVA
- Building and energy management
- Integrated security
- Validated environmental management

Represents cross-segment selling opportunities

**Delivering safety, security, and energy management offerings in mission-critical environments**

# BA | Products and solutions

| Composition of 2025 sales | | Key applications | Key differentiators |
|---|---|---|---|
| Products | **Fire** | • Fire control panel and detection systems<br>• Advanced fire detection<br>• Self testing and connected life safety solutions<br>• Emergency notification systems | • Trusted brand in fire with well-established global channel<br>• Remote operations, self-testing capabilities |
| | **Security** | • Access control, global identification management, and electronic locks<br>• Video management systems<br>• Integrated security | • Leading brands with vast installed sites<br>• Accelerating customer transition from on-prem to cloud |
| | **Building management** | • Advanced controls (controllers, sensors)<br>• Optimization software<br>• Vertical solutions (Retail, Hospitality, Pharma) | • Proprietary engineering tools including open integration platform (Niagara)<br>• Global network of channel partners |
| Solutions | **Projects** | • Project design, management, engineering, installation, and commissioning of stand-alone or integrated building sub-systems | • Hardware-agnostic multi-domain optimization<br>• Ability to execute complex projects at global scale and standardize implementation |
| | **Services** | • Remote management and monitoring<br>• Managed services<br>• Honeywell Technologies Forge connected applications | • Leveraging Honeywell Technologies Forge platform to drive outcome-based solutions<br>• Shifting from traditional field service to remote / hybrid model |

**Controls expertise addressing skilled labor shortage**

# BA | Medium-term framework

## Three-year targets

**MSD - HSD**
Organic sales growth

**~29%**
Segment margin

### Growth drivers

**Focused vertical and regional play**
- Grow installed base in high-growth and critical verticals
- Focus on customer outcomes and driving aftermarket services

**NPI platforms to consistently drive innovation**
- Fueled by DD% growth in R&D investment in 2025 and 2026
- Growth through software, solutions and customer co-creation

**Connected buildings**
- Implemented tiered solutions architecture for scalability
- Installed base monetization to increase customer lifetime value
- SaaS / services growth | Cloud native platforms

### Honeywell Technologies Accelerator enables best-in-class execution

Ramp in demand-driven volume leverage following significant investments in R&D, capacity and people

Value pricing

Productivity

Margin-accretive offerings and verticals

**Strategic priorities to drive growth momentum and margin expansion**

# Industrial Automation (IA) | Overview

## 2025 financial overview

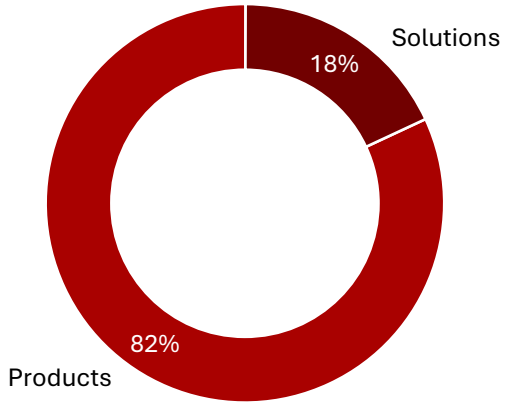
**$3.7B**
Sales

**~20%**
Segment margin*

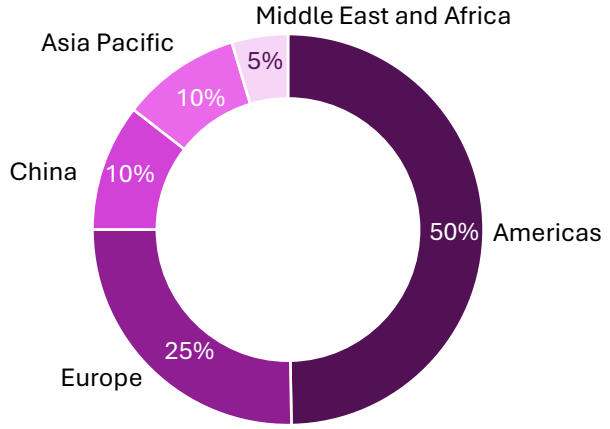
## Business description

- Distinctive, mission-critical offerings in highly-regulated applications with exceptionally strong customer loyalty
- Offerings designed to prevent failures causing immediate material impact on safety, human life, operations, revenue or compliance
- Diversified vertical exposure aligned with secular growth trends
- Complementary business models with attractive installed base and services

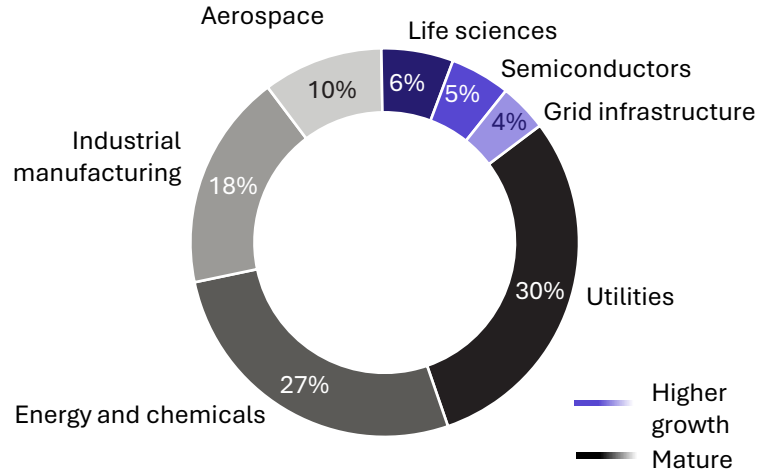
### Business mix




### Geographic mix




### Vertical mix




*Non-GAAP financial measure
Financials represent 2025 sales and segment profit; excludes $0.4B of sales from PPE, which was sold in May 2025, and $2.1B of sales from WWS and PSS, which were sold in July 2026 and August 2026, respectively.

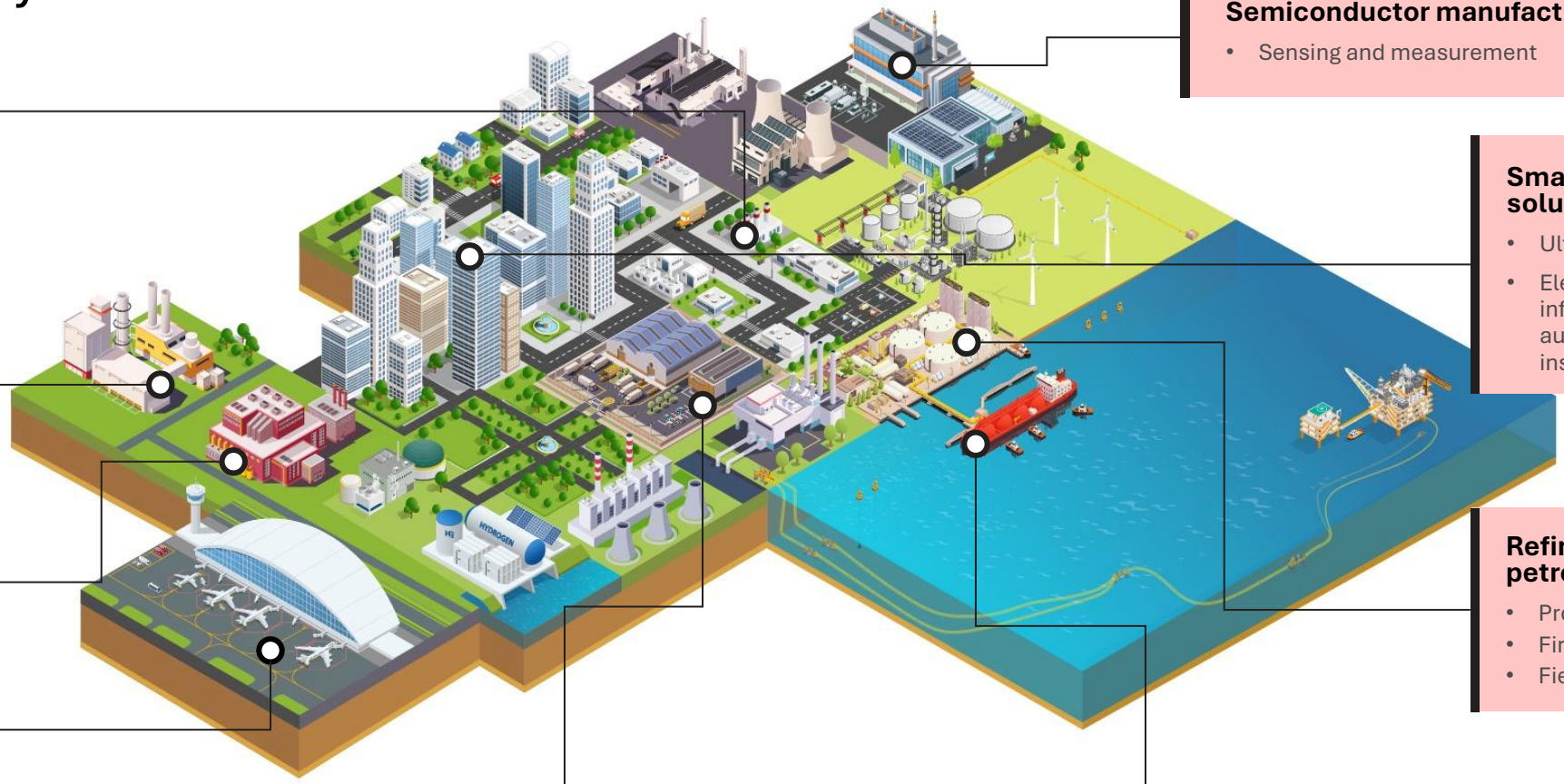
**Sensing and measurement is foundational to the tech stack**

# IA | Offerings by vertical

**Industrial safety**
- Fixed and portable gas detection sensors

**Life sciences, medical devices**
- Sensors and solutions

**Industrial plants**
- Burner management systems
- Burners, fuel and air delivery




**Semiconductor manufacturing**
- Sensing and measurement

**Smart grid utility solutions**
- Ultrasonic gas meters
- Electric advanced metering infrastructure, grid automation, visibility and insights solutions

**Refinery and petrochemicals**
- Process safety systems
- Fire and gas systems
- Field instrumentation

**Aerospace**
- Precision position sensors
- Limit switches
- Toggles

**Industrial OEMs**
- Industrials sensors switches
- Pressure, gas, position, speed and force sensing

**Marine, terminals and upstream**
- Terminal and inventory management
- Level and temperature measurement solutions

Represents cross-segment selling opportunities

Broad portfolio of intelligent sensing and measurement solutions

# IA | Products and solutions

| | Measurement | | Sensing |
|---|---|---|---|
| | Industrial | Utility | Industrial |
| **Applications** | High reliability and safety measurement for multi-industry applications (semiconductors, O&G, discrete) | High accuracy custody transfer measurement for electric, water and gas utilities | Sensing applications in semiconductors, life sciences, aerospace, datacenter and industrial |
| **Representative products** | | | |
| **Composition of revenue[1]** | | | |
| | Solutions | | |
| | Large installed base of 69.5M units (~17% under contract) with deep customer relationships | Stable, non-discretionary aftermarket demand driven by regulatory and safety requirements | High-margin business with strong cash conversion |

[1]Represents composition of 2025 sales; excludes $0.4B of sales from PPE, which was sold in May 2025, and $2.1B of sales from WWS and PSS, which were sold in July 2026 and August 2026, respectively.

**Mission-critical offerings that drive meaningful outcomes for industrial customers**

# IA | Medium-term framework

## Three-year targets

**MSD**
Organic sales growth

**~25%**
Segment margin

| Growth drivers | Honeywell Technologies Accelerator enables best-in-class execution |
|---|---|

**Participation in attractive markets and segments**

- Mission-critical applications in regulated spaces tied to secular growth trends
- High serviceability, low price elasticity, high cost of switching
- Higher-growth vertical expansion

**Services and software transformation**

- Large installed base with full monetization over lifecycle
- Outcome-based solutions leveraging Honeywell Technologies Forge and AI

**Strong innovation engine to maintain and grow share**

- Increased R&D driving NPI in higher-growth verticals
- Customer co-innovation, customer focus and regionalization

+

Demand-driven volume leverage

Value pricing

Productivity

Margin-accretive offerings and verticals

**Actionable growth and margin expansion levers powered by Honeywell Technologies Accelerator**

# Process Automation & Technology (PA&T) | Overview

## 2025 financial overview

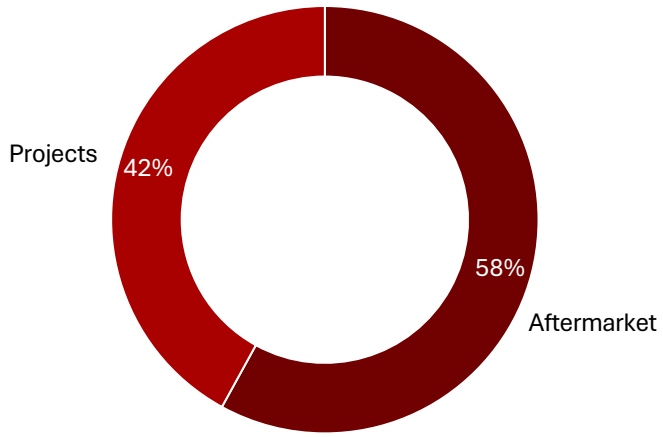
**$6.4B**
Sales

**24.0%**
Segment margin

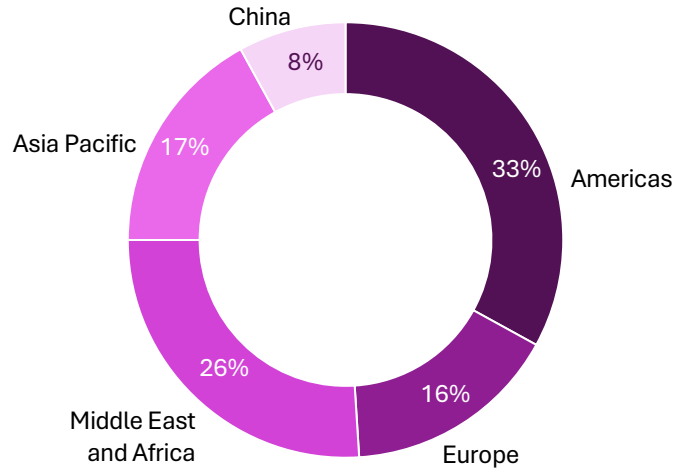
## Business description

- End-to-end lifecycle solutions across physical and digital applications
- Global installed base, provides platform for recurring services and software revenue
- Differentiated domain expertise in energy, petrochemicals, grid and life sciences
- Connected AI-enabled, technology platform, enabling enterprise-level impact
- Operate in critical applications; growing from ~$55B serviceable addressable market

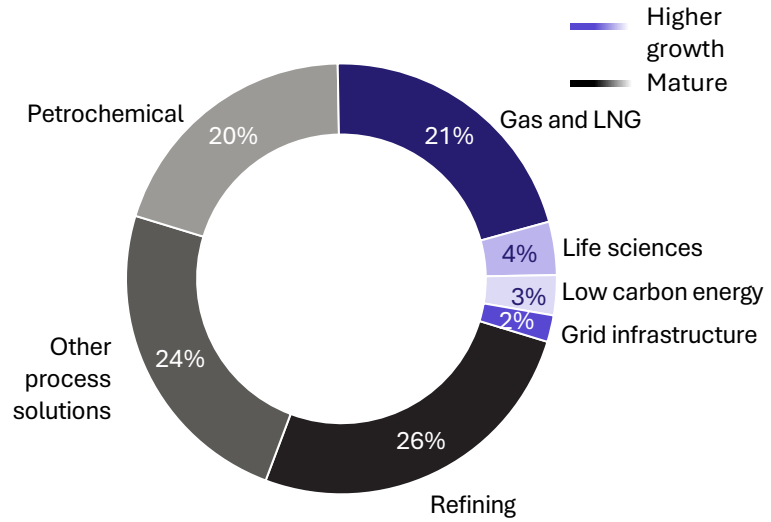
## Business mix




## Geographic mix




## Vertical mix




Represents composition of 2025 sales.

**Leading position with attractive growth and margins**

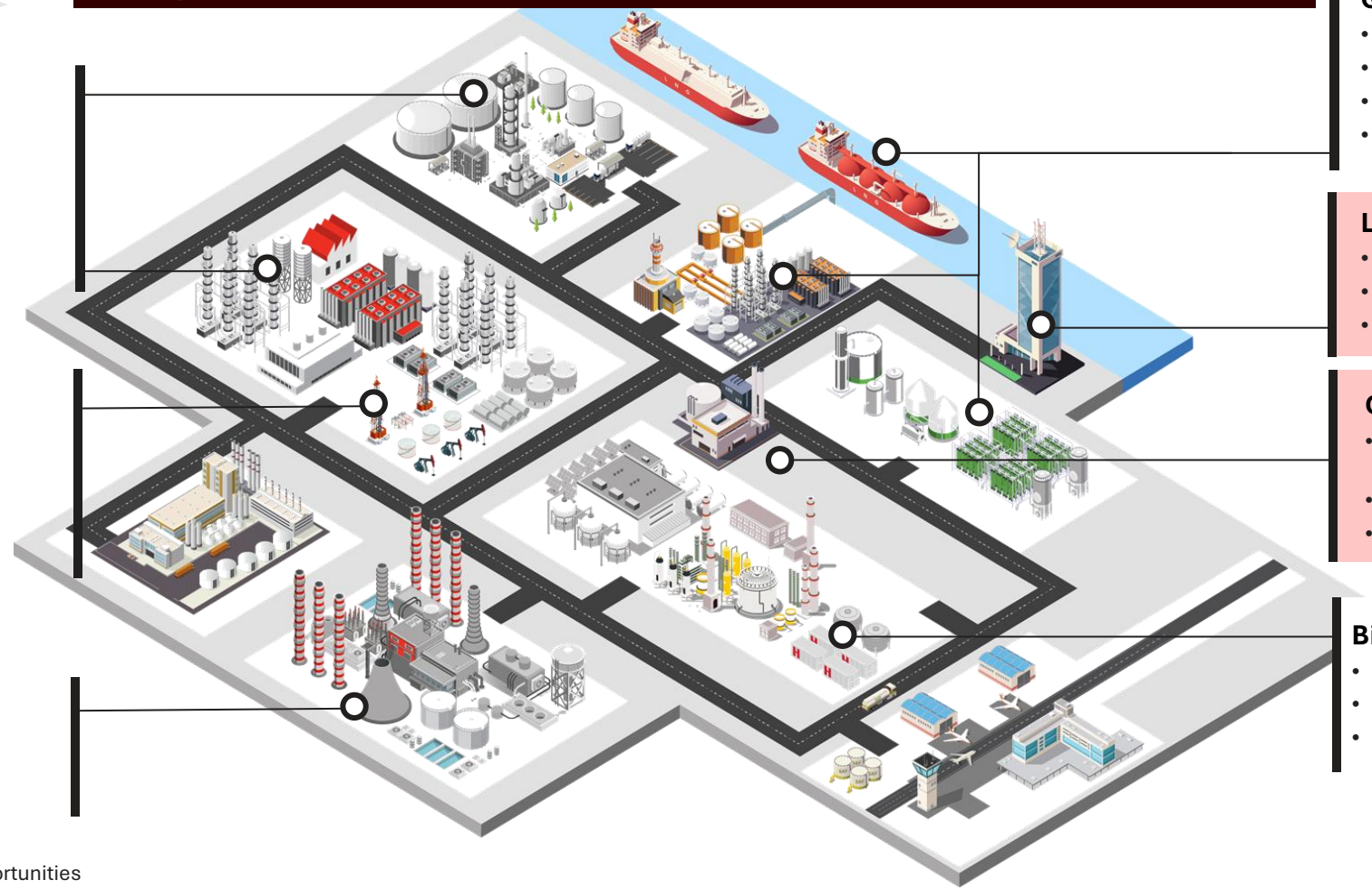
# PA&T | Offerings by vertical

| Services and expertise | Connected digital solutions | OT cybersecurity | Autonomous operations |
|---|---|---|---|

### Refining and petrochemicals
- Process technology and licensing
- Digital, optimization and connected solutions
- Catalysts and adsorbents
- Lifecycle services and operations support

### Energy production
- Control, safety and wellhead systems
- Compression and rotating equipment controls
- Enterprise data and operations management
- Emissions, energy and sustainability

### Other process and industrial
- Industrial adsorbents and materials
- Quality, safety and compliance
- Optimization and equipment performance



### Gas and LNG
- Gas processing and treating
- Liquefaction and modular LNG
- Automation systems and software
- Rotating and mechanical equipment

### Life sciences
- Automation systems
- Manufacturing execution and control
- Quality and compliance systems

### Grid infrastructure
- Carbon capture and emissions reduction
- Power plant automation and controls
- Energy storage solutions

### Biofuels and low carbon energy
- Renewable and sustainable fuels
- Hydrogen and clean energy solutions
- Automation, controls and digital suites

Represents cross-segment selling opportunities

OT: Operational Technology

**Integrated process portfolio enabling digital transformations for customers**

# PA&T | Portfolio of integrated solutions

| Line of business | Composition of 2025 sales | Value creation drivers | Cross-portfolio customer examples |
|---|---|---|---|
| **Process technology and equipment** | | Proprietary technologies and engineering that enable customers to build advantaged facilities with superior economics and lower execution risk | ExxonMobil<br>Chevron<br>Shell<br>Adnoc<br>Saudi Aramco<br>Marathon<br>Reliance Industries Limited<br>Boston Scientific<br>AngloAmerican<br>Daiichi Sankyo |
| **Catalysts and adsorbents** | | Consumable performance materials that drive plant profitability while generating high-margin recurring revenue | |
| **Aftermarket services** | | Lifecycle solutions that convert installed assets into durable, long-term service relationships | |
| **Automation, control and safety systems** | | Mission-critical platforms that help ensure safe, reliable and optimized industrial operations | |
| **Digital and cybersecurity** | | Software and AI solutions that enhance productivity, resilience and sustainability across connected operations | |

Represents composition of 2025 Sales. Brands and logos are trademarks of their respective owners.

**Value-enhancing, end-to-end process solutions**

# PA&T | Medium-term framework

## Three-year targets

**MSD**
Organic sales growth

**~25%**
Segment margin

### Growth drivers

**Higher-growth verticals shifting business mix**

- Unparalleled domain expertise coupled with vast installed base
- Increased global energy and energy security demand driving investment
- Expansion within LNG, life sciences, low carbon energy and grid infrastructure

**Monetizing installed base**

- End-to-end lifecycle capabilities from design to optimization driving 30+ years of high-margin sales runway
- Expanding annual recurring revenue through services and software growth
- Growing demand for OT cybersecurity offerings

**Unlocking synergies through cross selling**

- Integrated solutions, portfolio synergies and digital and services growth delivering incremental margin expansion

### Honeywell Technologies Accelerator enables best-in-class execution

Demand-driven volume leverage

Value pricing

Productivity

Margin-accretive offerings and verticals

Strong project management

OT: Operational Technology

**Integrated portfolio positions Process Automation & Technology for structurally differentiated growth**

# Financial overview and medium-term targets

Honeywell Technologies

# Value creation engine

| 1 | 2 | 3 |
|---|---|---|
| 4% - 6%<br>Organic growth | 60+ bps<br>Annual segment margin expansion | Prudent capital allocation framework |

## Stronger top line

- Faster pace of new product introductions fueled by R&D investments
- Enhancing focus on higher-growth verticals
- Stronger pricing discipline

## Enhanced profitability

- Right-sized cost structure post spin and plan to completely eliminate stranded costs in 12 months
- Leverage Honeywell Technologies Accelerator operating system, GBS and AI to drive margin expansion

## Enabled by 90%+ FCF conversion

- Lower capex requirements
- Transfer of legacy asbestos and environmental liabilities
- ~100 bps working capital improvement annually
- Near-term debt repayment

← Services and software annual recurring revenue →

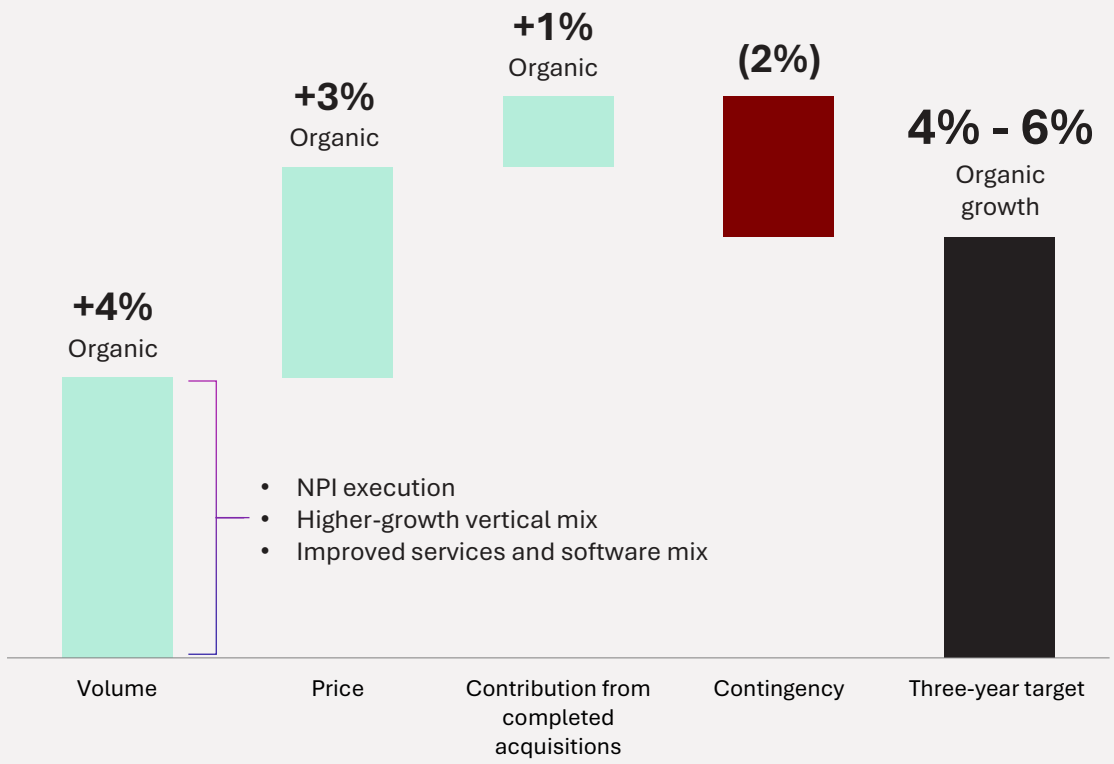
GBS: Global Business Services

**Strategy enables 10%+ annual earnings growth**

# Accelerating above-market sales growth



## Growth framework




## Growth drivers

- Attractive positions in growing end markets where we demonstrate strong offering differentiation
- Emerging NPI strategy fueled by R&D step-up, driving double-digit NPI growth[1] in 2025
- 3% annual price offsetting inflation and tariffs
- Completed acquisitions contributing at least ~1 point of incremental organic growth through 2029
- Outlook serves as prudent baseline for performance

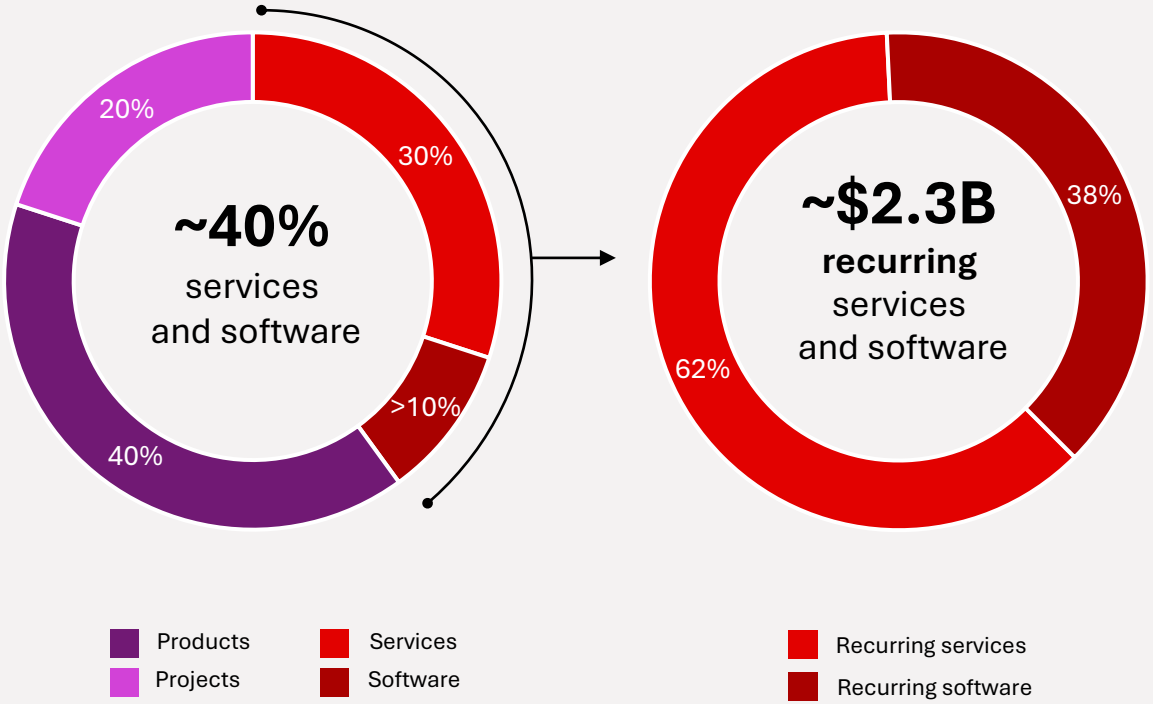
[1]Double-digit NPI growth in 2025 excludes WWS and PSS.

**Well-positioned for top quartile growth**

# Recurring services and software by the numbers



## >$2B recurring services and software




## Highlights

- Targeting >45% portfolio mix of services and software (up from ~40% today)
- ARR consists of software maintenance agreements, term licenses, services and digital AMS
- Recurring services and software includes ~$0.9B software ARR projected to grow 15% annually
- Honeywell Technologies Forge connecting over 6M assets across 324K sites globally for 32K customers
- Driving high-margin, recurring, predictable revenue streams

ARR: annualized value of recurring services and software
Note: Financials represent 2025 results for Honeywell (excluding aerospace, PSS and WWS)

**Recurring services and software a critical piece of our financial algorithm**

# Path to 60 bps annual margin expansion

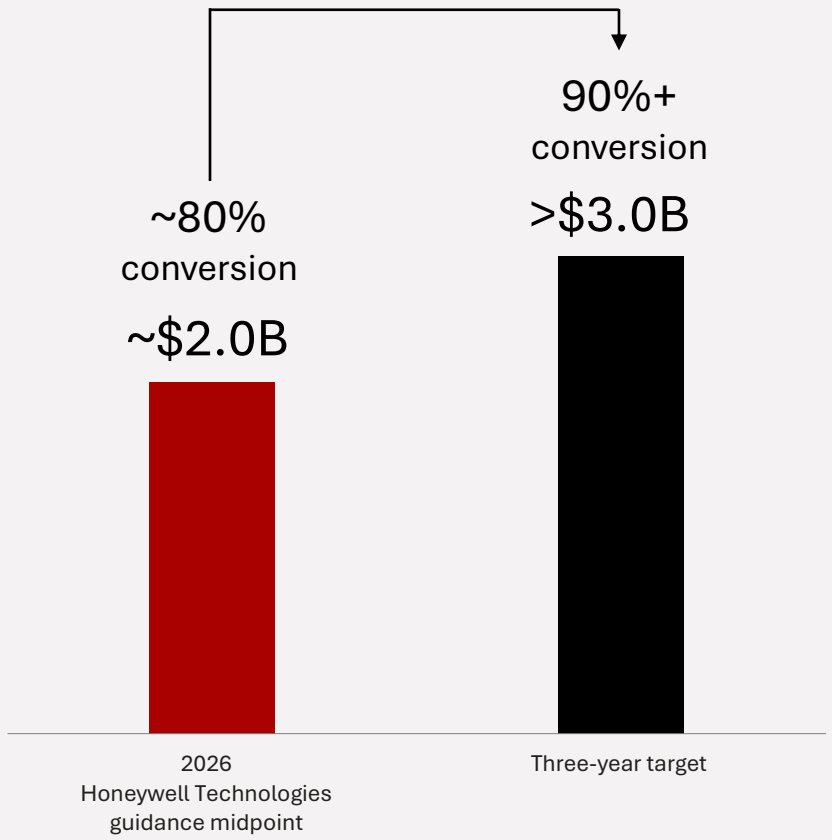


| | Target | Proof points |
|---|---|---|
| 1 Price | 3% - 4%<br>annually | • Stronger discipline and execution<br>• Revamped new product introduction engine<br>• Enabled by customer centricity and product differentiation |
| 2 Improving mix and NPI | >45%<br>services and software revenue mix | • Mix benefit as cross-selling opportunities and NPI vitality increase<br>• Shift to higher margin, recurring revenue streams to reduce cyclicality<br>• Supported by Honeywell Technologies Forge |
| 3 Cost productivity | ~100 bps<br>annually | • Honeywell Technologies Accelerator operating system<br>• Back-to-basics execution mindset … we know how to expand margins<br>• Incremental savings from reduction in number of legal entities and IT systems |

Agile operating system with multiple levers to expand margin

# Stronger free cash flow conversion






**Targeting 90%+ conversion 2027 - 2029**

- Now excludes non-cash pension income from adjusted earnings, +600 bps to FCF conversion in 2026
- Lower cash interest payments following debt paydown
- Assumes adjusted effective tax rate of ~19%; lower cash taxes
- Conversion improvement predominantly driven by high quality earnings growth, removal of stranded costs and accretion from divestitures
- ~1pt annual working capital improvement driven by improved inventory and collections performance

Improved free cash flow conversion

# Strategically deploying capital



**Near term**

Prioritizing debt repayment to maintain strong, investment grade credit rating;
Targeting gross leverage **<3.0x** and flat share count

**Medium-term priorities**

## Growth investments

Capex ~3% of sales annually

## Returning excess capital to shareholders

~35% dividend payout ratio

1% annual share count reduction

## Bolt-on M&A

Targeting acquisitions in $2B - $4B range

Clear capital allocation framework; prioritizing debt repayment near term

# Medium-term framework

| | 2026 guidance | 2H26 guidance | Three-year targets |
|---|---|---|---|
| **Organic Growth**<br>Annual recurring revenue | 3% - 4% | 4% - 6% | **4% - 6%**<br>~15% annual recurring software revenue growth |
| **Segment Margin**<br>Expansion | 20.1% - 20.5%<br>Up 250 - 290 bps[1] | 21.0% - 21.7%<br>Up 320 - 390 bps[1] | **~24%**<br>~60 bps average annual segment margin expansion |
| **Adjusted EPS***<br>Growth | $8.05 - $8.35<br>Up 25% - 29%[1] | $4.33 - $4.63<br>Up 22% - 31%[1] | **~$12.00**<br>10%+ annual adj. EPS growth |
| **Free Cash Flow***[2]<br>Conversion | ~$2.0B | ~$1.5B<br>95% conversion | **>$3B**<br>90%+ conversion |

*Contains non-GAAP financial measures. See Appendix for reconciliation of non-GAAP measures.
[1]Estimated 2026 segment margin expansion and adjusted EPS growth reflect the impact of retained corporate assessment previously allocated to aerospace in 2025 and through Q2 2026.
[2]With respect to the company outlook for 2026, free cash flow adjusts for capital expenditures and spin-off and separation-related cost payments.

Financial framework supports three-year commitments

# Why own Honeywell Technologies?

1. A transformed and simplified Honeywell portfolio
2. Differentiated pure-play, global automation leader benefitting from secular tailwinds
3. Portfolio mix and business model approach enabling 10%+ annual adjusted earnings growth with 90%+ free cash flow conversion
4. Optionality to compound future earnings with annual recurring revenue focus leveraging AI
5. Execution culture coupled with mature Honeywell Technologies Accelerator operating system delivering results

# Appendix

# Acronyms

ARR: Annualized value of recurring services and software
BMS: Building Management Systems
DCIM: Datacenter Information Management Systems
EBI: Enterprise Buildings Integrator
EPMS: Electrical Power Management System
GBS: Global Business Services
HPS: Honeywell Process Solutions
HSS: Honeywell Sensing Solutions
HTS: Honeywell Thermal Solutions
IMC: Industrial Measurement and Controls
OT: Operational technology
OPEN: Operations performance and enterprise network
PPE: Personal Protective Equipment
PSS: Productivity Solutions and Services
SAM: Serviceable Addressable Markets
SME: Smart Energy
UOP: Universal Oil Products
WWS: Warehouse and Workflow Solutions

# Appendix

## Non-GAAP Financial Measures

The following information provides definitions and reconciliations of certain non-GAAP financial measures presented in this presentation to which reconciliations are attached to the most directly comparable financial measures calculated and presented in accordance with generally accepted accounting principles (GAAP). The reconciliations include the financial measures on a consolidated Honeywell basis and include adjustments related to the separation of Honeywell Aerospace (the Separation Adjustments). The amounts shown as Separation Adjustments are unaudited and represent our best estimates.

Management believes that, when considered together with reported amounts, these measures are useful to investors and management in understanding our ongoing operations and in the analysis of ongoing operating trends. These measures should be considered in addition to, and not as replacements for, the most comparable GAAP measure. Certain measures presented on a non-GAAP basis represent the impact of adjusting items net of tax. The tax-effect for adjusting items is determined individually and on a case-by-case basis. Other companies may calculate these non-GAAP measures differently, limiting the usefulness of these measures for comparative purposes.

Management does not consider these non-GAAP measures in isolation or as an alternative to financial measures determined in accordance with GAAP. The principal limitations of these non-GAAP financial measures are that they exclude significant expenses and income that are required by GAAP to be recognized in the consolidated financial statements. In addition, they are subject to inherent limitations as they reflect the exercise of judgments by management about which expenses and income are excluded or included in determining these non-GAAP financial measures. Investors are urged to review the reconciliation of the non-GAAP financial measures to the comparable GAAP financial measures and not to rely on any single financial measure to evaluate Honeywell's and Honeywell Technologies' business.

As indicated herein, certain forward-looking non-GAAP financial measures are not reconciled because management cannot reliably predict or estimate certain items for the reasons specified herein with respect to each non-GAAP financial measure.

## Reconciliation of Net Sales to Segment Sales Excluding Spin-off and Divestiture Impact

| *($M)* | 2025 |
|---|---|
| **Honeywell** | |
| Net sales | $ 37,442 |
| Less: Net sales attributable to Quantinuum | 30 |
| Segment sales | 37,412 |
| Less: Net sales attributable to Aerospace Technologies | 17,497 |
| Less: Net sales attributable to Productivity Solutions and Services | 1,132 |
| Less: Net sales attributable to Warehouse and Workflow Solutions | 933 |
| Less: Net sales attributable to Personal Protective Equipment[1] | 382 |
| Segment sales excluding spin-off and divestiture impact | $ 17,468 |
| **Industrial Automation** | |
| Segment sales | $ 6,111 |
| Less: Net sales attributable to Productivity Solutions and Services | 1,132 |
| Less: Net sales attributable to Warehouse and Workflow Solutions | 933 |
| Less: Net sales attributable to Personal Protective Equipment[1] | 382 |
| Segment sales excluding spin-off and divestiture impact | $ 3,664 |
| **Industrial Automation - Products** | |
| Segment sales | $ 4,284 |
| Less: Net sales attributable to Productivity Solutions and Services | 903 |
| Less: Net sales attributable to Personal Protective Equipment[1] | 382 |
| Net sales excluding spin-off and divestiture impact | $ 2,999 |
| **Industrial Automation - Solutions** | |
| Segment sales | $ 1,827 |
| Less: Net sales attributable to Productivity Solutions and Services | 229 |
| Less: Net sales attributable to Warehouse and Workflow Solutions | 933 |
| Segment sales excluding spin-off and divestiture impact | $ 665 |

1 For the twelve months ended December 31, 2025, reflects a $382 million impact to sales earned prior to the divestiture.

We define net sales excluding spin-off and divestiture impact as reported net sales less sales attributable to Aerospace Technologies business, due to the spin-off on June 29, 2026, and sales attributable to the Productivity Solutions and Services, Warehouse and Workflow Solutions, and Personal Protective Equipment businesses, which were sold in August 2026, July 2026, and May 2025, respectively. We believe this measure is useful to investors and management in understanding our ongoing operations and in analysis of ongoing operating trends.

**Reconciliation of Operating Income to Segment Profit Excluding Spin-off and Divestiture Impact, Calculation of Segment Profit Margin Excluding Spin-off and Divestiture Impact**

| | 2025 | | |
|---|---|---|---|
| *($M)* | Honeywell | Less: Spin-off and Divestiture Impact[1] | Excluding Spin-off and Divestiture Impact |
| Operating income | $ 5,573 | $ 3,027 | $ 2,546 |
| Stock compensation expense[4] | 196 | 43 | 153 |
| Repositioning, other [2,3] | 675 | 231 | 444 |
| Amortization of acquisition-related intangibles[6] | 570 | 123 | 447 |
| Pension and other postretirement service costs[3] | 73 | 16 | 57 |
| Acquisition-related costs[5] | 2 | — | 2 |
| Indefinite-lived intangible asset impairment[6] | 44 | — | 44 |
| Impairment of goodwill | 724 | 724 | — |
| Impairment of assets held for sale | 270 | 270 | — |
| Loss on Quantinuum[7] | 187 | — | 187 |
| Segment profit | $ 8,314 | | $ 3,880 |
| Segment profit | 8,314 | | 3,880 |
| ÷ Segment sales | 37,412 | | 17,468 |
| Segment profit margin % | 22.2 % | | 22.2 % |

1 Excludes the impacts attributable to the Aerospace Technologies business, due to the spin-off on June 29, 2026, the Productivity Solutions and Services, Warehouse and Workflow Solutions, and Personal Protective Equipment businesses, which were sold in August 2026, July 2026, and May 2025, respectively
2 Includes repositioning, asbestos, environmental expenses, equity income adjustment, and other charges
3 Included in Cost of products and services sold and Selling, general and administrative expense
4 Included in Selling, general and administrative expenses
5 Included in Cost of products and services sold. Includes acquisition-related fair value adjustments to inventory
6 Included in Cost of products and services sold
7 Includes consolidated losses of Quantinuum prior to the deconsolidation of the Company's investment in Quantinuum, which does not meet the definition of an operating segment

We define operating income as segment sales less total cost of products and services sold, research and development expenses, selling, general and administrative expenses, impairment of goodwill, and impairment of assets held for sale. We define segment profit, on an overall company basis, as operating income, excluding stock compensation expense, pension and other postretirement service costs, amortization of acquisition-related intangibles, certain acquisition- and divestiture-related costs and impairments, repositioning and other charges, and the results of Quantinuum. We define segment profit margin, on an overall company basis, as segment profit divided by net sales. These measures are shown on an overall Honeywell and Honeywell Technologies basis and excluding spin-off and divestiture impact, which excludes the respective impacts attributable to the Aerospace Technologies business, due to the spin-off on June 29, 2026, attributable to the Productivity Solutions and Services, Warehouse and Workflow Solutions, and Personal Protective Equipment businesses, which were sold in August 2026, July 2026, and May 2025, respectively. We believe these measures are useful to investors and management in understanding our ongoing operations and in analysis of ongoing operating trends.

A quantitative reconciliation of operating income to segment profit, on an overall Honeywell Technologies basis, has not been provided for all forward-looking measures of segment profit and segment profit margin included herein. Management cannot reliably predict or estimate, without unreasonable effort, the impact and timing on future operating results arising from items excluded from segment profit. The information that is unavailable to provide a quantitative reconciliation could have a significant impact on our reported financial results. To the extent quantitative information becomes available without unreasonable effort in the future, and closer to the period to which the forward-looking measures pertain, a reconciliation of operating income to segment profit will be included within future filings.

Acquisition amortization and acquisition- and divestiture-related costs are significantly impacted by the timing, size, and number of acquisitions or divestitures we complete and are not on a predictable cycle and we make no comment as to when or whether any future acquisitions or divestitures may occur. We believe excluding these costs provides investors with a more meaningful comparison of operating performance over time and with both acquisitive and other peer companies.

## Reconciliation of Organic Sales Percent Change Excluding Spin-off Impact, Calculation of LTM Average Organic Growth

| | 2Q23 | 3Q23 | 4Q23 | 1Q24 | 2Q24 | 3Q24 | 4Q24 | 1Q25 | 2Q25 | 3Q25 | 4Q25 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Honeywell** | | | | | | | | | | | |
| **Reported sales percent change** | 2% | 4% | 2% | 2% | 5% | 6% | 8% | 9% | 9% | 7% | 6% |
| **Less: Impact of divestitures to the prior period** | —% | —% | —% | —% | —% | —% | —% | —% | (1)% | (3)% | (3)% |
| **Reported sales percent change, adjusted for impact of divestitures** | 2% | 4% | 2% | 2% | 5% | 6% | 8% | 9% | 10% | 10% | 9% |
| **Less: Foreign currency translation** | (1)% | —% | —% | —% | —% | —% | —% | (1)% | —% | —% | 1% |
| **Less: Acquisitions** | —% | 1% | —% | —% | 1% | 3% | 6% | 5% | 5% | 4% | 1% |
| **Less: Other[1]** | —% | —% | —% | —% | —% | —% | —% | —% | —% | —% | (4)% |
| **Organic sales percent change** | 3% | 3% | 2% | 2% | 4% | 3% | 2% | 5% | 5% | 6% | 11% |
| **Less: Aerospace Technologies organic sales percent change[2]** | 7% | 8% | 9% | 10% | 9% | 5% | (1)% | 3% | —% | 5% | 9% |
| **Organic sales percent change excluding spin-off impact** | (4)% | (5)% | (7)% | (8)% | (5)% | (2)% | 3% | 2% | 5% | 1% | 2% |

| | 1Q24 | | 2Q24 | | 3Q24 | | 4Q24 | | 1Q25 | | 2Q25 | | 3Q25 | | 4Q25 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2Q23 | (4)% | 3Q23 | (5)% | 4Q23 | (7)% | 1Q24 | (8)% | 2Q24 | (5)% | 3Q24 | (2)% | 4Q24 | 3% | 1Q25 | 2% |
| 3Q23 | (5)% | 4Q23 | (7)% | 1Q24 | (8)% | 2Q24 | (5)% | 3Q24 | (2)% | 4Q24 | 3% | 1Q25 | 2% | 2Q25 | 5% |
| 4Q23 | (7)% | 1Q24 | (8)% | 2Q24 | (5)% | 3Q24 | (2)% | 4Q24 | 3% | 1Q25 | 2% | 2Q25 | 5% | 3Q25 | 1% |
| 1Q24 | (8)% | 2Q24 | (5)% | 3Q24 | (2)% | 4Q24 | 3% | 1Q25 | 2% | 2Q25 | 5% | 3Q25 | 1% | 4Q25 | 2% |
| **LTM average organic growth** | (6)% | | (6)% | | (6)% | | (3)% | | (1)% | | 2% | | 3% | | 2% |

1 Includes Flexjet-related litigation matters of $312 million, which are considered to be unusual and not indicative of the Company's ongoing performance
2 Excludes organic sales percent change attributable to the Aerospace Technologies business, due to the spin-off on June 29, 2026.

We define organic sales percent change as the year-over-year change in reported sales relative to the comparable period, adjusted for the impact of divestitures to the prior period, and excluding the impact on sales from foreign currency translation, acquisitions for the first 12 months following the transaction date, and certain other items that are unusual or non-recurring in nature. We define organic sales percent change excluding spin-off impact as the organic sales percent changes excluding organic sales percent change attributable to the Aerospace Technologies business. Last twelve months ("LTM") Average Organic Growth is calculated as the average of the prior four quarters' organic sales percent change excluding spin-off. We believe these measures are useful to investors and management in understanding our ongoing operations and in analysis of ongoing operating trends.

A quantitative reconciliation of reported sales percent change to organic sales percent change has not been provided for the forward-looking measure of organic sales percent change because management cannot reliably predict or estimate, without unreasonable effort, the fluctuations in global currency markets that impact foreign currency translation, nor is it reasonable for management to predict the timing, occurrence and impact of acquisition and divestiture transactions, all of which could significantly impact our reported sales percent change.

## Reconciliation of Industrial Automation Segment Profit to Segment Profit Excluding Divestiture Impact, Calculation of Segment Profit Margin Excluding Divestiture Impact

| *($M)* | 2025 |
|---|---|
| **Industrial Automation** | |
| Segment profit | $ 896 |
| Net sales | 6,111 |
| Segment profit margin | 14.7 % |
| Segment profit | $ 896 |
| Less: Divestiture impact[1] | 150 |
| Segment profit excluding divestiture impact | $ 746 |
| Net sales | $ 6,111 |
| Less: Productivity Solutions and Services net sales[1] | 1,132 |
| Less: Warehouse and Workflow Solutions net sales[1] | 933 |
| Less: Personal Protective Equipment net sales[1] | 382 |
| Net sales excluding divestiture impact | $ 3,664 |
| Segment profit excluding divestiture impact | 746 |
| ÷ Net sales excluding divestiture impact | 3,664 |
| Segment profit margin excluding divestiture impact | 20.4 % |

1 Net sales and segment profit attributable to the Productivity Solutions and Services, Warehouse and Workflow Solutions, and Personal Protective Equipment businesses are excluded due to the divestitures completed in August 2026, July 2026, and May 2025, respectively.

We define segment profit excluding divestiture impact as reported segment profit less segment profit attributable to the Productivity Solutions and Services (PSS), Warehouse and Workflow Solutions (WWS), and Personal Protective Equipment (PPE) businesses, which were sold in August 2026, July 2026 and May 2025, respectively. We define net sales excluding divestiture impact as reported net sales less sales attributable to the PSS, WWS, and PPE businesses. We define segment profit margin excluding divestiture impact as segment profit excluding divestiture impact divided by net sales excluding divestiture impact. We believe these measures are useful to investors and management in understanding our ongoing operations and in analysis of ongoing operating trends.

## Reconciliation of Operating Income to Segment Profit, Calculation of Operating Income and Segment Profit Margins

| ($M) | 2025 Honeywell | 2025 Less: Separation Adjustments[1] | 2025 Honeywell Technologies | 2H 2025 Honeywell | 2H 2025 Less: Separation Adjustments[1] | 2H 2025 Honeywell Technologies |
|---|---|---|---|---|---|---|
| Operating income | $ 5,573 | $ 4,402 | $ 1,171 | $ 2,009 | $ 2,039 | $ (30) |
| Stock compensation expense[4] | 196 | 43 | 153 | 82 | 22 | 60 |
| Repositioning, other[2,3] | 675 | 285 | 390 | 574 | 255 | 319 |
| Amortization of acquisition-related intangibles[6] | 570 | 61 | 509 | 303 | 23 | 280 |
| Pension and other postretirement service costs[3] | 73 | 16 | 57 | 46 | 8 | 38 |
| Acquisition-related costs[5] | 2 | — | 2 | 9 | — | 9 |
| Indefinite-lived intangible asset impairment[6] | 44 | — | 44 | 44 | — | 44 |
| Impairment of goodwill | 724 | — | 724 | 724 | — | 724 |
| Impairment of assets held for sale | 270 | — | 270 | 255 | — | 255 |
| Loss on Quantinuum[7] | 187 | — | 187 | 111 | — | 111 |
| Segment profit | $ 8,314 | | $ 3,507 | $ 4,157 | | $ 1,810 |
| Net sales | 37,412 | 17,497 | 19,915 | 19,186 | 9,024 | 10,162 |
| Segment profit | 8,314 | | 3,507 | 4,157 | | 1,810 |
| ÷ Segment sales | 37,412 | | 19,915 | 19,186 | | 10,162 |
| Segment profit margin % | 22.2 % | | 17.6 % | 21.7 % | | 17.8 % |

1 Includes the financial results of the Honeywell Aerospace business which will be reflected as discontinued operations in the third quarter. These financial results may differ from Aerospace Technologies financial information due to the perimeter of the transaction, allocation of Honeywell Technologies corporate costs, and treatment of intracompany transactions, among other items, for both current and prior reporting periods
2 Includes repositioning, asbestos, environmental expenses, equity income adjustment, and other charges
3 Included in Cost of products and services sold and Selling, general and administrative expense
4 Included in Selling, general and administrative expenses
5 Included in Other (income) expense. Includes acquisition-related fair value adjustments to inventory and third-party transaction and integration costs
6 Included in Cost of products and services sold
7 Includes consolidated losses of Quantinuum prior to the deconsolidation of the Company's investment in Quantinuum, which does not meet the definition of an operating segment

We define operating income as net sales less total cost of products and services sold, research and development expenses, selling, general and administrative expenses, impairment of goodwill, and impairment of assets held for sale. We define segment profit, on an overall Honeywell basis, as operating income, excluding stock compensation expense, pension and other postretirement service costs, amortization of acquisition-related intangibles, certain acquisition- and divestiture-related costs and impairments, and repositioning and other charges. We define segment profit margin, on an overall Honeywell basis, as segment profit divided by net sales. We believe these measures are useful to investors and management in understanding our ongoing operations and in analysis of ongoing operating trends.

A quantitative reconciliation of operating income to segment profit, on an overall Honeywell basis, has not been provided for all forward-looking measures of segment profit and segment profit margin included herein. Management cannot reliably predict or estimate, without unreasonable effort, the impact and timing on future operating results arising from items excluded from segment profit. The information that is unavailable to provide a quantitative reconciliation could have a significant impact on our reported financial results. To the extent quantitative information becomes available without unreasonable effort in the future, and closer to the period to which the forward-looking measures pertain, a reconciliation of operating income to segment profit will be included within future filings.

Acquisition amortization and acquisition- and divestiture-related costs are significantly impacted by the timing, size, and number of acquisitions or divestitures we complete and are not on a predictable cycle and we make no comment as to when or whether any future acquisitions or divestitures may occur. We believe excluding these costs provides investors with a more meaningful comparison of operating performance over time and with both acquisitive and other peer companies.

## Reconciliation of EPS to Adjusted EPS

| | FY2025 | | | 2026(E) |
|---|---|---|---|---|
| | Honeywell | Less: Separation Adjustments[1] | Honeywell Technologies | Honeywell Technologies |
| Earnings per share of common stock from continuing operations - diluted[2] | $ 13.88 | $ 10.64 | $ 3.24 | $21.05 - $21.35 |
| Pension income[3] | (0.91) | (0.78) | (0.13) | No Forecast |
| Amortization of acquisition-related intangibles[4] | 1.34 | 0.14 | 1.20 | 1.10 |
| Acquisition-related costs[5] | 0.11 | — | 0.11 | 0.06 |
| Divestiture-related costs[6] | 1.43 | 0.62 | 0.81 | No Forecast |
| Debt restructuring costs[7] | — | — | — | 0.72 |
| ERP implementation costs[8] | — | — | — | 0.06 |
| Indefinite-lived intangible asset impairment[9] | 0.14 | — | 0.14 | — |
| Impairment of goodwill[10] | 2.25 | — | 2.25 | — |
| Impairment of assets held for sale[11] | 0.65 | — | 0.65 | 0.74 |
| Loss (gain) on sale of business[12] | 0.09 | — | 0.09 | (0.02) |
| Gain related to Resideo indemnification and reimbursement agreement termination[13] | (2.50) | — | (2.50) | — |
| Adjustment to estimated future environmental liabilities[14] | 0.50 | 0.43 | 0.07 | — |
| Loss on settlement of divestiture of asbestos liabilities[15] | 0.35 | — | 0.35 | — |
| Flexjet-related litigation matters[16] | 0.95 | 0.95 | — | — |
| Impact of Russia-Ukraine conflict[17] | — | — | — | 0.02 |
| Gain on deconsolidation of Quantinuum[18] | — | — | — | (15.85) |
| Equity loss on Quantinuum[19] | — | — | — | No Forecast |
| Loss on Quantinuum[20] | 0.18 | — | 0.18 | 0.17 |
| Adjusted earnings per share of common stock from continuing operations - diluted | $ 18.46 | | $ 6.46 | $8.05 - 8.35 |

Footnotes on following slide

## Reconciliation of EPS to Adjusted EPS

1 Includes the financial results of the Honeywell Aerospace business which will be reflected as discontinued operations in the third quarter. These financial results may differ from Aerospace Technologies financial information due to the perimeter of the transaction, allocation of Honeywell Technologies corporate costs, and treatment of intracompany transactions, among other items, for both current and prior reporting periods.

2 For the twelve months ended December 31, 2025, adjusted earnings per share utilizes weighted average shares of approximately 321.4 million. For the twelve months ended December 31, 2026, expected earnings per share utilizes weighted average shares of approximately 319 million. Per share amounts have been adjusted to reflect the reverse stock split, which took effect June 29, 2026.

3 For the twelve months ended December 31, 2025, pension income was $291 million, net of tax expense of $89 million. For the twelve months ended December 31, 2025, pension income for Honeywell Technologies was $40 million, net of tax expense of $25 million.

4 For the twelve months ended December 31, 2025, acquisition-related intangibles amortization includes $432 million, net of tax benefit of $138 million. For the twelve months ended December 31, 2025, acquisition-related intangibles amortization for Honeywell Technologies includes $386 million, net of tax benefit of $123 million. For the twelve months ended December 31, 2026, the expected adjustment for acquisition-related intangibles amortization includes approximately $315 million, net of tax benefit of approximately $70 million.

5 For the twelve months ended December 31, 2025, the adjustment for acquisition-related costs, which is principally comprised of third-party transaction and integration costs and acquisition-related fair value adjustments to inventory, was $35 million, net of tax benefit of $10 million. For the twelve months ended December 31, 2026, the expected adjustment for acquisition-related costs, which is principally comprised of third-party transaction and integration costs, is approximately $30 million, net of tax benefit of approximately $10 million.

6 For the twelve months ended December 31, 2025, the adjustment for divestiture-related costs, which is principally comprised of third-party costs, was $460 million, net of tax benefit of $61 million. For the twelve months ended December 31, 2025, the adjustment for divestiture-related costs for Honeywell Technologies, was $262 million, net of tax expense of $31 million.

7 For the twelve months ended December 31, 2026, the expected adjustment for debt restructuring costs for Honeywell Technologies is $228 million, net of tax benefit of $70 million.

8 For the twelve months ended December 31, 2026, the expected adjustment for ERP implementation costs is approximately $20 million, net of tax benefit of approximately $5 million.

9 For the twelve months ended December 31, 2025, the impairment charge of indefinite-lived intangible assets associated with the Industrial Automation reportable segment was $44 million, without tax benefit.

10 For the twelve months ended December 31, 2025, the impairment charge of goodwill associated with the Industrial Automation reportable segment was $724 million, without tax benefit.

11 For the twelve months ended December 31, 2025, the impairment charge of assets held for sale was $209 million, net of tax benefit of $61 million. For the twelve months ended December 31, 2026, the expected impairment charge of assets held for sale is $236 million, net of tax benefit of $75 million.

12 For the twelve months ended December 31, 2025, the adjustment for loss on sale of the personal protective equipment business is $28 million, net of tax benefit of $2 million. For the twelve months ended December 31, 2026, the expected gain on sale of personal protection equipment business is $5 million, net of tax expense of $1 million.

13 For the twelve months ended December 31, 2025, the gain related to the Resideo indemnification and reimbursement agreement termination was $802 million, without tax expense.

14 In the twelve months ended December 31, 2025, the Company enhanced its process for estimating environmental liabilities at sites undergoing active remediation, which led to earlier recognition of the estimated probable liabilities and an increase to estimated environmental liabilities. For the twelve months ended December 31, 2025, the adjustment to increase environmental liabilities for Honeywell was $161 million, net of tax benefit of $50 million. For the twelve months ended December 31, 2025, the adjustment to increase environmental liabilities for Honeywell Technologies was $22 million, net of tax benefit of $7 million.

15 For the twelve months ended December 31, 2025, the adjustment for loss on settlement of divestiture of asbestos liabilities was $112 million, net of tax benefit of $36 million.

16 For the twelve months ended December 31, 2025, the adjustment for the Flexjet-related litigation matters was $302 million, net of tax benefit of $71 million. Management considers the nature and significance of these litigation matters to be unusual and not indicative of the Company's ongoing performance.

17 For the twelve months ended December 31, 2026, the expected adjustment for Russian-related charges was a $6 million expense, net of tax benefit of $2 million, due to the settlement of a contractual dispute associated with the Company’s suspension and wind down activities in Russia.

18 For the twelve months ended December 31, 2026, the expected adjustment is $5,057 million, net of tax expense of $1,572 million.

19 The equity losses of Quantinuum are based on our proportionate share of Quantinuum's earnings or losses, which are outside of the Company's control. We therefore do not include an estimate for these amounts.

20 Includes consolidated losses of Quantinuum prior to the deconsolidation of the Company’s investment in Quantinuum, which does not meet the definition of an operating segment. For the twelve months ended December 31, 2025, the net income adjustment for Quantinuum was $135 million, net of tax benefit of $43 million. The net adjustment also reflects an adjustment to NCI of $78 million for the twelve months ended December 31, 2025.

## Reconciliation of EPS to Adjusted EPS

| | 2H25 | | | 2H26(E) |
|---|---|---|---|---|
| | Honeywell | Less: Separation Adjustments[1] | Honeywell Technologies | Honeywell Technologies |
| Earnings per share of common stock from continuing operations - diluted[2] | $ 5.60 | $ 4.37 | $ 1.23 | $3.68 - $3.98 |
| Pension (income) expense[3] | (0.38) | (0.42) | 0.04 | No Forecast |
| Amortization of acquisition-related intangibles[4] | 0.72 | 0.05 | 0.67 | 0.56 |
| Acquisition-related costs[5] | 0.09 | — | 0.09 | 0.05 |
| Divestiture-related costs[6] | 1.23 | 0.74 | 0.49 | No Forecast |
| ERP implementation costs[7] | — | — | — | 0.04 |
| Indefinite-lived intangible asset impairment[8] | 0.14 | — | 0.14 | — |
| Impairment of goodwill[9] | 2.25 | — | 2.25 | — |
| Impairment of assets held for sale[10] | 0.61 | — | 0.61 | — |
| Loss (gain) on sale of business | — | — | — | No Forecast |
| Gain related to Resideo indemnification and reimbursement agreement termination[11] | (2.50) | — | (2.50) | — |
| Adjustment to estimated future environmental liabilities[12] | 0.50 | 0.43 | 0.07 | — |
| Loss on settlement of divestiture of asbestos liabilities[13] | 0.35 | — | 0.35 | — |
| Flexjet-related litigation matters[14] | 0.95 | 0.95 | — | — |
| Equity loss on Quantinuum[15] | — | — | — | No Forecast |
| Loss on Quantinuum[16] | 0.10 | — | 0.10 | — |
| Adjusted earnings per share of common stock from continuing operations - diluted | $ 9.66 | | $ 3.54 | $4.33 - $4.63 |

Footnotes on following slide

## Reconciliation of EPS to Adjusted EPS

1 Includes the financial results of the Honeywell Aerospace business which will be reflected as discontinued operations in the third quarter. These financial results may differ from Aerospace Technologies financial information due to the perimeter of the transaction, allocation of Honeywell Technologies corporate costs, and treatment of intracompany transactions, among other items, for both current and prior reporting periods.
2 For the six months ended December 31, 2025, adjusted earnings per share utilizes weighted average shares of approximately 320.4 million. For the six months ended December 31, 2026, adjusted earnings per share utilizes weighted average shares of approximately 319 million.
3 For the six months ended December 31, 2025, pension income was $121 million, net of tax expense of $36 million. For the six months ended December 31, 2025, pension expense for Honeywell Technologies was $15 million, net of tax expense of $6 million.
4 For the six months ended December 31, 2025, acquisition-related intangibles amortization includes $230 million, net of tax benefit of $73 million. For the six months ended December 31, 2025, acquisition-related intangibles amortization for Honeywell Technologies includes $213 million, net of tax benefit of $68 million. For the six months ended December 31, 2026, the expected adjustment for acquisition-related intangibles amortization includes approximately $180 million, net of tax benefit of approximately $40 million.
5 For the six months ended December 31, 2025, the adjustment for acquisition-related costs, which is principally comprised of third-party transaction and integration costs and acquisition-related fair value adjustments to inventory, was $30 million, net of tax benefit of $9 million. For the six months ended December 31, 2026, the expected adjustment for acquisition-related costs, which is principally comprised of third-party transaction and integration costs, is approximately $15 million, net of tax benefit of approximately $3 million.
6 For the six months ended December 31, 2025, the adjustment for divestiture-related costs, which is principally comprised of third-party costs, was $393 million, net of tax benefit of $59 million. For the six months ended December 31, 2025, the adjustment for divestiture-related costs for Honeywell Technologies, was $152 million, net of tax expense of $28 million.
7 For the six months ended December 31, 2026, the expected adjustment for ERP implementation costs is approximately $11 million, net of tax benefit of $2 million.
8 For the six months ended December 31, 2025, the impairment charge of indefinite-lived intangible assets associated with the Industrial Automation reportable segment was $44 million, without tax benefit.
9 For the six months ended December 31, 2025, the impairment charge of goodwill associated with the Industrial Automation reportable segment was $724 million, without tax benefit.
10 For the six months ended December 31, 2025, the impairment charge of assets held for sale was $194 million, net of tax benefit of $61 million.
11 For the six months ended December 31, 2025, the gain related to the Resideo indemnification and reimbursement agreement termination was $802 million, without tax expense.
12 In the six months ended December 31, 2025, the Company enhanced its process for estimating environmental liabilities at sites undergoing active remediation, which led to earlier recognition of the estimated probable liabilities and an increase to estimated environmental liabilities. For the six months ended December 31, 2025, the adjustment to increase environmental liabilities was $161 million, net of tax benefit of $50 million. For the six months ended December 31, 2025, the adjustment to increase environmental liabilities for Honeywell Technologies was $22 million, net of tax benefit of $7 million.
13 For the six months ended December 31, 2025, the adjustment for loss on settlement of divestiture of asbestos liabilities was $112 million, net of tax benefit of $36 million.
14 For the six months ended December 31, 2025, the adjustment for the Flexjet-related litigation matters was $302 million, net of tax benefit of $71 million. Management considers the nature and significance of these litigation matters to be unusual and not indicative of the Company's ongoing performance.
15 The equity losses of Quantinuum are based on our proportionate share of Quantinuum's earnings or losses, which are outside of the Company's control. We therefore do not include an estimate for these amounts.
16 Includes consolidated losses of Quantinuum prior to the deconsolidation of the Company’s investment in Quantinuum, which does not meet the definition of an operating segment. For the six months ended December 31, 2025, the net income adjustment for Quantinuum was $79 million, net of tax benefit of $25 million. The net adjustment also reflects an adjustment to NCI of $46 million for the six months ended December 31, 2025.

We define adjusted earnings per share as diluted earnings per share from continuing operations adjusted to exclude various charges as listed above. We believe adjusted earnings per share is a measure that is useful to investors and management in understanding our ongoing operations and in analysis of ongoing operating trends. For forward-looking information, management cannot reliably predict or estimate, without unreasonable effort, pension income or the divestiture-related costs. The pension income is dependent on macroeconomic factors, such as interest rates and the return generated on invested pension plan assets. The divestiture-related costs are subject to detailed development and execution of separation restructuring and simplification plans for the recently completed separation of Honeywell Technologies and Honeywell Aerospace. The equity losses of Quantinuum are based on our proportionate share of Quantinuum's earnings or losses, which are outside of the Company's control. We therefore do not include an estimate for these amounts. Based on economic and industry conditions, future developments, and other relevant factors, these assumptions are subject to change.

Acquisition amortization and acquisition- and divestiture-related costs are significantly impacted by the timing, size, and number of acquisitions or divestitures we complete and are not on a predictable cycle and we make no comment as to when or whether any future acquisitions or divestitures may occur. We believe excluding these costs provides investors with a more meaningful comparison of operating performance over time and with both acquisitive and other peer companies.

We define adjusted income before taxes as income before taxes from continuing operations adjusted for items presented above. We define adjusted income tax expense as income tax expense adjusted for tax impact of items presented above. We define adjusted effective tax rate as adjusted income tax expense divided by adjusted income before taxes.

We believe that adjusted effective tax rate is a non-GAAP measure that is useful to investors and management as an ongoing representation of our tax rate excluding one-off and unusual transactions. This measure can be used to evaluate our tax rate on our recurring operations. For forward looking information, we do not provide effective tax rate guidance on a GAAP basis as management cannot reliably predict or estimate, without unreasonable effort, the pension income and other one-off and unusual transactions.

## Reconciliation of Cash Provided by Operating Activities to Free Cash Flow

| | 2026(E) | 2H26(E) |
|---|---|---|
| *($M)* | Honeywell Technologies | Honeywell Technologies |
| **Cash provided by operating activities from continuing operations** | **$1.9 - $2.2** | **$1.6 - $1.8** |
| **Capital expenditures** | **~(0.6)** | **~(0.3)** |
| **Spin-off and separation-related cost payments** | **~0.4** | **~0.1** |
| **Quantinuum** | **~0.1** | **—** |
| **Free cash flow** | **~$1.8 - $2.1** | **~$1.4 - $1.6** |

We define free cash flow as cash provided by operating activities from continuing operations less cash for capital expenditures and excluding spin-off and separation-related cost payments, and cash flows attributable to Quantinuum.

We believe that free cash flow is a non-GAAP measure that is useful to investors and management as a measure of cash generated by operations that will be used to repay scheduled debt maturities and can be used to invest in future growth through new business development activities or acquisitions, pay dividends, repurchase stock, or repay debt obligations prior to their maturities. This measure can also be used to evaluate our ability to generate cash flow from operations and the impact that this cash flow has on our liquidity.