

FIRST QUARTER 2026 EARNINGS PRESENTATION

APRIL 23, 2026

Honeywell

—
THE
FUTURE
IS
WHAT
WE
MAKE IT

Honeywell

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), including statements related to the proposed separation of Honeywell from Honeywell Aerospace and the planned sales of the Productivity Solutions and Services and Warehouse and Workflow Solutions businesses. 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, including Honeywell's current expectations, estimates, and projections regarding the proposed separation of Honeywell from Honeywell Aerospace and the planned sales of the Productivity Solutions and Services and Warehouse and Workflow Solutions businesses. 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, including the proposed separation of Honeywell from Honeywell Aerospace and the planned sales of the Productivity Solutions and Services and Warehouse and Workflow Solutions businesses, and the anticipated benefits of each. 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's non-GAAP financial measures used in this presentation are as follows: Segment profit, on an overall Honeywell basis; Segment profit margin, on an overall Honeywell basis; Adjusted segment profit; Adjusted segment profit margin; Organic sales percent change; Free cash flow; Adjusted earnings per share; 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.

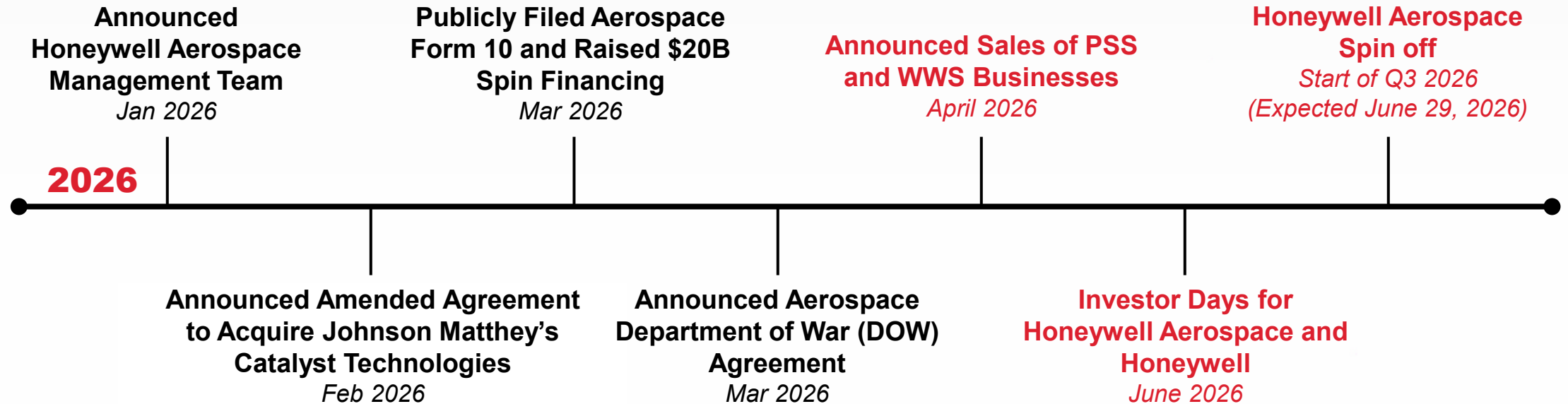
KEY MESSAGES

- Strong margin and earnings growth in Q1, overcoming impact from regional conflict and temporary mechanical supply chain disruptions in Aerospace
- 7% orders growth with broad-based demand across aerospace and automation
- Final stages of portfolio shaping underway, continued progress on stranded costs takeout
- Industrial Automation transformation continues with announced sales of Productivity Solutions and Services and Warehouse and Workflow Solutions
- Honeywell Aerospace spin-off now expected on June 29¹

1. Subject to final approval by Honeywell's Board of Directors and other customary conditions

Reaffirming Full-Year 2026 Outlook

PORTFOLIO TRANSFORMATION UPDATE

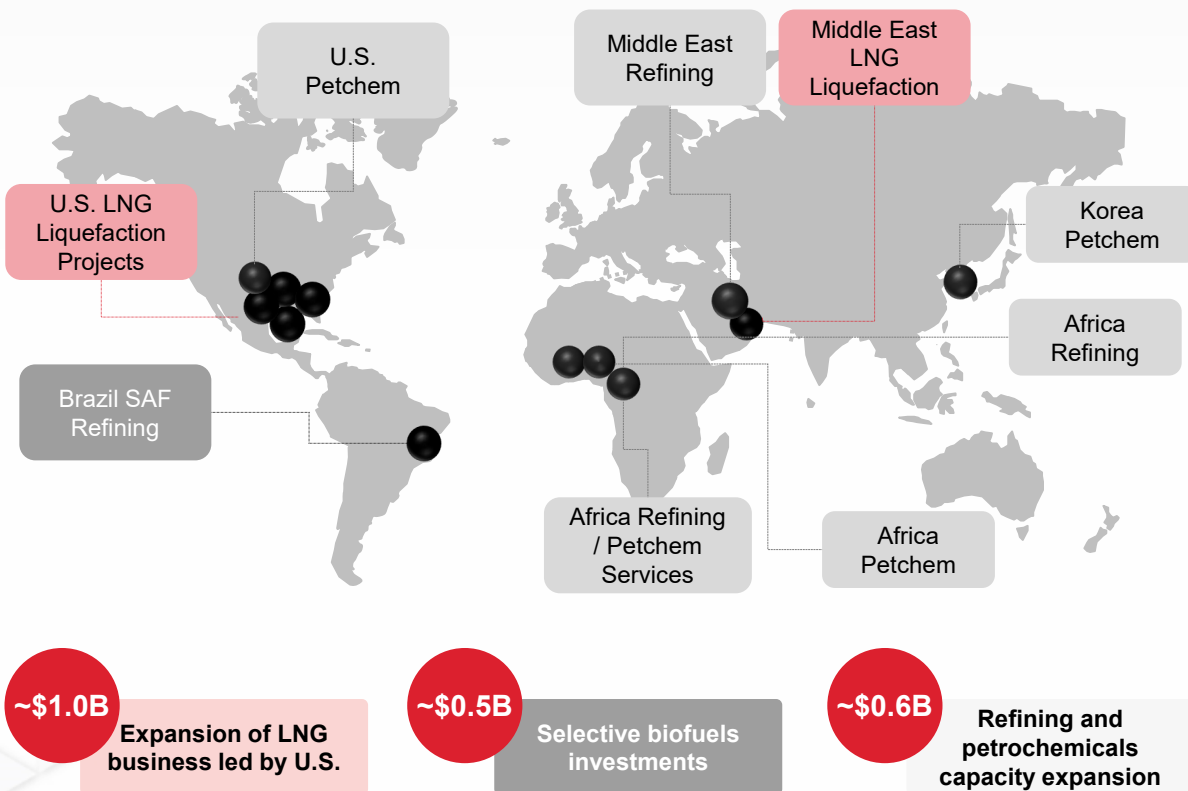


Note: PSS: Productivity Solutions and Services, WWS: Warehouse and Workflow Solutions

Continued Progress on Portfolio Actions and Separation Milestones

PROCESS AUTOMATION & TECHNOLOGY OUTLOOK

LARGE PROJECT WINS SINCE 2Q25



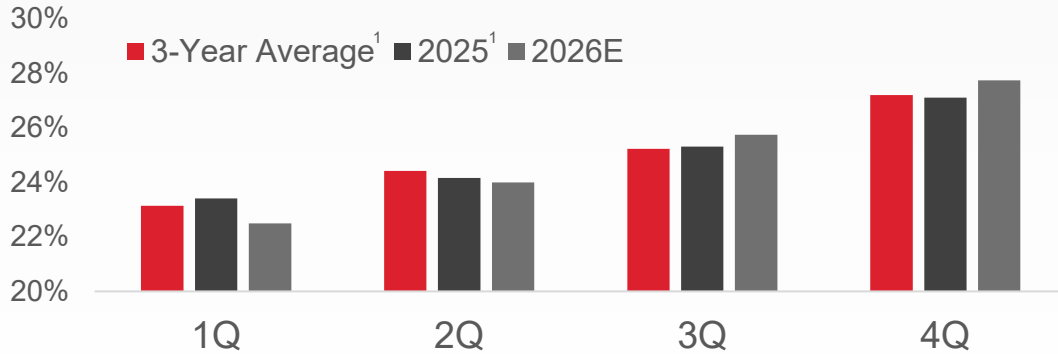
DEMAND REMAINS ROBUST

- Middle East conflict drove 0.5% impact to HON revenue in 1Q
 - Expect ~1% impact in 2Q, principally in PA&T
 - Guidance assumes business disruption persists throughout 2Q
- Longer-term dynamics improve HON and PA&T growth outlook
 - Favorable spreads in petrochemicals will generate incremental demand for catalyst reloads
 - Anticipate incremental, long-term demand in services and software coinciding with rebuild in the Middle East region
 - Robust pipeline and recent project wins will meaningfully grow installed base globally
- Process Technology 1Q orders +11%; pipeline ramping in April; orders start to convert in 2H26

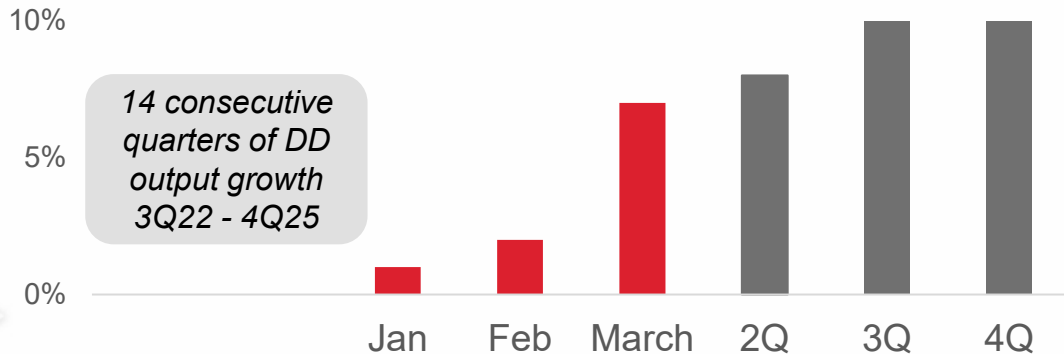
Over \$2B in Large Project Wins In Last 9 Months

AEROSPACE GROWTH TRAJECTORY

AEROSPACE REVENUE PROFILE



AEROSPACE 2026 EXPECTED OUTPUT GROWTH²



COMMENTARY

- Demand remains robust - 1.1x 1Q book-to-bill, 28% LTM orders growth, driving ~\$19B backlog (20% YoY growth)
- Supply chain headwinds in mechanical products impacted January and February volumes, primarily in Engines & Power Systems
- Sequential output improvement through 1Q expected to continue into 2Q and remainder of the year
- Projected 2026 sales aligned to historical quarterly trends
- Meaningful progress in mechanical supply chain despite supplier limitations; electronics deliveries remain strong
- **Reaffirming 2026 sales guide of high-single-digit growth**

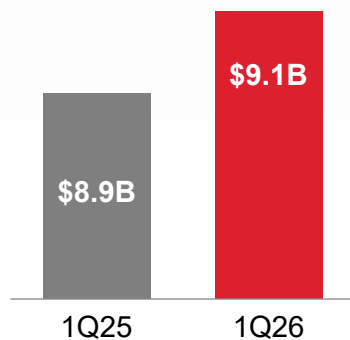
1. Revenues exclude the 4Q24 impact of Bombardier; announced on December 2, 2024, resulting in a reduction to Sales of \$0.4B, and exclude the 4Q25 impact of Flexjet-related litigation matters, resulting in a reduction to Sales of \$0.3B.
 2. Output refers to shipments from Aerospace Technologies manufacturing sites. As not all of AT's sales are generated from manufacturing activity, output growth is a significant, but not the only, factor in driving revenue.

High-Single-Digit Organic Growth Outlook Intact Despite Quarterly Variability

1Q 2026 FINANCIAL SUMMARY

SALES

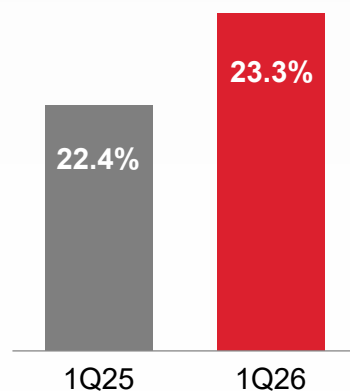
Up **2% Organic***



- + Strong demand in Electronic Solutions, Building Fire and Services, and WWS
- + Pricing execution
- Mechanical supply chain headwinds in aerospace
- Impact from Middle East conflict

SEGMENT MARGIN*

Up **90 bps**



- + Margin expansion across all segments, led by Industrial Automation
- + Price and productivity actions
- + Accelerated stranded cost removal
- Higher cost inflation

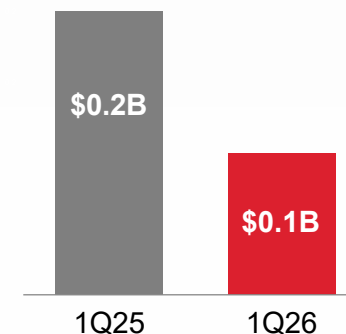
ADJUSTED EPS*

Up **11%**



- + Higher segment profit
- + Lower share count and tax rate
- Higher interest expense

FREE CASH FLOW*



- + Higher net income
- Timing of collections; expected to improve in April and May
- Lower shipments in Aerospace impacting inventory

*Non-GAAP financial measure
Note: WWS: Warehouse and Workflow Solutions

Segment Profit Growth and Margin Expansion Across All Segments

2Q 2026 OUTLOOK

2Q GUIDANCE

SALES

\$9.4B - \$9.6B

Up 2% - 4% Organically*

SEGMENT MARGIN*

22.2% - 22.5%

Down (10) - Up 20 bps

ADJUSTED EPS*

\$2.35 - \$2.45

Down (3%) - Up 1%

Net below the line impact¹
(\$175M - \$215M)

Adjusted effective tax rate*
~21%

Share count
~638M

COMMENTARY

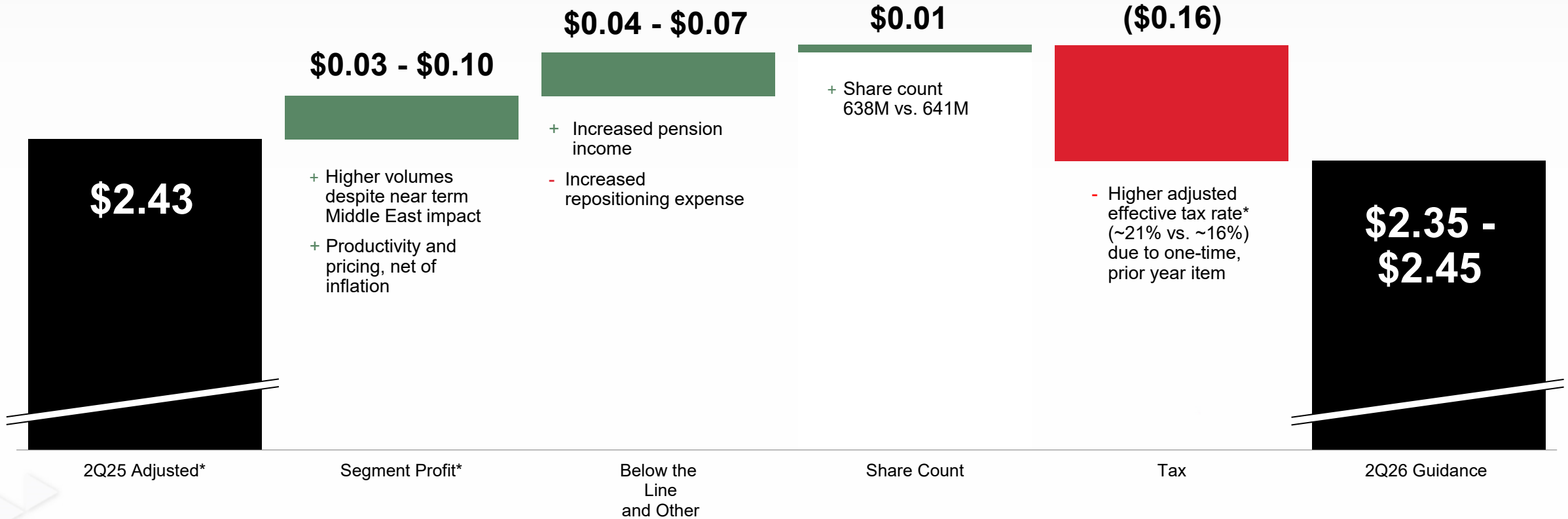
- Building Automation strength continues led by products (fire) and solutions (services), coupled with demand for new products
- Aerospace growth driven by improving mechanical supply chain output, and strong demand from increased global defense spending and OE production rates
- Near-term softness in PA&T due to disruption in Middle East; however, orders growth and pipeline ramping in Q2
- Outlook assumes conflict persists through Q2 (~\$100 - \$150M revenue impact)
- Pricing, productivity actions, and accelerated removal of stranded costs mitigating higher inflation and unfavorable mix due to timing of catalyst shipments
- ~\$0.16 headwind from tax rate (~21% vs. ~16%); total year rate remains ~19%

*Non-GAAP financial measure

1. Net below the line impact is the difference between segment profit and income before tax. Impact includes interest and other financial charges, interest income, stock compensation expense, pension ongoing income, other postretirement income, and repositioning and other charges.

Growth Momentum in Aerospace and Buildings, Progress on Stranded Costs

2Q 2026 EARNINGS PER SHARE BRIDGE



*Non-GAAP financial measure

Segment Profit Growth Offset By 2Q 2025 Tax One-Timer

FY 2026 OUTLOOK

FY GUIDANCE

SALES

\$38.8B - \$39.8B

Up 3% - 6% Organically*

SEGMENT MARGIN*

22.7% - 23.1%

Up 20 - 60 bps¹

ADJUSTED EPS*

\$10.35 - \$10.65

Up 6% - 9%

FREE CASH FLOW*²

\$5.3B - \$5.6B

Up 4% - 10%

WHAT'S CHANGED?

- + Stronger growth in Building and Industrial Automation offsetting weaker 1H in PA&T
- ± Temporary mechanical supply chain headwinds in aerospace, improving sequentially after 1Q
- ± Impact from Middle East conflict (~\$100 - \$150M) included in near-term outlook
 - + Improving 2H and 2027 demand
 - + PA&T backlog supports high-single-digit growth in 2H 2026
- + Higher pricing and productivity offsetting incremental ~\$200M of inflation due to metals, electronics, and freight costs
- + Executing ahead of plan on stranded cost take out
- + Full year free cash flow guidance on plan

**Non-GAAP financial measure*

1. As compared to Adjusted Segment Margin in 2025

2. With respect to historical periods, free cash flow adjusts for capital expenditures, spin-off and separation-related cost payments, Resideo indemnification and reimbursement agreement termination payment, settlement of the divestiture of asbestos liability, and settlement of Flexjet-related litigation matters. With respect to the company's outlook for 2026, free cash flow adjusts for capital expenditures, spin-off and separation-related cost payments, and settlement of Flexjet-related litigation matters.

Maintaining Full Year Outlook

SUMMARY

- Strong earnings growth in Q1 despite disruption in Middle East and temporary supply chain constraints in aerospace
- Improving order growth positions aerospace and automation for strong second half top line growth
- Honeywell Aerospace spin off now expected on June 29¹
- Concluding Honeywell portfolio transformation
- Reaffirming full-year outlook



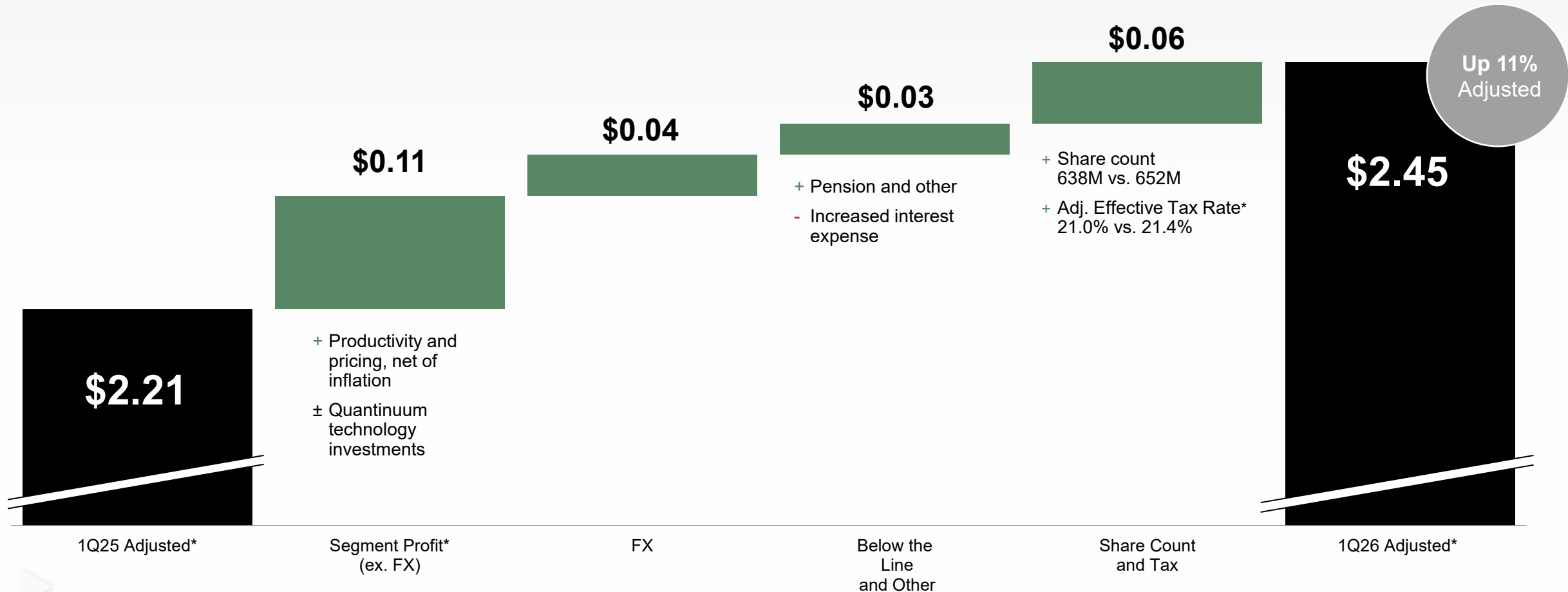
1. Subject to final approval by Honeywell's Board of Directors and other customary conditions

Aerospace Spin-Off Planned for June 29

A grayscale, atmospheric photograph of a mountain range. The mountains are layered, creating a sense of depth and distance. The sky is a soft, hazy gray, and the overall tone is muted and professional. The word "Appendix" is centered in a white, bold, italicized serif font.

Appendix

1Q 2026 EARNINGS PER SHARE BRIDGE



*Non-GAAP financial measure

Profit Growth in All Segments Primary Driver of Double-Digit EPS Growth

1Q 2026 SEGMENT RESULTS

(\$M)	SALES	SEGMENT MARGIN* CHANGE (BPS)	COMMENTARY
AT	\$4,322 Up 3% Organic*	26.5% Up 20 bps	<ul style="list-style-type: none"> • Orders up 6% year over year with book-to-bill of 1.1x, reflecting continued robust aerospace and defense demand • Growth across all three end markets pressured by temporary constraints in mechanical supply chain while electronics growth remains strong; starting to see increased demand pull from defense • Margin expansion driven by pricing, productivity actions, and better mix, partially offset by cost inflation
BA	\$1,882 Up 8% Organic*	26.4% Up 40 bps	<ul style="list-style-type: none"> • Orders up 9%; double-digit growth in data center and hospitality verticals; book-to-bill of 1.1x • Broad-based growth across products and solutions led by strength in Americas and Europe • Margin expansion from pricing and volume leverage, partially offset by higher inflation
PA&T	\$1,513 Down (6%) Organic*	23.7% Up 200 bps	<ul style="list-style-type: none"> • Orders up 3%; double-digit growth in process technology; PA&T book-to-bill of 1.2x • Delays in catalyst reloads and automation projects stemming from Middle East conflict, partially offset by LNG demand • Margin expansion primarily from pricing and productivity actions, overcoming higher inflation
IA	\$1,421 Up 1% Organic*	17.0% Up 260 bps	<ul style="list-style-type: none"> • Orders up 10%; double-digit growth in warehouse and workflow solutions (WWS) and sensing • Sales growth driven by demand in sensing and measurement and execution in WWS • Margin expansion driven by pricing and productivity actions, overcoming higher inflation

*Non-GAAP financial measure

Strong Margin Expansion Across All Segments

1Q 2026 SALES GROWTH

	1Q Reported	1Q Organic*
AEROSPACE TECHNOLOGIES	4%	3%
Commercial Aviation Original Equipment	3%	3%
Commercial Aviation Aftermarket	3%	3%
Defense and Space	4%	4%
BUILDING AUTOMATION	11%	8%
Products	11%	8%
Solutions	11%	8%
PROCESS AUTOMATION & TECHNOLOGY	5%	(6%)
Aftermarket	(2%)	(10%)
Projects	14%	0%
INDUSTRIAL AUTOMATION	(11%)	1%
Products	(18%)	(1%)
Solutions	9%	7%

*Non-GAAP financial measure

ADDITIONAL 2026 INPUTS

	2025	2026E	1Q26	2Q26E
Corporate and Quantinum	(\$545M)	(~\$650M)	(\$111M)	(~\$150M)
Pension / OPEB	\$560M	~\$660M	\$166M	~\$165M
Repositioning and Other ^{1,2}	(\$172M)	(\$150M - \$200M)	(\$34M)	(\$10M - \$40M)
Other Below the Line ³	(\$1,115M)	(\$1,250M - \$1,300M)	(\$307M)	(\$330M - \$340M)
Total Below the Line	(\$727M)	(\$740M - \$840M)	(\$175M)	(\$175M - \$215M)
Adjusted Effective Tax Rate*	19%	~19%	21%	~21%
Share Count	643M	~639M	638M	~638M

*Non-GAAP financial measure

1. Repositioning excludes spin-off and divestiture-related repositioning costs, including \$34M in 1Q26.

2. Repositioning and other includes asbestos expenses net of loss on settlement of divestiture of asbestos liabilities, environmental expenses and adjustment to estimated future environmental liabilities.

3. Other below the line includes net interest, stock compensation expense, foreign exchange, and other expense.

REVISED HISTORICAL SALES GROWTH

	<u>FY23</u>	<u>1Q24</u>	<u>2Q24</u>	<u>3Q24</u>	<u>4Q24</u>	<u>FY24</u>	<u>1Q25</u>	<u>2Q25</u>	<u>3Q25</u>	<u>4Q25</u>	<u>FY25</u>
Building Automation Sales (\$M)	\$6,031	\$1,426	\$1,571	\$1,745	\$1,798	\$6,540	\$1,692	\$1,826	\$1,878	\$1,971	\$7,367
Organic Growth (%)*	-	(3%)	1%	3%	8%	2%	8%	8%	7%	8%	8%
Products Sales	\$3,358	\$755	\$826	\$937	\$958	\$3,475	\$905	\$985	\$1,009	\$1,042	\$3,941
Organic Growth [†]	-	(11%)	(8%)	(3%)	4%	(5%)	5%	8%	7%	7%	7%
Solutions Sales	\$2,673	\$671	\$745	\$808	\$840	\$3,065	\$787	\$841	\$869	\$929	\$3,426
Organic Growth [†]	-	7%	13%	10%	12%	10%	12%	7%	7%	10%	9%
Process Automation and Technology Sales (\$M)	\$5,683	\$1,352	\$1,408	\$1,478	\$1,681	\$5,919	\$1,445	\$1,613	\$1,598	\$1,781	\$6,437
Organic Growth (%)*	-	2%	2%	2%	4%	3%	3%	6%	(6%)	(3%)	0%
Aftermarket Sales	\$3,426	\$824	\$874	\$921	\$1,030	\$3,649	\$843	\$946	\$911	\$1,020	\$3,720
Organic Growth [†]	-	10%	10%	6%	5%	7%	4%	6%	(7%)	(7%)	(1%)
Projects Sales	\$2,257	\$528	\$534	\$557	\$651	\$2,270	\$602	\$667	\$687	\$761	\$2,717
Organic Growth [†]	-	(9%)	(9%)	(5%)	4%	(5%)	1%	6%	(5%)	4%	2%
Industrial Automation Sales (\$M)	\$7,659	\$1,703	\$1,697	\$1,677	\$1,699	\$6,776	\$1,597	\$1,574	\$1,447	\$1,480	\$6,098
Organic Growth (%)*	-	(18%)	(14%)	(9%)	(3%)	(11%)	(5%)	0%	1%	1%	(1%)
Products Sales	\$5,387	\$1,299	\$1,253	\$1,228	\$1,246	\$5,026	\$1,173	\$1,138	\$983	\$990	\$4,284
Organic Growth [†]	-	(6%)	(9%)	(7%)	(3%)	(6%)	(8%)	1%	1%	(2%)	(2%)
Solutions Sales	\$2,272	\$404	\$444	\$449	\$453	\$1,750	\$424	\$436	\$464	\$490	\$1,814
Organic Growth [†]	-	(41%)	(25%)	(14%)	(4%)	(23%)	6%	(2%)	2%	7%	3%

Table above presents revised sales and organic sales growth by business model within automation segments based on minor reclassifications between categories; there is no change to segment-level financials as a result.

[†]Non-GAAP financial measure

Honeywell

Non-GAAP Financial Measures

The following information provides definitions and reconciliations of certain non-GAAP financial measures presented in this presentation to which this reconciliation is attached to the most directly comparable financial measures calculated and presented in accordance with generally accepted accounting principles (GAAP).

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 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 Organic Sales Percent Change

	1Q26		1Q26
Honeywell		Process Automation and Technology	
Reported sales percent change	2%	Reported sales percent change	5%
Less: Impact of divestitures to the prior period	(3)%	Less: Impact of divestitures to the prior period	—%
Reported sales percent change, adjusted for impact of divestitures	5%	Reported sales percent change, adjusted for impact of divestitures	5%
Less: Foreign currency translation	2%	Less: Foreign currency translation	2%
Less: Acquisitions	1%	Less: Acquisitions	9%
Less: Other	—%	Less: Other	—%
Organic sales percent change	2%	Organic sales percent change	(6)%
Aerospace Technologies		Industrial Automation	
Reported sales percent change	4%	Reported sales percent change	(11)%
Less: Impact of divestitures to the prior period	—%	Less: Impact of divestitures to the prior period	(15)%
Reported sales percent change, adjusted for impact of divestitures	4%	Reported sales percent change, adjusted for impact of divestitures	4%
Less: Foreign currency translation	1%	Less: Foreign currency translation	3%
Less: Acquisitions	—%	Less: Acquisitions	—%
Less: Other	—%	Less: Other	—%
Organic sales percent change	3%	Organic sales percent change	1%
Building Automation			
Reported sales percent change	11%		
Less: Impact of divestitures to the prior period	—%		
Reported sales percent change, adjusted for impact of divestitures	11%		
Less: Foreign currency translation	3%		
Less: Acquisitions	—%		
Less: Other	—%		
Organic sales percent change	8%		

We define organic sales percentage as the year-over-year change in reported sales relative to the comparable period, excluding the impact on sales from foreign currency translation and acquisitions, net of divestitures, for the first 12 months following the transaction date. We believe this measure is 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 forward-looking measures 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 Recast Historical Organic Sales Percent Change

	1Q24	2Q24	3Q24	4Q24	2024	1Q25	2Q25	3Q25	4Q25	2025
Building Automation										
Reported sales percent change	(4)%	4%	14%	20%	8%	19%	16%	8%	10%	13%
Less: Impact of divestitures to the prior period	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
Reported sales percent change, adjusted for impact of divestitures	(4)%	4%	14%	20%	8%	19%	16%	8%	10%	13%
Less: Foreign currency translation	(1)%	(1)%	—%	—%	(1)%	(2)%	—%	1%	2%	—%
Less: Acquisitions	—%	4%	11%	12%	7%	13%	8%	—%	—%	5%
Less: Other	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
Organic sales percent change	(3)%	1%	3%	8%	2%	8%	8%	7%	8%	8%
	1Q24	2Q24	3Q24	4Q24	2024	1Q25	2Q25	3Q25	4Q25	2025
Process Automation and Technology										
Reported sales percent change	4%	4%	1%	8%	4%	7%	15%	8%	6%	9%
Less: Impact of divestitures to the prior period	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
Reported sales percent change, adjusted for impact of divestitures	4%	4%	1%	8%	4%	7%	15%	8%	6%	9%
Less: Foreign currency translation	(1)%	(1)%	(1)%	—%	(1)%	(2)%	1%	—%	1%	—%
Less: Acquisitions	3%	3%	—%	4%	2%	6%	8%	14%	8%	9%
Less: Other	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
Organic sales percent change	2%	2%	2%	4%	3%	3%	6%	(6)%	(3)%	—%
	1Q24	2Q24	3Q24	4Q24	2024	1Q25	2Q25	3Q25	4Q25	2025
Industrial Automation										
Reported sales percent change	(18)%	(15)%	(9)%	(4)%	(12)%	(6)%	(7)%	(14)%	(13)%	(10)%
Less: Impact of divestitures to the prior period	—%	—%	—%	—%	—%	—%	(8)%	(16)%	(16)%	(10)%
Reported sales percent change, adjusted for impact of divestitures	(18)%	(15)%	(9)%	(4)%	(12)%	(6)%	1%	2%	3%	—%
Less: Foreign currency translation	—%	(1)%	—%	(1)%	(1)%	(1)%	1%	1%	2%	1%
Less: Acquisitions	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
Less: Other	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
Organic sales percent change	(18)%	(14)%	(9)%	(3)%	(11)%	(5)%	—%	1%	1%	(1)%

Reconciliation of Net Sales to Adjusted Net Sales

	<u>4Q25</u>	<u>2025</u>
Honeywell		
Net sales	9,758	37,442
Flexjet-related litigation matters ¹	312	312
Adjusted net sales	<u>\$ 10,070</u>	<u>\$ 37,754</u>
Aerospace Technologies		
Net Sales	4,520	17,510
Flexjet-related litigation matters ¹	312	312
Adjusted net sales	<u>\$ 4,832</u>	<u>\$ 17,822</u>

1 For the three and twelve months ended December 31, 2025, reflects a \$312 million impact to sales due to contra revenue accounting as a result of the settlement of the Flexjet-related litigation matters.

We define adjusted net sales as net sales less the sales impact of the Flexjet-related litigation matters. Management considers the nature and significance of these litigation matters to be unusual and not indicative of the Company's ongoing performance. 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 and Adjusted Segment Profit, Calculation of Operating Income, Segment Profit, and Adjusted Segment Profit Margins

(\$M)	1Q25	2Q25	1Q26	2025
Operating income	\$ 1,721	\$ 1,843	\$ 1,474	\$ 5,573
Stock compensation expense ¹	59	55	57	196
Repositioning, Other ^{2,3}	59	42	84	675
Pension and other postretirement service costs ⁴	13	14	17	73
Amortization of acquisition-related intangibles ⁵	135	132	153	570
Acquisition-related costs ⁶	—	(7)	—	2
Divestiture-related costs ¹	—	—	75	—
ERP implementation costs ¹	—	—	6	—
Indefinite-lived intangible asset impairment ¹	—	—	—	44
Impairment of goodwill	—	—	—	724
Impairment of assets held for sale	15	—	263	270
Segment profit	\$ 2,002	\$ 2,079	\$ 2,129	\$ 8,127
Flexjet-related litigation matters ⁷	—	—	—	373
Adjusted segment profit	\$ 2,002	\$ 2,079	\$ 2,129	\$ 8,500
Operating income	\$ 1,721	\$ 1,843	\$ 1,474	\$ 5,573
÷ Net sales	\$ 8,925	\$ 9,322	\$ 9,143	\$ 37,442
Operating income margin %	19.3 %	19.8 %	16.1 %	14.9 %
Segment profit	\$ 2,002	\$ 2,079	\$ 2,129	\$ 8,127
÷ Net sales	\$ 8,925	\$ 9,322	\$ 9,143	\$ 37,442
Segment profit margin %	22.4 %	22.3 %	23.3 %	21.7 %
Adjusted segment profit	\$ 2,002	\$ 2,079	\$ 2,129	\$ 8,500
÷ Adjusted net sales	\$ 8,925	\$ 9,322	\$ 9,143	\$ 37,754
Adjusted segment profit margin %	22.4 %	22.3 %	23.3 %	22.5 %

1 Included in Selling, general and administrative expenses.

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 expenses.

4 Included in Cost of products and services sold, Research and development expenses, and Selling, general and administrative expenses.

5 Included in Cost of products and services sold.

6 Included in Other (income) expense. Includes acquisition-related fair value adjustments to inventory and third-party transaction and integration costs.

7 For the twelve months ended December 31, 2025, reflects a \$373 million impact to segment profit as a result of the settlement of the Flexjet-related litigation matters.

Definitions on following slide

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

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 adjusted segment profit, on an overall Honeywell basis, as segment profit excluding the segment profit impact of the Flexjet-related litigation matters. We define segment profit margin, on an overall Honeywell basis, as segment profit divided by net sales. We define adjusted segment profit margin, on an overall Honeywell basis, as adjusted segment profit divided by adjusted 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, particularly pension mark-to-market expense as it is dependent on macroeconomic factors, such as interest rates and the return generated on invested pension plan assets. 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

	1Q25	2Q25	1Q26	FY2025	2Q26E	2026E
Earnings per share of common stock from continuing operations - diluted ¹	\$ 1.97	\$ 2.16	\$ 1.29	\$ 6.94	\$2.13 - \$2.23	\$8.88 - \$9.18
Pension mark-to-market expense ²	0.02	—	—	0.19	No Forecast	No Forecast
Amortization of acquisition-related intangibles ³	0.15	0.16	0.19	0.67	0.18	0.75
Acquisition-related costs ⁴	0.01	—	—	0.05	0.03	0.05
Divestiture-related costs ⁵	0.04	0.07	0.31	0.72	No Forecast	No Forecast
Debt restructuring costs ⁶	—	—	0.35	—	—	0.35
ERP implementation costs ⁷	—	—	0.01	—	0.01	0.02
Indefinite-lived intangible asset impairment ⁸	—	—	—	0.07	—	—
Impairment of goodwill ⁹	—	—	—	1.13	—	—
Impairment of assets held for sale ¹⁰	0.02	—	0.31	0.32	—	0.31
Loss (gain) on sale of business ¹¹	—	0.04	(0.01)	0.04	—	(0.01)
Gain related to Resideo indemnification and reimbursement agreement termination ¹²	—	—	—	(1.25)	—	—
Adjustment to estimated future environmental liabilities ¹³	—	—	—	0.25	—	—
Loss on settlement of divestiture of asbestos liabilities ¹⁴	—	—	—	0.17	—	—
Flexjet-related litigation matters ¹⁵	—	—	—	0.48	—	—
Adjusted earnings per share of common stock from continuing operations - diluted	\$ 2.21	\$ 2.43	\$ 2.45	\$ 9.78	\$2.35 - \$2.45	\$10.35 - \$10.65

Footnotes on following slide

Reconciliation of EPS to Adjusted EPS

- 1 For the three months ended March 31, 2026 and 2025, adjusted earnings per share utilizes weighted average shares of approximately 638.4 million and 651.7 million, respectively. For the three months ended June 30, 2025, adjusted earnings per share utilizes weighted average shares of approximately 640.9 million. For the twelve months ended December 31, 2025, adjusted earnings per share utilizes weighted average shares of approximately 642.8 million. For the three months ended June 30, 2026, expected earnings per share utilizes weighted average shares of approximately 638 million. For the twelve months ended December 31, 2026, expected earnings per share utilizes weighted average shares of approximately 639 million.
- 2 For the three months ended March 31, 2025, pension mark-to-market expense was \$10 million, net of tax benefit of \$4 million. For the twelve months ended December 31, 2025, pension mark-to-market was \$123 million, net of tax benefit of \$40 million.
- 3 For the three months ended March 31, 2026 and 2025, acquisition-related intangibles amortization includes \$117 million and \$102 million, net of tax benefit of \$36 million and \$33 million, respectively. For the three months ended June 30, 2025, acquisition-related intangibles amortization includes \$100 million, net of tax benefit of \$32 million. For the twelve months ended December 31, 2025, acquisition-related intangibles amortization includes \$432 million, net of tax benefit of \$138 million. For the three months ended June 30, 2026, expected acquisition-related intangibles amortization includes approximately \$115 million, net of tax benefit of approximately \$30 million. For the twelve months ended December 31, 2026, expected acquisition-related intangibles amortization includes approximately \$480 million, net of tax benefit of approximately \$115 million.
- 4 For the three months ended March 31, 2026 and 2025, the adjustment for acquisition-related costs, which is principally comprised of third-party transaction and integration costs, was \$2 million, net of tax benefit of \$1 million, and \$6 million, net of tax benefit of \$2 million, respectively. 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, was \$35 million, net of tax benefit of \$10 million. For the three months ended June 30, 2026, the expected adjustment for acquisition-related costs, which is principally comprised of third-party transaction and integration costs is approximately \$20 million, net of tax benefit of approximately \$5 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 and acquisition-related fair value adjustments to inventory, is approximately \$35 million, net of tax benefit of approximately \$10 million.
- 5 For the three months ended March 31, 2026 and 2025, the adjustment for divestiture-related costs, which is principally comprised of third-party transaction and separation costs, was \$204 million and \$23 million, net of tax benefit of \$149 million and tax expense of \$12 million, respectively. For the three months ended June 30, 2025, the adjustment for divestiture-related costs, which is principally comprised of third-party transaction costs, was \$44 million, net of tax benefit of \$14 million. 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.
- 6 For the three months ended March 31, 2026, the adjustment for debt restructuring costs was \$226 million, net of tax benefit of \$70 million. For the twelve months ended December 31, 2026, the expected adjustment for debt restructuring costs is \$226 million, net of tax benefit of \$70 million.
- 7 For the three months ended March 31, 2026, the adjustment for ERP implementation costs was \$5 million, net of tax benefit of \$1 million. For the three months ended June 30, 2026, the expected adjustment for ERP implementation costs is approximately \$5 million, net of tax benefit of approximately \$1 million. For the twelve months ended December 31, 2026, the expected adjustment for ERP implementation costs is approximately \$15 million, net of tax benefit of approximately \$5 million.
- 8 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.
- 9 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.
- 10 For the three months ended March 31, 2026 and 2025, the impairment charge of assets held for sale was \$200 million, net of tax benefit of \$63 million, and \$15 million, without tax benefit, respectively. 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 \$200 million, net of tax benefit of \$63 million.
- 11 For the three months ended March 31, 2026, the gain on sale of personal protection equipment business is \$5 million, net of tax expense of \$1 million. For the three months ended June 30, 2025 and 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.
- 12 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.
- 13 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 was \$161 million, net of tax benefit of \$50 million.
- 14 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.
- 15 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.

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, the pension mark-to-market expense or the divestiture-related costs. The pension mark-to-market expense 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 plans for the announced separation of Honeywell from Honeywell Aerospace. We therefore do not include an estimate for the pension mark-to-market expense or divestiture-related costs. 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.

Reconciliation of Effective Tax Rate to Adjusted Effective Tax Rate

(\$M)	1Q25	2Q25	1Q26
Income before taxes	\$ 1,665	\$ 1,627	\$ 886
Pension mark-to-market expense	14	—	—
Amortization of acquisition-related intangibles	135	132	153
Acquisition-related costs	8	(2)	3
Divestiture-related costs	11	58	353
Indefinite-lived intangible asset impairment	—	—	—
Impairment of assets held for sale	15	—	263
(Gain) loss on sale of business	—	30	(6)
Debt restructuring costs	—	—	296
ERP implementation costs	—	—	6
Adjusted income before taxes	\$ 1,848	\$ 1,845	\$ 1,954
Income tax expense	\$ 369	\$ 244	\$ 91
Pension mark-to-market expense	4	—	—
Amortization of acquisition-related intangibles	33	32	36
Acquisition-related costs	2	(1)	1
Divestiture-related costs	(12)	14	149
Indefinite-lived intangible asset impairment	—	—	—
Impairment of assets held for sale	—	—	63
(Gain) loss on sale of business	—	2	(1)
Debt restructuring costs	—	—	70
ERP implementation costs	—	—	1
Adjusted income tax expense	\$ 396	\$ 291	\$ 410
Income tax expense	\$ 369	\$ 244	\$ 91
÷ Income before taxes	\$ 1,665	\$ 1,627	\$ 886
Effective tax rate	22.2 %	15.0 %	10.3 %
Adjusted income tax expense	\$ 396	\$ 291	\$ 410
÷ Adjusted income before taxes	\$ 1,848	\$ 1,845	\$ 1,954
Adjusted effective tax rate	21.4 %	15.8 %	21.0 %

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 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 mark-to-market expenses and other one-off and unusual transactions.

Reconciliation of Cash Provided by Operating Activities to Free Cash Flow

<i>(\$M)</i>	<u>1Q25</u>	<u>1Q26</u>	<u>2025</u>
Cash provided by operating activities from continuing operations	\$ 378	\$ (650)	\$ 6,075
Capital expenditures	(190)	(223)	(986)
Spin-off and separation-related cost payments	3	552	116
Resideo indemnification and reimbursement agreement termination payment	—	—	(1,590)
Settlement of divestiture of asbestos liabilities	—	—	1,428
Settlement of Flexjet-related litigation matters	—	377	59
Free cash flow	<u><u>191</u></u>	<u><u>56</u></u>	<u><u>5,102</u></u>

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, the Resideo indemnification and reimbursement agreement termination payment, cash payment for settlement of divestiture of asbestos liabilities, and the cash payment for settlement of Flexjet-related litigation matters.

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.

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

	<u>2026E</u> <small>(\$B)</small>
Cash provided by operating activities from continuing operations	~\$4.4 - \$4.7
Capital expenditures	~(1.3)
Spin-off and separation-related cost payments	~1.8
Settlement of Flexjet -related litigation matters	~0.4
Free cash flow	<u>~\$5.3 - \$5.6</u>

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, the Resideo indemnification and reimbursement agreement termination payment, the cash payment for settlement of divestiture of asbestos liabilities, and the cash payment for settlement of Flexjet-related litigation matters.

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.