UBS GLOBAL INDUSTRIALS AND TRANSPORTATION CONFERENCE

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Forward Looking Statements

This presentation contains certain statements that may be deemed "forward-looking statements" within the meaning of Section 21E of the Securities Exchange Act of 1934. All statements, other than statements of historical fact, that address activities, events or developments that we or our management intends, expects, projects, believes or anticipates will or may occur in the future are forward looking statements. Such statements are based upon certain assumptions and assessments made by our management in light of their experience and their perception of historical trends, current economic and industry conditions, expected future developments and other factors they believe to be appropriate. The forward-looking statements included in this presentation are also subject to a number of material risks and uncertainties, including but not limited to economic, competitive, governmental, technological, COVID-19 public health factors or impacts of the Russia-Ukraine conflict affecting our operations, markets, products, services and prices. Such forward-looking statements are not guarantees of future performance, and actual results, and other developments, including the potential impact of the COVID-19 pandemic, the Russia-Ukraine conflict, and business decisions may differ from those envisaged by such forward-looking statements. Any forward-looking plans described herein are not final and may be modified or abandoned at any time. We identify the principal risks and uncertainties that affect or performance in our Form 10-K and other filings with the Securities and Exchange Commission.

AERO KEY MESSAGES

Long Term Tailwinds

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

Best in Class Positioning for Future of Aviation

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

Productivity Improvements Driving Continued Margin Expansion

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

Leading the Industry Today and Tomorrow

AERO EXCITING MARKET OUTLOOK

ATR Flight Hour Recovery Led by Widebody Platforms	Business Jet Market Setting Record Levels	Innovative Decoupled Portfolio	Industry-Leading Cost Position	Great Positions on Growing Platforms
• Earn **3x more sales dollars per flight hour** on widebody planes	• 2021 business jet flight hours **exceeded 2019 by 10%**	• Revenue >$800M in 2021 and **growing at 10% CAGR**	• **Industry-leading** R&D investment profile	• ATR: **737 MAX**, A320neo, A350

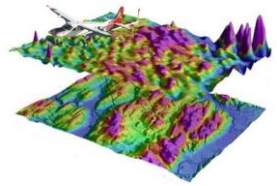
AEROSPACE GROWTH OUTLOOK

Air Transport (ATR)	Business Aviation (BGA)	Defense (D&S)
DD% CAGR	**MSD%** CAGR	**LSD%** CAGR

Well-Positioned to Capture Market Upcycle

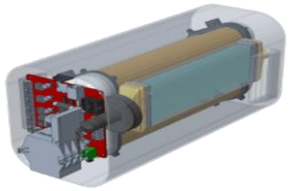
AERO INVESTMENT PRIORITIES

ADVANCING FRANCHISE TECHNOLOGIES



Next-Gen Navigation for Defense and UAM
Entry Into Service: 2024
2030 Revenue: ~$80M

Next Gen Cockpit for All Market Verticals
Entry Into Service: 2023
2030 Revenue: ~$500M



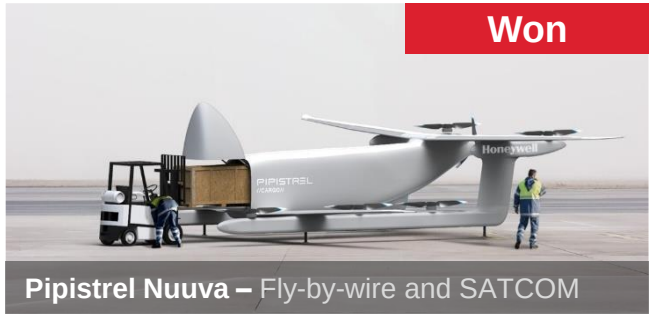
Decoupled Revenue Investments
Next Gen SATCOM Systems
Retrofits/Mods/Upgrades
Hybrid Power Systems
Entry Into Service: Today
2030 Revenue >$1B

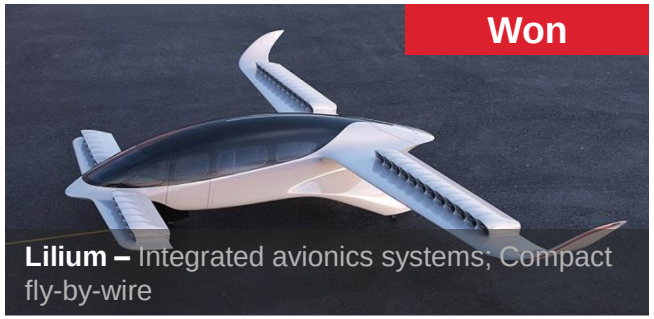
Military Turboshaft and Next-Gen Business Aviation Propulsion
Entry Into Service: 2025 thru 2030
2030 Revenue: ~$700M

Family of Vapor Cycle Cooling Systems for Bizjet, Gen Av, Helos, and UAM
Entry Into Service: 2023
2030 Revenue: ~$250M

Growing R&D Investments While Expanding Margins

AERO SECURING THE FUTURE OF AVIATION





HIGHLIGHTS

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

Launching a Revolution in Aerial Transportation and Logistics

AERO SUSTAINABLE AVIATION LEADERSHIP

TECHNOLOGIES	CLIMATE IMPACT	ENTRY INTO SERVICE
Sustainable Aviation Fuels (SAF)	**Material CO_2 Reductions:** • ~5% via software optimization • 30% – 60% on 100% SAF	~2025
Software		
 Auxiliary Power Unit		
 Fuel Efficiency		
More-Electric and Full Electric	**Hybrid Electric Power Gen:** • 10% - 20% emissions reduction with conventional fuels	~2030
 Electric Propulsion Motors & Controllers		
 1MW Generator		
 Turbo Generator		
Fuel Cell	**Hydrogen Fuel Cell:** • CO_2 Reduction: 100% • NOx Reduction: 100%	~2030
 Proton Exchange Membrane Fuel Cells		

Portfolio of Technologies Enabling Decarbonization of the Industry

AERO SUMMARY

• **Shaping the Future**	**170+** NPIs Over the Last Three Years	**5% - 8%** R&D as % of Total Sales	**$3.5B+** In Recent UAS / UAM Wins
• **Industry Recovering**	**21%** Commercial Flight Hour Growth CAGR	**>110%** Business Jet Activity Relative to 2019 Levels	**MSD** Long-Term Sales CAGR
• **Strong Execution**	**~100%** Cash Conversion	**>25%** Segment Margin Through Pandemic	**~29%** Long-Term Margin Target

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


Honeywell

MIKE MADSEN

PRESIDENT AND CEO
HONEYWELL AEROSPACE

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

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

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