

# **HONEYWELL AEROSPACE** **PARIS AIR SHOW** **INVESTOR RECEPTION**

**JUNE 15, 2025**



**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 spin-off of the Company's Advanced Materials business into Solstice Advanced Materials, a standalone, publicly traded company, and the proposed separation of Automation and Aerospace Technologies. 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, among other things, the proposed spin-off of the Company's Advanced Materials business into Solstice Advanced Materials, a standalone, publicly traded company, and the proposed separation of Automation and Aerospace Technologies. 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 consummation of the spin-off of the Advanced Materials business into Solstice Advanced Materials and the proposed separation of Automation and Aerospace Technologies, 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 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, 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 a financial measure presented on a non-GAAP basis. Honeywell's non-GAAP financial measure used in this presentation is Organic sales percent change. Management believes that, when considered together with reported amounts, this measure is useful to investors and management in understanding our ongoing operations and in the analysis of ongoing operating trends. This measure should be considered in addition to, and not as a replacement for, the most comparable GAAP measure. Refer to the Appendix attached to this presentation for a reconciliation of the non-GAAP financial measure to the most directly comparable GAAP measure.



A view of Earth from space, showing the curvature of the planet and the horizon. A bright light source, possibly the sun, is visible on the horizon, creating a lens flare effect. The sky is dark with many stars.

# **HONEYWELL AEROSPACE** **PARIS AIR SHOW** **INVESTOR RECEPTION**

**VIMAL KAPUR**  
CHAIRMAN AND CEO

**Honeywell**



# HONEYWELL UPDATE

- Strong operational start to the year; Aero leading with organic growth of 9% in 1Q
- Portfolio optimization continues with >\$4B capital committed to two bolt-ons, PPE sale completed in 1H25
- Spin-offs proceeding apace while organization maintains focus on delivering for customers and shareholders

**Building Momentum Across All Key Priorities in 2025**



# **HONEYWELL AEROSPACE** **PARIS AIR SHOW** **INVESTOR RECEPTION**

**JIM CURRIER**  
PRESIDENT AND CEO, AEROSPACE TECHNOLOGIES







**Honeywell**





# HONEYWELL AEROSPACE

## POWERING THE FUTURE OF AVIATION

-  Premier systems provider for **all** forms of aircraft
-  Track record of **innovation** with platform agnostic technologies
-  Large **diversified installed base** and **recurring aftermarket** sales
-  Solving **complex challenges**, driving path to greater **electrification** and **autonomy**
-  Multi-year **A&D upcycle** and **decoupled revenue** opportunities
-  **Mature operating system** promoting organic growth and margin expansion

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**CREATING A LEADING INDEPENDENT AEROSPACE & DEFENSE COMPANY**



# HONEYWELL AEROSPACE

## WHERE HERITAGE FUELS AVIATION

**1950s:**

### Developed 1<sup>st</sup> Auxiliary Power Unit (APU)

With the launch of the GTCP85



**1969:**

### Supported the Space Race

Provided critical devices for Apollo 11



**1990s:**

### Created 1<sup>st</sup> Integrated Cockpit

Innovative design and automation, improved safety, ease of flight; ~10k integrated cockpits today



**1999:**

### HTF7000 Set New Industry Standard

Increased reliability of business jet engines; ~2M flight hours to date



**2017:**

### Launched Global Inflight Connectivity

JetWave provides seamless and reliable service anywhere in the world



**2024:**

### Strategic M&A to Strengthen Portfolio

Enhanced capabilities and footprint with acquisitions of CAES and Civitanavi



**1914:**

### Introduced 1<sup>st</sup> Autopilot

From HON legacy company Sperry Gyroscope



**1966:**

### Improved Precision Navigation Safety

Produced the first ring laser gyro for the US Navy



**1972:**

### Revolutionized Business Jet Engines

Launched Garrett TFE731; ~100M hours of service



**1996:**

### Set New Safety Standards

Launched critical safety tool, Enhanced Ground Proximity Warning System



**2006:**

### Breakthrough Power and Cooling Technology

Power & Thermal Management system's first flight on the F-35; >1M flight hours to date



**2018:**

### Pioneered Electrification and Automation

Began developing key technologies for eVTOL aircraft, pioneering the future of urban air mobility



**2025:**

### Innovating To Improve Runway Safety

Introducing Surf-A runway surface alert system, providing "3<sup>rd</sup> set of eyes" for pilots



# INDUSTRY'S LARGEST, MISSION CRITICAL SYSTEM SUPPLIER

## FINANCIALS<sup>1</sup>

- **\$15.5B** sales
- **26%** segment margin
- **4%** company-funded and **7%** customer-funded R&D % of sales<sup>2</sup>

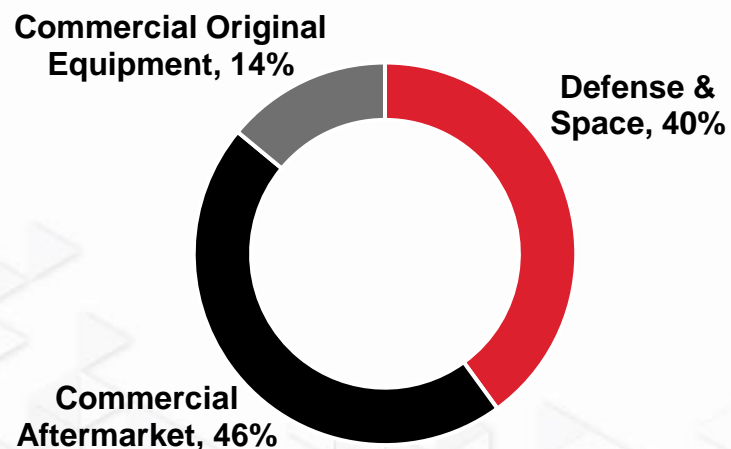
## OPERATIONS

- **10K+** customers
- **500+** current platforms
- **10K+** active patents and applications

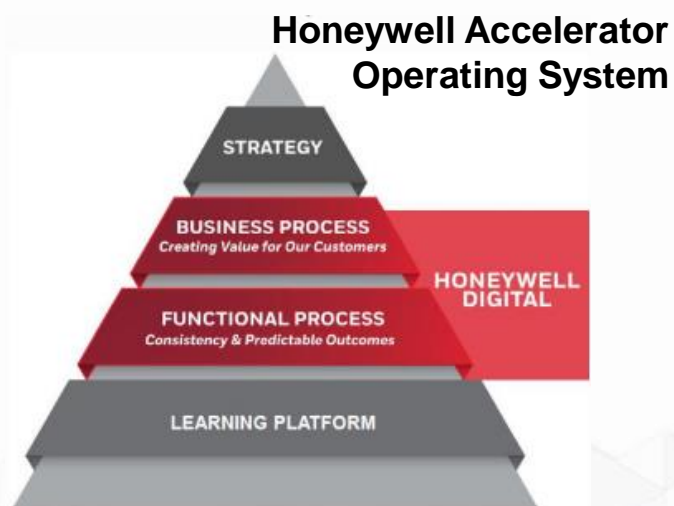
## ORGANIZATION

- **30K+** employees
- **10K+** engineers and technologists
- **80+** engineering, manufacturing, and repair and overhaul facilities

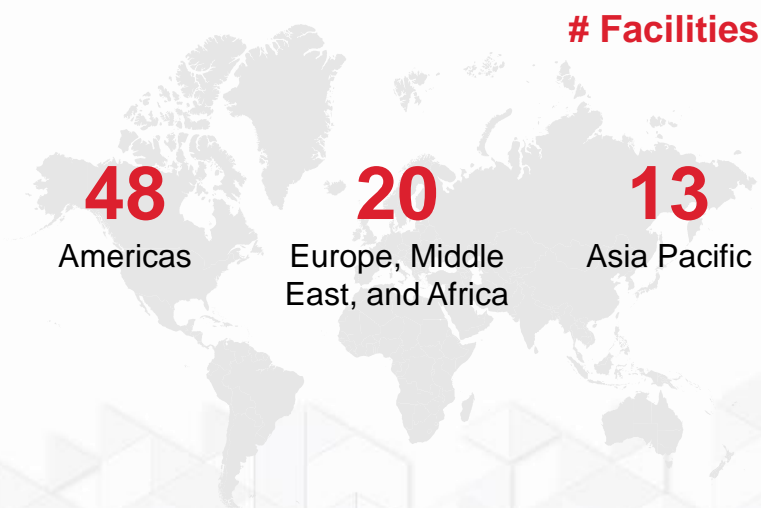
## DIVERSE SALES MIX<sup>1</sup>



## CULTURE OF EXECUTION



## SCALED GLOBAL FOOTPRINT



1. All sales, segment margin and R&D figures represent 2024 actual results.

2. Includes deferred customer-funded nonrecurring engineering and development activities and expenditures on customer programs with a significant engineering performance obligation.



# COMPLEMENTARY PORTFOLIO OF MARQUEE A&D FRANCHISES

## Electronic Solutions

~40%<sup>1</sup>



Software, avionics, and satellite communication to improve flight operation, navigation, safety, and efficiency

- Integrated cockpits, radars
- Flight management systems
- Precision navigation
- Electromagnetic defensive solutions
- Cabin, cockpit satellite communication

~70%

of aircraft use HON collision avoidance products

## Engines & Power Systems

~30%<sup>1</sup>



Reliable, efficient power for aircraft propulsion and electrical needs

- Business jet engines
- Military engines
- Auxiliary power units
- Electric power

~200K

engines and APUs delivered since 1959

## Control Systems

~30%<sup>1</sup>



More electric, more efficient mission-critical thermal and motion control systems

- Cabin pressure, air, thermal management
- Engine fuel controls
- Lighting
- Wheels and brakes

~75%

of aircraft use cabin pressurized by HON Technology

Three Strong Franchises Across Air Transport, Business Jet, and Defense & Space



# DIVERSE MIX ACROSS PLATFORMS AND VERTICALS

## BROAD EXPOSURE, LEVERAGING TECHNOLOGY ACROSS PLATFORMS



Air Transport



Business Jet



Defense



General Aviation



Helicopters



Naval & Commercial Marine



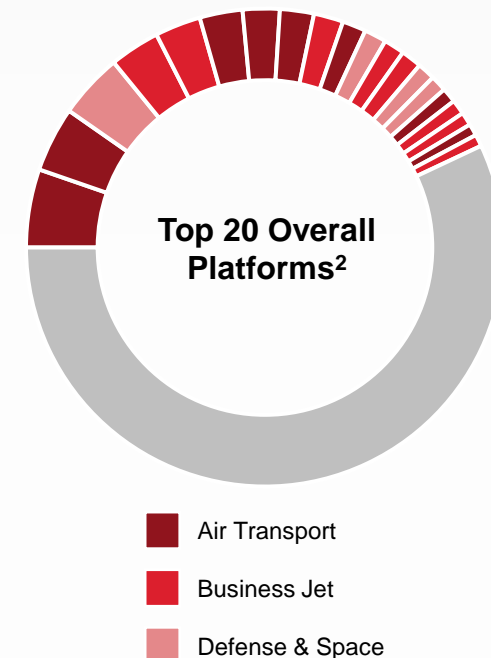
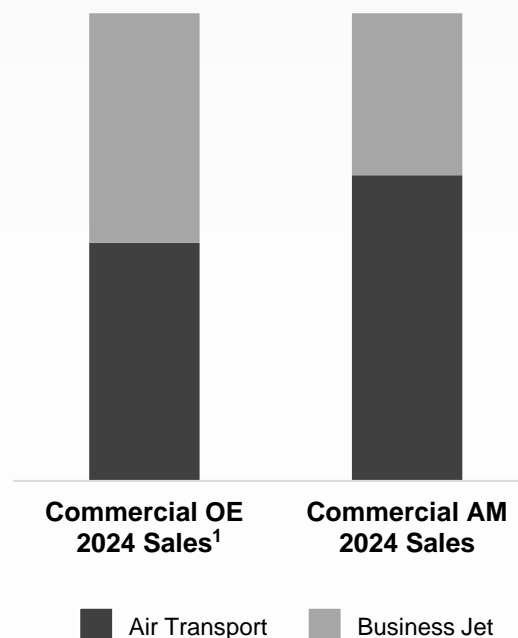
Space



UAVs & Urban Air Mobility

ACTIVE HIGH-VALUE CONTENT  
IN 500+ KEY PLATFORMS

## PLATFORMS BALANCED ACROSS AIR TRANSPORT, BUSINESS JET, AND DEFENSE & SPACE



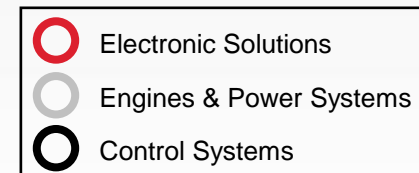
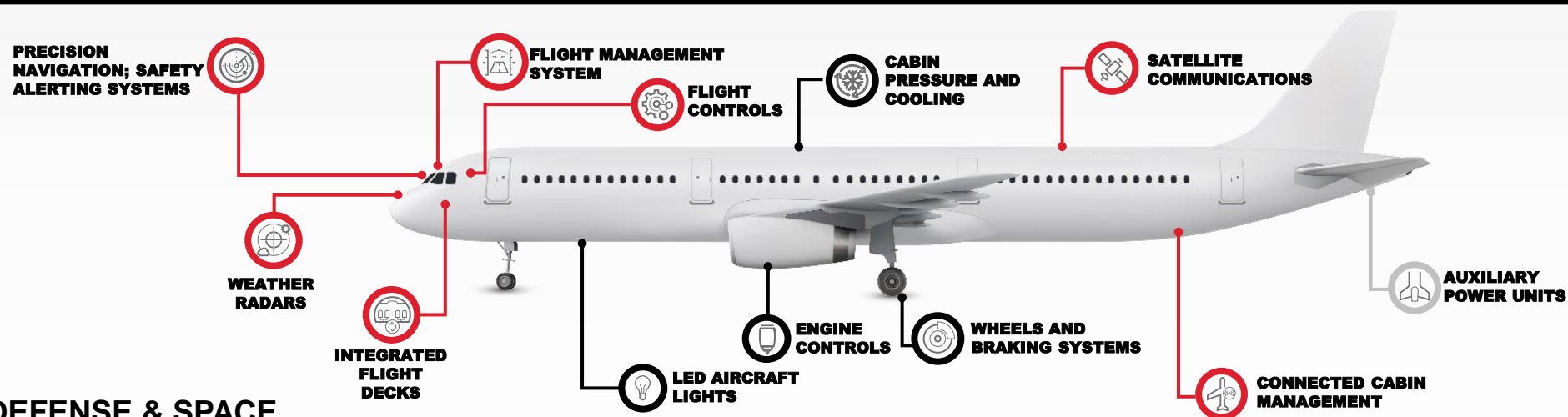
NO PLATFORM MAKES UP  
MORE THAN MSD% OF SALES

Ubiquity of Critical HON Systems Reduces Volatility Through Cycle

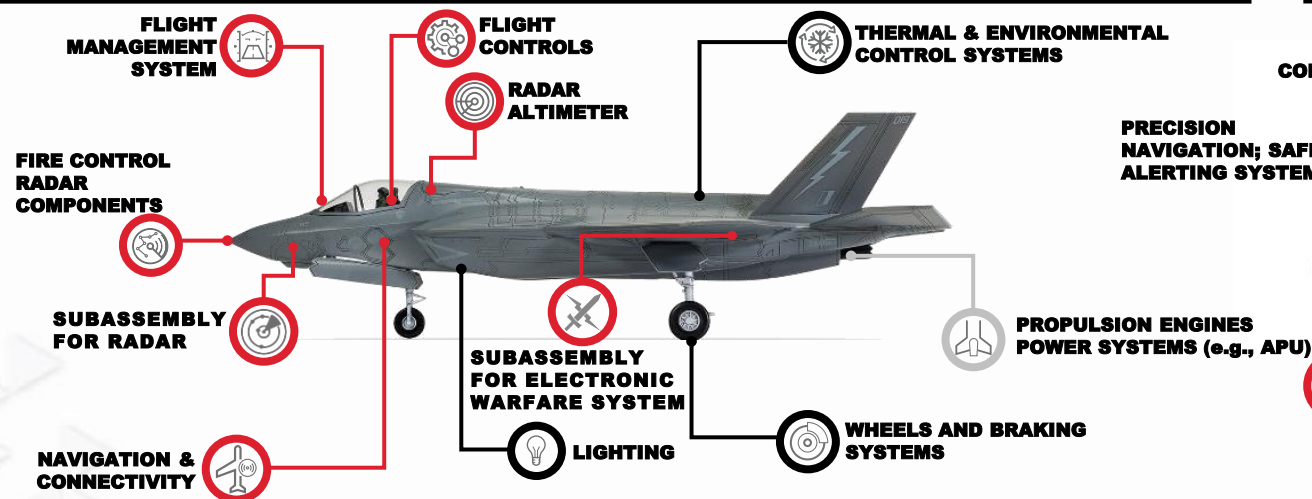


# UNMATCHED BREADTH OF PRODUCT PORTFOLIO

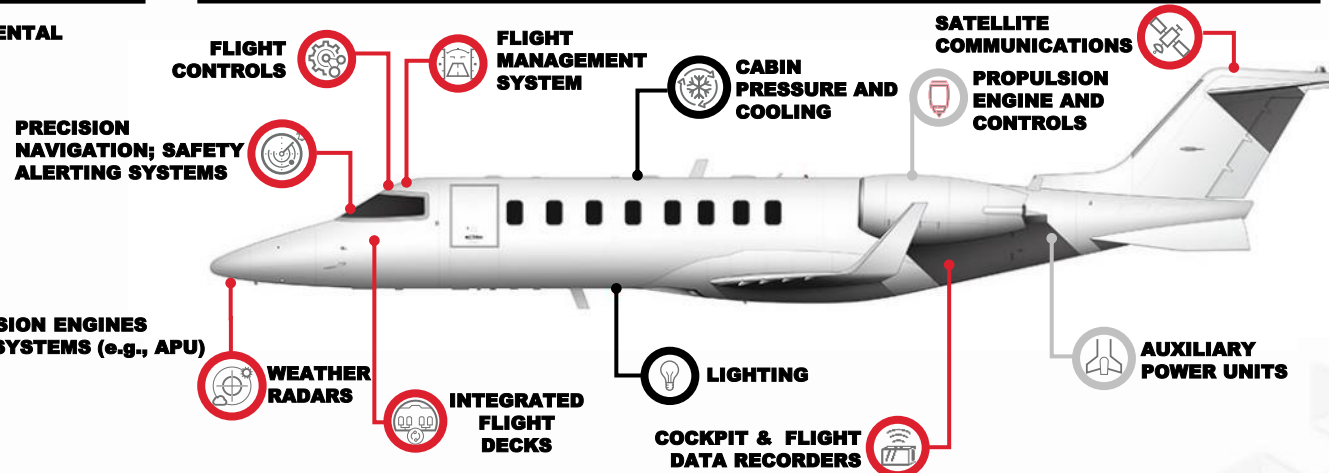
## COMMERCIAL AIR TRANSPORT



## DEFENSE & SPACE



## BUSINESS JET



Honeywell Aerospace Content on ~90% of the Global Aircraft Fleet



# EXCITING INDUSTRY OUTLOOK ACROSS END MARKETS

## COMMERCIAL ORIGINAL EQUIPMENT

**HSD%**



## COMMERCIAL AFTERMARKET

**MSD%**



## DEFENSE & SPACE

**MSD%**



### **Historic OE Backlog**

Record, multi-year backlog supports demand for HON Air Transport offerings

### **Large Cabin Business Jets**

New platforms exhibiting industry-leading growth by volume, value, and utilization

### **Resilient Air Travel Demand**

Secular travel demand continues to drive strong growth for HON across OE & AM

### **High Business Jet Utilization**

Fractionals and other shared models enabling higher utilization flight hours per tail

### **International Defense**

Exportable technologies and localized capabilities / support in Europe and Asia Pacific

### **Exposure to Priority Areas**

Next-gen fighter jets and new platforms, such as unmanned, with strong HON content

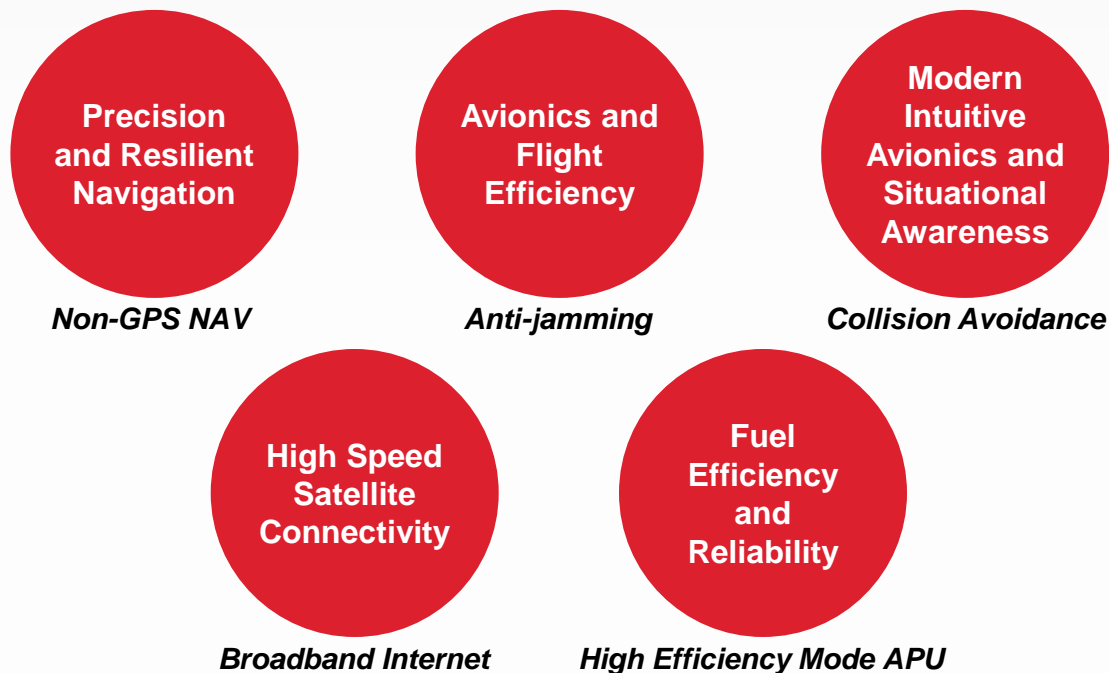
**Well-Positioned to Capture Industry Upcycle; MSD - HSD Long-Term Sales CAGR**



# RETROFITS, MODIFICATIONS & UPGRADES (RMU)

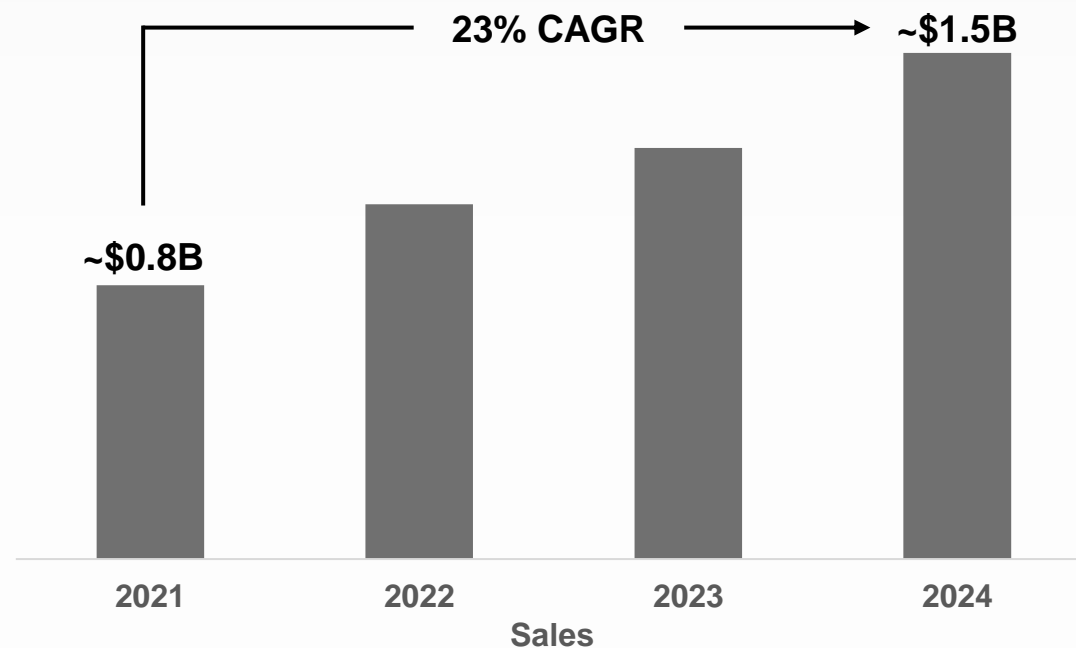
## “DECOUPLED” SOURCE OF SALES GROWTH

### RMU STRATEGIC FOCUS AREAS



- ✓ Adds new offerings and capabilities to installed base
- ✓ Growth not driven by flight hours and build rates

### COMPELLING FINANCIAL PROFILE



- ✓ ~10% of Honeywell Aerospace sales in FY24
- ✓ Sales come with attractive margins

**Accelerating Initiatives to Achieve Incremental, Sustainable Growth**

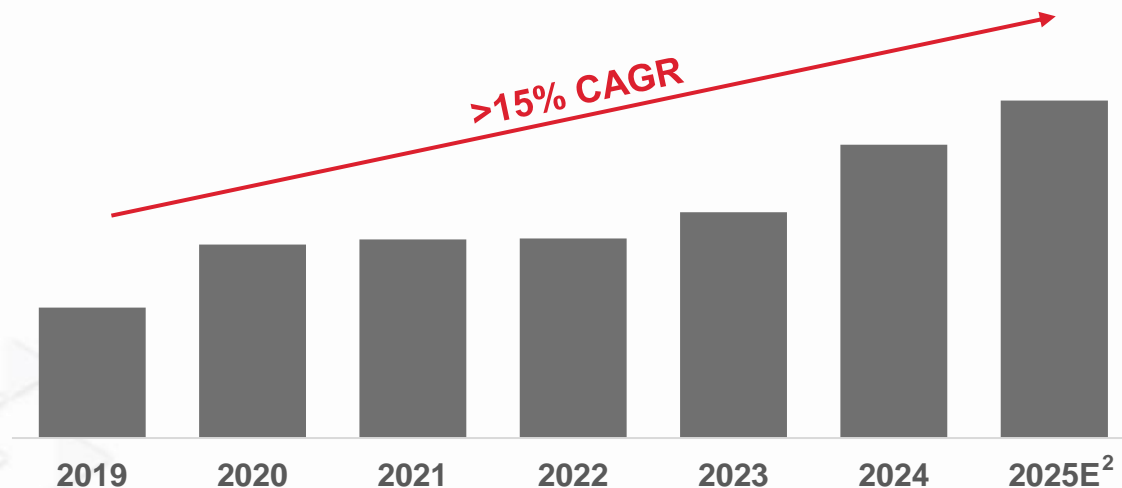


# UNIQUE POSITIONING IN INTERNATIONAL DEFENSE

## ACCELERATING INTERNATIONAL SALES...

- International sales >25% of Honeywell's defense business in 2024 from ~10% in 2014, >\$2B of 2024 wins
- Civitanavi acquisition expands European footprint to deepen expertise, broaden scalable high-tech portfolio on the Continent
- Significant international manufacturing and engineering capabilities in European Union, United Kingdom, and India

### HON INTERNATIONAL DEFENSE SALES



## ...AIDED BY GROWING DEFENSE BUDGETS

- Countries around the globe building up domestic defense industries in response to shifting geopolitics
- International defense budget growth expected to meaningfully outpace U.S. over the next 5 years<sup>1</sup>
- Honeywell aligned to key international defense needs (missiles, fighter jets, unmanned), fastest growing parts of budget

### 2025-2030 DEFENSE BUDGET CAGR<sup>1</sup>



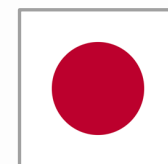
Germany  
10%



UK  
5%



Turkey  
12%



Japan  
9%



India  
8%

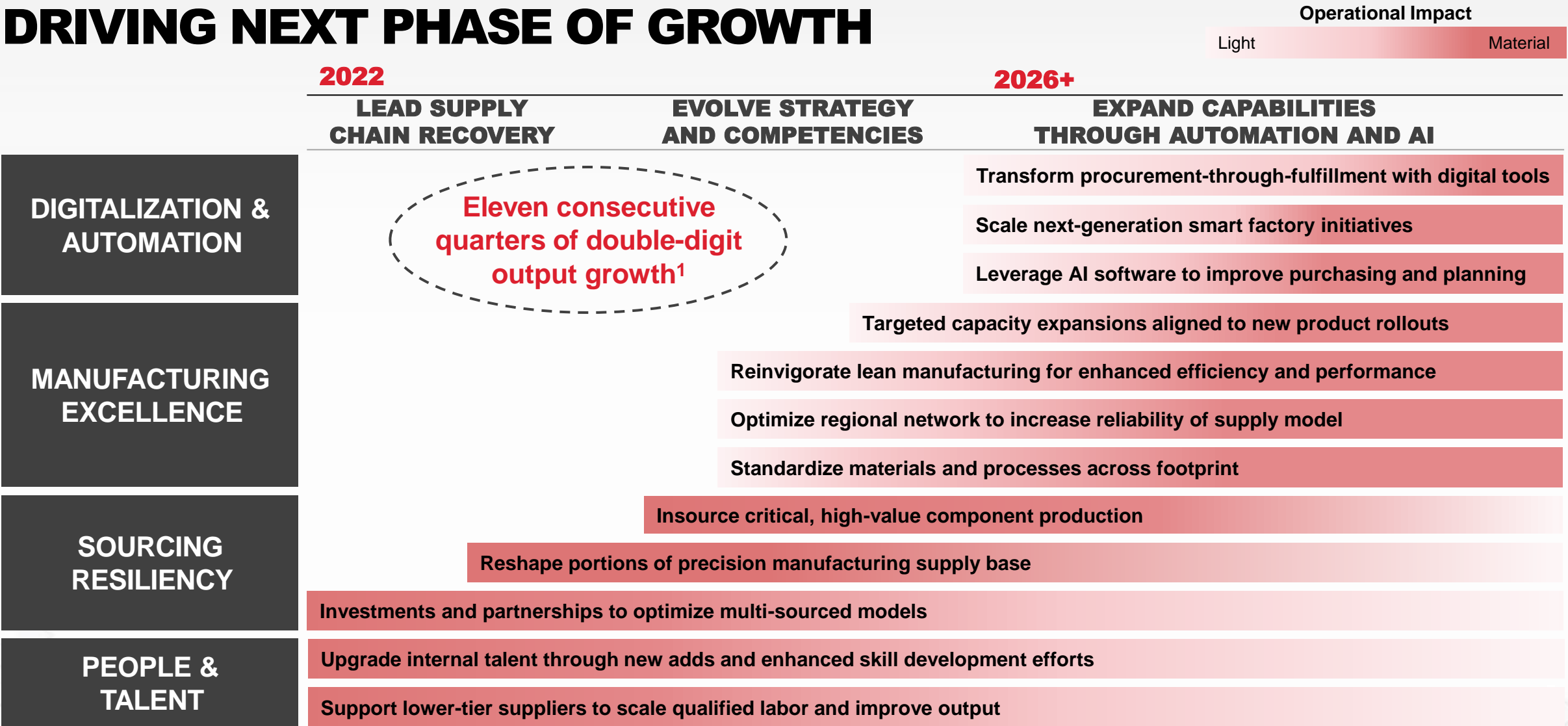


Australia  
7%

International Defense a Substantial Growth Tailwind



# SUPPLY CHAIN TRANSFORMATION DRIVING NEXT PHASE OF GROWTH



Transformation Required to Support Doubling of Revenue in 2030’s

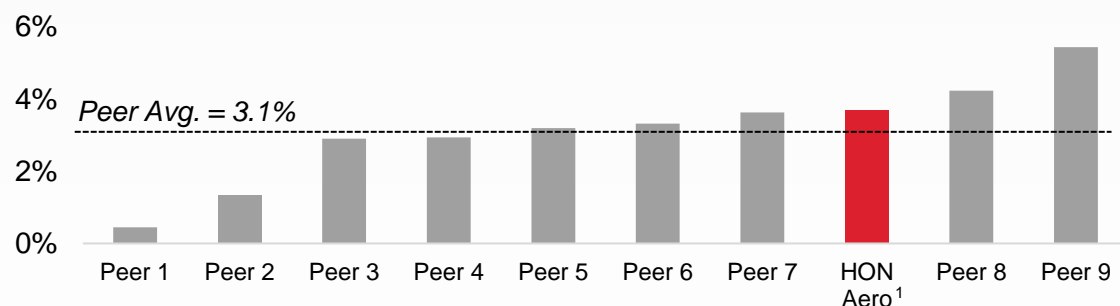
1. Eleven consecutive quarters through 1Q25



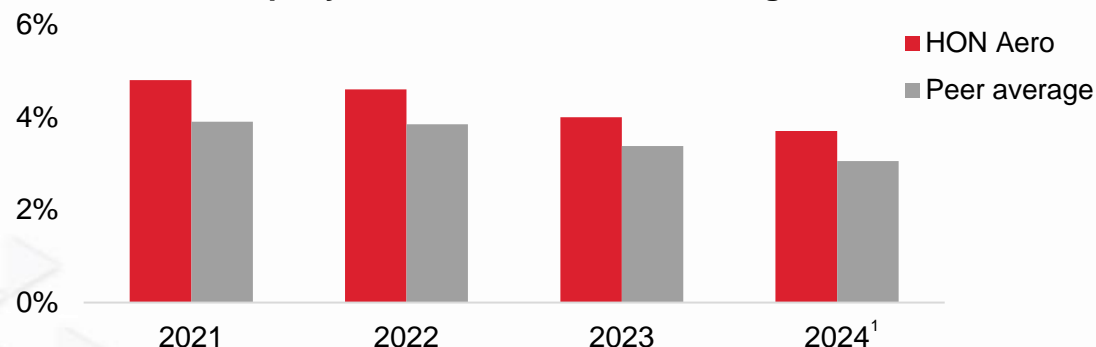
# POWER OF HONEYWELL AEROSPACE'S R&D PLATFORM

## STRONG R&D TRACK RECORD...

Company-Funded R&D as a Percentage of FY24 Sales



Company-Funded R&D as a Percentage of Sales



## ...DELIVERING NEXT-GEN CAPABILITIES

- Balanced approach to support positioning of current product portfolio while developing technologies for next-gen aircraft
- R&D focused on driving growth across Retrofits, Modifications and Upgrades (RMUs) and OE new platforms
- Increased R&D efficiency through global engineering and customer partnerships

### INNOVATION IS IN OUR DNA

#### ANTHEM

Advanced, integrated cloud-native cockpit



FIVE

#### ASSURE

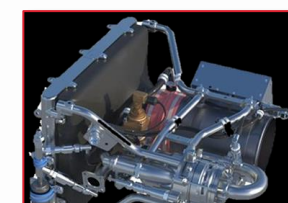
Electromechanical actuation system



SIX

#### ATTUNE

Compact vapor cycle cooling solution



FIVE

Recent Platform Wins

**Well-Funded R&D Program Producing Customer Wins for New Technologies**













1. Excluding the impact of Bombardier Agreement announced on December 2, 2024  
Source: Company filings; Peers include: CW, GE, HEI, HWM, RR, RTX, SAF, TDG, WWD

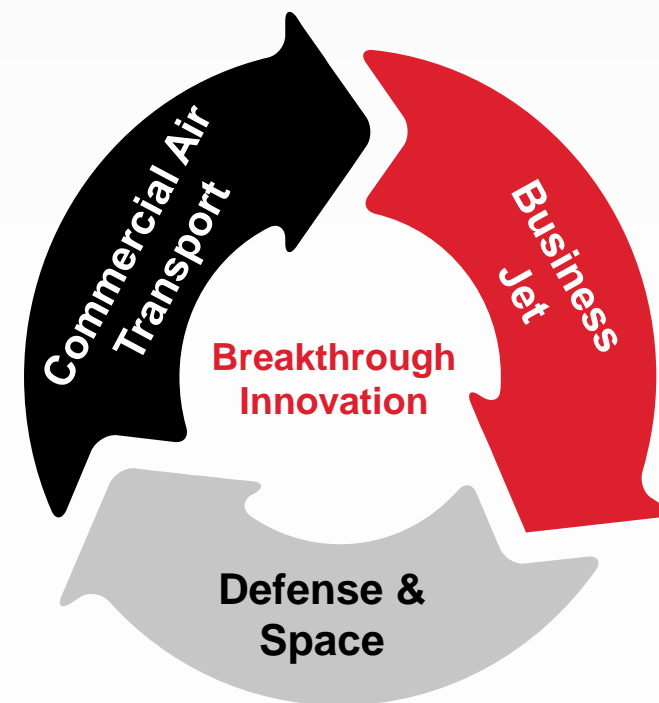


# COMMON TECHNOLOGY ACROSS VERTICALS AND PLATFORMS

*Intentionally developing new products for use across vast, diverse customer base*

## Illustrative Examples

	 COMMERCIAL AIR TRANSPORT	 BUSINESS JET	 DEFENSE & SPACE
<b>PRECISION NAVIGATION (RING LASER GYROS)</b> High-accuracy inertial sensors			
<b>AUXILIARY POWER UNITS</b> Essential backup power source			
<b>FUEL CONTROL SYSTEMS</b> Precise fuel flow for reliable engine performance			



**Virtuous Cycle Unlocks Scale and Efficiency To Enable High Returns on R&D**



# ADVANCED TECHNOLOGY LEADING FUTURE OF AVIATION

## KEY TRENDS

### Path to Autonomy



### Efficient Engines



### Electrification



### Increased Safety



### Next-Gen Defense



### Unmanned



## NEW KEY PRODUCTS

- **Anthem** integrated flight deck
- Next-gen flight management system

- **HTF7K** new engine series
- Next-gen narrowbody APU

- **Attune** vapor cooling system
- **Assure** electromechanical actuation

- **SURF-A** surface alert
- **SmartLanding / SmartRunway**

- Electromagnetic defense solutions
- Anti-jamming
- Precision navigation

- Defense engines
- Fly-by-wire
- Precision navigation / sensors

Developing Innovative New Systems, Fueling Growth for Decades Ahead



# **HONEYWELL AEROSPACE**

## **POWERING THE FUTURE OF AVIATION**



**Premier systems provider for all forms of aircraft, solving the most complex challenges and leading the industry towards greater electrification and autonomy**



**Balanced end market and platform exposures enable capitalization on a multi-year upcycle across commercial air transport, business jet, and defense & space**



**Mature operating system enhanced by large installed base, favorable mix of recurring aftermarket sales, and differentiated decoupled growth strategy**

**A Unique Aerospace-Focused Public Company Coming in 2H 2026**





# *Appendix*



# NON-GAAP FINANCIAL MEASURES

The following information provides definitions and reconciliations of a certain non-GAAP financial measure 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, this measure is useful to investors and management in understanding our ongoing operations and in the analysis of ongoing operating trends. This measure should be considered in addition to, and not as a replacement for, the most comparable GAAP measure. Other companies may calculate this non-GAAP measure differently, limiting the usefulness of this measure for comparative purposes.

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



# RECONCILIATION OF ORGANIC SALES PERCENT CHANGE

	1Q25
Aerospace Technologies	
Reported sales percent change	14%
Less: Foreign currency translation	—%
Less: Acquisitions, divestitures and other, net	5%
Organic sales percent change	9%

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.



# Honeywell