

Honeywell Aerospace

3Q 2026 Earnings Presentation

October 28, 2026



Honeywell
Aerospace

Forward looking statements

This presentation contains "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), relating to Honeywell Aerospace's operations, strategy and performance. Words such as "anticipates," "believes," "could," "expects," "forecasts," "intends," "plans," "estimates," "projects," "targets," "will," "may," "should," "guidance," "outlook," "confident," and similar expressions that convey the prospective nature of events or outcomes generally indicate forward-looking statements. However, the absence of these words does not mean that a statement is not forward-looking. Forward-looking statements included in this presentation are based on management's expectations, estimates and projections as of the date they are made. These statements are not guarantees of future events or performance, and you should not unduly rely on them as they involve certain risks, uncertainties and assumptions that are difficult to predict. Therefore, actual outcomes and results may differ materially from what is expressed or forecast in such forward-looking statements.

Factors that could cause actual results or events to differ materially from those described in the forward-looking statements include, but are not limited to: (i) risks relating to Honeywell Aerospace's spin-off from Honeywell International Inc., including our ability to realize the anticipated benefits of the spin-off and operating as an independent public company; (ii) supply chain disruptions, including constraints on or changes in the price or availability of raw materials and components; (iii) our ability to successfully develop new technologies and introduce new products; (iv) our ability to compete successfully in the markets in which we operate; (v) changes in demand for our products and services, including conditions in the commercial aerospace, business aviation, and defense and space markets; (vi) changes in government spending and risks associated with our government contracts; (vii) risks related to our significant indebtedness incurred in connection with the spin-off and our ability to service such debt; (viii) the impact of tariffs, including the amount and timing of any tariff

refunds; (ix) adverse outcomes of litigation matters and government and other proceedings; and (x) other economic, business, competitive, regulatory, geopolitical and market factors affecting Honeywell Aerospace's business generally as set forth in our filings with the Securities and Exchange Commission (the "SEC").

The above list of factors is not exhaustive or necessarily in order of importance. These forward-looking statements should be considered in light of the information included in our Registration Statement on Form 10 (File No. 001-43173), including the final Information Statement dated June 15, 2026 contained therein, our Quarterly Reports on Form 10-Q for the quarters ended June 27, 2026 and September 26, 2026, and our other filings with the SEC. Any forward-looking statement speaks only as of the date on which it is made. Honeywell Aerospace assumes no obligation to update or revise any such statement, whether as a result of new information, future events or otherwise, except as required by applicable law.

Non-GAAP financial measures

This presentation contains financial measures presented on a non-GAAP basis. Honeywell Aerospace's non-GAAP financial measures used in this presentation include organic growth, segment adjusted EBIT, pro forma standalone segment adjusted EBIT, adjusted EBIT, adjusted EBIT margin, pro forma standalone adjusted EBIT, pro forma standalone earnings per share, adjusted earnings per share, pro forma standalone adjusted earnings per share, adjusted effective tax rate, and free cash flow, as applicable.

Management believes that, when considered together with reported amounts, these measures are useful to investors and management in understanding our ongoing operations and evaluating operating performance and trends. These measures should be considered in addition to, and not as a substitute for, the most directly

comparable GAAP measures. Other companies may calculate these non-GAAP measures differently, limiting their usefulness for comparative purposes. Refer to the Appendix attached to this presentation for reconciliations of non-GAAP financial measures to the most directly comparable GAAP measures.

Certain forward-looking non-GAAP financial measures are not reconciled to the most directly comparable GAAP financial measures because management cannot reliably predict or estimate, without unreasonable effort, the timing and impact of certain items that could significantly affect reported results, including pension mark-to-market adjustments and other potential future one-time items.

Key messages

Quarterly results ahead of plan as supply chain actions continue



Exceeded our 3Q sales and profit expectations

- Sequential sales growth led by commercial aftermarket as higher mechanical output drove better demand conversion



Increased midpoint of FY adj EPS and 2H FCF guidance

- Utilizing Honeywell Aerospace Operating System to propel productive investments into supply chain to support growing backlog, +12% y/y



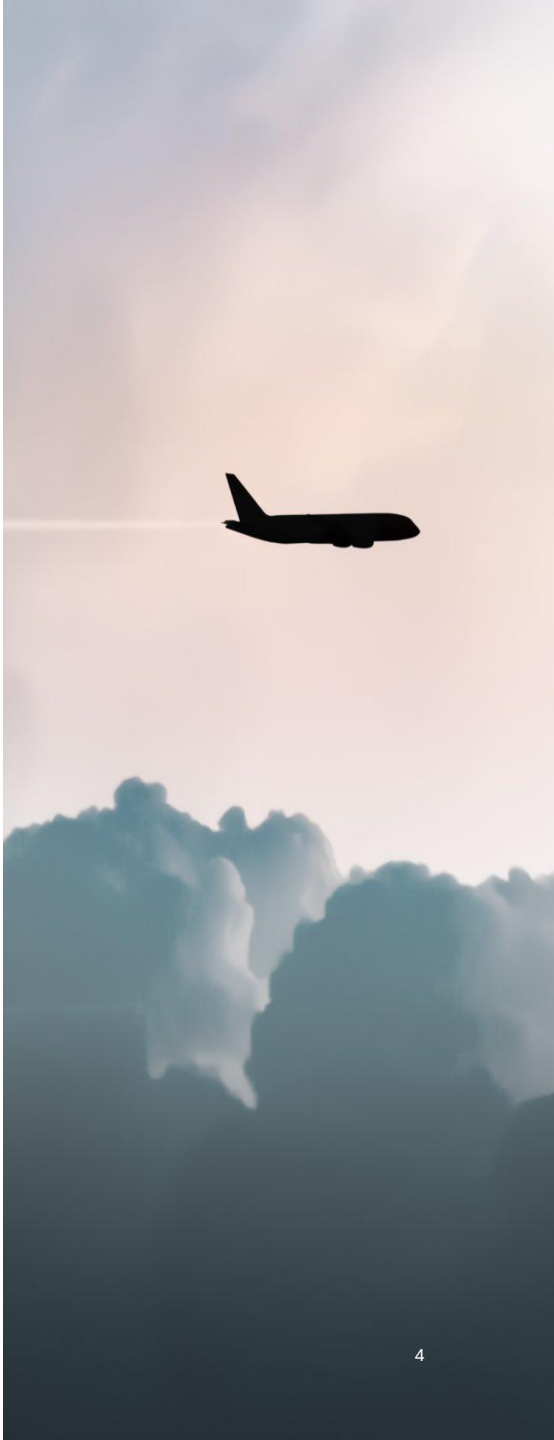
Initiated quarterly dividend

- Board declared inaugural dividend payable December 4, aligned to capital allocation priorities for robust free cash flow presented at Investor Day

Executing against our strategic priorities

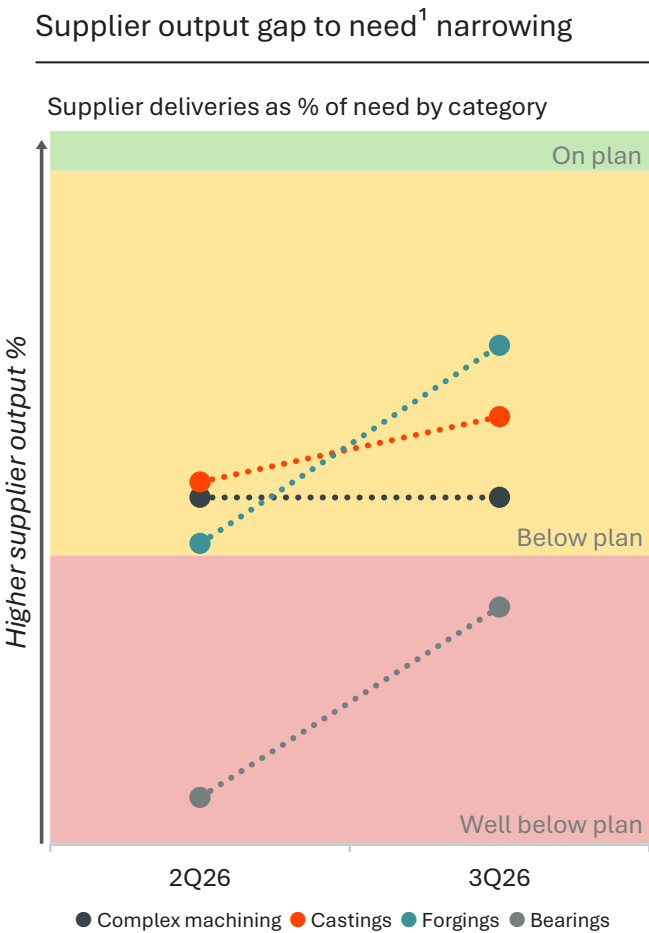
Creating substantial value with consistent innovation-led growth strategy

Expand leadership in attractive end markets <hr/> Capturing retrofit, modification and upgrade demand across the global installed base	Invest in differentiated technology platforms <hr/> Advancing resilient navigation and trusted autonomy for contested environments	Strengthen operational capabilities to unlock further growth <hr/> Building supply base resiliency through insourcing, multi-sourcing and supplier investment
Fleetwide weather radar upgrade for Omni Táxi Aéreo’s AW139 fleet, the largest helicopter operator in Latin America	Kestrel lightweight navigation system demonstrated in flight, sustaining accuracy where GPS is denied	Multi-sourced share of material spend rising meaningfully this year as newly qualified sources come online



Improving supplier KPIs set stage for accelerating growth

Focused investments continue across all four categories to better serve customers



Category	Supplier output gap to need ¹		Supplier output growth ²		What changed in 3Q
	2Q26	→ 3Q26	2Q26	→ 3Q26	
Complex machining	●	→ ●	●	→ ●	<ul style="list-style-type: none">Supplier output growth accelerated y/y in 3Q supported by HONA labor; supplier output gap to need narrowed YTDCommitted to new insourcing projects for ~700 parts, representing \$100M in total annual spend
Castings	●	→ ●	●	→ ●	<ul style="list-style-type: none">Supplier output growth +4% y/y as production timing shifted modestly q/qAdvanced the qualification of new sources to begin production in 2027
Forgings	●	→ ●	●	→ ●	<ul style="list-style-type: none">Closing supplier output gap to need with double-digit output growth YTDSecured additional capacity in 2027 and beyond
Bearings	●	→ ●	●	→ ●	<ul style="list-style-type: none">Sequential supplier output grew >20%Second source of high-volume bearings ramped 3Q output >80% vs 2Q

Legend	
Supplier output gap to need ¹	Supplier output growth ²
On plan	● >5%
Below plan	● (5)% to 5%
Well below plan	● <(5)%

Recent business highlights

Momentum across commercial and defense markets with more than \$20 billion lifetime value of new wins year to date

U.S. Air Force advances SkyShot 1600 to preliminary design



Small-thrust engine selected for the Autonomous Collaborative Platform program, powering next-generation collaborative combat aircraft and unmanned systems

Missiles and munitions programs awarding new business



More than \$2 billion in wins for navigation and RF systems across platforms, including those prioritized by the Munitions Acceleration Council

Phoenix to pilot SURF-A runway safety technology on ground vehicles



First airport system worldwide to trial collision-avoidance alerts for ground vehicles, extending SURF-A beyond the cockpit

Significant capacity expansion supports growing demand

State-of-the-art Tempe facility adds capacity and vertical integration for commercial and defense platforms

Size

300K sq. ft.

Total investment

~\$500M

Expected opening

Late 2028

Supporting strong current and future demand for Control Systems

- Assure electromechanical actuation and Attune vapor cycle cooling systems winning across commercial and defense platforms with \$15 billion of awards to date
- Adds the capacity needed to deliver contracted growth and pursue future platform wins, including next-gen narrowbody and high-priority Department of War programs

High-tech facility to support current and next-gen aviation technologies

- Factory sets template for future HONA manufacturing capabilities, including modular robotics, automated inspection, AI enabled production optimization, digital twins, and end-to-end digital thread
- More vertically integrated operations reduce supplier dependencies in complex machining, supporting increased production across the Control Systems portfolio

3Q 2026 financial summary

Sales and adjusted EBIT growth against difficult prior year comparison

Sales

\$4.6B +2.4% organic¹ y/y

Adjusted EBIT^{1,2}

\$1.2B +4% y/y

Adjusted EPS¹

\$2.21

Free cash flow¹

\$0.5B

Drivers

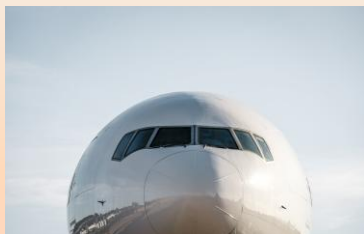
- Backlog of \$19.3B, +12% y/y; TTM order growth of +9% y/y and book-to-bill of 1.1x
- Output up 5% sequentially and 2% y/y as supply constraints persist
- ~\$50M net IEEPA tariff refund benefit³, a tailwind of ~4% to adjusted EBIT growth and >100 bps to margin; unfavorable mix y/y
- Board declared initial quarterly dividend of \$0.40 per share (\$1.60 per share annualized, ~20% payout ratio), payable on December 4

3Q 2026 end market results

Sales growth

Key highlights

Commercial OE



+8%
organic¹ y/y

- Commercial air transport build rate increases driving higher shipset demand; business aviation steady
- Increasing volume of content selectable by operators

Commercial Aftermarket



+2%
organic¹ y/y

- Underlying demand healthy (3Q orders +12% y/y) with parked aircraft returning to active fleet; retirements remain low
- Growth impacted by challenging prior-year comparison; volumes paced by mechanical component availability

Defense & Space



+1%
organic¹ y/y

- CAES and Civitanavi acquisitions experiencing strong double-digit growth aided by commercial synergies
- Wind-down of non-aerospace restricted program; demand outpacing supply, pressuring international deliveries

2026 outlook

Raising midpoint of EPS and FCF guidance ranges

Organic growth ¹	4–5% Prior: 4–5%
Pro forma standalone adjusted EBIT ¹	\$4.375–\$4.425B Prior: \$4.35–\$4.45B
Pro forma standalone adjusted EPS ¹	\$7.85–\$8.00 Prior: \$7.60–\$7.90
2H26 Free cash flow ¹	\$1.2–\$1.4B Prior: \$1.0–\$1.5B

End market organic growth expectations unchanged



Commercial OE

MSD%

Commercial Aftermarket

LSD–MSD%

Defense & Space

MSD%

Summary

Delivering on financial commitments with an improving growth profile ahead



Customer demand remains robust across end markets with growing backlog and wins for our innovative solutions



Improvement in pacing supply chain bottlenecks to spur demand conversion and higher growth



Investing in organic growth with attractive returns while initiating a quarterly dividend



Premier provider of mission-critical aerospace systems





Global supplier of high-value systems across Aerospace and Defense end markets positioned for profitable long-term growth



Delivering growth by investing in supply base and innovation to drive further fleet electrification, autonomy and safety



“Develop once, deploy everywhere” R&D approach speeds up product introductions, improves ROI, increases addressable market



Enhancing a best-in-class operating system led by an experienced, performance-driven management team with strong track record



COMPELLING VALUE CREATION OPPORTUNITY UNDERPINNED
BY DISCIPLINED CAPITAL ALLOCATION AND A STRONG BALANCE SHEET

Appendix

3Q 2026 segment results

Electronic Solutions led growth; Control Systems paced by wind-down of restricted government program;
Engines & Power Systems pressured by mix

Sales

Adjusted EBIT^{1,2}

Electronic
Solutions



\$1.8B

+5% *organic*¹ y/y

\$0.6B

+13% y/y

Engines &
Power Systems



\$1.5B

+2% *organic*¹ y/y

\$0.3B

(14)% y/y

Control
Systems



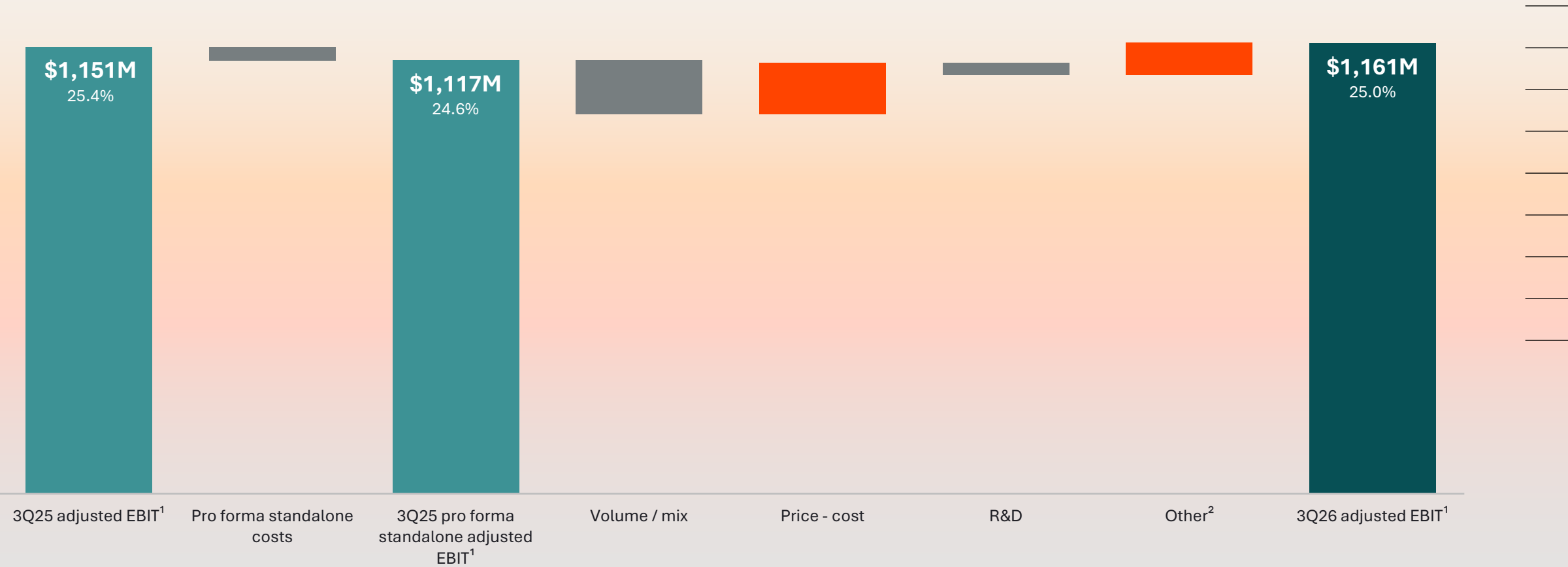
\$1.3B

*Flat organic*¹ y/y

\$0.4B

+4% y/y

3Q26 adjusted EBIT bridge



1. Non-GAAP financial measure. Refer to Appendix for reconciliations.
2. Includes net IEEPA tariff refunds of ~\$50M and changes in other operating expenses not considered below-the-line for non-GAAP reporting.

Additional 2026 guidance

Pro forma below-the-line expenses	Current guidance	Prior guidance
Interest expense	~\$0.8B	~\$0.8B
Honeywell trademark license fee	~\$0.2B	~\$0.2B
Additional below-the-line items ¹	~\$0.3B	~\$0.3–\$0.4B

Other items	Current guidance	Prior guidance
Capital expenditures	~\$0.65B	~\$0.65B
Weighted average diluted shares	~317M	~317M
Adjusted effective tax rate ²	~18-19%	<20%

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. Management believes these non-GAAP financial measures provide investors with useful supplemental information related to our performance period to period, align the measures to how management evaluates performance internally, and make it easier for investors to compare our performance to peers. 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.

Certain non-GAAP measures are presented on a pro forma basis, which give effect to the spin-off of Honeywell Aerospace as if it occurred on January 1, 2025. The pro forma adjustments reflect interest expense associated with the current debt structure, the assumption of certain pension assets and liabilities for employees who are eligible for benefits under the U.S. defined benefit pension plan that was sponsored by Honeywell, new compensation agreements for former and new executives of Honeywell Aerospace, the impact of the trademark license agreement and transition services agreement entered into with Honeywell in connection with the spin-off, the transaction costs, and other estimated recurring and ongoing costs required to operate as a standalone entity. We believe these pro forma measures are helpful to supplement our financial results as they allow a comparison of results as if Honeywell Aerospace was a standalone company in the historical periods presented.

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 Aerospace's business.

Information reconciling forward-looking GAAP financial measures to non-GAAP financial measures related to full-year 2026 guidance, including organic sales growth, pro forma standalone adjusted EBIT, pro forma standalone adjusted earnings per share, adjusted effective tax rate, and second half free cash flow, is not available because management cannot reliably predict or estimate certain items without unreasonable effort. These items include fluctuations in global currency markets; the timing, occurrence and impact of acquisition and divestiture transactions; 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; and the timing of working capital cash flows and capital expenditures. The information that is unavailable to provide a quantitative reconciliation could have a significant impact on our reported financial results.

Reconciliation of Organic Sales Percent Change for Total Honeywell Aerospace and by Segment

	3Q 2026 vs. 3Q 2025
Honeywell Aerospace	
Reported sales percent change	2.4%
Less: Foreign currency translation	—%
Less: Acquisitions	—%
Less: Other	—%
Organic sales percent change	2.4%
Electronic Solutions	
Reported sales percent change	4%
Less: Foreign currency translation	(1)%
Less: Acquisitions	—%
Less: Other	—%
Organic sales percent change	5%
Engines & Power Systems	
Reported sales percent change	3%
Less: Foreign currency translation	1%
Less: Acquisitions	—%
Less: Other ⁽¹⁾	—%
Organic sales percent change	2%
Control Systems	
Reported sales percent change	—%
Less: Foreign currency translation	—%
Less: Acquisitions	—%
Less: Other	—%
Organic sales percent change	—%

We define organic sales percent change as the year-over-year change in reported Net 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, and other items that are unusual and non-recurring in nature (e.g., impact of comprehensive settlement related to Flexjet litigation). We believe this measure is useful to investors and management in understanding our ongoing operations and in analysis of ongoing operating trends.

Reconciliation of Organic Sales Percent Change by End Market

	3Q 2026 vs. 3Q 2025
Commercial Original Equipment	
Reported sales percent change	7%
Less: Foreign currency translation	(1)%
Less: Acquisitions	—%
Less: Other	—%
Organic sales percent change	8%
Commercial Aftermarket	
Reported sales percent change	2%
Less: Foreign currency translation	—%
Less: Acquisitions	—%
Less: Other ⁽¹⁾	—%
Organic sales percent change	2%
Defense and Space	
Reported sales percent change	1%
Less: Foreign currency translation	—%
Less: Acquisitions	—%
Less: Other	—%
Organic sales percent change	1%

We define organic sales growth as the year-over-year change in reported Net 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, and other items that are unusual and non-recurring in nature (e.g., impact of comprehensive settlement related to Flexjet litigation). We believe this measure is useful to investors and management in understanding our ongoing operations and in analysis of ongoing operating trends.

Reconciliation of Net Income to Total Segment Profit, Adjusted EBIT, and Pro Forma Standalone Adjusted EBIT and Calculation of Net Income Margin, Adjusted EBIT Margin and Pro Forma Standalone Adjusted EBIT Margin

(\$M)	3Q 2026	3Q 2025	FY 2025
Net Income	\$ 737	\$ 654	\$ 2,722
Income tax expense	164	87	627
Amortization of acquisition-related intangibles ⁽¹⁾	28	3	52
Stock compensation expense ⁽²⁾	28	16	83
Environmental expense ⁽³⁾	19	258	389
Transaction costs ⁽⁴⁾	18	143	269
Honeywell trademark ⁽²⁾	54	—	—
Pension (income) expense ⁽⁵⁾	(76)	1	—
Interest expense (income), net	187	(5)	—
Other, net ⁽⁶⁾	2	(6)	(57)
Total Segment Profit	\$ 1,161	\$ 1,151	\$ 4,085
Flexjet-related litigation settlement ⁽⁷⁾	—	—	373
Adjusted EBIT	\$ 1,161	\$ 1,151	\$ 4,458
Pro forma adjustments ⁽⁸⁾		(9)	(52)
Estimated standalone recurring and ongoing costs ⁽⁹⁾		(25)	(68)
Pro Forma Standalone Adjusted EBIT		\$ 1,117	\$ 4,338
 Net Income	 \$ 737	 \$ 654	
÷ Net sales	4,644	4,533	
Net Income Margin	15.9 %	14.4 %	
 Adjusted EBIT	 \$ 1,161	 \$ 1,151	
÷ Net sales	4,644	4,533	
Adjusted EBIT Margin	25.0 %	25.4 %	
 Pro Forma Standalone Adjusted EBIT		 \$ 1,117	
÷ Net sales		4,533	
Pro Forma Standalone Adjusted EBIT Margin		24.6 %	

Reconciliation of Net Income to Total Segment Profit, Adjusted EBIT, and Pro Forma Standalone Adjusted EBIT and Calculation of Net Income Margin, Adjusted EBIT Margin and Pro Forma Standalone Adjusted EBIT Margin

- 1 Amounts included in Cost of products and services sold and Selling, general and administrative.
- 2 Amounts included in Selling, general and administrative expenses.
- 3 Amounts included in Cost of products and services sold and Other (income) expense, net.
- 4 Amounts included in Selling, general and administrative expenses and Other (income) expense, net.
- 5 Amounts included in Cost of products and services sold, Selling, general and administrative, Research and development, and Other (income) expense, net.
- 6 Amounts include repositioning and other charges.
- 7 Amounts included in Net sales and Cost of services sold of \$312 million and \$61 million, respectively.
- 8 Represents autonomous entity adjustments primarily related to transition service agreements and adjustments for new compensation agreements for new and existing executives and certain other employee compensation expense for employees that have historically been shared with other Honeywell businesses and will be transferred to the company in connection with the spin-off.
- 9 Represents estimated recurring and ongoing costs required to operate new functions required for a public company, such as external reporting, internal audit, treasury, investor relations, board of directors and officers, stock administration, and expanding the services of existing functions such as information technology, finance, supply chain, human resources, legal, tax, facilities, branding, security, government relations, community outreach, and insurance.

We define adjusted EBIT as net income before taxes, excluding interest, amortization of acquisition-related intangibles, stock compensation expense, environmental expense, pension (income) expense, repositioning and other charges, transaction costs, expenses associated with the Honeywell trademark license, other items within Other (income) expense, net, and other items that are unusual or non-recurring in nature, including but not limited to impairment charges and litigation charges (e.g., comprehensive settlement related to Flexjet litigation). We define proforma standalone adjusted EBIT as adjusted EBIT less proforma adjustments, described above. We define adjusted EBIT margin as adjusted EBIT divided by net sales adjusted for the impact of the Flexjet-related litigation settlement. We define pro forma standalone adjusted EBIT margin, as pro forma standalone adjusted EBIT divided by net sales adjusted for the impact of the Flexjet-related litigation settlement. We believe these measures are useful to investors as they provide greater transparency with respect to supplemental information used by management in its financial and operational decision making, as well as understanding ongoing operating trends.

Reconciliation of Segment Profit and Pro Forma Standalone Segment Adjusted EBIT

	3Q 2026		
	Electronic Solutions	Engines & Power Systems	Control Systems
(\$M)			
Segment profit/Segment adjusted EBIT	\$ 564	\$ 250	\$ 382

	3Q 2025		
	Electronic Solutions	Engines & Power Systems	Control Systems
(\$M)			
Segment profit/Segment adjusted EBIT	\$ 510	\$ 299	\$ 376
Pro forma adjustments ⁽¹⁾	(4)	(2)	(2)
Estimated standalone recurring and ongoing costs ⁽²⁾	(6)	(7)	(5)
Pro Forma Standalone Segment Adjusted EBIT	\$ 500	\$ 290	\$ 369

1 Represents autonomous entity adjustments primarily related to transition service agreements and adjustments for new compensation agreements for new and existing executives and certain other employee compensation expense for employees that have historically been shared with other Honeywell businesses and will be transferred to the company in connection with the spin-off.

2 Represents estimated recurring and ongoing costs required to operate new functions required for a public company, such as external reporting, internal audit, treasury, investor relations, board of directors and officers, stock administration, and expanding the services of existing functions such as information technology, finance, supply chain, human resources, legal, tax, facilities, branding, security, government relations, community outreach, and insurance.

We define segment adjusted EBIT as net income before taxes, excluding interest, amortization of acquisition-related intangibles, stock compensation expense, environmental expense, pension (income) expense, repositioning and other charges, transaction costs, expenses associated with the Honeywell trademark license, other items within Other (income) expense, net, and other items that are unusual or non-recurring in nature, including but not limited to impairment charges and litigation charges (e.g., comprehensive settlement related to Flexjet litigation). We define proforma standalone segment adjusted EBIT as segment adjusted EBIT less proforma adjustments, described above. We believe these measures are useful to investors as they provide greater transparency with respect to supplemental information used by management in its financial and operational decision making, as well as understanding ongoing operating trends.

Reconciliation of EPS to Adjusted EPS

	3Q 2026
Earnings per share of common stock - diluted⁽¹⁾	\$ 2.29
Amortization of acquisition-related intangibles ⁽²⁾	0.06
Transaction-related costs ⁽³⁾	0.04
Pension income ⁽⁴⁾	(0.18)
Adjusted earnings per share of common stock - diluted⁽¹⁾	\$ 2.21

1 For the three months ended September 26, 2026, adjusted earnings per share utilizes weighted average shares of 317.7 million.

2 For the three months ended September 26, 2026, amortization of acquisition-related intangibles was \$21 million, net of tax benefit of \$7 million.

3 For the three months ended September 26, 2026, transaction-related costs were \$14 million, net of tax benefit of \$4 million.

4 For the three months ended September 26, 2026, pension income was \$58 million, net of tax expense of \$18 million.

We define adjusted earnings per share as diluted earnings per share 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.

Reconciliation of Cash Provided by Operating Activities to Free Cash Flow

(\$M)	3Q 2026
Cash provided by operating activities	\$ 668
Capital expenditures	(168)
Free cash flow	\$ 500

We define free cash flow as cash provided by operating activities less cash for capital expenditures and excluding the cash payments for settlement of Flexjet-related litigation matters. We believe this measure 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.

Thank you



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