

# ABOUT HONEYWELL AND THE AEROSPACE TECHNOLOGIES BUSINESS OVERVIEW

UPDATED SEPTEMBER 2025

Honeywell



Honeywell is delivering the future of automation, air travel, and energy with our industry-leading, software-enabled solutions. We create shareholder value through profitable growth and strategic, high-return capital deployment.

|                                      |                            |                              |
|--------------------------------------|----------------------------|------------------------------|
| <b>Charlotte, NC</b><br>Headquarters | <b>HON</b><br>NASDAQ       | <b>\$38B</b><br>2024 Sales   |
| <b>102,000</b><br>2024 Employees     | <b>~715</b><br>Total Sites | <b>FORTUNE</b><br><b>500</b> |

HELPING SOLVE THE WORLD’S TOUGHEST CHALLENGES IN...

|                                                                                  |                                                                                     |                                                                                      |
|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| <b>AUTOMATION</b>                                                                | <b>AVIATION</b>                                                                     | <b>ENERGY</b>                                                                        |
|  |  |  |

←

UNDERPINNED BY DIGITALIZATION

→



# THE FUTURE IS WHAT WE MAKE IT

Honeywell has been at the center of industrial innovation for over a hundred years. You already trust our legendary hardware. Now, we're leveraging the power of software and AI to take entire industries to the next level, bringing a digital-first, outcome-based approach to the next generation of megatrends.

## ALIGNED WITH MEGATRENDS

### AUTOMATION

We're ushering in the next generation in automation technology for industrial and building applications.

- Elevate Safety & Security Standards
- Drive Resilience & Asset Reliability
- Enhance Human Experience & Productivity

### AVIATION

From airports to outer space, we're using digital solutions to revolutionize aviation, creating the future of flight.

- Enhancing Aviation Safety
- Advancing Air Mobility
- Improving Sustainability

### ENERGY

Stay ahead of global demand for cleaner, smarter, more available energy. Discover, define and address tough challenges in meeting energy goals.

- Fuel Growth Through Cleaner Energy
- Optimize & Manage Energy Outcomes
- Enhance Grid Resilience

## A STEP CHANGE IN DIGITALIZATION

### INDUSTRIAL- FOCUSED AI

We've baked decades of operational experience into AI's that enhance productivity, optimize operations and support safety and security.

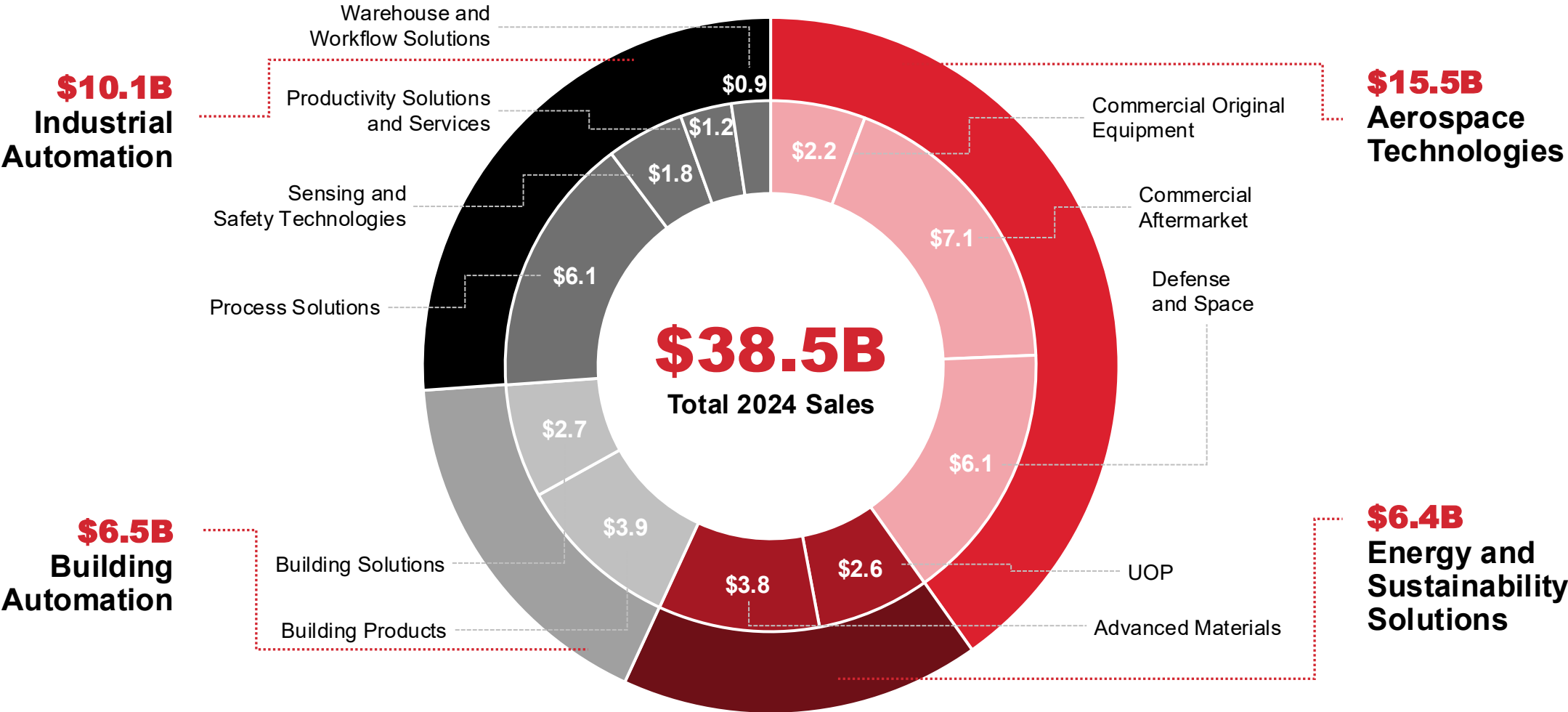
### OT-CENTRIC CYBERSECURITY

Help protect critical operations from unplanned downtime and hostile actors with cybersecurity designed for operational technology at the core.

### PURPOSE-BUILT PLATFORMS

Industry-defining platforms like Honeywell Forge and Experion are leading the way in digital industrial innovation.

# HONEYWELL SEGMENTS AT A GLANCE



*Represents 2024 sales. Numbers may not sum due to rounding*

Well-Diversified Portfolio Positioned for Accelerated Growth

# THREE INDUSTRY-LEADING PUBLIC COMPANIES

## HONEYWELL AUTOMATION

## HONEYWELL AEROSPACE

## SOLSTICE ADVANCED MATERIALS

### Advantages



Global scale, with a **comprehensive portfolio** of technologies, solutions, and software **driving productivity**



Large **installed base**, recurring AM sales, best-in-class margins with leading R&D investment



Unique financial profile with **market-leading brands** across specialty chemicals and materials

### Strategy



Build on **vast installed base** and deepen presence in **high-growth verticals**



Capitalize on multi-year commercial **OE and defense investment upcycle**



Enhanced financial flexibility to **pursue innovation and develop new solutions** with next-gen chemistry

### Long-Term Growth Drivers



Positioned to **address the future of automation, energy, and digitalization**



**Address the future of aviation** through electrification and autonomy of flight



**IP-protected** portfolio serving growing regulatory-driven markets

**Pure play automation leader** helping solve the world's most complex problems and powering digital transformation globally

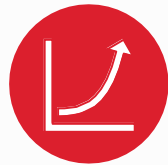
**Premier technology and systems provider** for all forms of aircraft; to be one of the largest publicly-traded aerospace suppliers

**Sustainability-focused specialty chemicals and materials pure play;** leading technologies and compelling investment profile

**Pursuing Tailored Growth Strategies as Three Independent Public Companies**

# 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



# AEROSPACE TECHNOLOGIES

Honeywell Aerospace products and services are used on virtually every commercial, defense, and space aircraft. We build aircraft engines, cockpit and cabin electronics, wireless connectivity systems, mechanical components. Our hardware and software solutions help create more fuel-efficient aircraft, more direct and on-time flights and safer skies.

## BUSINESS PORTFOLIO

- Control Systems
- Electromagnetic Defensive Solutions
- Electronic Solutions
- Engines and Power Systems
- Services and Connectivity
- Unmanned Aerial Systems / Urban Air Mobility

## HEADQUARTERS

Phoenix, Arizona

## 2024 SALES

\$15.5 Billion

## TECHNOLOGIES

- Air and Thermal Management
- Aircraft Connectivity Systems and Integrated Services
- Autonomous Flight, Detect-and-Avoid Systems
- Federal Solutions Management and Operation
- Hybrid-Electric Systems
- Integrated Avionics and Flight Management Systems
- Life Support Systems and Air Travel Hygiene
- Flight Efficiency and Maintenance Optimization
- Manned/Unmanned and Satellite Applications/Space
- Electromechanical Solutions
- Navigation, Safety, and Surveillance Solutions
- Propulsion and Power Systems
- Runway and Flight Safety Technology
- Wheels and Braking Systems

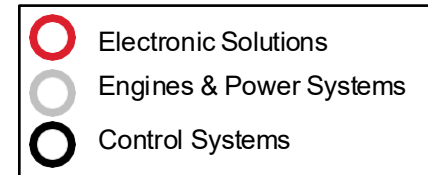
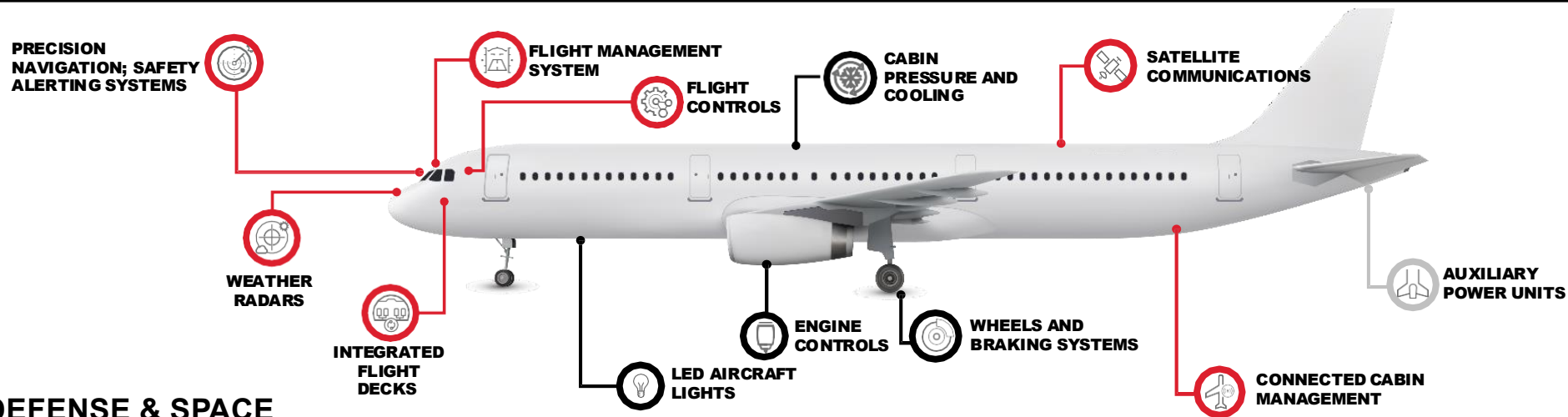
**Helping Make Safer, More Fuel-Efficient Flying and Innovations for the Future of Aviation**



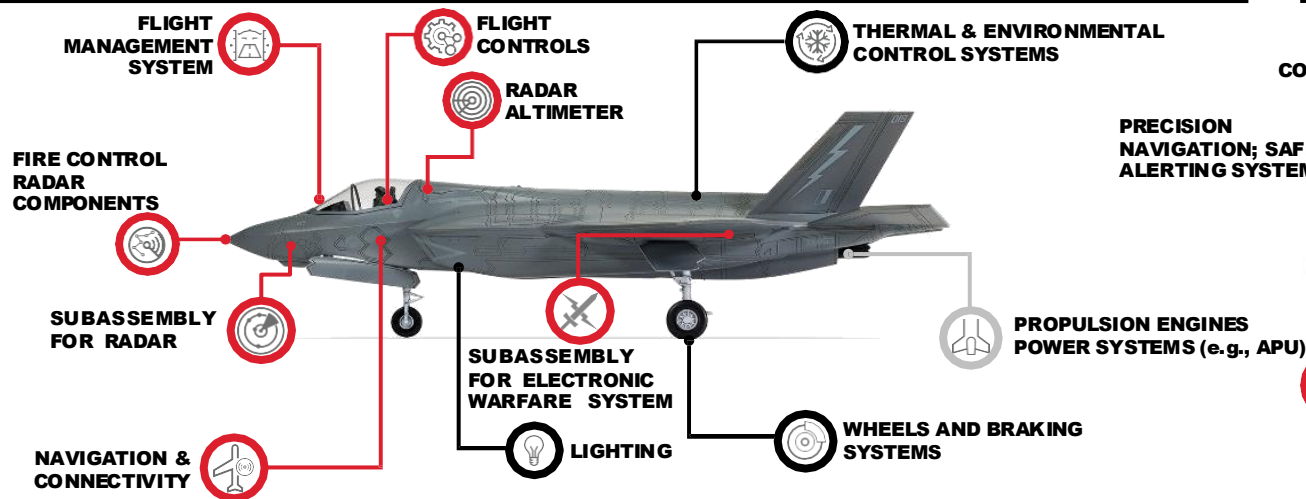


# UNMATCHED BREADTH OF PRODUCT PORTFOLIO

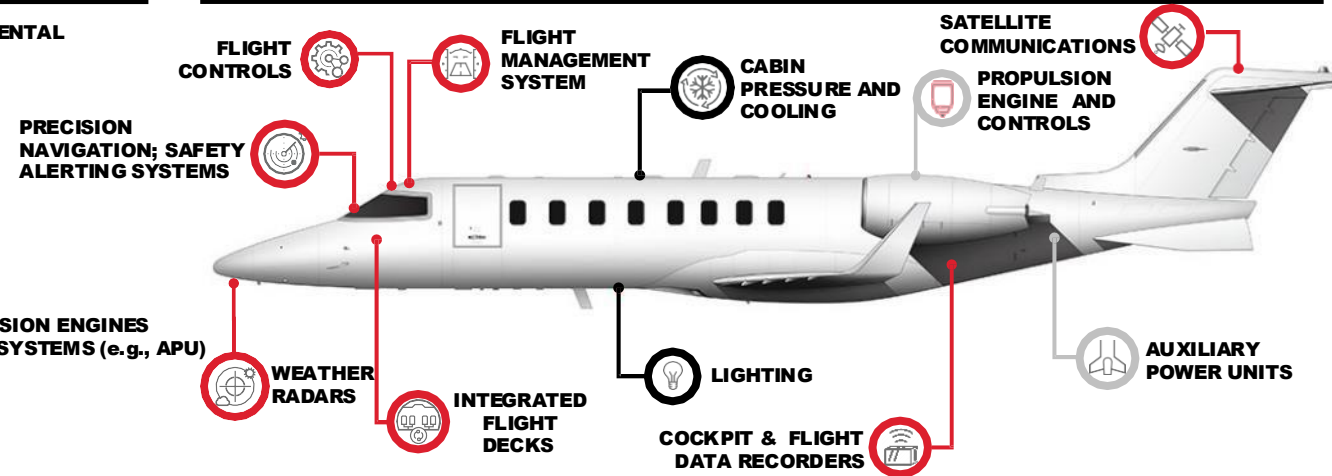
## COMMERCIAL AIR TRANSPORT



## DEFENSE & SPACE



## BUSINESS JET



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

# ELECTRONIC SOLUTIONS

## WHY HONEYWELL?

Efficiency  
Mission Readiness  
Performance  
Productivity  
Predictive Insights  
Safety  
Uptime  
User Experience

**~90%**  
of Global Aircraft Use  
Honeywell Avionics

**~80%**  
of Satellites in Orbit  
Have Honeywell  
Components on Board

## PRODUCTS

Avionics For Cockpit Displays, Flight Controls, Flight Management Systems and Integrated Flight Decks

Inertial Navigation Systems and Alternative Navigation

Microelectronics, Magnetics and Pressure Sensors

Radar Altimeters, Communications and Navigation Radios

Space Displays, Vehicle Management Computers and Controls

Radiation-hardened Microelectronics, On-Board Computers and On-Board Networks

## SUPPORTED PLATFORMS



Airlines & Cargo



Business Jet



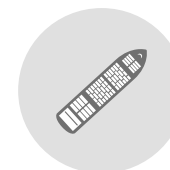
Defense



General Aviation



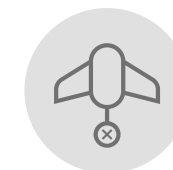
Helicopters



Naval & Commercial Marine



Space



UAVs & Urban Air Mobility

# ENGINES AND POWER SYSTEMS

## WHY HONEYWELL?

Efficiency  
Meeting Mandates  
Mission Readiness  
Performance  
Productivity  
Safety  
Uptime

**100K+**

Auxiliary Power  
Units Delivered  
Since 1959

**72K+**

Engines Delivered  
Since 1959

## PRODUCTS

Auxiliary Power Units

Electric Power Systems

Gas Turbine Engines

Fuel Cell Systems

High-density Power Generation

Hybrid-electric Systems

Repair and Overhaul Services

## SUPPORTED PLATFORMS



Airlines & Cargo



Business Jet



Defense



General Aviation



Helicopters



UAVs &  
Urban Air Mobility



# CONTROL SYSTEMS

## WHY HONEYWELL?

Comfort  
Efficiency  
Meeting Mandates  
Mission Readiness  
Performance  
Predictive Insights  
Productivity  
Safety  
Uptime

## PRODUCTS & SERVICES

Air Management Systems

Cabin Management and Cleaning

Electromechanical, Hydraulic,  
Fuelhydraulic, Pneumatic Actuators

High-Density Cooling

Managing U.S. Government Facilities

On-Board Oxygen Generation

Thermal Barrier Coatings, Platings and  
Insulators

Wheels and Braking Systems

**EVERY 5 SECONDS**

an Aircraft Lands with  
Honeywell Wheels and Brakes

**THE ENTIRE FLEET**

of U.S. Military Fighters and Trainers  
use Honeywell Cabin Pressure Systems

## SUPPORTED PLATFORMS



Airlines &  
Cargo



Business  
Jet



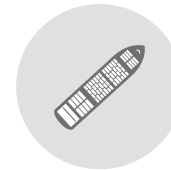
Defense



General  
Aviation



Helicopters



Naval &  
Commercial  
Marine



Space



UAVs &  
Urban Air  
Mobility

# SERVICES & CONNECTIVITY

## WHY HONEYWELL?

Efficiency  
Mission Readiness  
Passenger Experience  
Productivity  
Resilient Networks  
Safety  
Software Solutions  
Sustainability

## PRODUCTS & SERVICES

Cabin & Cockpit Connectivity Services

Connectivity Equipment and Satellite Communications Solutions

Data Analytics Services

Flight Efficiency and Maintenance Optimization

Flight Support Services

Hardware, Cockpit and In-Flight Connectivity, and Cabin Management

Honeywell Forge for Aircrafts

Maintenance, Repair and Overhaul Services

**29**

Airlines Using Honeywell  
Fuel Savings Analytics

**40+**

Product Offerings that Serve Customers  
Within the Supported Platforms Below

## SUPPORTED PLATFORMS



Airlines &  
Cargo



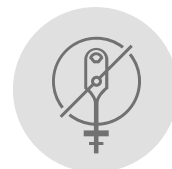
Business  
Jet



Defense



General  
Aviation



Helicopters



Naval &  
Commercial  
Marine



Space



UAVs &  
Urban Air  
Mobility

# ELECTROMAGNETIC DEFENSIVE SOLUTIONS

## WHY HONEYWELL?

High Reliability  
Precision  
Mission Readiness  
Testing  
Tuning  
Manufacturing  
Engineering

**~85%**

**Sole-sourced  
contracts**

**90%+**

**OTTR & OTD  
Strong delivery &  
quality performance**

## PRODUCTS

Antennas

Missile Flight Instrumentation

Precision Positioning Systems

RF Assemblies and Subsystems

RF/Microwave/mmW Components

Tactical RF

## SUPPORTED PLATFORMS



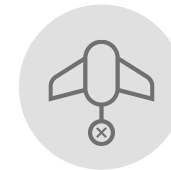
Defense



Naval &  
Marine



Space



UAVs



# ADVANCED AIR MOBILITY SYSTEMS

## WHY HONEYWELL?

Comfort  
Efficiency  
Mandates  
Mission Readiness  
Passenger Experience  
Performance  
Productivity  
Resilient Networks  
Safety  
Software Solutions  
Sustainability

### COMPLETE SYSTEM

for integration and value

### MAJOR SUB-SYSTEM

to balance modularity with specialization

### INDIVIDUAL PRODUCTS

to create a unique system

## INTEGRATED PROPULSION AND AVIONICS SYSTEM

### INTEGRATED PROPULSION SYSTEM

Thermal management

Turbo-generated electricity

Motor

Motor control

Battery management system (Partner)

### INTEGRATED AVIONICS SYSTEM

Compact fly-by-wire

Vehicle management

Actuation

Detect and avoid

Communications

## DRIVERS FOR UAS/UAM



Growing urban traffic congestion



On-demand shared economy



Desire for lower carbon emission

## HONEYWELL MAKES THIS FUTURE A REALITY

We're making advanced air mobility a reality, helping our customers get airborne and certified fast with integrated systems that build upon our 100 years of aerospace experience.

## OUR VISION

### AIR CARGO

is autonomous from warehouse to your house – same day delivery anywhere in the populated world

### REGIONAL AIR TRAVEL

is ubiquitous with electric urban air taxis that pick up and drop off passengers in every neighborhood

### DEFENSE SYSTEMS

are supported with attritable drone systems that improve communication, coordination and safety

# DIGITAL CUSTOMER EXPERIENCE

## **MYAERO** CUSTOMER PORTAL

**24/7**  
Access

**30K**  
Active Users

**30+**  
Digital Capabilities

**90K**  
Annual Orders

### **BENEFITS**

Single landing page for logistics, purchasing, service, and support

Customizable experience based on customer needs

Real-time information to keep customers flying

Comprehensive access to support from AOG to Order Management

### **LOGISTICS MANAGEMENT & PURCHASING**

- 24/7 MyAerospace Portal for ordering, order status, service plans, warranty, returns, exchanges, quoting, invoicing, payment, and more
- 24/7 Aircraft on Ground (AOG) support

### **PILOT**

- 24/7 Aircraft on Ground (AOG) support
- Flight Operations Support
- Flight Services, Flight Apps & Navigation Database Services



### **OWNER / OPERATOR**

- Entry into Service and Service Management Support
- Business Operations and Contract Management
- Customized Asset Management Solutions
- Maintenance Service Plan Management

### **MAINTENANCE TECHNICIAN**

- 24/7 Aircraft on Ground and Global Technical Support
- GoDirect Maintenance and Protection Programs
- MyAerospace Portal Technical Solutions and On-Site/Remote Training
- Maintenance Service Plan Management

# INCLUSION & ENGAGEMENT PRIORITIES

## ENGAGEMENT & WELL-BEING

- Enable a **culture of inclusion and accessibility** that transforms employee experiences
- Educate on **well-being strategy** so Futureshapers can do their best work for Honeywell
- Deepen partnerships to identify, develop and **support top talent at every level**

## INCLUSIVE WORKPLACE

- **Build inclusive leadership skills** that enable and empower Futureshapers to do their best work
- **Foster employee volunteerism and initiatives** that serve local communities where we operate
- **Promote belonging** through employee networks, inclusion and engagement councils and community outreach

## GROWTH & INNOVATION

- **Embed inclusion** as an enabler to drive growth and innovation through unique stakeholder experiences
- Incorporate **inclusive design** into new products, services, processes, and supplier engagement
- **Champion a global mindset** by developing cultural awareness to drive successful business outcomes

**DRIVE GROWTH & INNOVATION THROUGH OUR INCLUSIVE AND GLOBALLY-MINDED WORKFORCE**



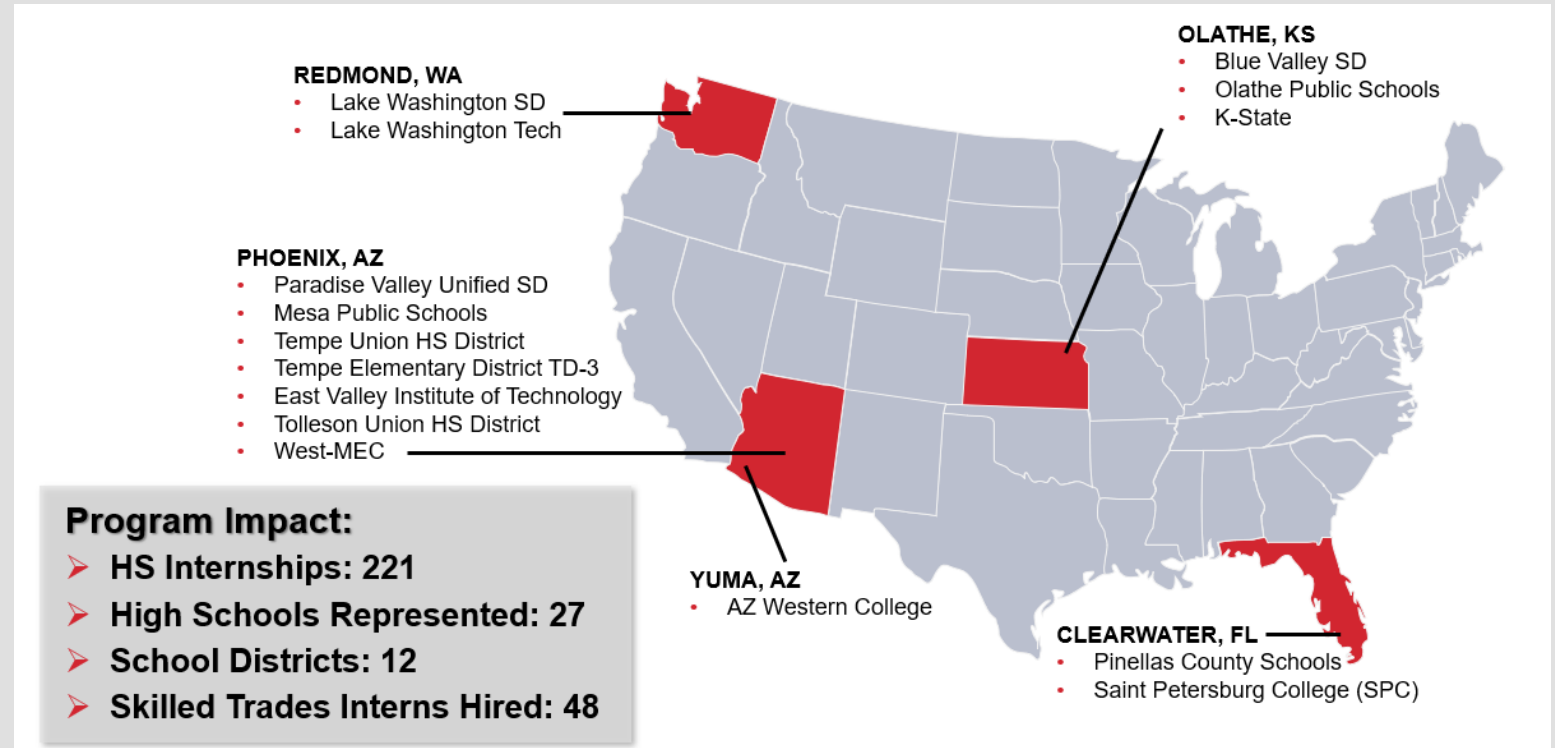
# AT WORKFORCE DEVELOPMENT

## Our Approach: Building a Future-Ready Workforce

We partner with local school districts, government entities, and education leaders to:

- Co-develop industry-relevant programs
- Mentor students and educators
- Provide hands-on industry experience
- Make K–12 and CC education more relevant
- Guide students in career exploration and decision-making

Our strategy is rooted in **Technology, Talent, and Transformation**—building targeted programs that develop critical skills and create strong, sustainable pathways from education to industry.



**Connecting education to industry through hands-on, career-building experiences**