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Baird Industrials Conference

November 12, 2025

Mike Carlet – Chief Financial Officer

Disclaimer

Forward-Looking Statements

This presentation and the related conference call contain “forward-looking statements.” All statements, other than statements of fact, that address activities, events or developments that we or our management intend, expect, project, believe or anticipate will or may occur in the future are forward-looking statements. Although we believe forward-looking statements are based upon reasonable assumptions, such statements involve known and unknown risks and uncertainties, which may cause the actual results or performance of the Company to differ materially from such forward-looking statements. Such risks and uncertainties include, but are not limited to, (1) our ability to achieve our outlook regarding the third quarter 2025 and full year 2025, (2) our ability to recognize the expected savings from, and the timing and impact of, our existing and anticipated cost reduction actions, and our ability to optimize our portfolio and operational footprint, (3) the amount of our obligations and nature of our contractual restrictions pursuant to, and disputes that have or may hereafter arise under the agreements we entered into with Honeywell in connection with our spin-off, (4) risks related to our recently completed acquisitions, including Snap One, and our ability to achieve the targeted amount of annual cost synergies and successfully integrate the acquired operations (including successfully driving category growth in connected offerings), (5) the ability of Resideo to drive increased customer value and financial returns and enhance strategic and operational capabilities, (6) risks and uncertainties relating to tariffs that have been or may be imposed by the United States and other governments, (7) risks related to our anticipated separation of Resideo Technologies' Products & Solutions and ADI Global Distribution businesses into two independent publicly traded companies, including the timing thereof and that we may experience operational or other disruptions as a result of the separation and the planning therefor, (8) risks relating to the ERP implementation referred to herein and in our other public statements and filings with the Securities and Exchange Commission, including the estimated impact on our business and operations, our statements as to the anticipated cessation of such impacts, and the impact the foregoing is anticipated to have on our fourth quarter 2025 and future financial results, (9) risks relating to our HVAC related businesses referred to herein and in our other public statements and filings with the Securities and Exchange Commission, including our belief that issues with respect to these businesses are transitory in nature and the estimated financial impact of these issues, and (10) the other risks described under the headings “Risk Factors” and “Cautionary Statement Concerning Forward-Looking Statements” in our Annual Report on Form 10-K for the year ended December 31, 2024 and other periodic filings we make from time to time with the Securities and Exchange Commission. Forward-looking statements are not guarantees of future performance, and actual results, developments, and business decisions may differ from those envisaged by our forward-looking statements. Except as required by law, we undertake no obligation to update such statements to reflect events or circumstances arising after the date of this presentation and we caution investors not to place undue reliance on any such forward looking statements.

Use of Non-GAAP Measures

This presentation includes certain “non-GAAP financial measures” as defined under the Securities Exchange Act of 1934 and in accordance with Regulation G thereunder. Management believes the use of such non-GAAP financial measures assists investors in understanding the ongoing operating performance of the Company by presenting the financial results between periods on a more comparable basis. Such non-GAAP financial measures should not be construed as an alternative to reported results determined in accordance with U.S. GAAP. We have posted the reconciliations of these non-GAAP financial measures to the most directly comparable financial measures prepared in accordance with U.S. GAAP in the Q3’25 Financial Data Workbook located at investor.resideo.com.

A reconciliation of the forecasted range for Adjusted EBITDA for the fourth quarter of 2025 and for the fiscal period ending December 31, 2025 are not included in this presentation due to the number of variables in the projected range and because we are currently unable to quantify accurately certain amounts that would be required to be included in the U.S. GAAP measure or the individual adjustments for such reconciliation. In addition, we believe such reconciliation would imply a degree of precision that would be confusing or misleading to investors. Throughout this presentation, Non-GAAP financial measures can sometimes be identified by the use of the term “Adjusted” in their descriptions. However, for the fourth quarter of 2025 and full year 2025 respectively, we anticipate the following expenses in our GAAP to non-GAAP reconciliation: depreciation and amortization of $52 million and $197 million, interest expense, net of $48 million and $134 million, and stock-based compensation expense of $15 million and $58 million.

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Our two businesses are indispensable partners to professionals who help homeowners and businesses stay connected and in control of their comfort, security, resource efficiency, and smart living.

Headquartered in Scottsdale, AZ

$7.44B
LTM Net Revenue

10.7%
LTM Adjusted EBITDA Margin



Products & Solutions (P&S)

A leading building products manufacturer focused on residential controls and sensing solutions

$2.65B
LTM Net Revenue

24.5%
LTM Adjusted EBITDA Margin

FIRST ALERT | Honeywell Home | resideo



ADI Global Distribution

ADI

The leading global distributor & of security, fire and AV products

$4.79B
LTM Net Revenue

7.6%
LTM Adjusted EBITDA Margin

NOTE: LTM represents last twelve months ended September 27, 2025. LTM amounts are unaudited. LTM Adjusted EBITDA set forth above is for each segment and does not include corporate costs. See the Q3'25 Financial Data Workbook at www.investor.resideo.com for the Non-GAAP financial measures and reconciliations.

P&S: *A Leading Manufacturer of Building Products Focused on Residential Controls and Sensing Solutions*

Investment Highlights

- **A leading player** in a $40B+ serviceable addressable industry segment **positioned to grow across attractive product categories** – that are critical to maximizing comfort, enabling safety, and delivering cost savings for **over 150M residential and commercial spaces**
- Uniquely positioned with **portfolio of integrated sensors and controls for the whole home,** with **millions** of connected customers
- **World-class trusted brands** including Honeywell Home and First Alert – carrying forward a **100+ year legacy of innovation**
- **Deep channel partnerships** with network of **100K+ pro installers** and dealers, OEMs and distributors **built over decades – driving over 15M installs per year**
- **Macroeconomic and housing / remodeling related tailwinds** are anticipated to contribute to long-term growth

Financial Highlights

~5%
2020 - 2024
Net Revenue CAGR

~$2.65B
LTM Q3 2025
Net Revenue

42.0%
LTM Q3 2025
Gross Margin
(~500 bps of expansion over 10 consecutive quarters)

24.5%
LTM Q3 2025
Segment Adj. EBITDA Margin

NOTE: LTM represents last twelve months ended September 27, 2025. LTM amounts are unaudited. LTM Adjusted EBITDA is for each segment and does not include corporate costs. See the Q3'25 Financial Data Workbook at www.investor.resideo.com for the Non-GAAP financial measures and reconciliations. Serviceable addressable market data provided by third party sources.

ADI: Leading Global Wholesale Distributor of Low-Voltage Products, Including Security and Audio-Visual Solutions

Investment Highlights

- **Leading Security and Residential AV distributor** in a $30B+ serviceable addressable industry segment
- Robust platform for proprietary and third-party security, audio-visual and low-voltage offerings, distributing more than **500,000+ products**
- Optimally positioned with an **expansive network of 1,000+ manufacturers**, enabling rapid product launches and a strong lineup aligned with market trends and customer needs
- Strategically advantaged to **benefit from continued digitalization of B2B distribution** through omnichannel experience for integrators with **200+ locations worldwide**
- Deep relationships with pro network with **100K+ pros served annually** via digital and physical storefronts

Financial Highlights

~9%
2020 - 2024
Net Revenue CAGR

~$4.79B
LTM Q3 2025
Net Revenue

22.0%
LTM Q3 2025
Gross Margin
(~300 bps of expansion over 6 consecutive quarters)

7.6%
LTM Q3 2025
Segment Adj. EBITDA Margin

NOTE: LTM represents last twelve months ended September 27, 2025. LTM amounts are unaudited. LTM Adjusted EBITDA is for each segment and does not include corporate costs. See the Q3'25 Financial Data Workbook at www.investor.resideo.com for the Non-GAAP financial measures and reconciliations. Serviceable addressable market data provided by third party sources.



Strategic Rationale for Separation

Creating Two Leading, Focused Companies





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Compelling Strategic Rationale to Separate

Sharper Focus	*Operational focus and dedicated management teams to win in their respective marketplaces*
Enhanced Flexibility	*Increased operating and financial flexibility to pursue growth opportunities*
Tailored Capital Allocation Strategies	*Positioned to capitalize on distinct investment opportunities for each independent company*
Aligned with Investor Demand	*Designed to attract a shareholder base that is focused on each business' distinct value proposition and simpler financial model*

Separation creates two pure-play companies, each better positioned to deliver long-term growth and value creation for shareholders



Investment Thesis

REZI – Invest Now for the Long Term

Strategic Identity

- Separation creates two scaled, strong and focused pure-play businesses
- Consistent and proven execution despite challenging environment

Differentiation & Relationships

- Trusted partner to professionals and deep channel relationships
- Leading market positions with well-respected and trusted brands

Market Opportunities

- Profitable growth opportunities in sizeable addressable industry segments
- Positioned well to take advantage of future macro and secular growth tailwinds

Value Creation

- Structural margin expansion stories with idiosyncratic profitability drivers
- Sum-of-the-parts valuation offers potential for re-rating and upside



Appendix

2025 Adjusted EBITDA Outlook Bridge

$ in millions	Estimated Revenue Impact	Estimated Adjusted EBITDA Impact
Midpoint of Outlook Range – August 5, 2025	**$7,500**	**$865**
Estimated Q4'25 ERP cost impact (not in previous Outlook)	$0	~($8)
Estimated Q4'25 ERP revenue-related impact (not in previous Outlook)	($30)	~($8)
Estimated Q3'25 and Q4'25 HVAC impact (not in previous Outlook)	($60)	~(30)
Other estimated operational items impacting Outlook	$40	$6
Midpoint of Outlook Range – November 5, 2025	**$7,450**	**$825**

NOTE: See the Q3'25 Financial Data Workbook at www.investor.resideo.com for a description of our Non-GAAP financial measures and reconciliations of historical results.

Summary of recent select items impacting Adjusted EBITDA

$ in millions	Estimated Amount
One-time items	
ADI – Estimated Q3'25 and Q4'25 one-time costs related to ERP headwind	~$15
ADI – Estimated Q3'25 and Q4'25 one-time impact from ERP headwind	~$15
P&S – Estimated Q3'25 and Q4'25 impact from HVAC headwind	~$30
Assumed HVAC headwinds in 2026	~$20
Proforma items	
2026 benefit to terminating the Indemnification Agreement with Honeywell	$70

NOTE: See the Q3'25 Financial Data Workbook at www.investor.resideo.com for a description of our Non-GAAP financial measures and reconciliations of historical results.

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