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, and technological factors affecting our operations, markets, products, services and prices. Such forward-looking statements are not guarantees of future performance, and actual results, developments 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 our performance in our Form 10-K and other filings with the Securities and Exchange Commission.
OUR PERSPECTIVE ON THE FUTURE

Exciting Trends That Will Drive New Value for Industrial Customers
WE SERVE LARGE INDUSTRIAL SECTORS

Honeywell Customer Base (Total Addressable Market)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Market Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Aerospace</td>
<td>~90%</td>
</tr>
<tr>
<td>Defense &amp; Space</td>
<td>~80%</td>
</tr>
<tr>
<td>Oil &amp; Gas</td>
<td>~95%</td>
</tr>
<tr>
<td>Specialty Chemicals</td>
<td>~40%</td>
</tr>
<tr>
<td>Non-residential</td>
<td>~10%</td>
</tr>
<tr>
<td>Industrial Productivity</td>
<td>~10%</td>
</tr>
</tbody>
</table>

Source: Capital IQ, CBECIS, Ascend, HON Internal Estimates

1 General Aviation includes only turboprop engine powered aircraft

CHARACTERISTICS

- Capital intensity
- Complex operations processes
- Thousands of deskless workers
- Machines + people interacting
- High use of technology and engineering

WHAT THEY CARE ABOUT

- Safety standards and compliance
- Operations excellence: lean operations across the portfolio
- Reliability of critical assets
- Individual safety and security, worker competency, and productivity

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Today, CEOs have limited options for driving performance of their physical operations.

**01**
Disconnected buildings. 100s of contractors and vendor point solutions. Blind to the performance of the portfolio.

**02**
Issues addressed one building at a time with large capex and IT. Data and cyber protection hard to deploy.

**03**
Reactive maintenance is prevalent, space utilization and energy-efficient comfort are difficult to achieve.

**Honeywell Forge** is “ERP” for operational technology (physical + digital).

**04**
Our EPM* software addresses problems of scale: run your buildings from a coffee shop, easy deployment, no rip and replace, domain-driven insights, enterprise extensible.

**05**
Honeywell Forge digitizes entire portfolio to provide visibility, insights, and closed-loop actions.

**06**
**CUSTOMER IMPACT**

20% Energy and sustainability improvements

10% Reduction in maintenance expenses

25% OPEX savings across enterprise

*EPM: Enterprise Performance Management

Source: HON Internal Estimates

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**CHALLENGE**
Assist Crown Towers Perth with achieving their goal of minimizing their environmental footprint while providing a seamless luxury experience.

**SOLUTION**
An end-to-end solution with domain knowledge and site experience combined with hardware and software that collects data from all enabled sensors and evolves to ensure the best practices are applied across the site.

**IMPACT**
Reduced energy consumption and maintenance, enhanced guest experience

- **9%** annual reduction in electricity consumption
- **90%** decrease in HVAC complaints and reactive work orders

“The proactive Outcome Based Service response helps Crown provide a premier guest experience whilst minimizing our energy use and environmental footprint.”
- Tony Fioraso, GM Property Services, Crown Perth

*Results shown are from the data available within the Honeywell Forge platform and supplied by Crown Perth*
INDUSTRIALS ARE UNDERSERVED

Today, CEOs have limited options for driving performance of their physical operations.

01. Aging industrial plants need to operate at or beyond limits to meet production demands, causing issues or unplanned downtime.

02. Technology and process knowledge limitations have not allowed dynamic real-time optimization of enterprise-wide plant operations.

03. Traditional industrial software providers focus on parts of the solution and the challenge of integration is usually left to the customer.

Honeywell Forge is "ERP" for operational technology (physical + digital).

04. Our EPM* software addresses problems of scale: remote management, reuse infrastructure, limited additional capex, a single view across assets, processes, and people.

05. Honeywell Forge digitizes entire plant to provide actions for productivity and asset reliability.

06. CUSTOMER IMPACT

$10M per unit
Annual revenue increase from better efficiency and throughput

$5M
Annual savings from maintenance, energy, and production

30%
Increase in worker productivity

*EPM: Enterprise Performance Management

Source: HON Internal Estimates

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“Since the Honeywell digital twins can quantify exactly how much energy we are producing at each generating asset and exactly what is being used by each consuming asset, we can do full energy accounting and calculate equivalent CO₂ emissions.” - Stig Pettersen, Principle Automation Engineer for Lundin Norway AS

**CHALLENGE**
Remotely monitor >100 assets and critical systems (compressors, pumps, turbines, etc.) and identify efficiencies, energy usage and health issues across operations.

**SOLUTION**
Using Honeywell Forge digital twins, Lundin Norway created a precise method to perform energy accounting on its North Sea O&G platform. Detailed insights are driving continuous improvement of operations, and support their mission to reduce CO₂ emissions.

**IMPACT**
Equivalent to removing 1,174 average cars from the road – forever

$1.2M
annual energy savings

5.6KMT
annual CO₂ emission reductions
CHALLENGE
Fine tune Etihad Airways’ operations with post-flight analysis and reduce carbon emissions and operational costs by improving fuel efficiency.

SOLUTION
Analyze disconnected data sources to uncover opportunities for fuel savings and measure the effectiveness of fuel efficiency initiatives already in place. Empower all stakeholders, including pilots and regulators, with actionable information.

IMPACT
150,000-ton reduction in carbon footprint
900 annual flight hours saved
5,400 annual tons of fuel saved

“By increasing collaboration on a monthly basis within the airline’s Flight Operations, Network Operations, Ground Operations areas and Etihad Engineering, Etihad saw noticeable improvements to its fuel savings and emissions profile, a top agenda for a sustainable airline.”
- Captain Sulaiman Yaqoobi, VP Flight Operations, Etihad Airways

*Results shown are from the data available within the Honeywell Forge platform and supplied by Etihad Airways.
Making it easy for customers

**How to Buy**

1. **Smart IoT Devices** (Edge as a Service)
   - BMS, Fire, HVAC, Security, Occupant, DCS / PLC

2. **Intelligent Gateway** (Connectivity as a Service)
   - Metadata context discovery
   - Virtual security engine
   - Protocol, driver normalization
   - EDGE (OT)

3. **Extensible Platform** (API as a Service)
   - Platform Extension
   - Machine Learning
   - Autonomous Control
   - Predictive Models
   - API Engine

4. **Enterprise Applications** (Software as a Service)
   - CLOUD (IT)

**Honeywell Forge Architecture**

- Extensible
- Hardware agnostic (open)
- Easy to deploy
- Trusted
DRIVING CUSTOMER VALUE

• Four key exciting trends driving new value in multi-trillion-dollar sectors

• Extending Honeywell’s core value to customers with enterprise performance management software to deliver: asset reliability, operations excellence, and worker safety, productivity, and competency

• Independent software team focused solely on digital opportunity

• Honeywell’s advantages: domain expertise, large installed base, customer trust, sensing and control expertise, and open and extensible software technology

Honeywell is Well-Positioned for Leadership in Industrial IoT