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.

Other Notes
All references to Total Addressable Market (TAM) and Serviceable Addressable Market (SAM) are based on Honeywell estimates, unless otherwise noted.
FIRE & LIFE SAFETY
2019 HBT INVESTOR SHOWCASE

PETE LAU
VICE PRESIDENT AND GENERAL MANAGER
FIRE & LIFE SAFETY

Honeywell
FIRE & LIFE SAFETY | BUSINESS OVERVIEW

Portfolio Overview

<table>
<thead>
<tr>
<th>Commercial Fire Systems</th>
<th>Fire control panel and detection systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Detection</td>
<td>Advanced sensing technologies including aspirating and beam detection</td>
</tr>
<tr>
<td>Building Notification</td>
<td>Emergency notification systems including public address and voice alarm systems</td>
</tr>
<tr>
<td>Software and Services</td>
<td>Software and services enabling remote installation, programming, and O&amp;M</td>
</tr>
</tbody>
</table>

Business Mix¹

- Building Fire (82%)
- Advanced Detection (9%)
- Software and Services (8%)
- Others (1%)

Geographies¹

- Americas (37%)
- APAC (20%)
- EMEA (43%)

Highlights

- #1 share of demand in fire systems, #1 share of demand in advanced detection
- Global reach with operations in 50+ countries
- ~500K installed sites
- High single-digit year-to-date growth

Leader in Fire Business with Global Reach

³Represents 2018 sales; O&M: Operation and Maintenance
$30B+ TAM\(^1\)  
\(~4\%\) Market CAGR  
HSD\(\%\)  
DD\(\%\)  
Organic Growth YTD  
BTI Sales Growth YTD

**Why We’re Positioned to Win**
- Well aligned with mega trends
- Actively engaged with regulatory bodies
- Leading innovations with connected and smart edge solutions
- Globally trusted brand in Fire
- Well established global channel

<table>
<thead>
<tr>
<th>Macro Trends</th>
<th></th>
</tr>
</thead>
</table>
| **Urbanization** | 43 megacities expected globally by 2030  
More high-rise buildings leads to more fire systems  |
| **Regulation** | Structure fire every 63 seconds in the United States  
Increase in codes and standards enforcement across geographies  |
| **IoT** | 10B+ connected devices in buildings by 2021  
Digitization and cloud create remote and omni-access analytics expectation  |
| **Labor** | \(~4\%\) unemployment rate in U.S., lowest since 1969  
Value shift into O&M software and tools  |

\(^1\)Includes install and services; Sources: United Nations, McKinsey Research, NFPA, internal HON estimates; CAGR represents 2019E – 2023E

Great Position and Portfolio Aligned with Mega Trends
### FIRE & LIFE SAFETY | GROWTH STRATEGIES

<table>
<thead>
<tr>
<th>Grow Core</th>
<th>Expand Connected</th>
<th>Accelerate Breakthrough Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>• High growth regions (HGRs) DD% growth</td>
<td>• Connected and software at DD% growth</td>
<td>• Breakthrough initiatives growing DD%</td>
</tr>
<tr>
<td>• High-growth verticals and niche, high-margin applications</td>
<td>• Connected panel platform and connected life safety solution (CLSS)</td>
<td>• Unified building notification software</td>
</tr>
<tr>
<td>• Installation and maintenance cost-saving technologies: wireless, self-locating, self-testing</td>
<td>• Improve service attach rate through better design, installation, commissioning, and O&amp;M software and tools (recurring monthly revenue model)</td>
<td>• Smart edge innovation / new sensing technologies</td>
</tr>
</tbody>
</table>

![Graph](image)

**MSD% - HSD% Growth**

2017 2018 Long-Term

Graph not proportional

---

Driving Innovation, Connected, and Market Expansion

---

HBT Investor Showcase - November 21, 2019
FIRE & LIFE SAFETY INNOVATION PIPELINE

Category

Connected Fire Panels
- Cloud connectivity ready
- Remote programming, diagnostic, and accessibility

Smart Edge
- New sensing technologies
- Wireless connectivity
- Self-locating
- Self-testing

Connected Life Safety Services
- Software and tools to enable:
  - Remote diagnostics
  - Faster compliance, commissioning, and inspection
  - Self-testing

Value Proposition

Select NPIs
- Fire Panel Gateway*
- Connected Panel Platform*
- Aspirating
- LiDAR Detector
- Wireless*
- Connected Life Safety Solution*

2020 KPIs

$45M+
Incremental sales from NPIs

>20%
NPI Vitality

20+
New Product Launches

Continued Leadership with Innovative Launches

*Investor showcase technology demonstration
**Smart Edge | Self-Testing Detectors**

- **Customer Challenge**
  - Manual smoke tests and inspections take time and resources
  - Each detector in a building requires annual testing on potentially 1,000s of detectors per building

- **Solutions and Results**
  - Self-testing detector eliminates the need for manual smoke test, reducing costs and labor

---

**Smart Edge | Wireless Detectors**

- **Customer Challenge**
  - Wire pulling and installation is highly manual, time consuming and costly

- **Solutions and Results**
  - Wireless detector minimizes cabling requirements and installation time and simplifies maintenance

*Sources: IHS data, Internal HON estimates; CAGR represents 2019E–2023E*
FIRE & LIFE SAFETY | OPERATIONAL EXCELLENCE

Enablers

Streamline Supply Chain
Seamless, Touchless Integrated Planning
World-Class Procurement
Data, Analytics, and Digital Supply Chain
Talent Excellence

Key Metrics

SKU Optimization

- # of Product Families
  - 2019E: 29
  - Long-Term: ~15
  - ~50% reduction
- Platform fire panels and firmware
- Platform edge devices
- Targeting to reduce 1,000+ SKUs

Inventory

- # of Turns
  - 2019E: 16x
  - Long-Term: ~20x
  - +4x increase
- Expand vendor managed inventory (VMI) coverage
- Execute 80:20 and platforming
- Eliminate slow moving inventories

Operational Excellence Initiatives Leading to Margin Expansion
<table>
<thead>
<tr>
<th>FIRE &amp; LIFE SAFETY SUMMARY</th>
<th>Long-Term KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain leading position through smart edge and connected innovation</td>
<td>$100M+ Incremental Sales</td>
</tr>
<tr>
<td>Expand RMR services through Connected Life Safety Solution platform</td>
<td>20%+ SW / Service Customer Attach Rate</td>
</tr>
<tr>
<td>Drive scale in key high growth regions</td>
<td>DD% HGR Sales Growth</td>
</tr>
<tr>
<td>Expand TAM, primarily through BTIs and attractive adjacencies</td>
<td>$5B+ TAM Expansion</td>
</tr>
</tbody>
</table>

Leading Global Business with Innovative Pipeline Driving Further Outperformance

HBT Investor Showcase - November 21, 2019
SECURITY
2019 HBT INVESTOR SHOWCASE

VIKAS CHADHA
VICE PRESIDENT AND GENERAL MANAGER
SECURITY

Honeywell
SECURITY | BUSINESS OVERVIEW

Portfolio Overview

Video
Cybersecure and GDPR-compliant video surveillance and analytics

Access Control
Global ID management, access control, and compliance solutions

Intrusion
Intrusion detection products and solutions for commercial and critical applications

Enterprise Software and Solutions
Software and professional services for commercial and critical applications

Business Mix¹

<table>
<thead>
<tr>
<th>Products</th>
<th>Software and Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>68%</td>
<td>32%</td>
</tr>
</tbody>
</table>

Geographies¹

<table>
<thead>
<tr>
<th>Geographies</th>
<th>Sales Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>27%</td>
</tr>
<tr>
<td>EMEA</td>
<td>47%</td>
</tr>
<tr>
<td>APAC</td>
<td>26%</td>
</tr>
</tbody>
</table>

Highlights

✓ Large and established distribution footprint
✓ Leveraging HBT end-to-end position in commercial buildings
✓ Integrated offerings for critical and complex applications
✓ Leading disruptive shift to smart edge and analytics

¹Represents 2018 sales

Trusted Partner with Scalable Solutions and Global Reach
$21B+ TAM ~5% Market CAGR

~20% SW and Services Growth YTD

Why We’re Positioned to Win
✓ Aligned with key global macro trends
✓ Deep expertise in compliance solutions
✓ Market reach with distribution channels coupled with Honeywell sales force
✓ Trusted brand with global reach

Macro Trends

<table>
<thead>
<tr>
<th>Regulation</th>
<th>20% of regulated organizations had compliance breaches in 2017</th>
<th>Increasing business regulation drives demand for compliance solutions and services</th>
</tr>
</thead>
<tbody>
<tr>
<td>IoT</td>
<td>10B+ connected devices in buildings by 2021</td>
<td>Smart edge and cloud analytics create cybersecurity, omni-access insight and control expectation</td>
</tr>
<tr>
<td>Urbanization</td>
<td>43 megacities expected globally by 2030</td>
<td>Leverage growth of smart cities and other infrastructure projects; increasing need for safer and more secure environments</td>
</tr>
<tr>
<td>Labor</td>
<td>Developed market labor costs set to rise 8% from 2018 to 2022</td>
<td>Focus on SW automation and vertical-specific analytics to improve business performance</td>
</tr>
</tbody>
</table>

Sources: UNDACT, Kroll Memoori, HIS Markit, Aon, Informa (IHS), Company Reports, Investment Analyst Reports, Internal HON estimates; CAGR represents 2019E – 2023E

Aligned with Macros; Positioning to Win in Software and Smart Edge
**SECURITY | GROWTH STRATEGIES**

### Grow Core
- Distribution expansion – 3X partners by 2023
- DD% growth in high growth regions
- Continue strong NPI vitality

### Increase Enterprise SW and Services
- Regulated and multi-site end user focus
- Integrated security and video monitoring system SW – recurring revenue monetization
- Expand professional services offering
- DD%+ growth in enterprise software and services

### Expand Connected
- Expand smart edge
  - Access: unified credentials
  - Video: analytics, facial recognition
- Partner, seed, and move to new adjacent spaces
- DD%+ growth in connected offerings

---

Build Enterprise SW and Services; Leverage Edge-to-Cloud Disruption
SECTORY | INNOVATION PIPELINE

**Category**

- **Platforms and Digitization**
  - Enterprise-wide integration
  - Omni-access control
  - Workflow automation

- **Smart Edge**
  - Reduced incident risk
  - More effective compliance
  - Improved user experience

- **Pro Services**
  - Design optimization
  - Faster deployment
  - Improved performance

**Value Proposition**

**Select NPIs**

- Cloud-Based Intrusion
- GDPR-Compliant VMS
- Integrated Security Platform
- Mobile Credentials*
- Biometric Readers
- Deep Learning AI Cameras
- Design and Configuration
- Enterprise Migration
- Audits and Playbooks

**2020 KPIs**

- **~50%** NPI Vitality
- **~40%** NPI Cycle Time Reduction
- **>10%** Reduction in Number of Product Platforms

Investing in Software Platforms, Smart Edge, and Services

VMS: Video Monitoring System

*Investor showcase technology demonstration
SECURITY ENTERPRISE SOFTWARE - PEPSICO

CHALLENGE
With over 300 locations and 100,000 employees globally, PepsiCo® faced the sudden discontinuation of their legacy access control software.

SOLUTION
Honeywell ProWatch deployed across U.S. providing remote security management and improved operational efficiency and effectiveness.

CUSTOMER IMPACT
$20K - $50K compliance savings per site annually

HON IMPACT
• Superior efficiency and effectiveness in operation
• Meets stringent policy and compliance needs

10%+ Operator time saved
25%+ Guard time saved
SECURITY | ENTERPRISE SOFTWARE – “GAMING CO”

CHALLENGE
A large Las Vegas Strip gaming corporation had legacy analog systems distributed across multiple states. The company needed to migrate to an IP system without going out of compliance.

SOLUTION
Consolidation down to one master instance using Honeywell video monitoring system, monitoring 30+ different casinos with improved remote, centralized auditing.

CUSTOMER IMPACT
20%
Savings on analog to IP transition cost per site

25%
Savings on labor expense due to remote auditing

HON IMPACT
- Provides superior scalability and reduced cost of ownership
- Enables seamless migration and legacy hardware re-use

Source: Internal HON estimates

HBT Investor Showcase - November 21, 2019
SECURITY | SUMMARY

Accelerate innovation and sustain NPI vitality

Grow enterprise SW, services, and recurring revenue

Expand connected smart edge presence

Continued strength in high growth regions

Clear and Actionable Strategy to Win

Long-Term KPIs

~55% NPI Vitality

+$100M Sales

DD%+ Connected Sales CAGR

DD% HGR Sales CAGR
HONEYWELL BUILDING SOLUTIONS (HBS)
2019 HBT INVESTOR SHOWCASE

MARK VERHEYDEN
PRESIDENT
HONEYWELL BUILDING SOLUTIONS

Honeywell
**HBS | BUSINESS OVERVIEW**

### Portfolio Overview

| Install | • Building projects  
• Critical infrastructure  
• Smart cities |
|---------|------------------|
| Services | • Service contracts  
• Retrofits and upgrades |
| Government Programs | • Energy performance contracts |

**Business Mix**

- Services: 52%
- Install and Energy: 48%

**Geographies**

- Americas: 43%
- APAC: 27%
- EMEA: 30%

**Verticals**

- Government: 28%
- Commercial: 22%
- Industrial: 10%
- Education: 14%
- Health care: 10%
- Other: 7%
- Airport: 9%

---

1 Represents 2018 sales

---

**Integrated Building Technology Platform for Critical Infrastructure**

HBT Investor Showcase - November 21, 2019
$50B+ TAM 3%+ Market CAGR

Why We’re Positioned to Win

✓ Integrated technology platform provider (Honeywell Forge)
✓ Platforms for critical buildings where risk is at a premium
✓ Critical applications that run the building
✓ Larger service tail for each project; higher software content

Macro Trends

<table>
<thead>
<tr>
<th>Urbanization</th>
<th>Climate Change</th>
<th>IoT</th>
<th>Labor</th>
</tr>
</thead>
<tbody>
<tr>
<td>65%+ of people to live in urban areas by 2050</td>
<td>By 2040, total project area of buildings to grow by 60%</td>
<td>80% of new construction incorporates at least one type of IoT device</td>
<td>25% of skilled labor to retire in next 7 years</td>
</tr>
<tr>
<td>Global infrastructure investment of $57T by 2030</td>
<td>Buildings nearly 40% more energy efficient by 2040 vs. 2018</td>
<td>Cybersecurity market in smart buildings to grow 16% YoY</td>
<td>Outsourced facility management services to grow 12% YoY</td>
</tr>
</tbody>
</table>


Smart Buildings OT Creating New Market Opportunity
IC2: INTEGRATED CRITICAL APPLICATIONS FOR CRITICAL INFRASTRUCTURE

- Mine our installed based in key verticals
- Few global integrators
- Integrate third party applications into Honeywell Forge

LEVERAGE HBT AND HCE TECHNOLOGIES

- Customer intimacy drives value
- Combine Honeywell Forge offerings and smart edge devices
- Invest in geographic clusters to leverage scale

OVERDRIVE SERVICES 3X VERSUS PROJECT INSTALLS

- Pricing Analytics
- Performance Contracts
- Migrations and Upgrades
- Vertical Specific Services

Focused and Profitable Model that Scales Globally
Delivering Best-in-Class, End-to-End Solutions for Critical Infrastructure

Enterprise-wide safety and security solutions that enhance situational awareness from perimeter to terminal

Integrated terminal solutions that optimize systems and enhance passenger experience

Optimized airfield operations that include safer runways and more efficient ground traffic movement

Improved gate efficiency and safer docking to reduce maintenance and costs

Improved airport operations with coordinated maintenance solutions including people and asset lifecycle management
**CHALLENGE**
Prepare Delhi Airport to handle 100M passengers by 2030 while combining almost every industry standard on the terminal side and integrating the airfield ground lighting into a SCADA system on the airside.

**SOLUTION**
Deployed Enterprise Building Integrator as the Master Supervisory Monitoring system across all facilities at the airport coupled with CAT IIIB airfield solutions that enable better monitoring and diagnosis of faults remotely as well as better management of parking and stand availability.

**CUSTOMER IMPACT**
Green Building Certification, Better Visibility and Control, Better Allocation of Resources

**HON IMPACT**

> 99.5% Runway Serviceability

“Technology has become a way of differentiation between competing airports.”

- Sonja Strand, VPGM HBS Global Airports
Delivering Best-in-Class End-to-End Solutions for Critical Infrastructure
HBS | EDUCATION

CHALLENGE
Modernization of building climate, appearance, lighting, air quality, and acoustics while ensuring that the original façade is preserved. The university also wanted to improve user productivity as a result of system upgrades.

SOLUTION
Combination of natural elements and building system upgrades to leverage natural light and ventilation to improve occupant comfort. The HON team used advanced analytics and cloud technology to uncover opportunities for energy savings and CO2 reduction.

CUSTOMER IMPACT
“World’s Most Sustainable Educational Building” - BREEAM

~40% Cost Savings
~43% CO2 Reduction

HON IMPACT
Expected to Reduce ~80% of Greenhouse Gas Emissions

“In Honeywell, we have found a partner we can trust and work with in a transparent manner.”

- Smart Buildings Systems Innovator at Eindhoven University of Technology
HBS | GROWTH STRATEGIES

**Grow Core**
- Be the chosen integration platform
- Target high value critical buildings and applications
- Digitize operations to increase competitiveness

**Mine Installed Base**
- Increase attach rates of new installations
- Expand share of wallet through NPIs
- Integrate new Honeywell Forge applications
- HSD% growth in total services

**Grow Breakthrough Initiatives**
- Grow cybersecurity in existing installed base and new projects
- Expand into key smart cities in global markets
- IC2 verticals creating new growth opportunities
- DD%+ growth in breakthrough initiatives

Win the Right Customers and Serve Them Forever
**HBS | CHANGING SALES MIX WITH SERVICES**

1. **Expanding services to existing customers**
   - Improve retention through service delivery excellence
   - Increase share of wallet (SOW)
     - Connected offerings and cybersecurity
     - Expand into energy security and resilience
     - Spot and retrofit expansion
   - Leverage cloud-based delivery model to improve margin and customer retention / attach rates

2. **Recapture customers from existing installed base**
   - New Honeywell Forge value propositions
   - CaaS – for multi-vendor customers

---

**SOLUTIONS**

- **Predictive maintenance** leveraging Honeywell domain expertise and AI
- **Outcome-based** service contracts
- **Simplified migrations** with SaaS pricing models
- **Cybersecurity services**
- **Innovative** product content

---

Mining Installed Base to Deliver 1% Incremental Organic Growth

HBT Investor Showcase - November 21, 2019
**HBS | BREAKTHROUGH INITIATIVES EXAMPLES**

**Cybersecurity**

- **Customer Problem**: Proliferation of IoT devices in buildings
  - > Compliance requirements and enterprise policies becoming more stringent

- **HBT Solution**: Software and appliances, solution design
  - Threat detection
  - 24/7 OT monitoring
  - Proactive maintenance

- **Outcomes**: ~$2B TAM Expansion Potential
  - > New verticals
  - > Enterprise security

- **Value Proposition**: $75M+ Annual Sales by 2023

**Smart City Platform**

- **Customer Problem**: Urbanization will reach 65%+ by 2050
  - > Growing stress on city infrastructure
  - > Sustainability concerns

- **HBT Solution**: Citywide IoT-enabled platform
  - > Command and control
  - > Traffic and parking
  - > Analytics and services

- **Outcomes**: $5B - $10B TAM Expansion Potential
  - > Growth momentum in HGRs
  - > Adjacent offerings

- **Value Proposition**: $125M+ Annual Sales by 2023

**Connected Solutions Delivering Value for Customers**
**HBS | SUMMARY**

- Partner of choice for critical infrastructure platforms
- Drive growth through integrated critical applications
- New growth model to expand services and mine installed base
- Leverage Honeywell Forge for Buildings and Honeywell Digital to improve customer experience and drive profitable growth

**Long-Term KPIs**

- **DD%**
  - IC2 Sales Growth
- **>40%**
  - NPI Vitality
- **DD%**
  - New Service Sales
- **80%+**
  - Platform Penetration

---

**Business Model Positioned for Future of Smart Buildings**

HBT Investor Showcase - November 21, 2019
BUILDING MANAGEMENT SYSTEMS (BMS)
2019 HBT INVESTOR SHOWCASE

PETER FEHL
PRESIDENT
BUILDING MANAGEMENT SYSTEMS

Honeywell
BMS | BUSINESS OVERVIEW

Portfolio Overview

Field Devices
- Advanced device controls for local operations and collection of data for monitoring

Controllers and I/O
- Internet Protocol (IP) based controller and input / output (I/O)

Building Automated Software
- Controls and monitors mechanical and electrical equipment of buildings
- Powered by Honeywell Forge

Connected Services
- Software and services enabling remote installation, programming, and O&M
- Powered by Honeywell Forge

Business Mix

- Connected Services: 3%
- Building Software: 13%
- Controllers and I/O: 55%
- Field Devices: 29%

Geographies

- Americas: 50%
- EMEA: 37%
- APAC: 13%

Highlights

✓ #1 share of demand
✓ Seven vertically focused brands supported by common product architecture
✓ Global footprint of manufacturing and operations
✓ Outcome-based applications that deliver energy savings

Industry Leader with Global Presence

1 Represents 2018 sales
$7B+ TAM\textsuperscript{1}

\~4\% Market CAGR

\textbf{HSD\%}

18\% Organic Growth YTD in 2019

\textbf{Why We’re Positioned to Win}

- Strong tailwinds from mega trends
- Unmatched portfolio
- Expanding SAM in key vertical segments
- Global reach with trusted brands

\textbf{Mega Trends Providing Growth Opportunities}

\begin{tabular}{|c|c|}
\hline
\textbf{Macro Trends} & \\
\hline
\textbf{Urbanization} & 65\%+ of people to live in urban areas by 2050 \\
& More buildings leads to more building management systems \\
\hline
\textbf{Climate Change} & >30\% of energy in buildings is wasted \\
& Energy efficiency and need to reduce CO2 footprint drives more demand for BMS \\
\hline
\textbf{IoT} & 20\% IoT growth in buildings by 2020 \\
& Digitization and cloud analytics driving an increase in connected devices and systems \\
\hline
\textbf{Labor} & 4\% skilled talent shortage globally \\
& Increase efficiency of operations and management = quick install and remote management of building systems \\
\hline
\end{tabular}

\textsuperscript{1}Includes install and services; Sources: United Nations, McKinsey Research, IEA, Research and Markets, internal HON estimates; CAGR represents 2019E – 2023E
BMS | GROWTH STRATEGIES

Grow Core
- Expand distribution
- HGRs DD% sales growth
- Increase recurring revenue
- Launch NPIs leveraging Niagara and Tridium

Expand Connected Building Solutions and Services
- Connected and software DD% growth
- Expand professional service offerings with RMR and launch expanded Network Operating Center services
- Shift to outcome-based services

Accelerate Breakthrough Initiatives
- Grow BTI sales DD%
- Expand customer footprint to smaller buildings

Strategy Enables Mid-Single Digit Growth
## BMS | INNOVATION PIPELINE

<table>
<thead>
<tr>
<th>Category</th>
<th>Value proposition</th>
<th>Select NPIs</th>
<th>2020 KPIs</th>
</tr>
</thead>
</table>
| Wireless | • Single-click installation  
            • Location aware  
            • Lower total cost of ownership | Wireless Gateway*  
Wireless Thermostat*  
Wireless Sub-Meter | $40M+  
Incremental Sales from NPIs |
| Digitization | • Workflow automation  
            • Mobile-based tools  
            • Customer journey digitization | Supervisor*  
Mobile Commissioning | ~20%  
NPI Vitality |
| Smart Edge | • Auto commissioning  
            • Predictive maintenance  
            • Self-diagnostics and inspection | Smart I/O*  
IT Based Controller Platform | 25+  
New Product Launches |

*Investor showcase technology demonstration

New Products and Services Enabling Business Growth
BMS | LARGE TECHNOLOGY COMPANY – DATA CENTER

**CHALLENGE**
Facing exponential growth, this technology megacorporation required a trusted and agile partner to help build out its global network of data centers and corporate offices aligned to their long-term technology roadmap.

**SOLUTION**
Working with premier systems integrators, Honeywell implemented a scalable solution:
- As the only compliant IPv6 provider, enabled LDAP authentication and BACnet over IPv6
- For thousands of controllers, performance available in a single actionable view
- Efficient alarm management for complex HVAC and electrical systems
- Miniaturized hardware footprint for reduced panel space

**CUSTOMER IMPACT**

- **8x**
  Data center computing capacity expansion within 2 years
- **30%**
  Space reduction for control panel = more computing / sq. ft.

**HON IMPACT**
Provide critical data protection with **100% uptime**

> 2M sq. ft. added to initial build-out

“Ability to quickly scale with trusted technology solutions allows us to differentiate”

- Ryan Hodder, General Manager Alerton

Source: Internal HON estimates
BMS | MULTISITE RETAILER

CHALLENGE
With >5,000 stores, there was pressure to reduce electrical and maintenance cost and increase asset longevity with a centralized view of building systems to ensure stores remained operational and comfortable for patrons while increasing profitability.

SOLUTION
• Seamlessly connect HVAC, lighting, and refrigeration controllers for central management
• Enterprise-level, cloud-based software suites to identify performance trends, manage alarms, and interact with utilities or other IoT platforms
• Site-level software packages that coordinate the operation of disparate building systems, provide gateway access to remote users, and recommend corrective actions for predicted failures

CUSTOMER IMPACT
~$300M
Energy savings per year

HON IMPACT
>4,500 stores with BMS systems

“Continuous delivery of customer centric, value added solutions drive our 30+ year relationship”
- Matt Call, General Manager BMS

Source: Internal HON estimates
BMS | OPERATIONAL EXCELLENCE

Enablers

Streamline Supply Chain
Seamless, Touchless Integrated Planning
World-Class Procurement
Data, Analytics, and Digital Supply Chain
Talent Excellence

Key Metrics

On Time Delivery

% of Deliveries

~85% 10+ pts >95%

2019E Long-Term

Inventory

# of Turns

~9x ~7x ~16x

2019E Long-Term

✓ Invest in factory automation
✓ Create regional factory COEs – campus approach
✓ Digitize planning tools to improve demand accuracy which enables factory leveling

Strategic Operational Levers Enable Business Growth

HBT Investor Showcase - November 21, 2019
BUILDING MANAGEMENT SYSTEMS | SUMMARY

- Maintain lead position through IP and smart edge innovation
- Expand connected services and recurring revenue base
- Continued rapid growth and scale in key high growth regions
- Expand BMS TAM, with expansion driven by BTIs and profitable adjacencies

Long-Term KPIs

- $125M+ Incremental Sales
- DD% Connected Sales CAGR
- DD% HGR Sales CAGR
- $1B+ TAM Expansion

Clear Strategy with a Global Position to Win
HCE CONNECTED BUILDINGS
2019 HBT INVESTOR SHOWCASE

DAVID TRICE
VICE PRESIDENT AND GENERAL MANAGER
CONNECTED BUILDINGS

Honeywell
# BUILDING OWNERS ARE UNDERSERVED

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CEOs have limited options for driving performance from their physical operations.</td>
</tr>
<tr>
<td>2</td>
<td>Issues are addressed one building at a time with large capex and IT. Data and cyber protection are hard to deploy.</td>
</tr>
<tr>
<td>3</td>
<td>Reactive maintenance is prevalent, space utilization and energy-efficient comfort are difficult to achieve.</td>
</tr>
<tr>
<td>4</td>
<td>Honeywell Forge is “ERP” for operational tech (physical + digital).</td>
</tr>
<tr>
<td>5</td>
<td>Our EPM software addresses problems of scale: run buildings from a coffee shop, easy deployment, no rip and replace, domain-driven insights, enterprise extensible.</td>
</tr>
<tr>
<td>6</td>
<td>Honeywell Forge digitizes entire portfolio to provide visibility, insights and closed-loop actions.</td>
</tr>
</tbody>
</table>

**RESULTS**

- **Sustainability and energy improvements**: 20%
- **Reduction in maintenance expenses**: 10%
- **OPEX potential savings across enterprise**: 25%

---

*ERP: Enterprise Resource Planning; Source: Internal HON estimate*
MAKING IT EASY FOR CUSTOMERS

HONEYWELL FORGE ARCHITECTURE

4
Enterprise Applications
(Software as a Service)

3
Extensible Platform
(API as a Service)

2
Intelligent Gateway
(Connectivity as a Service)

1
Smart IoT Devices
(Edge as a Service)

• Metadata context discovery
• Virtual security engine
• Protocol, driver normalization

Long-term growth driven by software and recurring services

DD%+ Growth

2018 2019E

Graph not proportional

API: Application Programming Interface
ENERGY OPTIMIZATION

Honeywell’s patented, cloud-based, closed-loop, machine learning solution that continuously optimizes operation of HVAC system, and reduces energy costs in buildings by up to 35%, with no impact on the comfort of the buildings.

Selected Customer Results – Cost Savings

33% Savings

28% Savings

17% Savings

Original strategy Energy Optimization

ENTERPRISE APPLICATIONS

Portfolio Optimization Portfolio Admin Building Control Occupant Experience Space Utilization Safety Assurance

EXTENSIBLE PLATFORM

Platform Extension Machine Learning Autonomous Control Predictive Models API Engine Individual Hub

Cyber-Secure

INTELLIGENT GATEWAY

Niagara-based

BMS

RTUs Fans Pumps Chillers Boilers

Electricity Gas

HBT Investor Showcase - November 21, 2019
CONNECTED BUILDINGS | BURJ KHALIFA

**CHALLENGE**
Assist the extremely efficient Burj Khalifa with their goal of continuously reducing energy costs while maintaining customer comfort levels.

**SOLUTION**
A patented, closed loop, machine learning-based solution that periodically optimizes the internal set points of the HVAC system based on occupancy and weather, to reduce energy costs without any impact on customer comfort.

**IMPACT**
Reduced energy spend while maintaining guest comfort

- **6%** Additional annual reduction in energy consumption
- **0** Customer complaints recorded in work orders

**HON IMPACT**
“Your results frankly surprised us. We have targeted saving on energy annually for the past 5–6 years and we have reached the end of the optimization that we can achieve with the techniques we have. We had optimized all that we could.”

– Burj Khalifa Mechanical Manager

Source: Internal HON estimates
CONNECTED BUILDINGS | CUSTOMER VALUE

Energy
- Financial Services Company, England: 16% Electric Consumption Reduction
- Suntec City, Singapore: 30,000k kWh Savings (first month)
- Crown Perth, Australia: 9% Electric Consumption Reduction

Comfort
- Financial Services Company, England: 45% Performance Improvement
- Sun Plaza, Istanbul: 32% Performance Improvement

Cost
- Crown Perth, Australia: 90% Reduction in reactive calls
- Financial Services Company, England: 8% Reduction in FM costs
- 300+ Faults detected (pre-impact)

HBT Investor Showcase - November 21, 2019

FM: Facility Management; Source: Internal HON estimates
<table>
<thead>
<tr>
<th>Channel</th>
<th>Model</th>
<th>Sample Customers</th>
<th>Channel Capability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise Direct</td>
<td>Software RMR</td>
<td>Corporate or Commercial Portfolios</td>
<td>Developing</td>
</tr>
<tr>
<td>HBS</td>
<td>Software and Services RMR</td>
<td>Large, Complex Buildings</td>
<td>Mature</td>
</tr>
<tr>
<td>BMS</td>
<td>Software RMR</td>
<td>Hotels, SMB, Systems Integrators, OEM, ISV</td>
<td>Mature</td>
</tr>
</tbody>
</table>

SMB: Small Medium Businesses; OEM: Original Equipment Manufacturer; ISV: Independent Software Vendor

Go-To-Market Focus on RMR Driving DD%+ Growth

HBT Investor Showcase - November 21, 2019
CONNECTED BUILDINGS | SUMMARY

Long-Term KPIs

- Maintain leading position through smart edge, extensible platform, and SaaS innovation
- Expand RMR services through business model shift and new offerings
- Expand ecosystem through APIaaS and channel coverage

Establishing a Recurring Revenue Model; Targeting >20% Annual Growth

HBT Investor Showcase - November 21, 2019
SPEAKER BIOGRAPHIES
Pete Lau is the President of Fire & Life Safety for Honeywell Building Technologies. Fire & Life Safety is a worldwide leader in fire safety solutions for commercial buildings and industrial markets. Pete is responsible for all operations, business strategy and growth for the Fire & Life Safety business. He is focused on expanding Honeywell’s industry-leading position in the commercial fire safety systems market. He was previously the President of Commercial Security.

Pete joined Honeywell following a 17-year tenure at General Electric, starting his career in sales. During his tenure at GE, Pete earned a Six Sigma Black Belt, and worked in multiple disciplines including pricing, mergers and acquisitions, sales leadership, sourcing, and supply chain. Most recently, Pete was the CEO, International of GE’s Current division based in London, where he led a connected energy business comprised of LED lighting, battery storage, solar, EV, software and IoT sensors from Europe to Asia, including Australia. Pete was a member of the senior executive team at GE and recognized for excellence in commercial, supply chain and culture transformation.

Pete graduated magna cum laude with a bachelor’s degree in marketing from Northeastern University in Boston.
VIKAS CHADHA
VICE PRESIDENT AND GENERAL MANAGER, SECURITY

Vikas Chadha is Vice President and General Manager for the Security business. In this role, Vikas is responsible for all end-to-end business operations and strategy for the Security business, including continuing to build a high performing team to deliver sustainable growth for the business.

Vikas joined Honeywell in 2009 and, over the years, has successfully taken on a number of senior leadership roles of increasing responsibilities. He was appointed Vice President and General Manager, Honeywell Building Solutions (HBS) Europe, in 2018. In this role, Vikas was responsible for establishing sustained, profitable growth in Europe by delivering on commitments to HBS customers and stakeholders through disciplined execution of the Strategic Plan and AOP. He was previously President, Honeywell India, responsible for continued growth of India operations across four strategic business groups of Honeywell. Prior to this, Vikas was Managing Director, Honeywell Automation India Limited (HAIL), where he was responsible for driving growth and profitability at HAIL with additional responsibility of managing operations for its largest business, Honeywell Process Solutions (HPS). Vikas also served as Regional General Manager, Honeywell Building Solutions, for the India region and as Regional Director – South Asia for Honeywell’s security business. Vikas has a successful track record in a career spanning more than 25 years, with a mix of strategy and consulting, rich business experience, and people management.

Before joining Honeywell, Vikas was a consultant with McKinsey & Company, where he spent more than two years in strategic consulting and business improvement in India and the Middle East. He has also held national level management positions at Sharp Business Systems and at Larsen & Toubro Limited. Vikas completed his Engineering degree from the Delhi College of Engineering (DCE), and a dual major in Strategic Marketing and Analytical Finance from the Indian School of Business (ISB).
MARK VERHEYDEN
PRESIDENT,
HONEYWELL BUILDING SOLUTIONS

Mark Verheyden was appointed the President of Honeywell Building Solutions (HBS), a business unit of Honeywell Building Technologies (HBT), in March 2019. Honeywell Building Solutions is a global leader in the installation and life cycle management of integrated building technology, including HVAC, fire, security and energy. HBS partners with customers with complex needs, such as hospitals, airports, major buildings, social/transport infrastructure and energy utilities. HBS is a market leader in Smart Buildings, Smart Cities and the Internet-of-Things for buildings.

Prior to serving as the HBS President, Mark was the President of the former Honeywell Building Products (HBP) which included the Fire, Commercial Security and Electric products businesses.

Mark joined Honeywell in 2017 from Acuity Brands Lighting, where he was responsible for all product groups across 10 business units, growing revenue from $2.7B to $3.5B and launching an IoT business unit. Before joining Acuity, Mark led a number of industrial tech companies in private equity and was an operating company President at Danaher Corporation for over 10 years. While at Danaher, Mark led several global businesses and new acquisitions, playing a role in that company’s transition into an industrial technology and software company. Prior to Danaher, he was a principal in Boston Consulting Group’s Technology and Communications practice, and worked in the automotive industry in Japan at the beginning of his career.
PETER FEHL
PRESIDENT,
BUILDING MANAGEMENT SYSTEMS

Peter Fehl is the Global Business President for Building Management Systems (BMS) for Honeywell Building Technologies. He leads a portfolio of software and hardware solutions that help enable connected buildings. Honeywell’s building management systems integrate, maintain and provide facility life cycle support and make it easier to increase comfort, safety and security for building occupants. Most recently, Peter was General Manager of the Americas for BMS.

Peter brings more than 25 years of experience leading growth-focused organizations. Previously, he spent 11 years with Honeywell in a variety of strategy, mergers and acquisitions, and general management roles.

Prior to returning to Honeywell, Peter led Eaton’s global sports lighting business where he led a significant turnaround and drove strategic partnerships and acquisitions. He was also CMO for a KKR private equity-funding equipment business in the oil and gas industry where he oversaw global responsibilities in product marketing, strategy, pricing, customer marketing and training. He has experience working in Europe, Middle East, Asia and the Americas.

Peter is a Six Sigma Blackbelt. He holds an MBA in strategy and a bachelor’s degree in mechanical engineering from the Georgia Institute of Technology.
DAVID TRICE
VICE PRESIDENT AND GENERAL MANAGER, HONEYWELL CONNECTED BUILDINGS

David Trice is the General Manager and Vice President of Honeywell Connected Enterprise for Buildings. His responsibilities include driving the strategy for Honeywell’s Connected Buildings to ensure that we operate fast and meet the challenges of the rapidly changing market. He also leads the development of processes that allow us to rapidly scale up agile software development and blend that capability with domain expertise to solve customer problems in the Building market better than our competition.

David brings more than 28 years of experience as a serial entrepreneur with strong product development and software capabilities. He previously worked for IoT software provider CX Technologies, a company he established and served as CEO. Prior to that, he held leadership roles with StarPound Technologies, Oracle, and he founded Revenue Technologies (which was acquired by Oracle). He earned a bachelor’s degree from the Georgia Institute of Technology.