BANK OF AMERICA
INDUSTRIAL IOT &
AUTOMATION SUMMIT

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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, technological, and COVID-19 public health factors affecting our operations, markets, products, services and prices. Such forward-looking statements are not guarantees of future performance, and actual results, and other developments, including the potential impact of the COVID-19 pandemic, 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.
OPERATIONAL TECHNOLOGY WAS NEVER DESIGNED TO WORK TOGETHER

SILOED OPERATING SYSTEMS

“My disparate systems trap data and prohibit enterprise-level KPIs.”

LACKING...
• Performance Analysis
• Asset Comparisons
• Strategic Investments

ENTERPRISE COMPLEXITY

“I am forced to operate each building as its own business.”

COMPLEX...
• Asset Lifecycles
• Occupant Experiences
• Space Utilization

MANUAL CONTROL

“My legacy solutions require human decisioning and operation.”

EXPENSIVE...
• Data Analysis
• Time-to-Resolution
• On-site Ops

IIOT WILL BE A $1T OPPORTUNITY WITH 75B CONNECTED DEVICES BY 2025
HONEYWELL CONNECTED ENTERPRISE WAS FOUNDED TO WIN IN IIOT

3,400+
Global Employees

Focus on product & technology

Data Scientists & AI Experts

50%

150+

MANUFACTURING
51,500
managed assets

BUILDINGS
900k+
connected

AEROSPACE
14,500+
connected services per tail

CYBERSECURITY
5,600+
projects delivered

FRONTLINE WORKERS
78,000
users from 1,700+ customers

CUSTOMER OBSESSION
Care deeply about customer problems

RUN IT LIKE WE OWN IT
Our lives depend on it

RELENTLESS INNOVATION
Let the most compelling ideas win

ATTRACT THE BEST PEOPLE
Who believe in our mission

Source: Internal Honeywell estimate
IT’S NOT A PLATFORM. IT’S EPM

CUSTOMERS WANT

• RUN INDUSTRIAL OPERATIONS FROM A COFFEE SHOP
• MY OPERATION IS BETTER TODAY THAN WHEN IT WAS BUILT

CUSTOMERS EXPECT

20-40% PRODUCTIVITY GAINS
20-30% YIELD OPTIMIZATION
90+% OF OPERATIONS ENABLED REMOTELY
25% REDUCTION IN NET CARBON FOOTPRINT BY 2030

ENTERPRISE PERFORMANCE MANAGEMENT (EPM)

We build tools for those who make, so that every day is their best day of performance
Reinvent the way industries measure, analyze, and run their complex operations

Source: Honeywell internal estimates | McKinsey
Bank of America Industrial IoT & Automation Summit - September 24, 2020
THE NEXT STEP CHANGE IN OPERATIONAL PERFORMANCE IS...

LEAD WITH CLOUD APPS THAT SOLVE CRITICAL BUSINESS PROBLEMS

THE LOW-CODE CLOUD FOR INDUSTRIALS

- Build a domain operating model that is system and OEM agnostic
- Simplify data extraction from assets, people, and processes
- Use AI/ML to automate controls and enable remote operations
- Make it easy to develop and extend to new systems
A SMART UNIVERSITY GETS SMARTER

International University

40k global students over 11 sites

25th ranked university in the world

275 campus buildings over 165 hectares

Source:
- National University of Singapore | Times Higher Education Ranking 2021
- NUS Campus Infrastructure Report
#1 largest private sector company in India

#1 most profitable company in India annually

#1 largest refinery in the world at a single location
HONEYWELL + SAP TACKLE REAL ESTATE OPS

DATA SOURCE

- Financial
- Real estate
- Experience
- Operational
- Detection sensors
- Building management system

EXPERIENCE MANAGEMENT

Occupant productivity optimization

Real estate portfolio optimization

Building performance optimization
WE HAVE MOMENTUM

1. CONSISTENT ORGANIC GROWTH
2. SATISFIED CUSTOMERS
3. DIFFERENTIATED TECHNOLOGY
4. SOFTWARE CULTURE + TOP TALENT