CREDIT SUISSE INDUSTRIALS CONFERENCE
DECEMBER 3, 2020

TORSTEN PILZ
SENIOR VICE PRESIDENT AND CHIEF SUPPLY CHAIN OFFICER

Honeywell
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.

No final decision will be taken with respect to such plans or proposals without prior satisfaction of any applicable requirements with respect to informing, consulting or negotiating with employees or their representatives. 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.
RECENT MILESTONES

2020 Supply Chain Resiliency Award

• Awarded by Supply Chain Management Review for going above and beyond during the COVID-19 pandemic
• Recognized for keeping our operations running, while also expanding our PPE manufacturing operations to meet the unprecedented demand for respiratory protection

Launched Honeywell Digital Operations Platform on Honeywell Forge

• Built comprehensive data hub, analytics engine, and applications
• Digital backbone of how Honeywell supply chain operates

Strong Operational Resilience and Future Orientation
SUPPLY CHAIN TRANSFORMATION

Transforming into a smart, connected and integrated supply chain with high degree of automation, simplification, agility and end-to-end performance

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

On a Journey Toward the Supply Chain of the Future

- Lean, asset-light supply chains that are flexible and capable
- Meeting customer expectations for flawless delivery
- Adopting disruptive technologies including Industry 4.0 driving next wave of integrated supply chain automation and digitization
- Developing and inspiring talent to become the next world-class supply chain

Optimizing Honeywell’s Operations
TRANSFORMING OPERATIONS

Regional Supply Chains
- Optimizing footprint through simplified network
- Creating an advantage with a shorter, more scalable supply chain through localized approach

Automation
- Investing in robotics and automation with a focus on scalability, connectivity, and common processes
- Automation and digitization optimizing production processes to minimize waste, maximize yield

Digital Supply Chain
- Fully embracing digital supply chain to create agility and end-to-end visibility
- Moving to more agile, real-time and lean supply chain
- Leveraging Honeywell Forge to gain insights into manufacturing processes

Key Performance Metrics

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<tr>
<th>Metric</th>
<th>Value</th>
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<tbody>
<tr>
<td>Reduction in Manufacturing Square Footage Since 2018</td>
<td>9%</td>
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<tr>
<td>Invested in Automation in 2020</td>
<td>~$23M</td>
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<tr>
<td>YoY Quality Improvement</td>
<td>&gt;50%</td>
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<tr>
<td>Cumulative Direct Material Productivity Since 2018</td>
<td>$0.75B</td>
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<td>of Sales Deployed to Digitized Planning System</td>
<td>25%</td>
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Metrics based on 2020 latest estimate

Continuous Improvement Culture; Well-Established, Long-Term Competitive Advantage

Credit Suisse Industrials Conference - December 3, 2020
SMART FACTORY IN ACTION

Challenge

• Scrap from poor quality yield resulted in additional costs and extensive rework

• IIoT sensors were installed, but not leveraging advanced analytics to derive actionable improvements

Solution

• Launched pilot to leverage prior IIoT sensor investment with smart factory principles

• Resulted in 1,000 bps of yield improvement

Driving the Future of Supply Chains with Smart Factory
Honeywell
TORSTEN PILZ
SENIOR VICE PRESIDENT AND CHIEF SUPPLY CHAIN OFFICER

Torsten Pilz is Senior Vice President and Chief Supply Chain Officer.

While leading in a newly created position for Honeywell, Pilz has broad responsibilities for the integrated supply chain, including procurement, and will drive improvements in plant efficiency and working capital while continuing to enhance quality and delivery to customers’ expectations.

Prior to Honeywell, Pilz served for 1½ years as Vice President, Supply Chain, for SpaceX, where he was responsible for all supply chain activities, including planning, purchasing, material management and logistics. He built and developed a team that supported dozens of launches a year as well as the development and production of the Falcon and Falcon Heavy Rockets, the Dragon Spacecraft and the SpaceX® satellite program. Prior to that, Pilz served four years as Vice President, Worldwide Operations, at Amazon, where he led the execution and expansion of the global Consumables and Ultrafast eCommerce segment, including brands such as AmazonFresh, AmazonPantry, AmazonCampus and Prime Now.

Before Amazon, Pilz spent eight years at Henkel AG & Co. in a series of progressively larger roles in Germany and the U.S., culminating in his assignment as Senior Vice President, Global Operations, and Chief Executive Officer, Schwarzkopf & Henkel Production Europe GmbH, where he led global operations for the Beauty Care Division. Pilz also served as a Senior Consultant, Life Science, Consumer and Chemical Industry, at Strategy& in Germany and the U.S., and he held several progressively larger production management roles at Clariant AG Frankfurt. He earned B.S. and M.S. degrees followed by a doctorate in chemical engineering at the Karlsruhe Institute of Technology in Germany.