



J.P. MORGAN INDUSTRIALS CONFERENCE MARCH 15, 2021

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CHAIRMAN AND
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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. 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.

Non-GAAP Financial Measures

This presentation contains financial measures presented on a non-GAAP basis. Honeywell’s non-GAAP financial measures used in this presentation are as follows: segment profit, on an overall Honeywell basis, a measure by which we assess operating performance, which we define as operating income adjusted for certain items as presented in the Appendix; segment margin, on an overall Honeywell basis, which we define as segment profit divided by sales; organic sales growth, which we define as sales growth less the impacts from foreign currency translation and acquisitions and divestitures for the first 12 months following transaction date; and adjusted earnings per share, which we adjust to exclude pension mark-to-market, favorable resolution of a foreign tax matter related to the spin-off transactions, and non-cash charges associated with the reduction in value of reimbursement receivables due from Garrett, net of proceeds from settlement of related hedging transaction, if and as noted in the presentation. Management believes that, when considered together with reported amounts, these measures are useful to investors and management in understanding our ongoing operations and in the analysis of ongoing operating trends. These metrics should be considered in addition to, and not as replacements for, the most comparable GAAP measure. Refer to the Appendix attached to this presentation for reconciliations of non-GAAP financial measures to the most directly comparable GAAP measures.

KEY MESSAGES

Implementing Our Value Creation Framework

- Domain expertise, innovation, global reach, operational rigor, financial discipline, capital deployment, ESG
- Outperforming the XLI and S&P 500 in all economic conditions

Investing in New Growth Drivers

- Investing in the future while also delivering consistent margin expansion and substantial cash flow
- Developing disruptive technologies and re-shaping the portfolio for a software-oriented future
- Cultivating portfolio of breakthrough initiatives driving decoupled sales growth

Deploying Capital

- Deployed capital in excess of cash flow every year for the past 6 years
- Announced 5 acquisitions in the past 6 months
- Raised dividend in 2020 for the 11th time over ten consecutive years

Committed to ESG

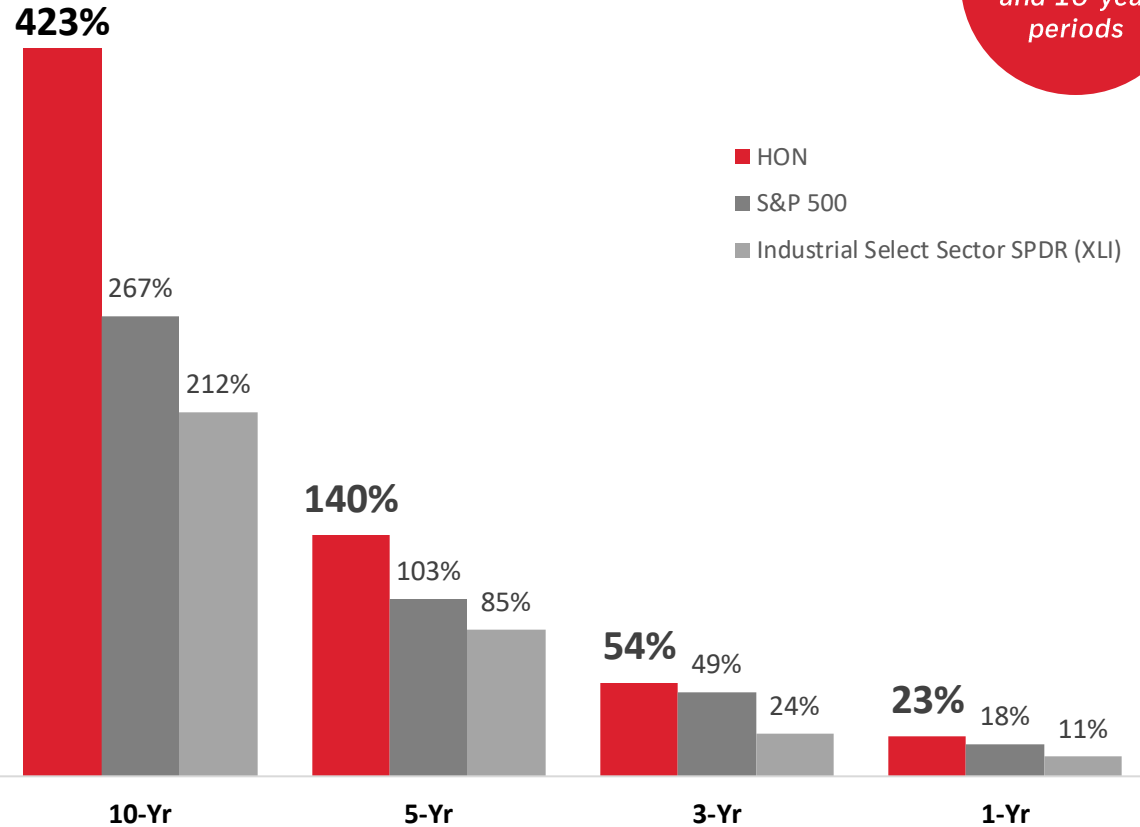
- Donated ~2 million face masks to protect frontline workers and helped ~36,000 members of our Charlotte, NC community receive COVID-19 vaccines by organizing mass vaccination events
- >90% reduction in Scope 1 and Scope 2 greenhouse gas intensity and ~70% energy efficiency improvement since 2004
- ~50% of NPI R&D activity is directed towards products that improve environmental and social outcomes for customers

Honeywell Consistently Delivers Superior Returns for Shareowners

PROOF OF VALUE CREATION

Cumulative Total Shareholder Return

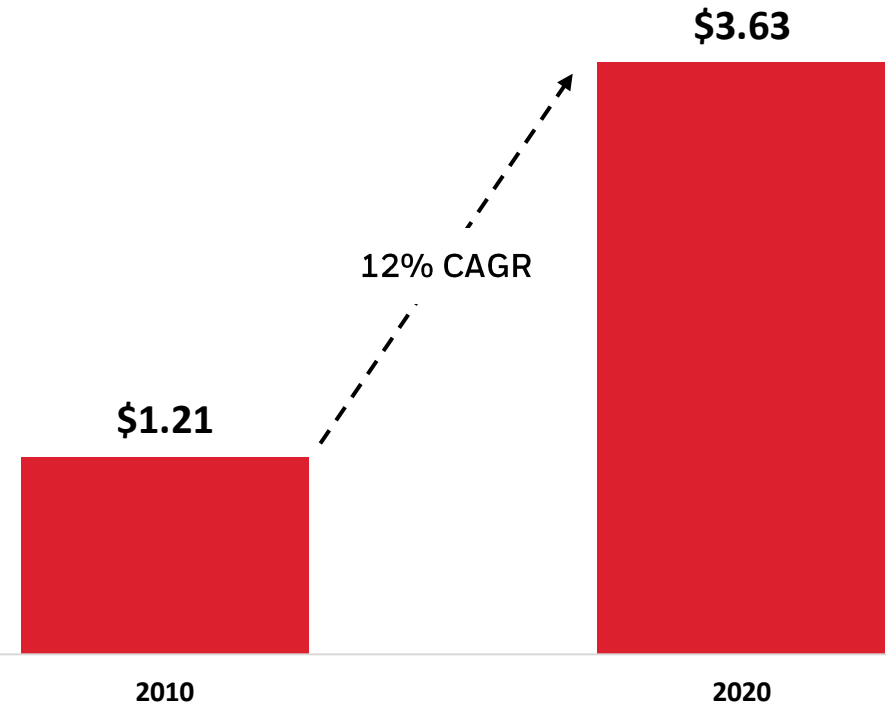
Outperforming over 1-, 3-, 5-, and 10-year periods



Source: Capital IQ as of 12/31/20

Annualized Dividends

11 Dividend Increases Since 2010



Consistently Outperforming over Short-, Medium-, and Long-Term

1Q AND FY GUIDANCE

	1Q Guidance	FY Guidance
Sales <i>Organic Growth</i>	\$7.8B – \$8.2B <i>Down (10%) – (5%)</i>	\$33.4B – \$34.4B <i>Up 1% – 4%</i>
Segment Margin <i>Margin Expansion</i>	20.4% – 20.9% <i>Down (140) – (90) bps</i>	20.7% – 21.1% <i>Up 30 – 70 bps</i>
Net Below the Line Impact Effective Tax Rate Share Count	(\$40M) – \$5M 23% – 24% ~705M	(\$130M) – \$20M 21% – 22% ~705M
Earnings Per Share <i>Adjusted Growth</i>	\$1.68 – \$1.83 <i>Down (24%) – (17%)</i>	\$7.60 – \$8.00 <i>Up 7% – 13%</i>

Net below the line impact is the difference between segment profit and income before tax. Impact includes interest and other financial charges, stock compensation expense, pension ongoing income, other post-retirement income, and repositioning and other charges. Adjusted EPS % guidance excludes pension mark-to-market, non-cash charges associated with the reduction in value of reimbursement receivables due from Garrett, net of proceeds from settlement of related hedging transaction, and 2Q20 favorable resolution of a foreign tax matter related to the spin-off transactions.

Reaffirming Guidance

Honeywell



DARIUS ADAMCZYK

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Darius Adamczyk is Chairman and Chief Executive Officer of Honeywell, a leading software-industrial company that helps connect everything from aircraft, cars, homes and buildings, manufacturing plants, supply chains, and workers to make our world smarter, safer, and more sustainable.

He was elected as Honeywell Chairman in April 2018. Before then, he was appointed as President and Chief Executive Officer in March 2017 after serving for a year as President and Chief Operating Officer. Darius' focus in these roles has been on accelerating Honeywell's organic growth, expanding margins, transforming the Company into a premier software-industrial, deploying capital effectively, and building a high-performance culture.

Darius joined the Company in 2008 when Metrologic, where he was serving as Chief Executive Officer, was acquired by Honeywell. He served as President of Honeywell Scanning and Mobility for four years, doubling the size of the business, before leading a turnaround over two years as President of Honeywell Process Solutions. In 2014, Darius was promoted to President and Chief Executive Officer of Honeywell Performance Materials and Technologies.

Before joining Honeywell, Darius held several leadership positions with Ingersoll Rand and Booz Allen Hamilton. He began his career as an electrical engineer at General Electric in 1988.

Born in Poland on February 8, 1966, Darius emigrated to the United States at age 11. He earned his MBA from Harvard University, a master's degree in computer engineering from Syracuse University, and a bachelor's degree in electrical and computer engineering from Michigan State University. Darius also completed the GE Edison Engineering Program, as well as numerous executive development courses at Wharton and Duke, among other institutions. He has received the Corporate Social Responsibility Award from the Foreign Policy Association as well as the John D. Ryder Electrical and Computer Engineering Alumni Award from Michigan State University. He was also named a "Best CEO" by Institutional Investor in its 2019 All-America Executive Team, and as a "Most Admired CEO" by Charlotte Business Journal in 2020.

Darius is a member of the Business Roundtable, the Business Council, and the Council on Foreign Relations.

RECONCILIATION OF SEGMENT PROFIT TO OPERATING INCOME AND CALCULATION OF SEGMENT PROFIT AND OPERATING INCOME MARGINS

(\$M)	1Q20	2020
Net sales	\$8,463	\$32,637
Aerospace	\$937	\$2,904
Honeywell Building Technologies	262	1,099
Performance Materials and Technologies	512	1,851
Safety and Productivity Solutions	178	907
Corporate	(41)	(96)
Segment profit	\$1,848	\$6,665
Stock compensation expense ⁽¹⁾	(44)	(168)
Repositioning, Other ^(2,3)	(74)	(641)
Pension and other postretirement service costs ⁽⁴⁾	(39)	(160)
Operating income	\$1,691	\$5,696
Segment profit	\$1,848	\$6,665
÷ Net sales	\$8,463	\$32,637
Segment profit margin %	21.8%	20.4%
Operating income	\$1,691	\$5,696
÷ Net sales	\$8,463	\$32,637
Operating income margin %	20.0%	17.5%

(1) Amounts included in Selling, general and administrative expenses.

(2) Includes repositioning, asbestos, environmental expenses and equity income adjustment.

(3) Amounts included in Cost of products and services sold, Selling, general and administrative expenses, and Other income/expense.

(4) Amounts included in Cost of products and services sold and Selling, general and administrative expenses.

We define segment profit as operating income, excluding stock compensation expense, pension and other postretirement service costs, and repositioning and other charges. We believe these measures are useful to investors and management in understanding our ongoing operations and in analysis of ongoing operating trends.

A quantitative reconciliation of segment profit, on an overall Honeywell basis, to operating income has not been provided for all forward-looking measures of segment profit and segment margin included herewithin. Management cannot reliably predict or estimate, without unreasonable effort, the impact and timing on future operating results arising from items excluded from segment profit, particularly pension mark-to-market expense as it is dependent on macroeconomic factors, such as interest rates and the return generated on invested pension plan assets. The information that is unavailable to provide a quantitative reconciliation could have a significant impact on our reported financial results. To the extent quantitative information becomes available without unreasonable effort in the future, and closer to the period to which the forward-looking measures pertain, a reconciliation of segment profit to operating income will be included within future filings.

RECONCILIATION OF EPS TO ADJUSTED EPS

	2020
Earnings (loss) per share of common stock - assuming dilution (EPS) ⁽¹⁾	\$6.72
Pension mark-to-market expense ⁽²⁾	0.04
Separation related tax adjustment ⁽³⁾	(0.26)
Garrett related adjustment ⁽⁴⁾	0.60
Adjusted earnings per share of common stock - assuming dilution	\$7.10

(1) For the twelve months ended December 31, 2020, adjusted earnings per share utilizes weighted average shares of approximately 711.2 million.

(2) Pension mark-to-market expense uses a blended tax rate of 25% for 2020.

(3) For the twelve months ended December 31, 2020, separation-related tax adjustment of \$186 million (\$186 million net of tax) includes the favorable resolution of a foreign tax matter related to the spin-off transactions.

(4) For the twelve months ended December 31, 2020, the adjustment was \$427 million net of tax due to the non-cash charges associated with the reduction in value of reimbursement receivables due from Garrett, net of proceeds from settlement of related hedging transactions.

We believe adjusted earnings per share, excluding spin-off impact, is a measure that is useful to investors and management in understanding our ongoing operations and in analysis of ongoing operating trends. For forward looking information, management cannot reliably predict or estimate, without unreasonable effort, the pension mark-to-market expense as it is dependent on macroeconomic factors, such as interest rates and the return generated on invested pension plan assets. We therefore do not include an estimate for the pension mark-to-market expense. Based on economic and industry conditions, future developments and other relevant factors, these assumptions are subject to change.