











Investor Showcase and Technology Demonstration Wednesday, October 10 | New York

resideo

Honeywell Home

### **Disclaimer**

#### **Additional Information**

For additional information with respect to Resideo Technologies, Inc. and the proposed spin-off, please refer to the Form 10 Registration Statement, as it may be further amended, on file with the Securities and Exchange Commission ("Form 10"). The spin-off is subject to customary conditions. The financial information included in this document may not necessarily reflect Resideo's financial position, results of operations, and cash flows in the future or what Resideo's financial position results of operations, and cash flows would have been had Resideo been an independent, publicly traded company during the periods presented. This communication shall not constitute an offer of any securities for sale, nor shall there be any offer, sale or distribution of securities in any jurisdiction in which such offer, sale or distribution would be unlawful prior to appropriate registration or qualification under the securities law of such jurisdiction.

#### **Forward-Looking Statements**

This presentation contains "forward-looking statements." All statements, other than statements of fact, that address activities, events or developments that we or our management intend, expect, project, believe or anticipate will or may occur in the future are forward-looking statements. Although we believe forward-looking statements are based upon reasonable assumptions, such statements involve known and unknown risks, uncertainties, and other factors, which may cause the actual results or performance of the company to be materially different from any future results or performance expressed or implied by such forward-looking statements. Such risks and uncertainties include, but are not limited to those described in the Form 10 under the headings "Risk Factors" and "Cautionary Statement Concerning Forward-Looking Statements." You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this presentation. Forward looking statements are not guarantees of future performance, and actual results, developments and business decisions may differ from those envisaged by our forward-looking statements.

#### **Non-GAAP Financial Measures**

This presentation includes Adjusted EBITDA, Adjusted EBITDA including environmental indemnification payments, Adjusted EBITDA Margin, Segment Profit, Segment Profit Margin and other financial measures not compliant with generally accepted accounting principles in the United States (GAAP). The non-GAAP financial measures provided herein are adjusted for certain items as presented in the Appendix and may not be directly comparable to similar measures used by other companies in our industry, as other companies may define such measures differently. Management believes that, when considered together with reported amounts, these measures are useful to investors and management in understanding our ongoing operations and in 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. We believe EBITDA, Adjusted EBITDA including environmental indemnification payments, Adjusted EBITDA Margin, Segment Profit, and Segment Profit Margin are important indicators of operating performance which more closely measure our operating profit.

A reconciliation of Adjusted EBITDA and Adjusted EBITDA Margin to the closest GAAP financial measure is not available without unreasonable efforts on a forward-looking basis due to the impact and timing on future operating results arising from items excluded from these measures, particularly standalone costs, environmental indemnification reimbursement expense, non-operating (income) expense, stock compensation expense and repositioning charges. For additional information with respect to our Unaudited Combined Financial Statements, see our Form 10.

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## **Executive Overview**

Mike Nefkens | President and CEO

# Today's Presenters

**Executive Overview** 

9:00-9:20 a.m.

Mike Nefkens, President and CEO

#### **Products Overview**

9:20-9:40 a.m.

Mike Nefkens, President and CEO



- Previously EVP and GM Hewlett Packard Enterprise
- Led successful turnaround and spinoff-merger of HP Enterprise Services and served on executive team of HP's PC/Printers and software business spinoff into a standalone company

## **Connected Home Software Overview** 9:40-9:55 a.m.

**Scott Harkins,** Vice President and General Manager, Connected Home



- 30 years of experience in residential markets
- Several previous sales and leadership positions at Honeywell; instrumental in transformation to connected, software-driven solutions

**Growth Strategy** 

10:25-10:40 a.m.

Inder Reddy, Vice President, Corporate Strategy



- Previously president, Honeywell Security Products Americas
- Responsible for overall strategy for Products and Distribution
- Engineer by training, with Honeywell since 2010

#### **ADI Distribution Overview**

9:55-10:10 a.m.

Rob Aarnes, President, ADI Global Distribution



- ADI North America leader for 6 years
- 30 years of logistics and distribution experience
- Began career in the U.S. Navy as a supply officer

**Financial Review** 

10:40-11:00 a.m.

Joe Ragan, Executive Vice President and CFO



- Previously CFO Ferroglobe PLC where he led merger and significant recapitalization
- Experienced CFO for multiple publicly traded companies

**Break** 10:10-10:25 a.m.

**Q&A** 11:00-11:30 a.m.

## RESIDEO | Snapshot

# LAUNCHING OCTOBER 2018

REZI

NYSE

\$4.77B - 4.83B
2018E Net Sales

\$605M - 615M

Pro Forma Adj. EBITDA (2018E) \$465M - 475M

Pro Forma Adj. EBITDA Incl. Enviro. Indem. (2018E)















<sup>&</sup>lt;sup>1</sup> Pro Forma (PF) Adjusted EBITDA including environmental indemnification payments is PF Adjusted EBITDA adjusted for payment pursuant to Indemnification and Reimbursement Agreement ("Reimbursement Agreement"). PF Adjusted EBITDA represents EBITDA adjusted for the Trademark License Agreement, environmental expense, standalone costs, non-operating (income) expense, stock compensation expense and repositioning charges. See Appendix.

## **RESIDEO | Business Overview**

## Positioned to Win

solutions

**\$4.5B**2017 FY Sales

**Honeywell** Home



- Leading global provider of critical residential comfort and security
- Licensing agreement to use Honeywell Home brand for 40 years
- Leading global wholesale distributor of security and low voltage products

#### **Industry Leadership**

#### **Products**

- Comfort & Care
- Security & Safety

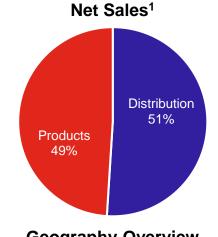
#### **Distribution**

- Americas
- EMEA
- India

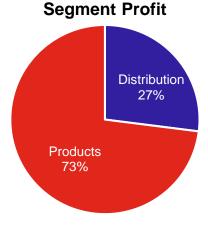
#### **Select Customers**

- ADT
- A.O. Smith
- The Home Depot
- Johnstone
- Trane
- USAA

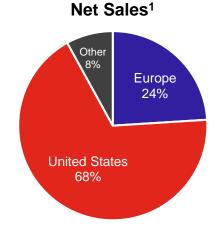
#### **Segment Overview (2017 Actual)**



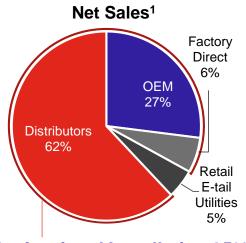
**Geography Overview** 



**Channel Overview** 



<sup>1</sup>Pie chart shows total sales of \$4,856M, which includes intercompany sales of \$337M



**Professional Installation 95%** 

## RESIDEO | End-to-End Customer Experience



On the Exterior

Exterior Camera, Outdoor Video, Motion Viewer, Perimeter Protection



### On the Wall

Security Panel, Interior Camera, Indoor Video, Motion Viewer, Sound Detection, Motion Detection, Smoke Detection, Glassbreak Detection, CO Detection





6 Thermostats, Life Care Telehealth



#### **Behind the Wall**

- Heating Controls, Furnace, Boiler and Hot Water Heater Controls
- 3 Humidification/Dehumidification, Water Filtration and Treatment
- Water Leak/Freeze Detection





#### In the Cloud

Mobile Apps



AlarmNet 360



#### **ADI Global Distribution**

Video Surveillance, Intrusion, Access Control, Fire and Life Safety, and Other Products, Including Wire, Networking and Audio Visual Systems

\*Most Active SKUs

## RESIDEO | Honeywell Home and ADI: Creating a Better Experience

## PROFESSIONAL INSTALLATION



Contractors: Deep relationships, many of which extend over 20 years



**OEMs:** Long-standing relationships over 25 years, with some over 40 years



**Other:** E-commerce, homebuilders, insurance companies, utilities and other adjacent channels

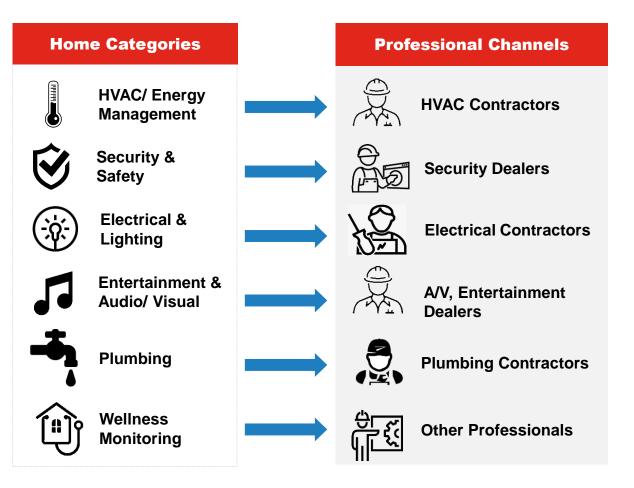
#### **Enhanced Customer Value**

- Customer Experience: Resideo Security Products sold through ADI Distribution with Net Promoter Score >50\*
- Vertical Integration: Built-in third-party logistics (3PL) for fulfillment and distribution
- Share of Wallet: Revenue and wall-to-wall margin opportunities for Resideo, as ADI customers expand their security purchases into multiple categories



\*Internal survey data

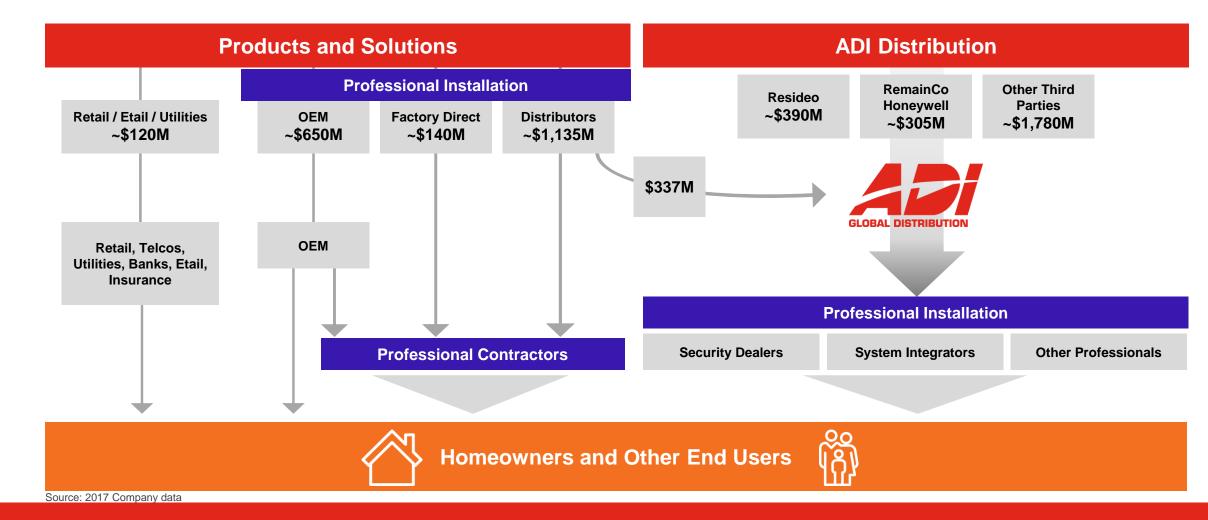
## RESIDEO | Modernizing Pro Channels to Deliver Connected Home Experience







## **RESIDEO | Go-To-Market Channels**



## **RESIDEO | Addressable Markets**

	Products ar	Distribution	
	Comfort & Care	Security & Safety	Distribution
2018 Global Addressable Market	~\$10 Billion  2017 Comfort & Care Net Sales: \$1.6B	~\$5 Billion 2017 Security & Safety Net Sales: \$0.8B	~\$20 Billion  2017 Distribution Net Sales: \$2.5B
Select Products		AlarmNet AlarmNet 360™	Intrusion Wire Video Access Fire
Resideo's	<b>Leader</b> Thermostats	Leader Leader Security Systems Indoor Sensors	Leader Leader Americas Distribution EMEA Distribution
Industry Leadership¹	Major Player Connected Thermostats  Major Player Humidity Systems	Major Player Remote Services	Strong Player India Distribution
Select Competitors	<ul> <li>Aprilaire</li> <li>BWT</li> <li>Nest</li> <li>Carrier</li> <li>Ecobee</li> <li>Trane</li> <li>UTC</li> <li>Vivint</li> <li>Watts</li> </ul>	• 2GIG    • iSmartAlarm    • Tyco     • Alarm.com    • Qolsys    • UTC     • Bosch    • Ring    • Vivint     • Hive    • SimpliSafe	Aditya     Norbain     Rexel     Anixter     Prama     Scansource     CSC

Source: IHS Markit (IHS), Navigant Consulting (Navigant), Building Services Research and Information Association (BSRIA) and management estimates Note: Net sales includes \$337M intercompany sales in 2017. 1 Industry leadership per management estimates.

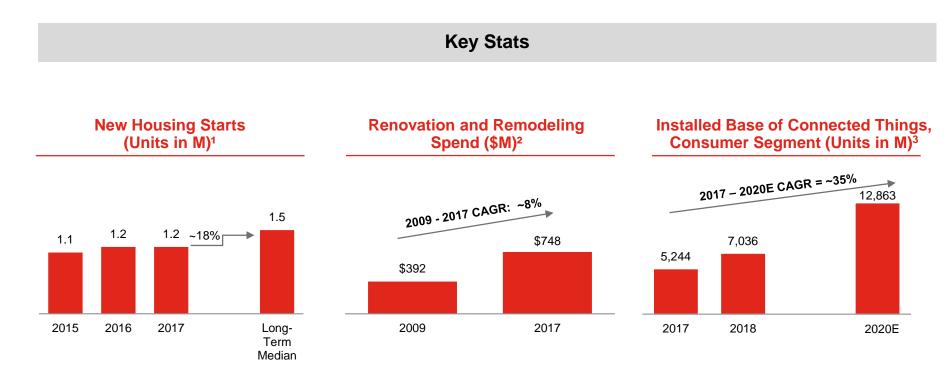
## **RESIDEO | Momentum Underpinned by Favorable Macro Trends**

#### **Key Macro Trends**

Growing Demand for Comfort, Efficiency and Security

Increasingly Connected Consumers

Growing Demand for Expertise and Services



Source: Research and Management Estimates <sup>1</sup>According to the US Census Bureau. Long-term median represents data from 1960 – 2017. <sup>2</sup>According to the Bureau of Economic Analysis (BEA). <sup>3</sup>According to Gartner Inc.

## RESIDEO | Proven Leadership With Transaction and Technology Experience

#### **New Leadership Talent ...**



#### Michael Nefkens, President and CEO

- · Technology sector
- Running complex multinational organizations
- Delivering innovative solutions and shareholder value
- Strong leadership with proven record of delivering for customers









## **Joe Ragan**, Executive Vice President and CFO

- · Finance, accounting, business management
- Experience in managing all accounting functions, credit and collections, payroll
- Extensive background as a public company CFO





#### ... Paired with Significant Continuity from Honeywell

Rob Aarnes President ADI Distribution	GLOBAL DISTRIBUTION	GUNNAR	Drove above market growth, enhanced customer experience, built e-commerce presence
Jennifer Bonuso VPGM Consumer Products	Whirlpool		Strong consumer marketing, product knowledge, sales
Michael Flink VP Marketing and Sales	Honeywell	GLOBAL DISTRIBUTION	Pricing management, global experience, developing and implementing growth strategies
Scott Harkins VPGM Connected Home	Honeywell		IoT initiatives and partnerships that add value to the consumers Connected Home experience
Steve Kelly Chief HR Officer	Honeywell	DANAHER	Multi-industry HR background, developing and maintaining key business talent
Jeannine Lane General Counsel	Honeywell	<b>Prestone</b> *	Significant IP and U.S. Consumer Product Safety Commission experience, strong business acumen to work out legal solutions
Bruce Mathews Chief Information Officer	Honeywell		Strong knowledge on ERP deployments, infrastructure management and implementation
Inder Reddy VP Corporate Strategy	Honeywell	BCG THE BOSTON CONSULTING GROUP	Deep product knowledge, contract negotiations, NPI development, software experience
Edgar Tu Chief Technology Officer	DELL	SONY	Innovation, process knowledge, product knowledge, technology
Anselm Wong Spin Transition Leader VP of Finance	Honeywell		Capital allocation decisions, M&A, manufacturing, financial systems implementation

## **RESIDEO | 2018E Financial Performance**



9%+

1H 2017 – 1H 2018 NET SALES GROWTH 6%+

**2017A – 2018E SALES GROWTH** 





<sup>1</sup>Connected is defined as any device with the capability to be monitored or controlled from a remote location by an end-user or service provider

## **KEY WINS**

- ADT
- The Home Depot
- DefendersLennar

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# Segment Overview: Products

Mike Nefkens | President and CEO

## PRODUCTS | Segment Overview

#### **Comfort & Care**



Temperature and Humidity



Air



Water



**Thermal** 



Software Solutions



Telehealth

## **Security & Safety**



**Panels** 



Peripherals



Sensors



Cameras



Communication Devices



**Awareness** 

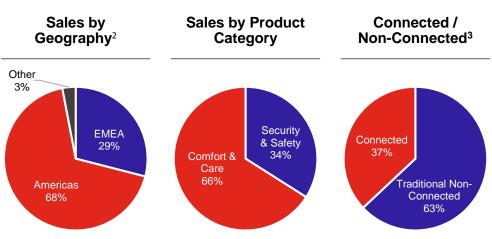


Cloud Infrastructure and Software









<sup>&</sup>lt;sup>1</sup>Total Products sales includes intercompany sales \$337M in 2017

<sup>&</sup>lt;sup>3</sup>Connected is defined as any device with the capability to be monitored or controlled from a remote location by an end-user or service provider



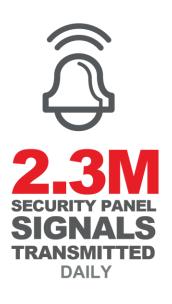
<sup>&</sup>lt;sup>2</sup>Americas represents North and South America. Other principally represents Australia, China, New Zealand and South Korea.

#### PRODUCTS | History and Future Innovation **Smart Home** Security 2018 Cameras Q4 2018 T Series Planned Q2 2018 Thermostats Introduction of Q1 **New Products** 2017 Lyric Round ---2016 2014 Zone Panel VISTA Control Panel 2009 Alarm Platform & Arming 2000 **Cloud Services** Station AlarmNet 360 1990 Cloud Platform Water Leak Microelectronic 1980 & Freeze 1970 Detector Damper Water Heater Flapper 1960 Control 1950 The Prestige 2.0 Honeywell Founding Comfort System Thermostat 1916 **SELECT NEW PRODUCTS** 1890 SCOT - Adaptive Combustion Control 1885 Key Switch Honeywell The Minneapolis Global Adaptive Remote Round T10 Thermostat Intrusion **Smart Vents** Combustion **Appliance Thermostat Platform** Control Monitoring

## PRODUCTS | Major Player in Connected Home Software Solutions





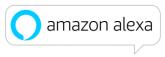




#### **Key Partnerships**









#### **Expanding Developer Ecosystem**



















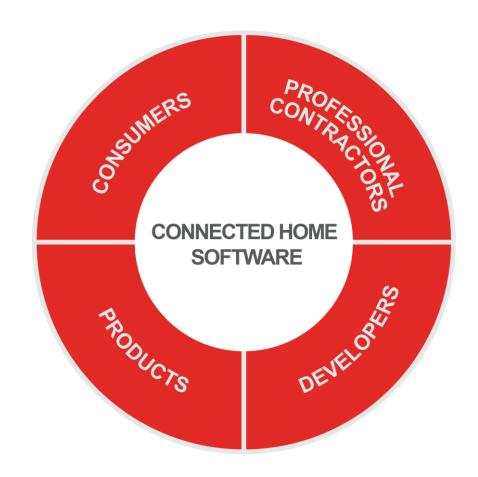
## PRODUCTS | Software Ties It All Together



Consumer in-app services offered on recurring revenue model



Seamless control across connected product categories and control of 3<sup>rd</sup> party products



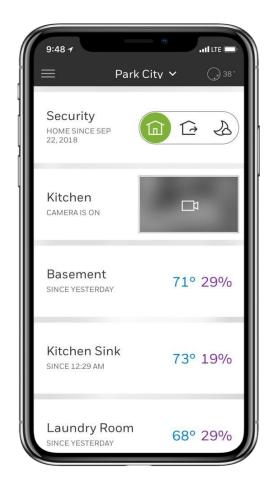


Software that unlocks new recurring revenue business models for contractors



Recurring revenue with developers and participation in key smart home ecosystems

## PRODUCTS | Honeywell Home App







## PRODUCTS | Deep Engineering Capabilities and Strong Intellectual Property

### **Global Engineering and Design Footprint**

**1,300** Engineers

Engineers
>50% focused on
software and firmware

**17** 

Sites Globally Low cost region capabilities for greater ROI 3

Dedicated
Software Centers
of Excellence

# (<del>)</del>(c)

Proven Global IP Strategy

Robust Patent Portfolio and IP Strategy

**Patents and Pending** 

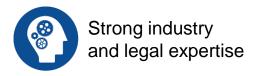
**Applications Worldwide** 

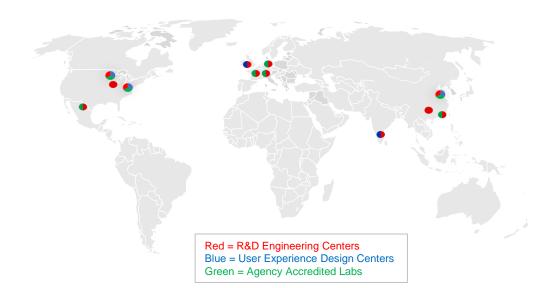


State-of-the art management and docketing system



Dedicated IP analytics team for enforcement and clearance





## PRODUCTS | Manufacturing Footprint





18

**Manufacturing Sites** 

3

Owned Distribution Centers

14

3PL-Operated Distribution Centers





Products Distribution Center (3PL Operated)

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## Connected Home and Software

Scott Harkins | Vice President, General Manager, Connected Home

## CONNECTED HOME | Business Overview

#### **Positioned to Win**

- Launched 1st cloud services in 1980s
- ✓ Large installed base of connected devices and consumers
- ✓ Participate in categories with proven SaaS revenue models
- ✓ Recurring revenue from pro channel, developers and consumers
- ✓ User Experience that simplifies the smart home
- Active in leading ecosystems and large developer community

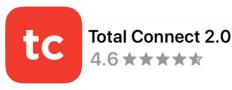
	Business Model
Contractor Services	<ul> <li>Software that unlocks new recurring revenue business models and account management</li> </ul>
Developer Services	Recurring revenue business model for developers to access APIs
Consumer Services	Consumer facing in-app services offered on a recurring revenue model
Product Connectivity	<ul> <li>Seamless control across connected product categories</li> <li>Open ecosystems with 3rd party product participation</li> </ul>

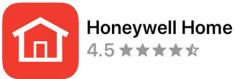












<sup>1</sup>Total Products sales includes intercompany sales \$337M in 2017

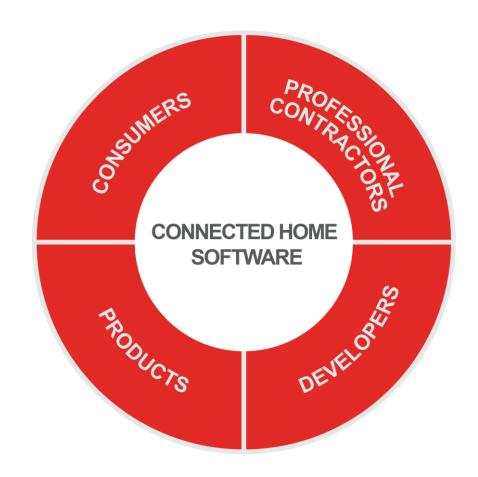
## **CONNECTED HOME | Software Ties It All Together**



Consumer in-app services offered on recurring revenue model



Seamless control across connected product categories and control of 3<sup>rd</sup> party products





Software that unlocks new recurring revenue business models for contractors



Recurring revenue with developers and participation in key smart home ecosystems

## **CONNECTED HOME | Solutions and Growth Highlights**

**AlarmNet** 

**Connected Home** 

**Software Services** 

Key Products and Solutions





AlarmNet 360™

Total Connect Application **Cloud Platform** 



Total Connect Comfort Application



Honeywell Home



- Predictive Maintenance
- HVAC Monitoring
- Auto-Replenishment
- Remote Patient Monitoring
- Whole House Monitoring

Key Growth Initiatives

- Simplified user experiences for contractors, developers and consumers
- Expand recurring revenues via new software offerings
- Converge platforms and expand geographically

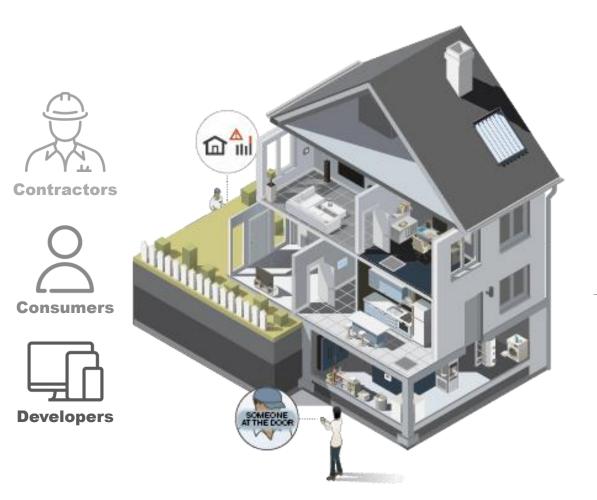
4.7M
Connected

**Users** 

CAGR 2013-2018E

25%+

## **CONNECTED HOME | Focused on End-to-End Customer Experience**



Consumer Motivating Factors Influencing
Smart Home Device Purchase

86%
ENERGY
EFFICIENCY

77%
INCREASED
CONVENIENCE

81%
HOME SECURITY

73%
GREATER CONTROL

Source: PwC Survey 2016, US Non-Owners of Connected Home Devices

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## Segment Overview: Distribution

Rob Aarnes | President, ADI Global Distribution

## ADI DISTRIBUTION | Segment Overview















**MORE THAN** 

1,000
SALES
REPRESENTATIVES







## ADI DISTRIBUTION | Segment Overview

Hardware

& Cable

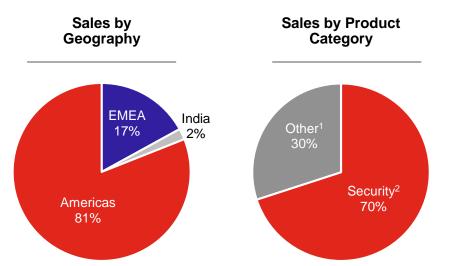


Vacuum









<sup>1</sup>Other Includes: Fire and life safety, wire and cable, audio visual, and all other

<sup>2</sup>Security Includes: Intrusion, video surveillance, and access control



## ADI DISTRIBUTION | Geographic Footprint

200+ Stocking Locations

19
Distribution
Centers

**1,300** Suppliers

350K Products

#### **North America**

- Office locations within US and Canada
- 108 branches
- 9 distribution centers

#### India

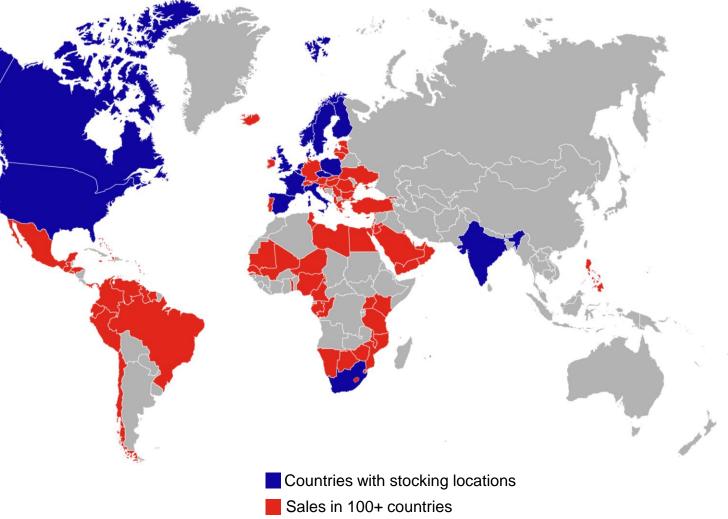
- 16 branches
- 3 distribution centers
- 13 stock locations

#### **EMEA**

- 71 branch locations across 14 countries in Europe
- 9 distribution centers
- 5 warehouses

#### **Exports**

- 100+ countries globally
- Targeted growth in other regions with large customers





## ADI DISTRIBUTION | Service Excellence as a Competitive Advantage



60+ NPS\*



Value Added Services



Product Trainings and Showcase



24/7 Order Pickup



Programming, Testing, Configuration



**Systems Design** 



Total Supply Chain Management



Project Registration

<sup>\*</sup>Internal survey data

## ADI DISTRIBUTION | Growth Initiatives

#### **Key Growth Drivers**

**Enhance Digital Experience** 

**Expand Product Categories** 

**Expand Sales Footprint** 

Continued Support of Honeywell Commercial Security and Fire Products

#### **More Products Through Existing Channels**

**ADI Website & Mobile App** 



Engaging Functionality 15-20% Growth

Professional A/V and Connectivity



New Product Categories 25-35% Growth

**Private Label** 



New Product Introduction 25-35% Growth

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# **Growth Strategy**

Inder Reddy | Vice President, Corporate Strategy

## **GROWTH STRATEGY | Driving Growth Across Five Areas**



## **GROWTH STRATEGY | Winning with Design, Technology and Connectivity**

INNOVATIVE SOLUTIONS to Solve Customers' Critical Needs



#### **Design Focus**

Designing for everyday life and critical home operations



#### **Core Technology**

Essential technologies with industry expertise and know-how



#### Innovation

Strong patent portfolio, AI, algorithms, control systems and analytics





#### **Common Platform**

Global, hybrid cloud for speed and scale



#### **Unified Experience**

Simple, consistent user experience across products



#### **Ecosystem Choices**

Curated choices and major ecosystems connectivity

# **GROWTH STRATEGY | Growing with Pro Services and Channel Expansion**

PROFESSIONAL CHANNELS to Strengthen Core and Grow

20%+ Connected Category Growth

**Training & Support** 

Marketing & Demand Generation

Learning & Networking Events

Partner Productivity
Tools











\$1B+ Opportunity



Energy & Demand Management



**Risk Mitigation** 



Energy Efficiency, Safety & Productivity



**DIY Solutions** 



Expansion into Select High-Growth Countries via OEM Partnerships & Localized Solutions

## **GROWTH STRATEGY | ADI Distribution Growth Priorities**

DISTRIBUTION EXCELLENCE
To Support Professional Channel



15%+ Growth

**Enhance Digital Customer Experience** 

- Enhanced eCommerce experience
- Pre-sales support, Training | Secure Lockers | 1-hour pick up service



25-35% Growth

**Growth in Core & Adjacent Categories** 

- Professional AV and connectivity
- ADI private label products



20%+ Growth

**Expanding Sales Footprint** 

- Field sales & tele-sales teams
- Selected new geographies

Competitors

## **GROWTH STRATEGY | The Resideo Advantage**

		Resideo	Compeniors
	Knowledge & Expertise	Global Leader – Trusted, Tested, Proven; >150M Homes	Niche competency
	Breadth of Solutions	On the Wall, Behind the Wall, Exterior, and In the Cloud	Point products
	Solution Capabilities	End-to-end Hardware & Software Solutions	Niche solutions
8	Customer Experience	Unified, Seamless Experience with ADI Distribution	Touch points/channels
8 0	Go to Market	Pro First; Simplified Connected Home Experience	• DIY or DIFM

Residen

Well-Positioned to Deliver Strong Profitable Growth

**Double Down on the Pro Channel and Grow Connected Categories** 

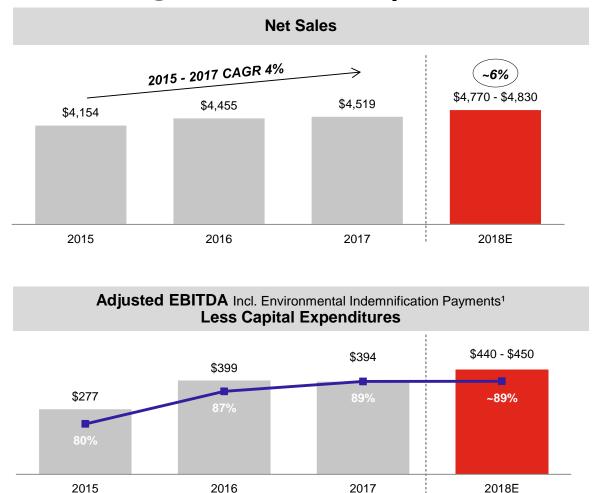
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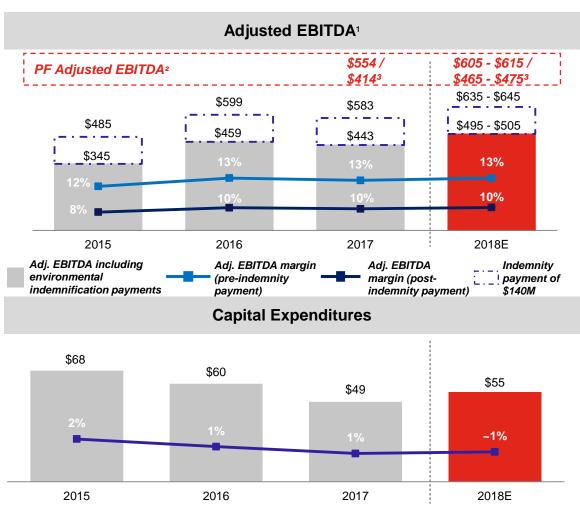


# **Financial Overview**

Joe Ragan | Executive Vice President and CFO

## **Strong Track Record | (US\$ in Millions)**

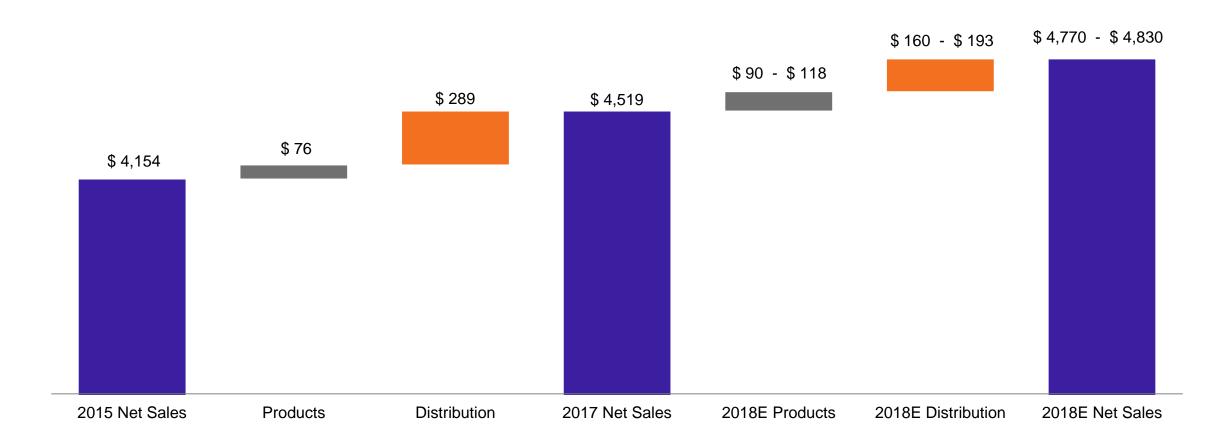




Note: 2018E margins calculated based off the midpoint of the estimated ranges. See Appendix for Adjusted EBITDA reconciliation. <sup>1</sup>Adjusted EBITDA adjusted for standalone costs, environmental expense, non-operating (income) expense, stock compensation expense and repositioning charges. Adjusted EBITDA is not pro forma for the impact of the Trademark License Agreement. Blue Dotted box on chart represents indemnity payment of \$140M. Solid bars represent Adjusted EBITDA including environmental indemnitication payments and is adjusted for an indemnity payment of \$140M. <sup>2</sup>PF Adjusted EBITDA adjusted EBITDA adjusted for the impact of the Trademark License Agreement. 2018E Trademark License Agreement Impact assumes ~\$30M. <sup>3</sup>PF Adjusted EBITDA including environmental indemnification payments is PF Adjusted EBITDA adjusted for an indemnity payment of \$140M.

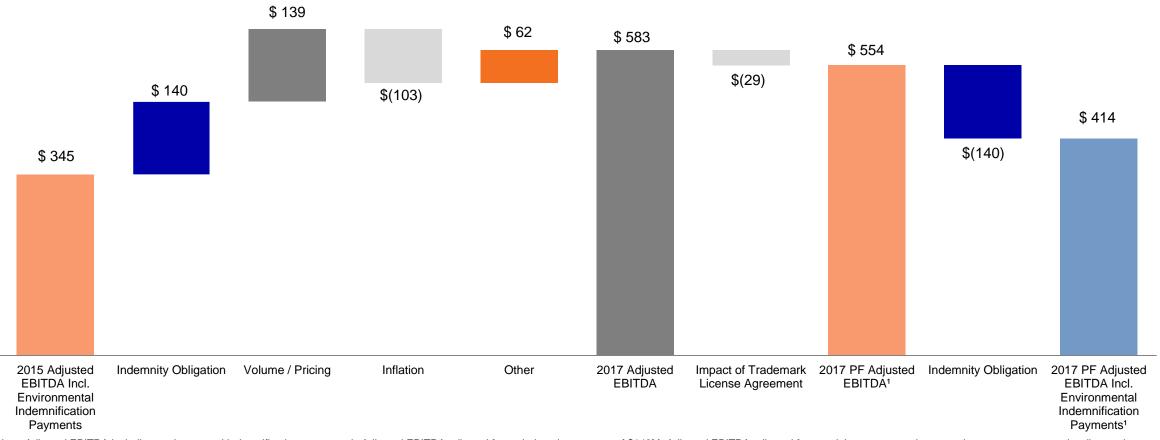


#### Attractive Financial Profile 2015 – 2018 Net Sales Bridge | (US\$ in Millions)





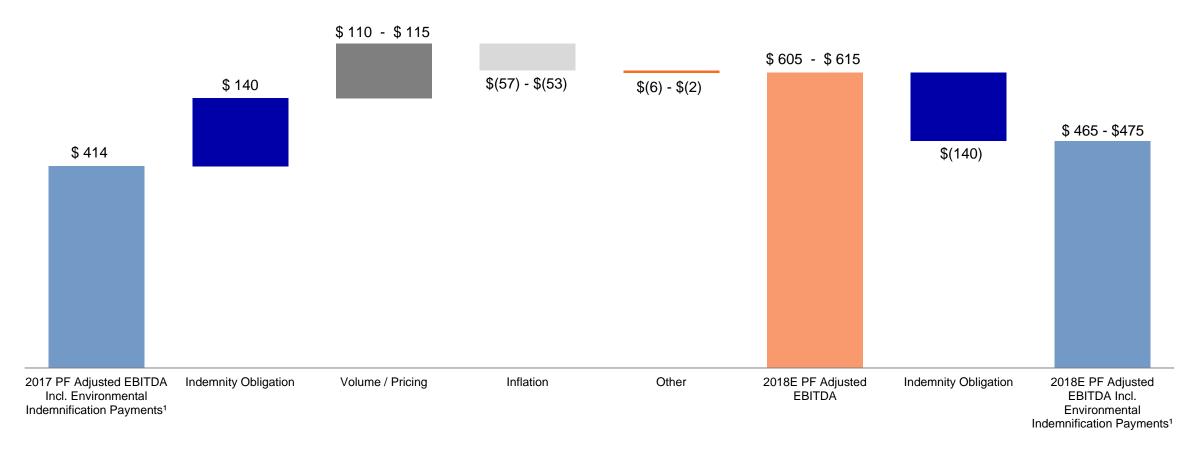
#### Profitable Growth 2015 - 2017 EBITDA Bridge | (US\$ in Millions)



Note: Adjusted EBITDA including environmental indemnification payments is Adjusted for an indemnity payment of \$140M. Adjusted EBITDA adjusted for standalone costs, environmental expense, non-operating (income) expense, stock compensation expense and repositioning charges. Adjusted EBITDA is not pro forma for the impact of the Trademark License Agreement. See Appendix. ¹PF Adjusted EBITDA including environmental indemnification payments is PF Adjusted EBITDA adjusted for an indemnity payment of \$140M. PF Adjusted EBITDA adjusted for the impact of the Trademark License Agreement, standalone costs, environmental expense, non-operating (income) expense, stock compensation expense and repositioning charges. See Appendix.

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#### Accelerating EBITDA 2017 – 2018 EBITDA Bridge | (US\$ in Millions)



Note: PF Adjusted EBITDA represents PF EBITDA adjusted for the impact of the Trademark License Agreement, standalone costs, environmental expense, non-operating (income) expense, stock compensation expense and repositioning charges. <sup>1</sup> PF Adjusted EBITDA including environmental indemnification payments is PF Adjusted EBITDA adjusted for an indemnity payment of \$140M. See Appendix.

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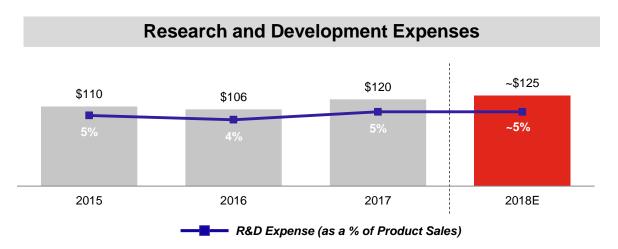
# **Investments that Reinforce Capabilities and Grow Market Position** (US\$ in Millions)

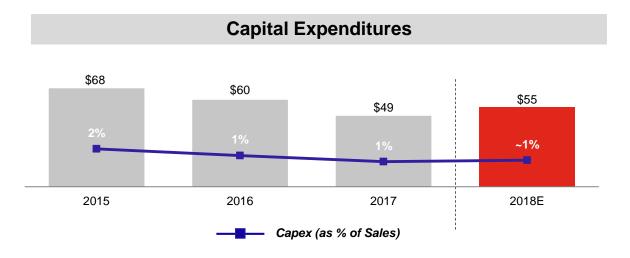
#### **Research and Development Priorities**

- Robust patent portfolio (~3,000 patents and pending applications worldwide)
- R&D spending driven by investments in new product platforms and software business
- Strong pipeline to support long-term growth

#### **Capital Expenditure Priorities**

- Modest capex needs
- ✓ Ample capacity for growth
- Continuous improvement in manufacturing processes driven by operating principles







# Strong Capital Structure and Liquidity Position to Drive Growth (US\$ in Millions)

#### **Pro Forma Capitalization xLTM EBITDA Tranche Maturity** Amount Cash and Cash Equivalents<sup>3</sup> \$75 \$350M Revolver 5 Years 0.0xTerm Loan A 5 Years \$350 0.7 Term Loan B \$475 1.0 7 Years **Total Secured Debt** \$825 1.7x **Net Secured Debt** \$750 1.6x 8 Years Senior Unsecured Notes \$400 0.8x**Total Debt** \$1,225 2.6x Total Net Debt 4 \$1,150 2.4x PF LTM Q2 2018 Adj. EBITDA including environmental \$474 indemnification payments<sup>2</sup>

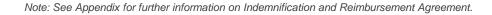
#### **Capital Allocation Priorities Organic** √ 4%+ organic growth by investing in connected solutions, R&D and commercial excellence<sup>1</sup> Growth ✓ Long-term target Debt / PF Adjusted EBITDA<sup>2</sup> ~2.0 x **Deleveraging** ✓ Near-term focus to delever through strong free cash flow Return on ✓ Expect to declare modest dividend in 2019, subject to Board approval Capital ✓ Select disciplined tuck-in acquisitions to access new technologies, new intellectual property, new product **Acquisitions** categories and new geographies

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<sup>&</sup>lt;sup>1</sup> 2015 – 2017 organic growth <sup>2</sup> PF Adjusted EBITDA including environmental indemnification payments is PF Adjusted EBITDA adjusted for an indemnity payment of \$140M. PF Adjusted EBITDA represents EBITDA adjusted for the impact of the Trademark License Agreement, environmental expense, standalone costs, non-operating (income) expense, stock compensation expense and repositioning charges. <sup>3</sup> Honeywell and the Company have agreed that, upon completion of the Spin-Off and the related retirement of certain intercompany liabilities between Honeywell and the Company on or shortly after the Share Distribution Date, the Company will have an aggregate amount of cash-on-hand equal to approximately \$75 million to \$100 million. <sup>4</sup> Assumes \$75M cash and cash equivalents. See Appendix.

#### **Indemnification and Reimbursement Overview and Impact**

Agreement for 25 years with maximum cash payment capped at \$140M in respect of any year (exclusive of any late payment fees up to 5% per annum) plus any deferred amounts Financial relationship with Honeywell; not a contingent liability for Resideo Honeywell retains liability and is responsible for management and remediation Cash payments subordinated to all material indebtedness and subject to compliance with financial covenants Expenses recognized under the agreement not tax deductible by Resideo Conservative expectation of \$140M of cash payment in respect of any year, but actual payment shall be the lesser of \$140M or 90% of Honeywell's net spend



#### **2019 Full Year Financial Metrics**

Organic Growth	4%+
Adjusted EBITDA Margin	~13% excl. environmental indemnification payments <sup>1</sup> / ~10% incl. environmental indemnification payments <sup>2</sup>
Capital Expenditures / Research & Development	Capital Expenditures at ~1% of sales / Research and Development Expenses of ~\$125M
Tax Rate	~27% Marginal Tax Rate
Capital Return	Expect to declare modest dividends (~20% payout ratio) subject to Board approval
Balance Sheet Priorities	Funding growth with existing liquidity; Targeting long-term gross leverage ~2x

Note: Achieving these stated financial goals involves risk and uncertainties; many factors could affect actual financial results and could cause actual results to differ materially from these stated financial goals. See "Risk Factors," Forward Looking Statements" and "Cautionary Statement Regarding Forward-Looking Statements" in our Form 10. 1 Adjusted EBITDA adjusted for the impact of the environmental expense, standalone costs, non-operating (income) expense, stock compensation expense and repositioning charges. 2 Adjusted EBITDA including environmental indemnification payments is Adjusted FBITDA adjusted for an indemnity payment of \$140M. See Appendix.



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# Conclusion

Mike Nefkens | President and CEO

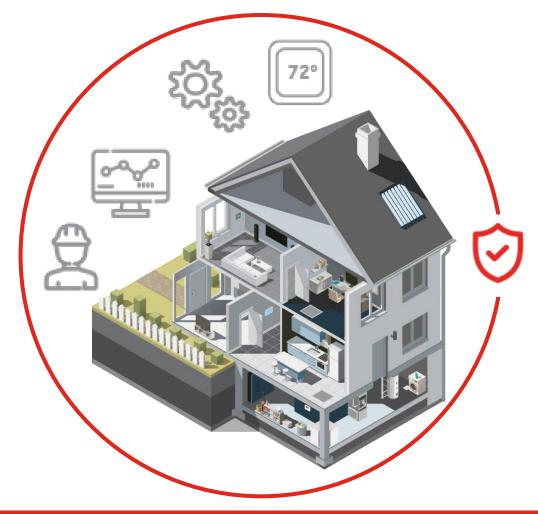
## **RESIDEO** | We are Winning and Have Momentum

#### With Resideo:

We believe your home will anticipate and deliver your comfort and efficiency needs through our innovative smart home solutions installed by our professional channel partners

#### We Have:

- Winning track record with size, scale, and loyal customer base
- Leading positions integrating and running most critical systems in a home
- Well capitalized balance sheet
- Strong cash flow, liquidity and ability to grow business
- Profitable Top and Bottom Line Growth



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Q&A

# **Appendix**Supplementary Materials

## **Indemnification and Reimbursement Overview and Impact**

	<ul> <li>Honeywell is responsible for the environmental remediation of ~230 sites or groups of sites currently undergoing environmental remediation</li> </ul>
Deckmond	• On the effective date, Resideo will enter into an Indemnification and Reimbursement Agreement (Reimbursement Agreement) with Honeywell
Background	<ul> <li>Resideo will have obligation to make cash payments to Honeywell related to the remediation of the sites subject to the agreement, up to 90% of cash payments made by Honeywell less 90% of Honeywell's net insurance receipts and less 90% of certain other specified amounts received by Honeywell</li> </ul>
	• Payments subject to a cap of \$140M in respect of any year (exclusive of any late payment fees up to 5% per annum) plus any deferred amounts
Indemnity	<ul> <li>Indemnity payment will be subject to compliance with financial covenants in credit agreement and is subordinated to all material indebtedness</li> </ul>
Obligation	<ul> <li>Agreement for a duration of 25 years, up to December 31, 2043, or 3<sup>rd</sup> consecutive year during which the annual indemnity payment obligations are less than \$25M</li> </ul>
Honeywell's Net Liability	<ul> <li>Upon spin, Resideo recognizes a liability to account for the contingent aspect of the indemnification and carries over Honeywell's historical basis of the underlying obligation being indemnified</li> <li>As of June 30, 2018, the Company would have approximately \$640M of liability under the Reimbursement Agreement</li> <li>Based on the Reimbursement Agreement, the liability will generally be recorded at 90% of Honeywell's accrued liability (net of 90% of insurance receipts and certain other specified amounts)</li> <li>Quarterly meetings between Honeywell counsel managing liability and Resideo counsel to discuss claims experience</li> </ul>
P&L Impact	<ul> <li>Resideo will generally record 90% of the costs recorded by Honeywell</li> <li>Honeywell accrues noncash expense related to environmental matters when it is probable that it has incurred a liability and the amount can be reasonably estimated</li> <li>Note: Expense was \$282M in 2017; Averaged ~\$215M over last three years</li> </ul>
Cash Flow Impact	<ul> <li>Resideo will record an operating cash outflow for amounts paid to Honeywell in respect of a given year not to exceed the \$140M cap plus any late payment amounts accruing if Resideo is subject to a specified event of default under certain indebtedness or is not compliant with certain financial covenants in certain indebtedness on a pro forma basis, provided these conditions are not continuing at this time of payment</li> </ul>
Tax Treatment	Resideo's payments to Honeywell will not be tax deductible by Resideo

## **Net Loss to EBITDA Reconciliation | (US\$ in Millions)**

		R	econciliati	on			
		2015A	2016A	2017A	H1 2017	H1 2018	LTM Q2 2018
	Net Sales	\$4,154	\$4,455	\$4,519	\$2,158	\$2,361	\$4,722
	Net Income (Loss) – GAAP	\$147	\$177	\$(394)	\$32	\$78	\$ (348)
	Net Interest Income	(1)	(3)	(3)	(2)	(1)	(2)
	Tax Expense	110	133	560	54	6	512
	Depreciation	54	57	57	28	27	56
	Amortization	4	7	10	5	6	11
	EBITDA (Non-GAAP)	\$314	\$371	\$230	\$117	\$116	\$229
	Environmental Expense	173	190	282	100	176	358
1034	Estimated Stand-Alone Costs	(16)	6	31	7	7	31
×	Stock Compensation Expense	10	13	16	8	9	17
$\aleph$	Non-Operating (Income) Expense	(6)	0	1	2	1	0
•	Repositioning Charges	10	19	23	19	5	9
	Adjusted EBITDA (Non-GAAP)	\$485	\$599	\$583	\$253	\$314	\$644
	Adjusted EBITDA (Non-GAAP) Margin	12 %	13 %	13 %	12%	13%	5 14 %
<b>⑤</b>	Assumed Cash Payments related to Indemnification and Reimbursement Agreement Obligations <sup>1</sup>	(140)	(140)	(140)	(70)	(70)	(140)
	Adjusted EBITDA including environmental indemnification payments (Non-GAAP)	\$345	\$459	\$443	\$183	\$244	\$504
	Adjusted EBITDA including environmental indemnification payments (Non-GAAP) Margin	8 %	10 %	10 %	8%	10%	5 11 %
	Net Income (Loss) GAAP Margin	4 %	4 %	(9)%	1%	3%	(7)%
	Capital Expenditures	(68)	(60)	(49)	(22)	(23)	(50)
	Adjusted EBITDA including environmental indemnification payments (Non-GAAP) less Capital Expenditures	\$277	\$399	\$394	\$161	\$221	\$454
	% Conversion	80%	87%	89%	88%	91%	90%

#### Commentary

- Represents historical environmental expenses as reported under 100% carryover basis
- Pepresents the difference between Resideo's estimate of Selling, general and administrative costs as a stand-alone company and historical allocated costs. The preliminary estimates is ~\$265M on an annual basis, which replaces the historical allocations on a carve-out basis of presentation
- 3 Stock compensation expense adjustment includes only non-cash expenses
- Non-operating income / expense adjustment excludes net interest income / expenses
- On a going forward basis, pursuant to the Indemnification and Reimbursement Agreement Resideo expects to indemnify Honeywell in amounts equal to 90% of payments. Such payments will be subject to a cap of \$140M in respect of liabilities arising in any given year (exclusive of any late payment fees up to 5% per annum)

Note: Margins calculated as % of net sales. Assumed cash paid for the environmental obligations subject to the cap of \$140M in respect of a year in accordance with the terms of the Indemnification and Reimbursement Agreement. Independent of the Indemnification and Reimbursement Agreement, Resideo will have ongoing liability for certain environmental claims which are part of SpinCo's going forward business. For 2017 these payments totaled ~\$1.1M.

## Pro-Forma Net Loss to Pro-Forma EBITDA Reconciliation | (US\$ in Millions)

Reconciliati	on	
	PF 2017A	PF LTM Q2 2018
Net Sales	\$4,519	\$4,722
Net Loss – GAAP	\$(425)	\$(380)
Net Interest Expense	71	73
Tax Expense	520	479
Depreciation	57	56
Amortization	10	11
PF EBITDA (Non-GAAP)	\$233	\$239
Environmental Expense	254	322
Estimated Stand-Alone Costs	31	31
Stock Compensation Expense	16	17
Non-Operating (Income) Expense	(3)	(4)
Repositioning Charges	23	9
PF Adjusted EBITDA (Non-GAAP)	\$554	\$614
Adjusted EBITDA (Non-GAAP) Margin	12 %	13 %
Assumed Cash Payments related to Indemnification and Reimbursement Agreement Obligations <sup>1</sup>	140	140
PF Adjusted EBITDA including environmental indemnification payments (Non-GAAP)	\$414	\$474
Adjusted EBITDA including environmental indemnification payments (Non-GAAP) Margin	9 %	10 %
Net Income (Loss) GAAP Margin	(9)%	(8)%

#### Commentary

- Reflects the impact of the Trademark License Agreement with Honeywell, indebtedness from pro-forma capital structure (principal amount of \$1,225M), settlement of cash pooling and short-term notes receivables and payables, and impact of certain pension assets and liabilities, impact of Indemnification and Reimbursement Agreement to include 90% of Honeywell's expenses
- Reflects add back of net interest expense including adjustments related to indebtedness in an aggregate principal amount of \$1,225M
- Reflects add back of tax expense including adjustments from pro-forma indebtedness (principal amount of \$1,225M), Trademark License Agreement, settlement of cash pooling and short-term notes receivables and payables, and impact of certain pension assets and liabilities
- Reflects add back of environmental expenses including the impact of the Indemnification and Reimbursement Agreement with Honeywell pursuant to which Resideo will have an obligation to make cash payments to Honeywell in amounts equal to 90% of Honeywell's certain environmental-related liabilities, net of recoveries, in each case related to legacy elements of the Honeywell homes business, including the legal costs of defending and resolving such liabilities
- Reflects the impact of Resideo's assumption of certain pension assets and liabilities for employees who are eligible for benefits under defined benefit pension plans that are currently sponsored by Honeywell
- 6 Includes impact of Trademark License Agreement with Honeywell in respect of certain Products segment sales

Source: Management Estimates Note: Assumes transaction close at 31-Dec-2018. Margin calculated as % of net sales. Assumed cash paid for the environmental obligations subject to the cap of \$140M in respect of a year in accordance with the terms of the Indemnification and Reimbursement Agreement, Resideo will have ongoing liability for certain environmental claims which are part of SpinCo's going forward business. For 2017 these payments totaled ~\$1.1M.

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## **Segment Profit Reconciliation | (US\$ in Millions)**

Products Segment Profit Calculation	H1 2017	H1 2018	LTM Q2 2018
Total Sales	\$1,116	\$1,200	\$ 2,463
_ess Intersegment Sales	(174)	(159)	(322)
External Sales	\$942	\$1,041	\$ 2,141
Cost of Products and Services Sold	(528)	(584)	(1,205)
Selling General and Administrative and Other Expenses	(265)	(259)	(534)
Segment Profit	\$149	\$198	\$ 402
Segment Profit Margin	13 %	17 %	16 %
Distribution Segment Profit Calculation	H1 2017	H1 2018	LTM Q2 2018
otal Sales	\$1,216	\$1,320	\$ 2,581
Less Intersegment Sales	0	0	0
External Sales	\$1,216	\$1,320	\$ 2,581
Cost of Products and Services Sold	(995)	(1,081)	(2,118)
Selling General and Administrative and Other Expenses	(157)	(165)	(322)
Segment Profit	\$64	\$74	\$ 141
Segment Profit Margin	5 %	6 %	5 %
Total	H1 2017	H1 2018	LTM Q2 2018
Total Sales	\$ 2,332	\$ 2,520	\$ 5,044
Less Intersegment Sales	\$(174)	\$(159)	\$(322)
External Sales	\$ 2,158	\$ 2,361	\$ 4,722
Segment Profit	\$ 213	\$ 272	\$ 543
Segment Profit Margin	9.1 %	10.8 %	10.8 %
Segment Profit to Income Before Taxes Reconciliation	H1 2017	H1 2018	LTM Q2 2018
Products Segment Profit	\$149	198	\$ 402
Distribution Segment Profit	64	74	141
Total Segment Profit	\$213	272	\$ 543
Pension Expense	(8)	(7)	(15)
		(5)	(9)
	(19)	(3)	(0)
Repositioning Charges	(19) (100)	(176)	(357)
Repositioning Charges Other Expense	,	. ,	3.7
Repositioning Charges Other Expense Interest and Other Charges, net Income Before Taxes	(100)	(176)	(357)

Note: Segment profit margin calculated as % of total sales.

