

An aerial photograph of the Shanghai skyline, featuring several prominent skyscrapers including the Oriental Pearl Tower, the Jin Mao Tower, the Shanghai Tower, and the Shanghai World Financial Center. The buildings are partially obscured by a thick layer of white clouds, creating a dramatic, ethereal atmosphere. The sky is a mix of soft pinks, oranges, and blues, suggesting a sunrise or sunset.

# **BAIRD GLOBAL INDUSTRIAL CONFERENCE**

## **NOVEMBER 8, 2022**

**DOUG WRIGHT**

PRESIDENT AND CHIEF EXECUTIVE OFFICER  
HONEYWELL BUILDING TECHNOLOGIES

**Honeywell**

## Forward Looking Statements

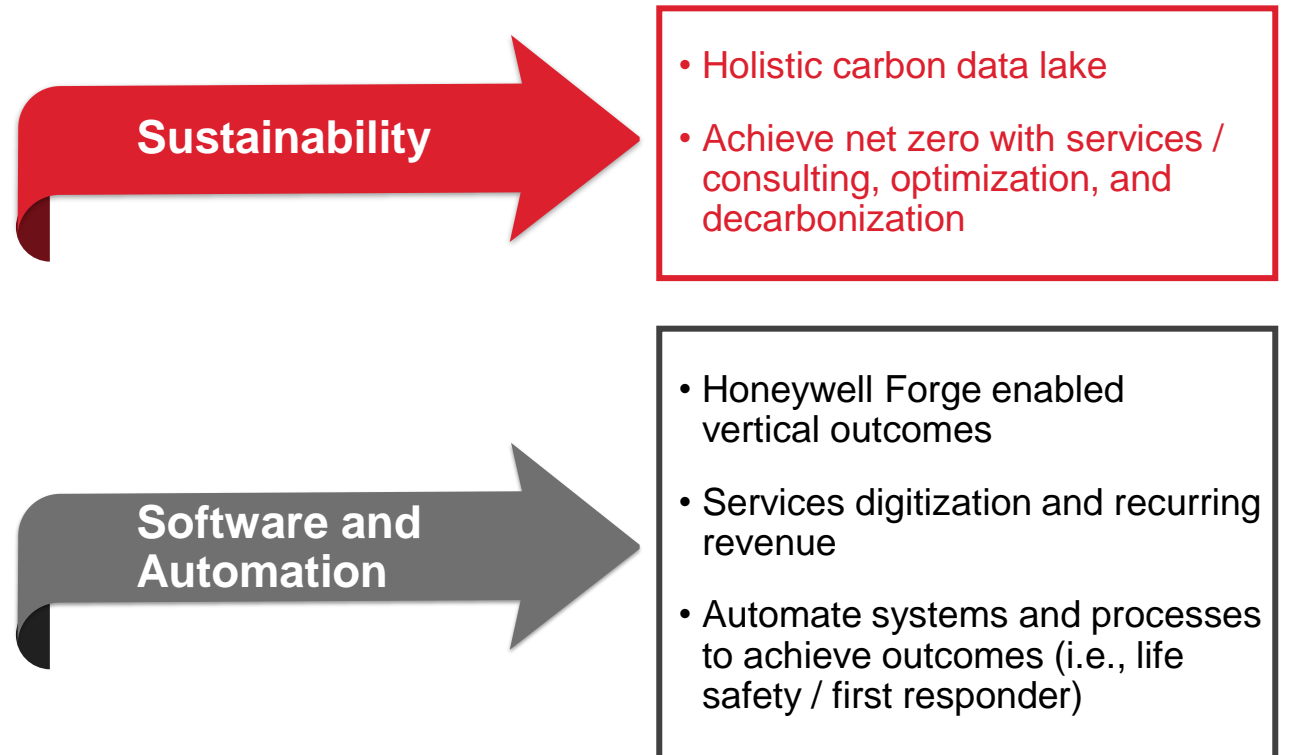
*This presentation contains certain statements that may be deemed “forward-looking statements” within the meaning of Section 21E of the Securities Exchange Act of 1934. All statements, other than statements of historical fact, that address activities, events, or developments that we or our management 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, COVID-19 public health factors or impacts of the Russia-Ukraine conflict 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, the Russia-Ukraine conflict, 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.*

# HBT GROWTH FRAMEWORK

## HBT Growth Pillars



## Digitization and Sustainability Drive Outsized Growth

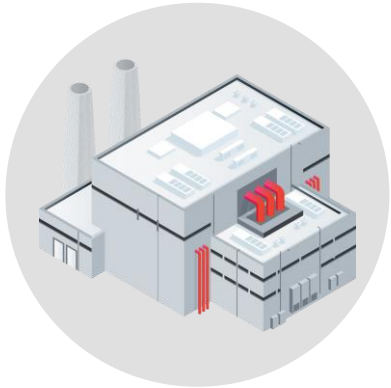


## Technology-Fueled Growth Acceleration

# SHAPING A MORE SUSTAINABLE FUTURE

## PLATFORMS AND ECOSYSTEM TO LEAD THE PATH TO SUSTAINABLE BUILDINGS

### Building Systems and Services



- ✓ Building Management Systems
- ✓ On-Site Renewables
- ✓ Electrification | EV Charging

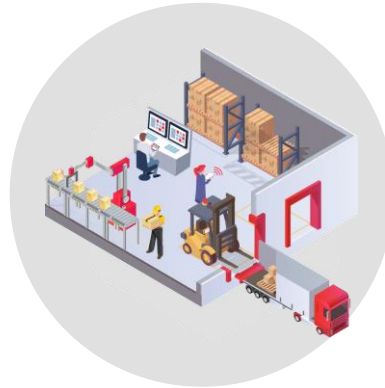
### SINGLE DOMAIN EXPERTISE

Honeywell Ecosystem | Equipment | Projects | Services

~\$1.5B services business with **MSD** growth

<sup>1</sup>Leadership in Energy and Environmental Design.

### Automation and Digitalization



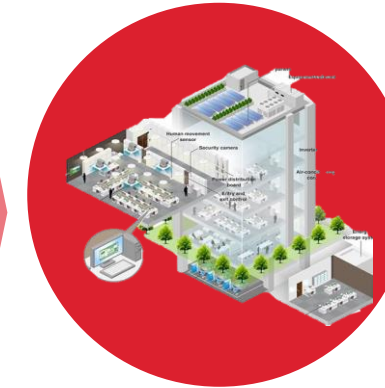
- ✓ Service Digitalization
- ✓ Data Integration
- ✓ Supervisory Controls

### INTELLIGENT CONTROLS

Honeywell Controls and Tridium

~\$1.2B controls and software business with **HSD** growth

### Sustainability Outcomes



- ✓ Occupant Well-Being
- ✓ Energy Optimization
- ✓ Decarbonization
- ✓ LEED<sup>1</sup> Certification

### MULTI-DOMAIN OUTCOMES

Outcomes Powered by Honeywell Forge

~\$1B sustainability business in 3 - 5 years with **20%+** growth

Software and Automation Capabilities Enabling ~\$1B Sustainability Business

# HOW WE DELIVER SUSTAINABLE BUILDINGS

## CUSTOMER NEEDS



### OCCUPANT WELL-BEING 1

Less than 1% of buildings' square feet is WELL<sup>2</sup> certified



### DECARBONIZATION 2

~40% buildings contribution to global emissions

US and EU targeting ~50% carbon reduction by 2030 target<sup>3</sup>



### ACHIEVE NET ZERO 3

~20% of top 2,000 companies have net zero goals

<25% are on track to meet Paris Climate Agreement goals by 2050

## HONEYWELL SOLUTIONS<sup>1</sup>

Healthy Buildings Suite (HBT)

Carbon and Energy Management (HBT)

Consulting and Energy Services (HBT)

Multimodal Optimization (AI / ML) (HBT / HCE)

Energy Storage (BESS<sup>4</sup>) (PMT)

Advanced Filtration (HBT)

CO<sub>2</sub> Sensors (SPS)

Low Global Warming Potential Refrigerants (PMT)

## WHY WE ARE WINNING



Multi-Domain Optimization



Leadership in Building Controls



Edge to Cloud and Integration Capabilities



Cross-Honeywell Innovation

<sup>1</sup>List of Honeywell solutions is not exhaustive. <sup>2</sup>International WELL Building Institute. <sup>3</sup>US 50% reduction from 2005 levels. EU 55% reduction from 1990 levels. <sup>4</sup>Battery Energy Storage System.

## Honeywell Innovation a Differentiator to Achieving Net Zero




# HEALTHY AND SUSTAINABLE BUILDINGS

TOTAL SBT SAM EXPANSION FROM \$17B TO \$23B<sup>1</sup> | SBT PIPELINE ~\$4B



## Healthy Buildings

-  **Environmental Controls**
-  **Indoor Air Quality (IAQ)**
-  **Safety and Security**

## Energy and Carbon Optimization

-  **Digitized Audit / Building Assessment**
-  **Carbon and Energy Management**
-  **Multi-Domain Optimization (Lighting, HVAC, Elevators, etc.)**

## Net Zero and Decarbonization

-  **Energy Storage (BESS)**
-  **On-Site Renewables Integration (Solar PV, EV Charging)**

End-to-End  
Delivery  
Capabilities

**Energy Services**

**Consulting Services | Flexible Financing**

**Project Delivery | 3<sup>rd</sup> Party Integration**

**LEED Certification**

**Innovation at Scale**

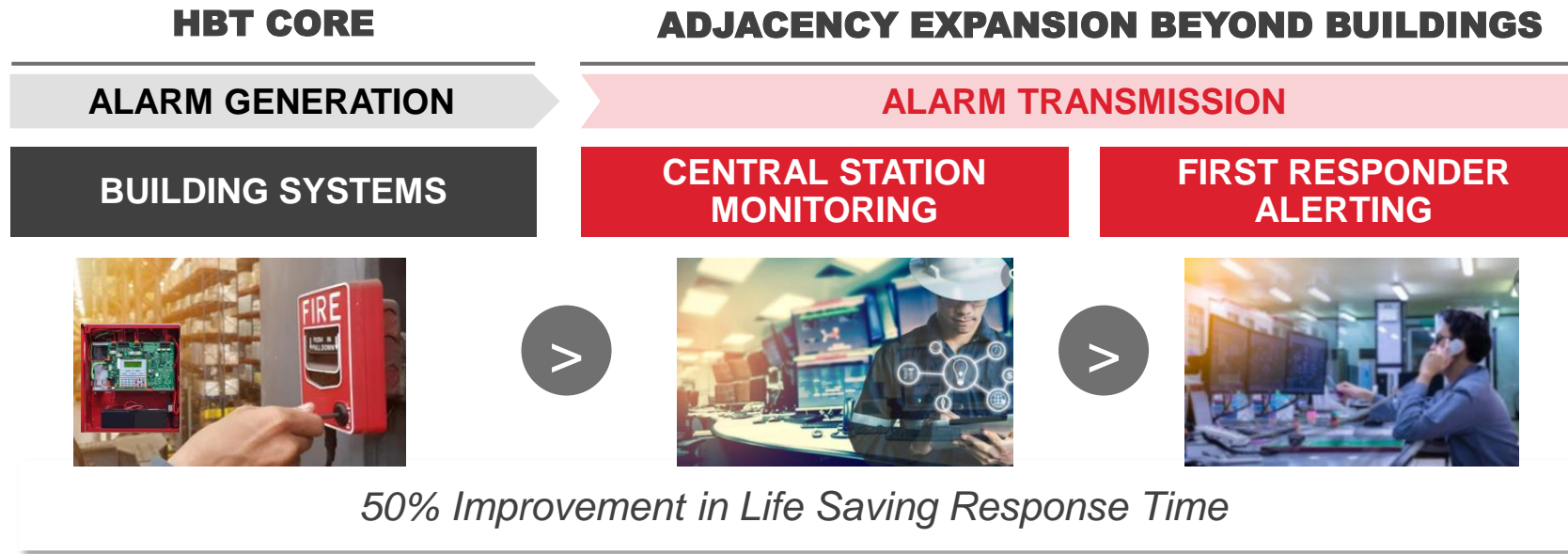
**AI-Based Controls and Analytics**

**OEM Agnostic and Deep Integrations**

<sup>1</sup>Sustainable Building Technologies Serviceable Addressable Market in 2022.

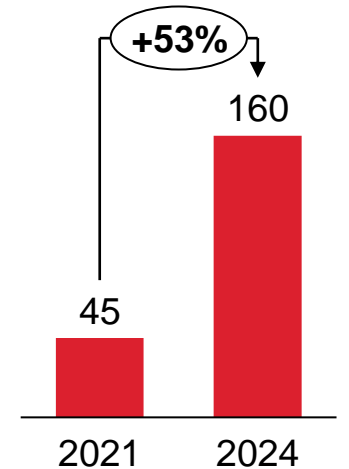
**Honeywell Empowers Buildings Through Technology and End-to-End Services**

# AUTOMATION EXAMPLE | FIRST RESPONDER



Leverage Leading Position In Core Fire Detection To Build New Growth Platform

Revenue \$M



## M&A DEALS



Mission-critical products & services for dispatch & fire stations



In-building wireless solutions for safety & mission-critical communication

## HBT OPPORTUNITY

\$7B TAM

#1 in Alarm Detection

\$5B TAM

Expanding Addressable Market

Digitization Enabling Safety Beyond Buildings

# PHOENIX UNION HIGH SCHOOL DISTRICT

BEFORE 2020

2022 - ONWARDS

**Building  
Controls  
EBI**

**Fire  
Safety**

**Access  
Control  
Intrusion**

**Honeywell Forge  
Digitized  
Maintenance**

**Sine Visitor  
Management**

**Honeywell Forge  
Healthy Buildings  
Dashboard**

**CEMS + Multimodal  
Optimization (Pilot)**

Controls and Optimization

Occupant Well-Being

Sustainability

Increased Safety | Improved Student Experience | Healthy Buildings | Lower Carbon Emissions

**Controls and Software Critical to Building Portfolio Optimization**



# HBT SUMMARY

- Core Top Line Growth

**2xGDP**  
Aftermarket  
Services Growth

**+DD%**  
HGRs Growth

**MSD - HSD**  
Long-Term  
Sales CAGR

- Sustainable and Healthy Buildings

**+25%**  
Software Growth

**+DD%**  
RMR Growth

**+40%**  
Breakthrough  
Initiatives Growth

- Financial Strength

**>100%**  
Cash  
Conversion

**>50%**  
Variable Contribution  
Margin

**~25%**  
Long-Term  
Segment Margin

**Sustainability Accelerating HBT Growth**

# Honeywell



# **DOUG WRIGHT**

## **PRESIDENT AND CEO**

### **HONEYWELL BUILDING TECHNOLOGIES**

In July 2021, Doug Wright was named President and CEO of Honeywell Building Technologies (HBT). HBT is a leader in the Internet of Things (IoT) and creates products, software and technologies found in more than 10 million buildings worldwide. Today, HBT is transforming the way buildings operate to help improve the quality of life.

Prior to being named to his current role, Doug was the President of HBT's global Fire & Security business. In that role, he was responsible for all operations, business strategy, P&L and growth for the Fire and Security business – efforts that work to keep people and places safer through integrated fire and security systems that provide early detection, enable a fast response, centralize decision making and that are easy to manage from anywhere.

Prior to joining Honeywell, Doug was Chief Executive Officer and Director for Source Photonics, an optical communications and compound semiconductor company serving datacom and telecom customers. While there, he led a business pivot toward hyperscale data centers, resulting in a doubling of revenue in just three years.

Previously, he worked for United Technologies as President of its Automation and Control Solutions business, leading a \$3 billion business covering building controls, fire and security technologies globally and led UTC's Fire & Security Asia Pacific organization as President. In that role, he led a \$1.5 billion business and executed more than 20 acquisitions in Asia, tripling revenues.

Doug also worked for Ingersoll Rand, holding multiple positions including President of its Asia Pacific Security Technologies team, Vice President and General Manager for Electronic Access Control, and Vice President and General Manager of its Vehicle Service Tool division. Early in his career at IR, he held roles across functions as a design engineer, business development manager, corporate strategy manager and M&A integration manager. In all, Doug worked for eight years in China across UTC and Ingersoll Rand.

Doug graduated with a Bachelor of Science in Mechanical Engineering from Virginia Tech and a Master of Business Administration from the University of North Carolina. He has been a licensed pilot since age 19.