



## 2019 EPG Conference

George Oliver, Chairman & CEO  
May 20, 2019



## Forward Looking/Cautious Statements & Non-GAAP Financial Information

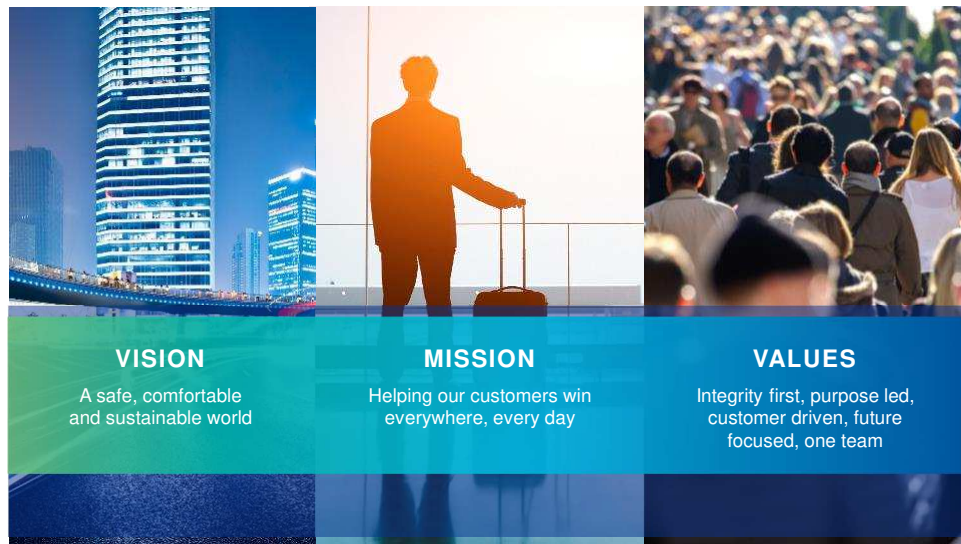
### Johnson Controls International plc Cautionary Statement Regarding Forward-Looking Statements

Johnson Controls International plc has made statements in this communication that are forward-looking and therefore are subject to risks and uncertainties. All statements in this document other than statements of historical fact are, or could be, "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. In this communication, statements regarding Johnson Controls' future financial position, sales, costs, earnings, cash flows, other measures of results of operations, synergies and integration opportunities, capital expenditures and debt levels are forward-looking statements. Words such as "may," "will," "expect," "intend," "estimate," "anticipate," "believe," "should," "forecast," "project" or "plan" and terms of similar meaning are also generally intended to identify forward-looking statements. However, the absence of these words does not mean that a statement is not forward-looking. Johnson Controls cautions that these statements are subject to numerous important risks, uncertainties, assumptions and other factors, some of which are beyond Johnson Controls' control, that could cause Johnson Controls' actual results to differ materially from those expressed or implied by such forward-looking statements, including, among others, risks related to: any delay or inability of Johnson Controls to realize the expected benefits and synergies of recent portfolio transactions such as the merger with Tyco and the spin-off of Adient, changes in tax laws (including, but not limited to the recently enacted Tax Cuts and Jobs Act), regulations, rates, policies or interpretations, the loss of key senior management, the tax treatment of recent portfolio transactions, significant transaction costs and/or unknown liabilities associated with such transactions, the outcome of actual or potential litigation relating to such transactions, the risk that disruptions from recent transactions will harm Johnson Controls' business, the strength of the U.S. or other economies, changes to laws or policies governing foreign trade, including increased tariffs or trade restrictions, automotive vehicle production levels, mix and schedules, energy and commodity prices, the availability of raw materials and component products, currency exchange rates and cancellation of or changes to commercial arrangements, and with respect to the disposition of the Power Solutions business, whether the strategic benefits of the Power Solutions transaction can be achieved. A detailed discussion of risks related to Johnson Controls' business is included in the section entitled "Risk Factors" in Johnson Controls' Annual Report on Form 10-K for the 2018 fiscal year filed with the SEC on November 20, 2018, which is available at [www.sec.gov](http://www.sec.gov) and [www.johnsoncontrols.com](http://www.johnsoncontrols.com) under the "Investors" tab. Shareholders, potential investors and others should consider these factors in evaluating the forward-looking statements and should not place undue reliance on such statements. The forward-looking statements included in this communication are made only as of the date of this document, unless otherwise specified, and, except as required by law, Johnson Controls assumes no obligation, and disclaims any obligation, to update such statements to reflect events or circumstances occurring after the date of this communication.

### Non-GAAP Financial Information

The Company's press release contains financial information regarding adjusted earnings per share, which is a non-GAAP performance measure. The adjusting items include net mark-to-market adjustments, transaction/integration costs, restructuring and impairment costs, Scott Safety gain on sale, the impact of ceasing the depreciation/amortization expense for the Power Solutions business as the business is held for sale and discrete tax items. Financial information regarding organic sales, adjusted segment EBITA, adjusted organic segment EBITA, adjusted segment EBITA margin, adjusted free cash flow and adjusted free cash flow conversion are also presented, which are non-GAAP performance measures. Adjusted segment EBITA excludes special items such as transaction integration costs and Scott Safety gain on sale because these costs are not considered to be directly related to the underlying operating performance of its business units. Management believes that, when considered together with unadjusted amounts, these non-GAAP measures are useful to investors in understanding period-over-period operating results and business trends of the Company. Management may also use these metrics as guides in forecasting, budgeting and long-term planning processes and for compensation purposes. These metrics should be considered in addition to, and not as replacements for, the most comparable GAAP measure.

## Guided By Our Vision, Mission & Values



## Johnson Controls At A Glance



- World leader in buildings solutions and technology with \$23B in sales
- Industry leading brands and innovative technologies
- Global footprint and operating system allows for significant scale advantage
- Uniquely positioned to provide most comprehensive portfolio of building solutions
- Strong presence in developed markets and an accelerating presence in key growth markets

## We Are Doubling Down On Our Buildings Business



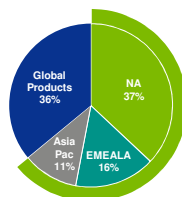
### BUILDING TECHNOLOGIES & SOLUTIONS

**\$23.4B**  
FY18 SALES

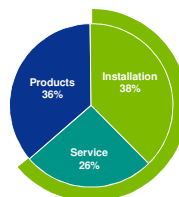
Leading provider of building technology, products and solutions – controls, equipment and services for HVAC, security, fire and refrigeration



#### SEGMENTS



#### BUSINESS MIX



- Direct access to customer via global branch network
- Large installed base generates attractive service opportunities

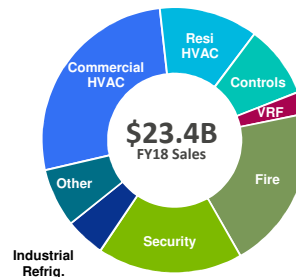
5

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## What Sets Johnson Controls Apart?

- **Unmatched direct channel** sales, install and service footprint
- Experienced **local management** with deep understanding of local customer needs
- **Lifecycle ownership** from manufacturing to design to installation and service
- **Comprehensive set of vertical market solutions** across a diverse customer base
- **Digital Solutions** platform combined with **Building Wide Systems Integration** capabilities
- A **global leader in sustainability and energy efficiency**, focused on improving our customers' lower energy intensity and operating costs



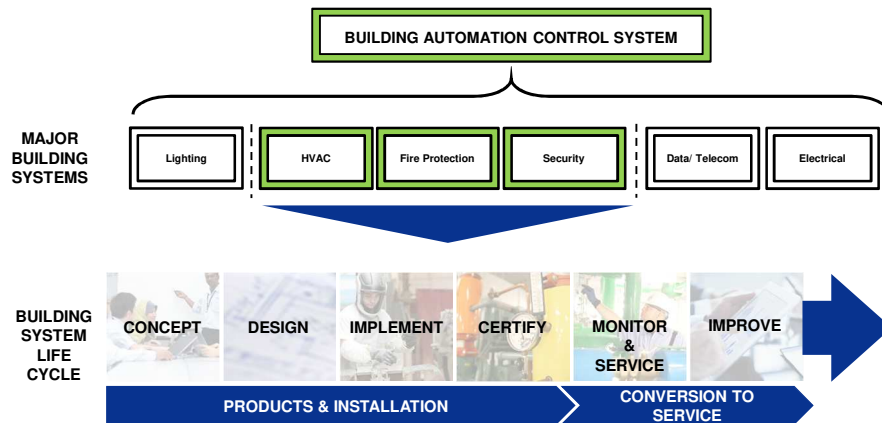
Serving > 1 million customers in over 150 countries

6

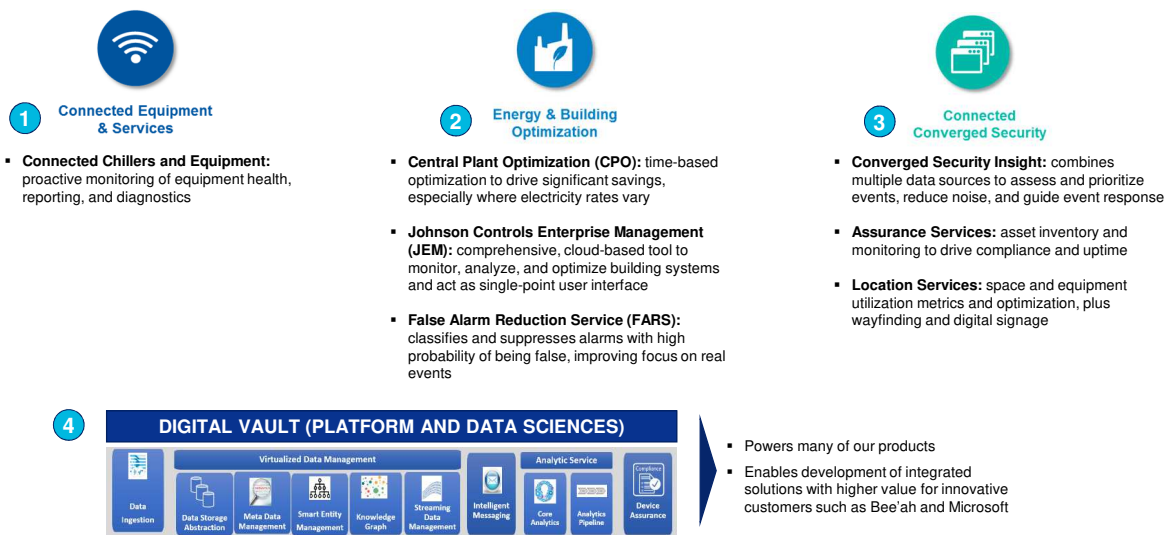
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## Solutions Across Three Major Platforms: HVAC, Controls, and Fire & Security



## Driving Innovation To Lead In High Growth Software & Data



*Digital Vault is uniquely designed to manage building data and related analytics*



## We Are A Global Sustainability Leader

**Provide increasingly sustainable products and services**  
Use life-cycle design on 25% of high-impact products



**Solutions**



**People**

**Build communities and make a difference**  
Volunteer 2.5 million hours on 20,000 projects, furthering the United Nations Sustainable Development Goals

**Lead in global sustainability partnerships**  
Increase our impact by leading in at least three global partnerships



**Partnerships**



**Performance**

**Improve how we perform**

From a 2017 baseline:

**25%**  
reduction for energy and greenhouse gas intensity

**10%**  
reduction for water use at stressed locations

**25%**  
of mfg. locations landfill-free

**25%**  
reduction in recordable safety incidents

**Increase**  
diverse supplier spend at a rate exceeding revenue growth

**Demonstrate our commitment from the top**  
Continue integration of sustainability into company goals and decision-making



**Governance**

## We Are Honored To Be Recognized



Fortune Magazine, 2018 "Change the World" List  
#36 out of 50 selected



FTSE4Good  
FTSE4Good Index Series  
FTSE Russell Environment Opportunities 100 Index



Nasdaq OMX CRD Global Sustainability 50 Index, since 2009



Dow Jones Sustainability Indexes  
DJSI North America, 2018



100 Best Corporate Citizens, 2019, Corporate Responsibility Magazine, since 2006



Calvert Responsible Indexes



CLEAN200™  
Corporate Knights & As You Sow Carbon Clean 200



CDP Climate Leadership List 2017, CDP A-List 2016



KLD 400 Social Index



Energy Star Most Efficient



INNOVATIVE. GLOBAL. INDICES.  
Global ESG Leaders



MSCI Socially Responsible Indexes  
AAA in 2018



UN Global Compact 100 Index



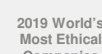
ISS Oekom  
Oekom Corporate Rating  
Prime Status 2018



Star of Energy Efficiency  
Chairman's Award, 2016



Euronext Vigeo Eiris  
World 120 and U.S. 50



2019 World's Most Ethical Companies  
Ethisphere Magazine, 12 selections since 2007

## We Are Executing Our Growth Strategy To Win For Customers




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# APPENDIX



## Strong Product Portfolio with Unmatched Direct Sales Footprint

Global Products	 HVAC Equipment	 Building Management Systems			 Fire Suppression	
		Controls	Security	Fire Detection		
	<ul style="list-style-type: none"><li>▪ Chillers – water-cooler, air-cooled, mini-chillers, absorption</li><li>▪ Ductless DX (VRF, PAC, RAC)</li><li>▪ DX-Ducted (rooftops, split systems)</li><li>▪ Air systems</li><li>▪ Industrial refrigeration</li></ul>	<ul style="list-style-type: none"><li>▪ HVAC controls</li><li>▪ Refrigeration controls</li><li>▪ Valves and actuators</li><li>▪ Thermostats &amp; sensors</li><li>▪ Specialty products</li></ul>	<ul style="list-style-type: none"><li>▪ Intrusion - sensors and detectors, keypads, panels, communicators</li><li>▪ Access control - cards and readers, panels, software</li><li>▪ Video surveillance - cameras, recorders, video management systems</li></ul>	<ul style="list-style-type: none"><li>▪ Sensors, call-points</li><li>▪ Control panels</li><li>▪ Speakers, strobes, sounders</li></ul>	<ul style="list-style-type: none"><li>▪ Water (sprinklers, valves)</li><li>▪ Engineered systems</li><li>▪ Vehicle systems</li><li>▪ Restaurant systems</li><li>▪ Portables</li><li>▪ Foam</li></ul>	
	\$6.2B	\$1.2B			\$1.1B	
Regions	North America					\$8.7B
	Asia Pacific					\$2.6B
	Europe, Middle East, Africa & Latin America					\$3.7B
Region field businesses include equipment sales and service, controls, security and fire contracting and service, retail and subscriber businesses						

Region field businesses include equipment sales and service, controls, security and fire contracting and service, retail and subscriber businesses

May not sum due to rounding.

## Leadership Positions Across Our Businesses



### HVAC Equipment



- **Technology leader with global scale** in compressor bearing equipment
- **Regional leader** in airside equipment
- **Comprehensive portfolio** across complex, mid-market and residential



### Building Management System



- **Leading portfolio** across key building domains – controls, security and fire detection
- Industry leading **building automation system** – *Metasys*, basis for cross-domain integration, cybersecurity, workflow simplification, user-experience
- **Combined, connected platform offerings and analytics** to enable smart, connected buildings



### Fire Suppression



- **Most complete** fire suppression solutions across diverse end-markets – commercial buildings, oil & gas, restaurants, vehicles, portables
- **Innovation-led portfolio** across end-applications
- **Strong brands**



### Field Sales, Installation & Service

- **Extensive branch network across the globe** to sell equipment and monetize the lifecycle opportunities for service, retrofit and replacement
- **Strong project development increasing installed base** through domain expertise
- Expanding **high margin service business**



[johnsoncontrols.com/investors](http://johnsoncontrols.com/investors)

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