Honeywell’s innovative technologies are making our world cleaner and more sustainable, more secure, connected, energy efficient, and productive.
Honeywell

$40.3B in sales for 2014

55% of sales outside U.S.

- ~1,250 sites, 70 countries
- More than 127,000 employees
- Morristown, N.J. headquarters
- Fortune 100
- NYSE: HON

Aerospace
Performance Materials and Technologies
Automation and Control Solutions
Who Is Honeywell?

Business Overview

Aerospace

Automation and Control Solutions

Performance Materials and Technologies

Great Positions In Good Industries

Honeywell developed the first autopilot flight controller (1914), first commercial weather radar system (1954), first business jet turbofan engine (1975), and is still the leader in developing revolutionary technology for aerospace today.

Honeywell pioneered automotive turbocharging 60 years ago and remains the industry leader launching, on average, 100 new turbo applications globally each year.

Honeywell is the leader in gas detection, fire systems, personal protective equipment, building controls, home comfort and security, and scanning and mobility.

Honeywell’s technology is used to produce 40% of the world’s liquefied natural gas, 60% of the world’s gasoline, 70% of the world’s polyester, and 90% of the world’s biodegradable detergents.

Highly Diversified, Technology-Driven Industrial Company

(2014 Sales)

Aerospace $15.6 Billion

Automation and Control Solutions $14.5 Billion

Performance Materials and Technologies $10.2 Billion
Energy Efficiency And Clean Energy Generation

With nearly 50% of our portfolio dedicated to energy solutions, Honeywell is leading the charge in energy efficiency and clean energy generation.

By immediately and comprehensively adopting existing Honeywell products and solutions, the U.S. could reduce energy consumption 20 to 25%.
Safety And Security

Honeywell equipment and technologies can help keep an emergency from becoming a tragedy, and our security solutions protect us from emerging threats.

Honeywell is a leader in advanced in-flight and on-the-ground avionics to keep travelers safe.

Spectra fiber is 15 times stronger than steel but light enough to float.
Honeywell is developing solutions that support growing infrastructure and improve the quality of life for people around the world.

The growing middle class is expected to increase from 1.8 billion to almost 5 billion people by 2030.
Customer Productivity

Honeywell solutions help our customers be better, faster, and more efficient.

Honeywell is an industry leader in wireless and scanning technologies used in home, building, and industrial applications.
Our Performance

Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$32.4</td>
</tr>
<tr>
<td>2011</td>
<td>$36.5</td>
</tr>
<tr>
<td>2012</td>
<td>$37.7</td>
</tr>
<tr>
<td>2013</td>
<td>$39.1</td>
</tr>
<tr>
<td>2014</td>
<td>$40.3</td>
</tr>
</tbody>
</table>

6% CAGR

Segment Margin

<table>
<thead>
<tr>
<th>Year</th>
<th>Margin (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>13.9%</td>
</tr>
<tr>
<td>2011</td>
<td>14.7%</td>
</tr>
<tr>
<td>2012</td>
<td>15.6%</td>
</tr>
<tr>
<td>2013</td>
<td>16.3%</td>
</tr>
<tr>
<td>2014</td>
<td>16.6%</td>
</tr>
</tbody>
</table>

+270 bps

Earnings Per Share

<table>
<thead>
<tr>
<th>Year</th>
<th>EPS (billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$3.00</td>
</tr>
<tr>
<td>2011</td>
<td>$4.05</td>
</tr>
<tr>
<td>2012</td>
<td>$4.48</td>
</tr>
<tr>
<td>2013</td>
<td>$4.97</td>
</tr>
<tr>
<td>2014</td>
<td>$5.56</td>
</tr>
</tbody>
</table>

17% CAGR

Honeywell delivered over the past five years, outperforming and evolving in a slow-growth global economy.

1) EPS Excludes Pension Mark-to-Market Adjustments.

5-Year Total Shareholder Return Of 187% (vs. S&P 500 Of 105%)
New Five-Year Plan

Improving end markets, NPIs, penetration in High Growth Regions, and benefits from HOS Gold will drive growth and productivity throughout the company.

A strong balance sheet will allow Honeywell to thoughtfully deploy capital over the five-year horizon to generate an incremental dollar of EPS by 2018.
Recognition

Our company and employees have continually been recognized for leadership, innovation, diversity, and commitment to corporate citizenship.

Top-tier media highlighted Honeywell’s success and leadership.
Great Positions In Good Industries

<table>
<thead>
<tr>
<th>Aviation</th>
<th>Automotive &amp; Transportation</th>
<th>Buildings, Construction, &amp; Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemicals, Specialty Materials, &amp; Fertilizers</td>
<td>Consumer &amp; Home</td>
<td>Efficiency, Energy, &amp; Utilities</td>
</tr>
<tr>
<td>Fire Protection &amp; First Responder</td>
<td>Defence &amp; Space</td>
<td>Healthcare &amp; Medical</td>
</tr>
<tr>
<td>Industrial Process Control</td>
<td></td>
<td>Natural Gas, Refining, Petrochemicals, &amp; Biofuels</td>
</tr>
</tbody>
</table>
Aerospace

Our mechanical and electrical innovations are used today on virtually every commercial and defense aircraft platform, making air travel safe, efficient, productive, and comfortable. We also provide world-class turbocharger solutions that make passenger and commercial vehicles perform better and more fuel efficiently.

Businesses:
• Commercial OE (Original Equipment)
• Commercial Aftermarket
• Defense & Space
• Transportation Systems

Technologies:
• Cockpit systems
• Runway and flight safety technology
• Air Traffic Management
• SATCOM and connectivity
• Propulsion
• Precision guidance
• Wheels and brakes
• Logistics services
• Gasoline, diesel, hybrid, and fuel cell turbochargers with variable nozzle technology

Headquarters:
Phoenix, Ariz.
Automation and Control Solutions

Our environmental controls, energy management systems, life safety devices, security systems, sensors, scanners, and mobile products are at work in homes, buildings, and public and private utilities around the world, keeping our customers comfortable, protected, and productive.

Businesses:
• Honeywell Building Solutions
• Environmental and Combustion Controls
• Honeywell Industrial Safety
• Honeywell Security and Fire
• Sensing and Productivity Solutions

Technologies:
• Home comfort and security
• Building control systems
• Smart Grid/Demand response technology
• Scanning and mobile computers
• Fire alarm systems and gas detection
• Personal protective equipment
• Automatic identification and data collection
• Remote health monitoring

Headquarters:
Minneapolis, Minn.
We develop advanced materials, process technologies, and automation solutions that reduce emissions, improve operational efficiency, enable production of cleaner fuels, increase capacity in oil refineries, increase the strength of ballistic materials and fibers, and protect medicines.

Businesses:
- UOP
- Honeywell Process Solutions
- Fluorine Products
- Resins and Chemicals
- Specialty Products

Technologies:
- Oil and gas process technology, equipment, catalysts, and services
- Industrial automation controls
- Low-global-warming potential refrigerants
- Specialty films and additives
- Advanced fibers and composites
- Nylon materials and ammonium sulfate fertilizer
- Electronic materials and chemicals

Headquarters:
Morristown, N.J.
Honeywell Business Model

One Honeywell Culture
- 5 Initiatives/12 Behaviors
- Management Resource Review
  - CEO interviews top 200 roles
- Customer focused
- Trick is in the doing
  - The machinery needs to work
  - Go slow to go fast
  - Achieve two seemingly conflicting things
- Constantly evolving
- One Honeywell
- Innovation mindset

Consistent Business Model That Generates Results

Portfolio
- Great Positions In Good Industries
- Acquisitions add value
- Balanced portfolio
  - Long/short cycle
  - Early/mid/late cycle
- Globalization continues

Processes
- HOS Gold
  - Initiatives integrated
  - Breakthrough goals
- Functional Transformation
- Software development
Honeywell Business Model

HOS Gold is a comprehensive operating system that:

• Capitalizes on strong productivity performance

• Implemented throughout 74 enterprises across Honeywell

And, in addition:

• Blends small-cap speed and agility with large-cap scale and expertise

• Drives breakthrough growth performance

Maintain Strong Productivity and Achieve Exceptional Growth
Technology And Innovation

~22,000 engineers worldwide

50% engineers focused on software

118 research and engineering facilities

37,000 patents granted or pending

Developing solutions for the world’s toughest challenges

100% of software to be developed at CMMI Maturity Level 5 by year-end 2015
Sustainable Opportunity

>30% reduction in our greenhouse gas (GHG) emissions 2004 – 2011

>20% increase in our energy efficiency 2004 – 2011

>15% reduction in GHG per dollar of revenue 2011 – 2013

By 2019, Honeywell will reduce our global greenhouse gas emissions by an additional 10% per dollar of revenue from 2013 levels.

Making our businesses more environmentally friendly, safer, and more sustainable
# Honeywell Hometown Solutions

## Housing & Shelter

**Community rehabilitation projects**

Since 2003, more than 17,500 Honeywell volunteers have repaired 546 homes, schools, and non-profit centers in 46 Honeywell communities across the U.S., Canada, Mexico, and Puerto Rico with **Rebuilding Together**.

## Family Safety & Security

**Safety & abduction prevention**

Launched in October 2014, **KidSmartz™**, an abduction prevention program for children in grades K-5, received national media attention reaching almost 2 million viewers.

Teachers can enter the **Safety Dance Video Contest** and win $10,000 in technology for their schools.

Since 2005, **Safe Kids @ Home China** has reached 2.3 million children and 2,800 schools.

## Science & Math

**Quality programs in STEM for students and teachers**

**FMA Live! Forces in Motion** has reached 400,000 students in more than 1,000 middle schools across the U.S.

**Honeywell Educators @ Space Academy** has hosted more than 2,100 teachers from 55 countries and 50 U.S. states since 2004.

**Honeywell Leadership Challenge Academy** has hosted 1,150 students from 47 countries and 37 U.S. states.

## Humanitarian Relief

**$9 million in aid around the globe**

Employee donations to **Honeywell Humanitarian Relief Fund** have repaired or rebuilt 750 homes, 4 schools, 9 medical clinics, 1 elder community center, and 200 wells since 2001.

- Typhoon Haiyan, Philippines
- Hurricane Sandy, U.S.
- Colorado Springs wildfires, U.S.
- Japan earthquake and tsunami
- Haiti and China earthquakes

## Habitat & Conservation

**Best practices in environmental teaching skills**

**Honeywell Institute for Ecosystems Education** inspired 73 students and 15 teachers to become environmental stewards in Maryland in 2014.

**Honeywell Green Boot Camp** has been delivered to 282 teachers since 2008.

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2014 Year-End Statistics
Appendix
Reconciliation of non-GAAP Measures to GAAP Measures
Reconciliation Of Segment Profit To Operating Income And Calculation Of Segment Profit And Operating Income Margins

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Segment Profit</td>
<td>$4,485</td>
<td>$5,357</td>
<td>$5,879</td>
<td>$6,351</td>
<td>$6,696</td>
</tr>
<tr>
<td>Stock Based Compensation (1)</td>
<td>(163)</td>
<td>(168)</td>
<td>(170)</td>
<td>(170)</td>
<td>(187)</td>
</tr>
<tr>
<td>Repositioning and Other (1,2)</td>
<td>(626)</td>
<td>(794)</td>
<td>(488)</td>
<td>(699)</td>
<td>(634)</td>
</tr>
<tr>
<td>Pension Ongoing (Expense)/Income (1)</td>
<td>(185)</td>
<td>(105)</td>
<td>(36)</td>
<td>90</td>
<td>254</td>
</tr>
<tr>
<td>Pension Mark-to-Market Adjustment (1)</td>
<td>(471)</td>
<td>(1,802)</td>
<td>(957)</td>
<td>(51)</td>
<td>(249)</td>
</tr>
<tr>
<td>Other Postretirement Income/(Expense) (1)</td>
<td>(29)</td>
<td>86</td>
<td>(72)</td>
<td>(20)</td>
<td>(49)</td>
</tr>
<tr>
<td>Operating Income</td>
<td>$3,011</td>
<td>$2,574</td>
<td>$4,156</td>
<td>$5,501</td>
<td>$5,831</td>
</tr>
</tbody>
</table>

(1) Included in cost of products and services sold and selling, general and administrative expenses.
(2) Includes repositioning, asbestos, environmental expenses and equity income adjustment.
Reconciliation Of EPS To EPS, Excluding Pension Mark-to-Market Adjustment

<table>
<thead>
<tr>
<th></th>
<th>2010&lt;sup&gt;(1)&lt;/sup&gt;</th>
<th>2011&lt;sup&gt;(2)&lt;/sup&gt;</th>
<th>2012&lt;sup&gt;(3)&lt;/sup&gt;</th>
<th>2013&lt;sup&gt;(4)&lt;/sup&gt;</th>
<th>2014&lt;sup&gt;(5)&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPS</td>
<td>$2.59</td>
<td>$2.61</td>
<td>$3.69</td>
<td>$4.92</td>
<td>$5.33</td>
</tr>
<tr>
<td>Pension Mark-to-Market Adjustment</td>
<td>0.41</td>
<td>1.44</td>
<td>0.79</td>
<td>0.05</td>
<td>0.23</td>
</tr>
<tr>
<td>EPS, Excluding Pension Mark-to-Market Adjustment</td>
<td>$3.00</td>
<td>$4.05</td>
<td>$4.48</td>
<td>$4.97</td>
<td>$5.56</td>
</tr>
</tbody>
</table>

(1) Utilizes weighted average shares of 780.9 million. Mark-to-market uses a blended tax rate of 32.3% for 2010
(2) Utilizes weighted average shares of 791.6 million. Mark-to-market uses a blended tax rate of 36.9% for 2011
(3) Utilizes weighted average shares of 791.9 million. Mark-to-market uses a blended tax rate of 35.0% for 2012
(4) Utilizes weighted average shares of 797.3 million. Mark-to-market uses a blended tax rate of 25.5% for 2013
(5) Utilizes weighted average shares of 795.2 million. Mark-to-market uses a blended tax rate of 28.1% for 2014