

# Today's Honeywell

## Honeywell Company Overview 2011

**Updated 9/2011**

*This report contains "forward-looking statements" within the meaning of Section 21E of the Securities Exchange Act of 1934. 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.*

**Honeywell**

# Great Positions in Good Industries

**Honeywell**



Aviation & Defense



Automotive & Transportation



Buildings, Construction & Maintenance

Chemicals, Specialty Materials & Fertilizers



Consumer & Home



Efficiency, Energy & Utilities



Fire Protection & First Responder

**Honeywell**

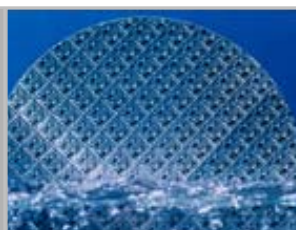


Healthcare & Medical

Industrial Process Control



Manufacturing



Oil & Gas, Refining, Petrochemicals & Biofuels



Safety & Security



Scanning & Mobile Productivity

**Energy, Safety & Security**

# Company Recognition

**Honeywell**

## **Fortune 500 Company - #74**

*Fortune Magazine*

## **World's Most Admired Companies**

*Fortune Magazine*

## **Best Places to Launch a Career**

*BusinessWeek Magazine*

## **World's Most Ethical Companies**

Ethisphere Institute

## **Blue Ribbon Company**

*Fortune Magazine*

## **Biofuels Company of the Year**

*Biofuels Magazine*

## **Alexander Hamilton Award, Overall Excellence**

*Treasury and Risk Magazine*

## **Alexander Hamilton Award, Category Level**

*Treasury and Risk Magazine*

## **Most Influential People in Finance**

*Treasury and Risk Magazine*

## **Top 50 Employers**

*Woman Engineer Magazine*

## **Above and Beyond Award**

Employer Support of the Guard and Reserve

## **Most Admired Companies for Minority Professionals**

*US Black Engineer, Hispanic Engineer and Women of Color Magazines*

## **Best Companies for LGBT Equality**

Human Rights Campaign



# Energy Efficiency

More than 50% of Honeywell's portfolio offers energy efficiency benefits

By immediately and comprehensively adopting existing Honeywell products, the United States could reduce energy consumption by **20 to 25 percent**



# Honeywell's Businesses

**Honeywell**

- \$36.1-36.7 billion\* in revenues estimated, 50% outside of U.S.
- Nearly 130,000 employees operating in 100 countries
- Morristown, NJ global corporate headquarters

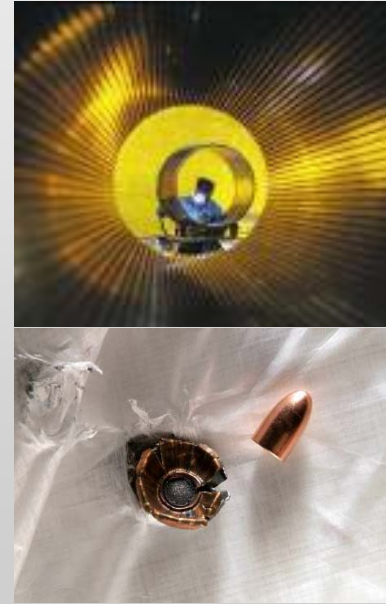
## Aerospace



## Automation & Control Solutions



## Specialty Materials



## Transportation Systems



\*'11 revenues estimate as of 9/2011

Developing innovative safety products,  
driving the modernization of global air traffic management,  
revolutionizing combat technology  
and committed to improving operational efficiencies.

## Products:

- Integrated avionics
- Propulsion engines
- Aircraft and engine systems
- Full-service solutions for airliners, business and general aviation aircraft, military aircraft and spacecraft.

## Businesses:

- Air Transport & Regional
- Business & General Aviation
- Defense & Space

- **Phoenix, AZ**  
headquarters
- **38,000 employees** at  
nearly 100 locations
- **\$10.7B revenues**  
(2010)



# Automation and Control Solutions

**Honeywell**

Our sensing and control expertise captures more and better data faster, across a wireless landscape; improves productivity, safety, and security; drives better decision-making; reduces costs; and unifies Honeywell's ACS businesses.

ACS products, solutions and services are in 150 million homes, 10 million buildings, 5,000 industrial facilities and hundreds of utilities worldwide.

## Products, Solutions and Services:

- Building Control Systems; Energy Management and Services
- Control Systems for Continuous Process Industries; Advanced Solutions
- Home Comfort; Building Controls; Combustion; Wiring Devices
- Sensors; Switches; Mission-Critical Applications
- Fire Alarm Systems; Gas Detection; Personal Protective Equipment; Remote Health Monitoring
- Alarm Systems; Access Control/Video; Low Voltage Distribution (ADI); Cable and Custom Electronics
- Automatic Identification and Data Collection

## Businesses:

- Building Solutions
- Process Solutions
- Environmental and Combustion Controls
- Sensing and Control
- Life Safety
- Security Group
- Scanning and Mobility

- **Minneapolis, MN headquarters**
- **65,000 employees at more than 120 locations**
- **\$13.7B revenues (2010)**



# Specialty Materials

A global leader in providing customers with high-performance specialty materials in a broad set of markets and products ranging from refining and petrochemical production and next-generation biofuels to ballistic protection and environmentally friendlier refrigerants, blowing agents and solvents.

## Products:

- Process technology, equipment, catalysts and services for the refining, petrochemical and natural gas industries
- Refrigerants and other fluorocarbons, including blowing agents and solvents
- Specialty films and additives, and specialty chemicals
- Advanced fibers and composites
- Nylon materials and ammonium sulfate fertilizer
- Electronic materials and chemicals

## Businesses:

- UOP LLC
- Fluorine Products
- Resins and Chemicals
- Specialty Products
- Electronic Materials

- **Morristown, NJ** headquarters
- **8,500 employees**
- **\$4.7B in revenues**  
(2010)



# Transportation Systems

**Honeywell**

From fuel-saving and emission-reducing turbochargers to safety-enhancing brake materials, our technologies enhance the performance, safety and efficiency of passenger and commercial vehicles worldwide.

## Products:

- Turbochargers for passenger vehicles (gasoline, diesel, and hybrid), medium- and heavy-duty trucks, and off-highway, heavy-duty equipment
- Braking materials and brake pads for cars, commercial vehicles and rail applications

## Businesses:

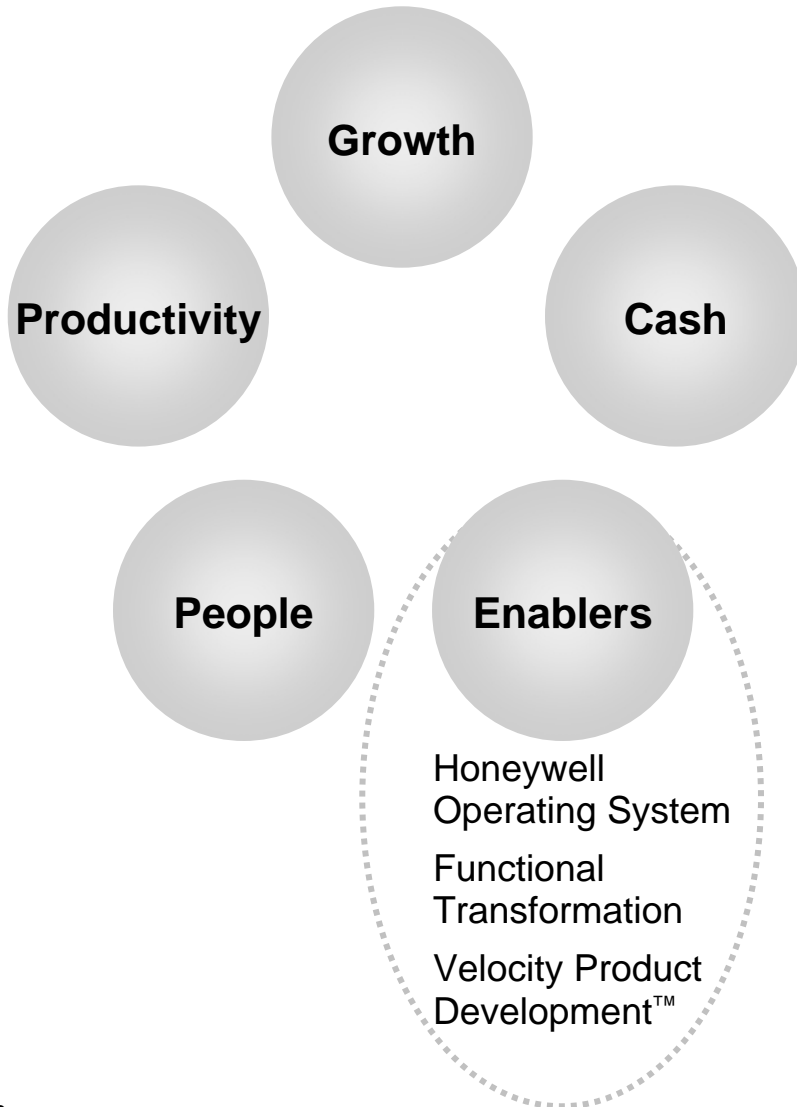
- Friction Materials
- Turbo Technologies

- **Rolle, Switzerland headquarters**
- **10,000 employees**
- **\$4.2B in revenues**  
(2010)



# Honeywell Initiatives and Behaviors

## 5 Initiatives



## 12 Behaviors

- Growth and Customer Focus
- Leadership Impact
- Gets Results
- Makes People Better
- Champions Change
- Fosters Teamwork and Diversity
- Global Mindset
- Intelligent Risk Taking
- Self-Aware/Learner
- Effective Communicator
- Integrative Thinker
- Technical or Functional Excellence

## Honeywell Operating System

Processes for safety, quality, delivery, cost and inventory excellence, which can provide a 20-year competitive advantage

## Functional Transformation

Standardizes the way we work, reducing waste and helping us to do things better and faster at a lower cost

## Velocity Product Development™

Integrated strategies, processes, tools and culture that help us bring profitable products that customers need and want, and are willing to pay for, to market faster

# The 4 Pillars of Growth

Doing a superb job each and every day for our customers in quality, delivery, value & technology

Continue globalization, which already has increased to 50% of sales outside the U.S.

Building a superior Sales and Marketing organization

Creating a set of robust, funded technology roadmaps for new products and services



## Developing solutions for the world's toughest challenges and building on Honeywell's **Great Positions in Good Industries**

- Research, Development and Engineering is the growth engine for Honeywell
- 19,000 scientists and engineers worldwide
- 97 research and engineering facilities
- Honeywell Technology Solutions in India, China and Europe
- More than 30,000 patents or patents pending worldwide



## Wireless Technology

- Applications enhance productivity and safety
- Enabling new market opportunities



## Bio Renewables Process Technology

- Honeywell Green Diesel™ and Honeywell Green Jet Fuel™
- Conversion of waste plant materials to fuels



## Smart Grid

- Integrates energy efficiency systems
- \$100 million U.S. Department of Energy grants
- Recent acquisitions: Akuacom and E-Mon



# Winning Through Innovation

## Low-Global-Warming-Potential Fluids

- LGWP for refrigeration, air conditioning and insulating foam
- Regulations driving acceptance of HFO-1234yf for auto air conditioning



## New Air Traffic Management and Flight Safety

- Increasing flight efficiency
- Flight safety enhancements



## Turbochargers

- Lower emissions
- ~20% better fuel economy
- Expanded adoption on gasoline engine platform



# Honeywell Hometown Solutions

Honeywell

## Housing & Shelter



**Completed 300+ rehabilitation projects in North America**

9,300 employees  
70,000 volunteer hours

## Family Safety & Security



**Safety & abduction prevention programs in North America and China**

84,000+ schools  
20 million children

## Science & Math



**FMA Live!**  
265,000 students in 760 middle schools, 216 cities

**Space Academy**  
1,500+ teachers from 44 countries & 50 U.S. states

**Leadership Challenge Academy**  
398 students from 26 countries & 28 U.S. states

## Humanitarian Relief



**\$7.3 million in aid since 2004**

750 homes, two schools, nine medical clinics, and 200 wells repaired or rebuilt

645 employee recipients

Responded to U.S. hurricanes Katrina & Rita and earthquakes in Sichuan Province, China & Haiti

## Habitat & Conservation



**Educational partnerships & programs** with Audubon, Living Classrooms, Museum of Science & Technology

115,000 wetland plants, shrubs and trees

3 artificial reefs in Chesapeake Bay



**Honeywell** Hometown Solutions

**Honeywell**