



2013 INVESTOR CONFERENCE

NEW YORK MARCH 6, 2013

Honeywell



Agenda

Honeywell

10:00	Introduction	Dave Cote
	Automation and Control Solutions Q&A Session: ACS	Roger Fradin
	Performance Materials and Technologies Q&A Session: PMT	Andreas Kramvis

11:25	Lunch Breakout	
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12:15	Transportation Systems Q&A Session: TS	Alex Ismail
	Aerospace Q&A Session: Aero	Tim Mahoney, Carl Esposito

1:20	Break	
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1:35	High Growth Regions	Shane Tedjarati
	Financial Review Q&A Session	Dave Anderson
	Concluding Remarks	Dave Cote

~2:45	End	
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Forward Looking Statements

Honeywell

The materials to be presented at the Honeywell 2013 Investor Conference contain “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. Forward-looking statements are based on management’s assumptions and assessments in light of past experience and trends, current economic and industry conditions, expected future developments and other relevant factors. They are not guarantees of future performance, and actual results, developments and business decisions may differ from those envisaged by our forward-looking statements. Our forward-looking statements are also subject to risks and uncertainties, which can affect our performance in both the near- and long-term. 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.



INTRODUCTION

DAVE COTE

CHAIRMAN AND CEO

Honeywell



- **HON Has Outperformed**

- Top Tier Execution Evident In Results
- Exceptional Shareholder Return

- **We Will Continue To Outperform**

- Effective Business Model
- Lots Of Runway
- Restructuring Tailwinds

The Evolution Continues

What You'll Hear Today

Honeywell

Honeywell

- **Excellent Growth Trajectory**
 - Seed Planting Paying Dividends
- **Robust Capital Allocation**
 - Funding High ROI Growth Investments
 - Paying A Competitive Dividend
 - Rich M&A Pipeline
 - Started Buybacks Last Year
 - U.S. Pension Contrib. Next 3 Yrs Unlikely
- **Innovation For Product And Process**
 - HOS: Honeywell Operating System
 - FT: Functional Transformation
 - VPD: Velocity Product Development

Businesses

- **Automation & Control Solutions**
 - Growth Drivers Across 3 Business Models
 - Margin Runway
- **Performance Materials & Technologies**
 - 3 Fundamental Business Models
 - UOP: Continued Strong Growth
 - Adv Mat: A Great Core HON Business
- **Aerospace**
 - Winning Big In The Market
 - Unique Electrical And Mechanical Offerings
- **Transportation Systems**
 - A HON Technology Business
 - Explosive Growth Opportunity
 - FM Transformation Ongoing; Still Work To Do

Exciting Time For Honeywell

HON Business Model

Honeywell

One Honeywell Culture

- 5 Initiatives / 12 Behaviors
- **Management Resource Review**
 - Rigorous Business Review Process
 - DMC Interviews Top 200 Roles
- **Trick Is In The Doing**
 - The Machinery Needs To Work
- **Foundational Tools**
 - Six Sigma
 - Cycle Time
 - ERP
- **Seed Planting**

Applied
To

Portfolio

Processes

- **Great Positions In Good Industries**
 - **Acquisitions Are Incremental**
 - Bolt On Or Consistent Business Model
 - **Balance**
 - Long / Short Cycle
 - Early / Mid / Late Cycle
 - **Globalization Opportunity**
-
- **HOS:** Honeywell Operating System
 - **VPD:** Velocity Product Development
 - **FT:** Functional Transformation
 - **OEF:** Organizational Effectiveness

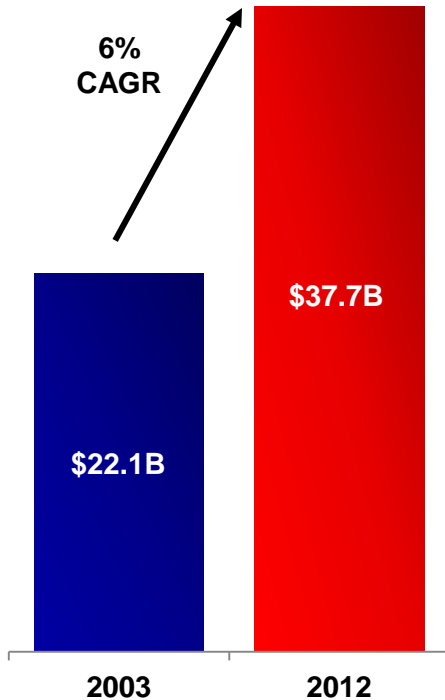
Consistent Business Model That Applies Effectively To Every Honeywell Business ... And Generates Results

The Trick Is In The Doing...

Honeywell

Growing Sales

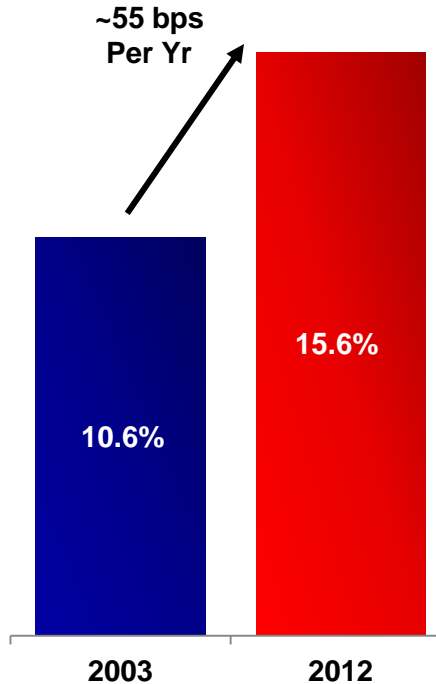
(HON Sales)



*Deliver Exceptional Value
For The Customer*

Expanding Margins

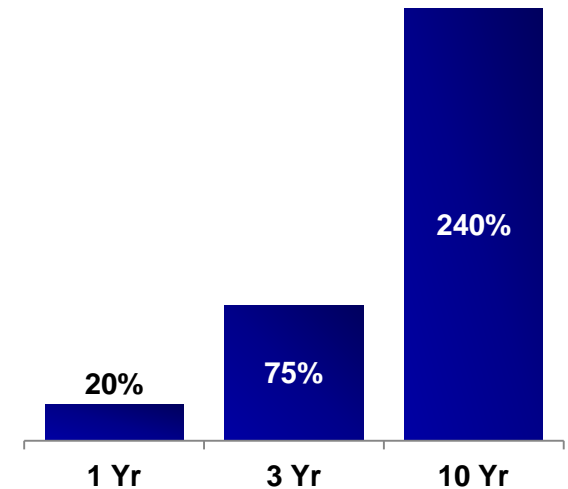
(HON Segment Margins)



Stay Focused On Cost

Returning Value

(Total Shareholder Return)

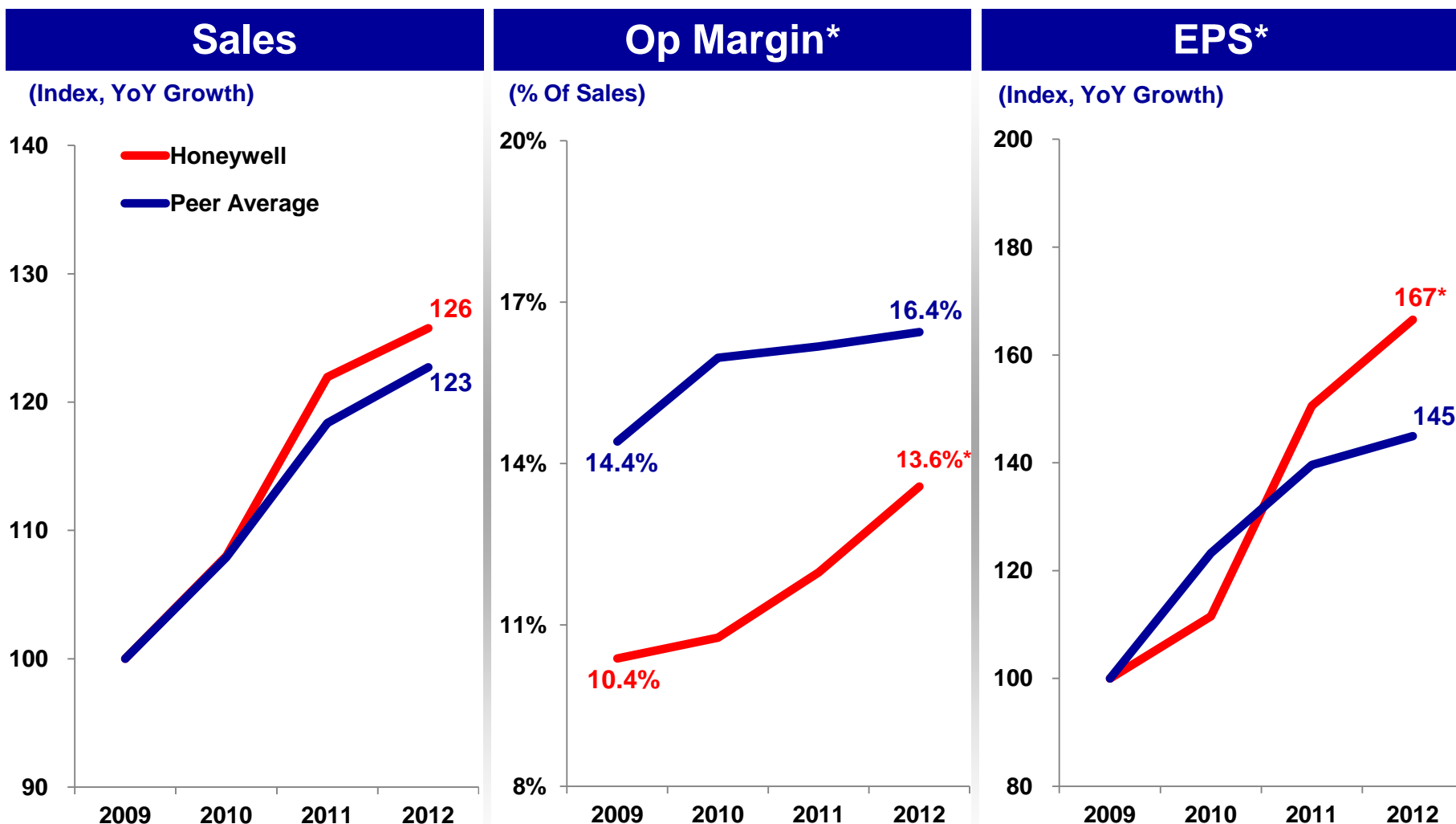


Value To Shareholders

... And Reflected In The Results

Growth vs. Peers

Honeywell



Peers: UTX, DHR, EMR, MMM

* HON Proforma, Excludes Pension Mark-to-Market Adjustment

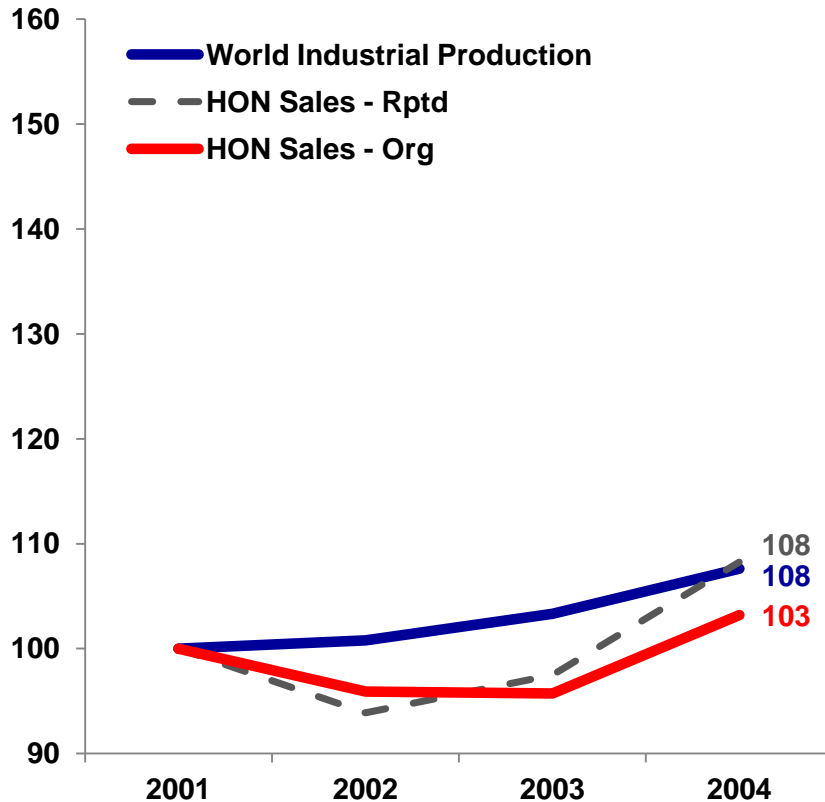
Sales And EPS Outperformance, Op Margin Opportunity

Accelerating Growth

Honeywell

2001 to 2004*

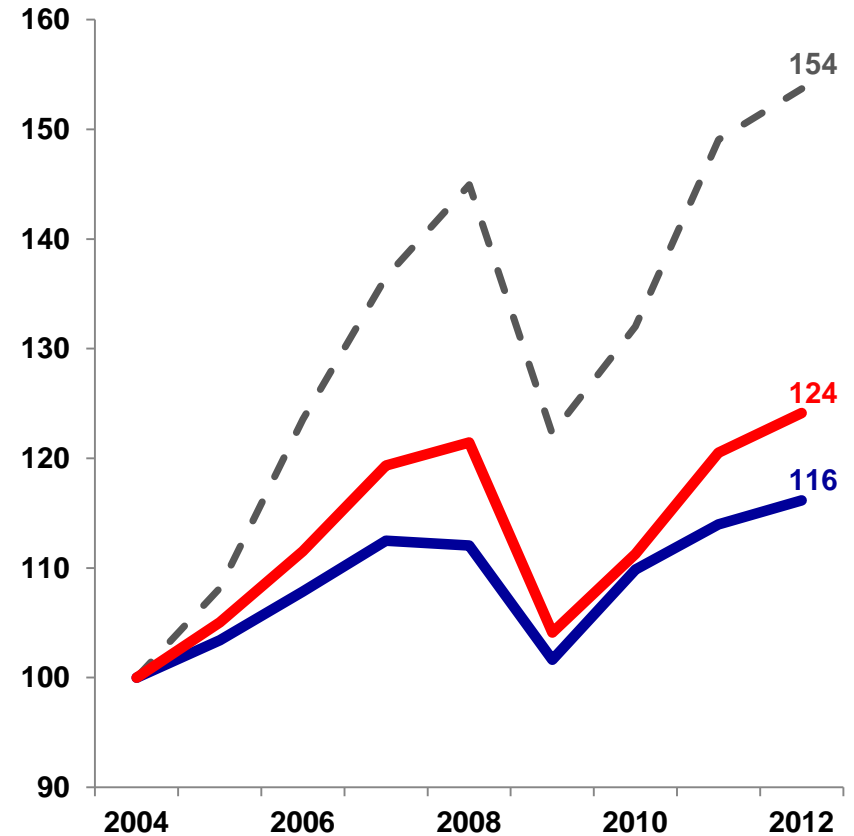
(Index, YoY Growth)



Rebuilding HON Foundation

* Includes CPG

2004 to 2012



Transformed Business: Growing Faster Than End Markets

Honeywell Growth Trajectory Fundamentally Changed

Great Positions In Good Industries (GPGI)

Honeywell

Great Positions

- **Differentiate With Technology**
 - ... But Not In Rapidly Changing Markets
- **Highly Defensible Positions**
 - Specialized Technology And Resources
 - Brand And Channel Strength
- **Avoid Government Subsidy**
 - Business Merits Must Stand On Their Own
- **Opportunistic Bolt-On M&A**
 - Acquire In Areas We Know / Understand
 - Disciplined Acquisition Process
 - No Must Haves

***Enable Us To Grow Sales Faster Than
The End Markets We Serve***

Good Industries



***Strong End Markets That Provide A
Tailwind For Growth***

Tailwind For Growth

HON Growth Drivers: Next 5 Years

Honeywell

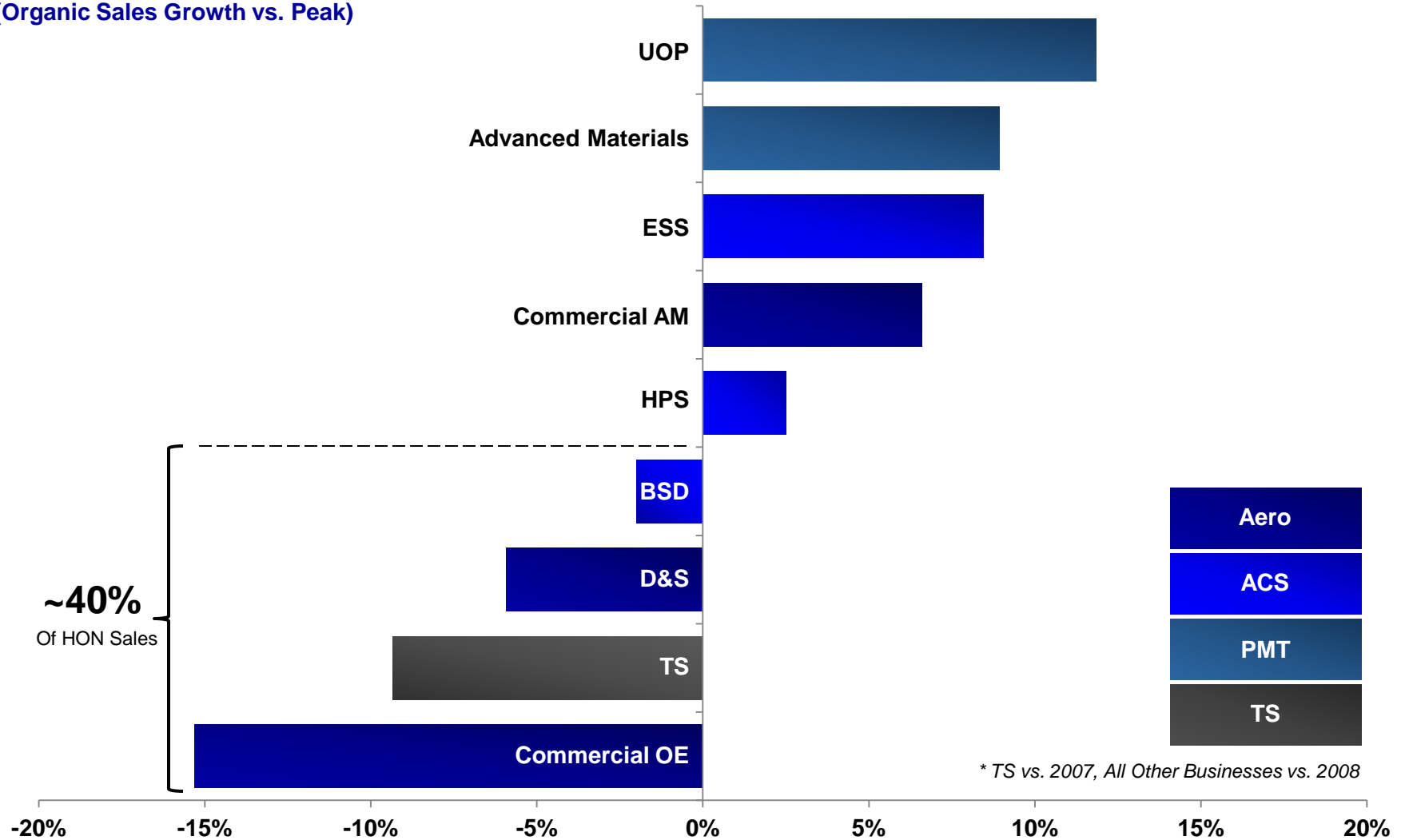
Business	Incremental Opportunity	Key Growth Drivers
Aero 	~\$3B	<ul style="list-style-type: none"> • Winning On The Right Platforms • Leveraging Connectivity Offerings Across Product Lines • Differentiating With Unique Mech. / Elec. Integration
ACS 	~\$4.5B	<ul style="list-style-type: none"> • Increased High Growth Region Penetration • Strong Pipeline Of New Product Introductions • Differentiating As Leading Player In Fragmented Mkts
PMT 	~\$2.5B	<ul style="list-style-type: none"> • Robust UOP Backlog, High ROI Capex Deployment • New HFO Applications And Expanded Adoption • Differentiating Through Step Change Innovations
TS 	~\$1B	<ul style="list-style-type: none"> • Increased Turbo Penetration In The U.S. And China • Winning An Outsized Portion Of Available Opportunities • Differentiating With Technology Leadership

Over \$11B In High Margin Sales On The Horizon

2012 vs. Prior Peak

Honeywell

(Organic Sales Growth vs. Peak)

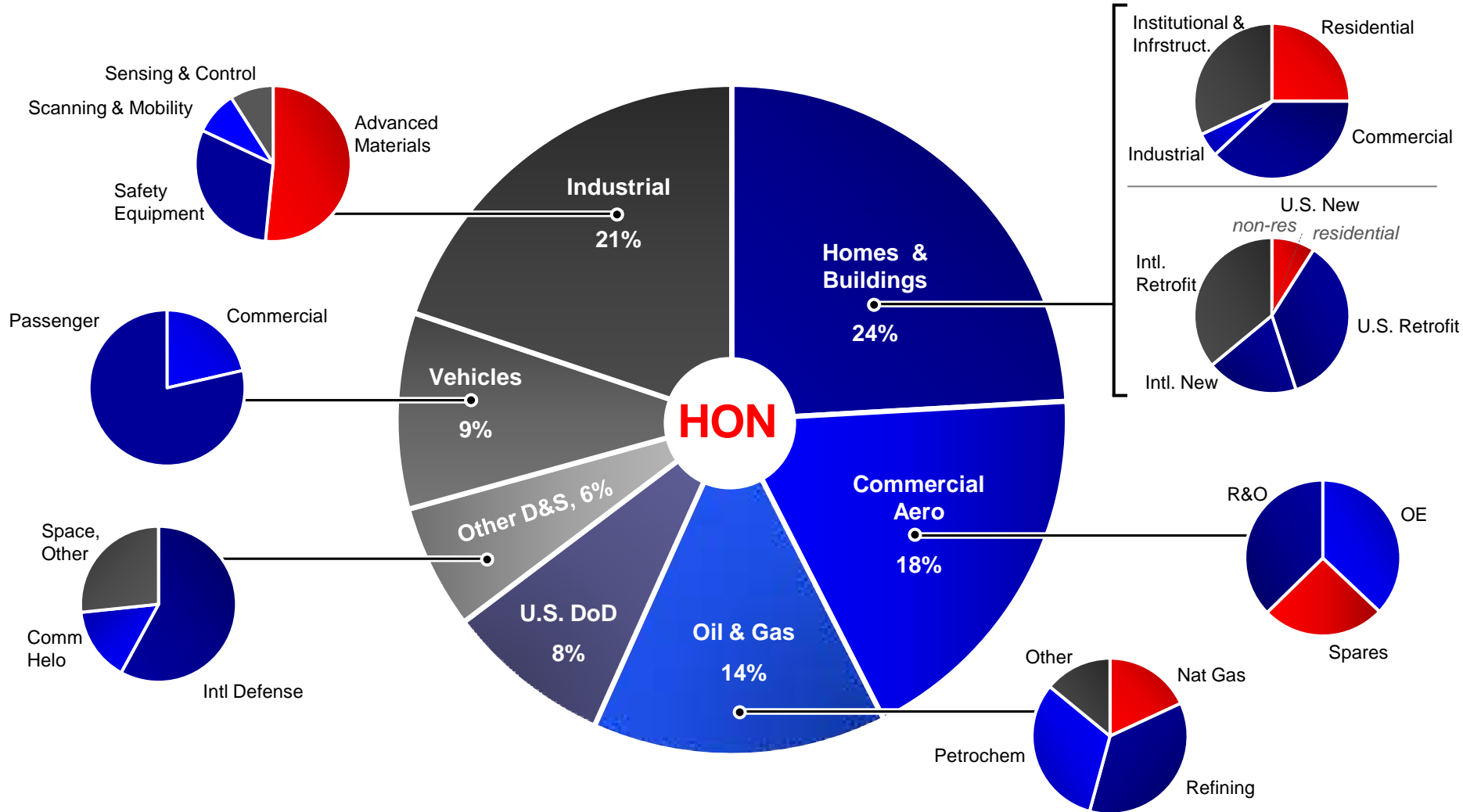


Note: TS Excludes CPG

Potential Upside Driven By Recovery To Peak

GPGL: Good Industries Positioned For Growth

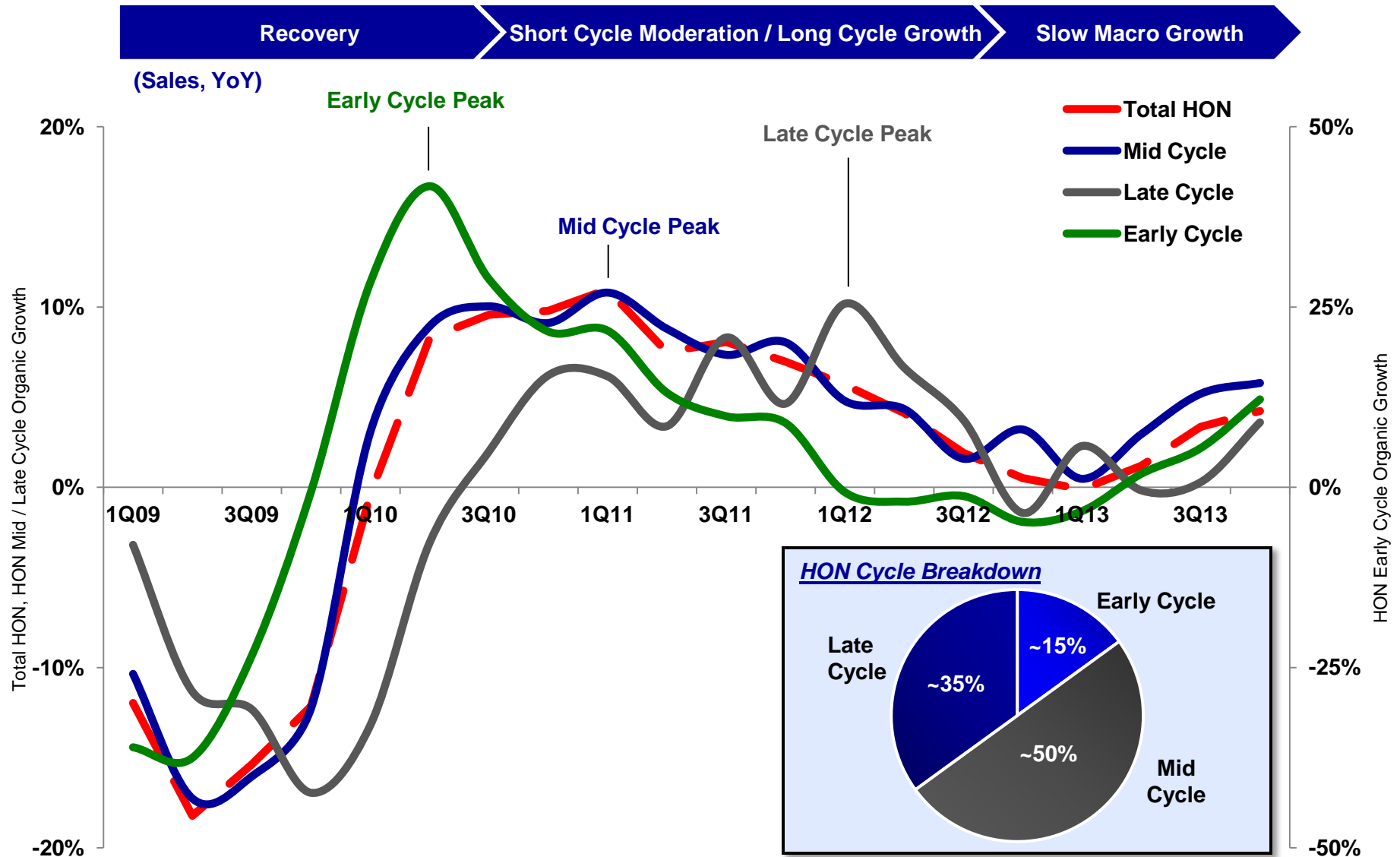
Honeywell



Diversity Of Opportunity ... In Great Spaces

Cycle Alignment

Honeywell



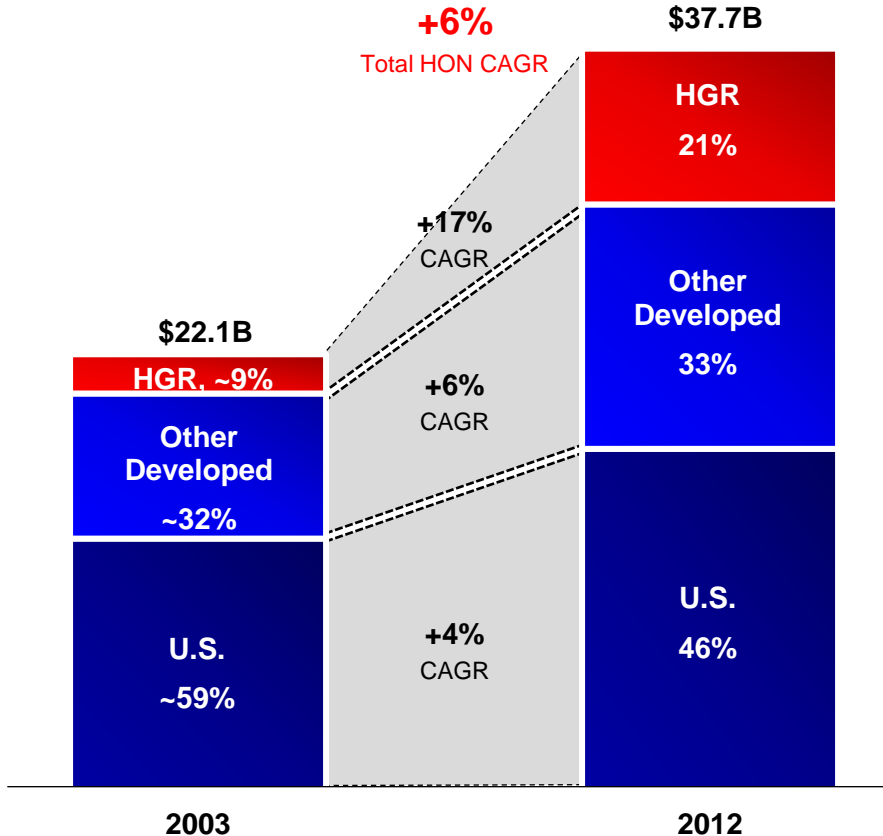
Outlook Assumes Continued Slow Growth Economy

Global Expansion

Honeywell

HON HGR Sales

(HON Sales)



Macro Tailwinds

(Real GDP Growth,

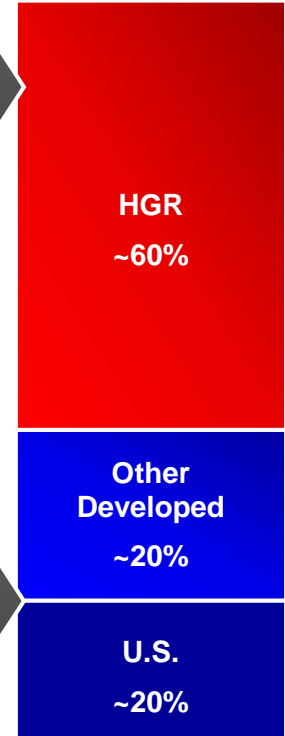
Base 2012 World GDP Of ~\$55T)

\$21.5T

HGR's Driving 60% Of GDP Increase Over The Next 10 Yrs

- Over 50% HGR GDP Expansion From China & India
- Expanding HGR Middle Class
- Increasing Demand For Tech
- Local Competitors Globalizing

Still Strong Spending Power, But Less Growth



Source: Global Insight

Non-U.S. Sales Up From 41 To 54%

75% Of World GDP Outside U.S.

HGR Opportunity Tailwind For Growth

Innovation Culture

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Aerospace

- Mechanical Components
- Satcom/Connectivity Solutions



Automation and Control Solutions

- Connected Home, Smart Wi-Fi Thermostats, Attune Advisory Service
- Experion Collaboration Station



Performance Materials and Technologies

- Gas-to-Chemicals And Heavy Crude Upgrading Technologies
- Solstice™ LGWP Refrigerants And Blowing Agents



Transportation Systems

- Ball Bearing Turbochargers
- Air Bearing Technology

Lots Of New Products

Faster Growth

Higher Margins

Managing Costs

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Focus Areas

• Engage Suppliers

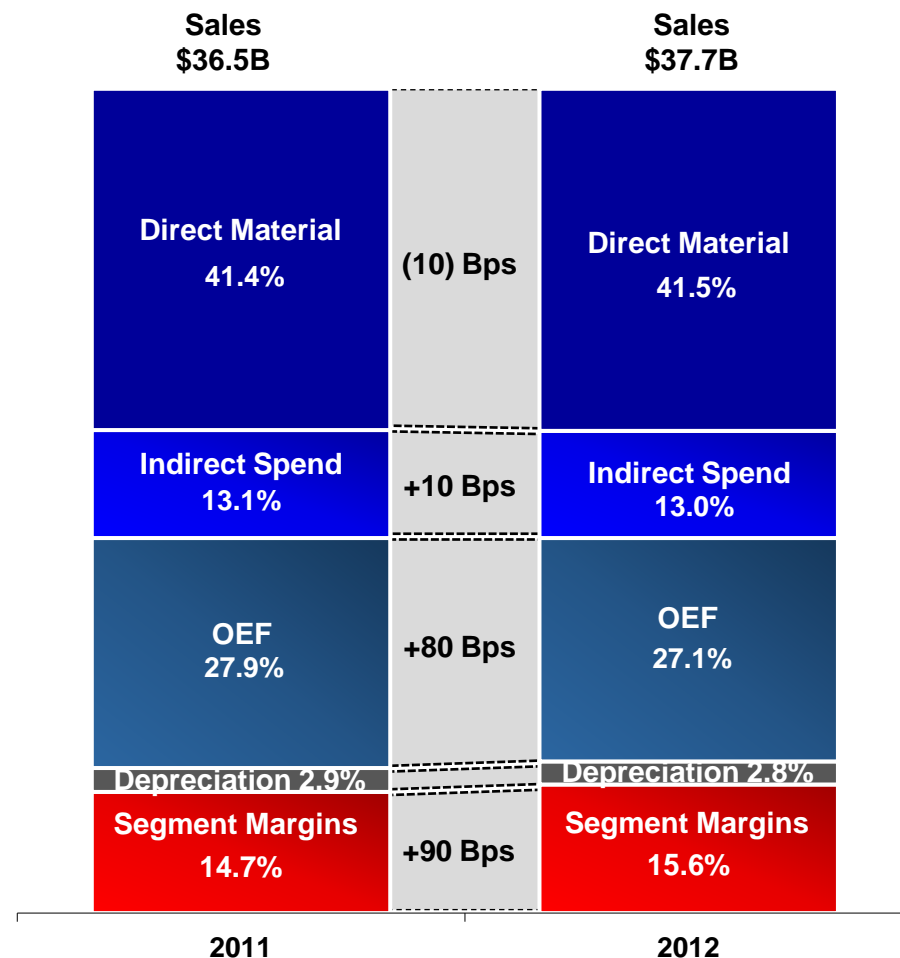
- Focus On Supplier Quality And Development
- Outsource Non-Strategic Spend
- Partnering To Improve Supplier Performance
- Expand Sourcing In Emerging Markets

• Manage Consumption And Census

- Value Engineering Devoted To Driving Projects That Reduce Cost
- Mitigate Commodity Exposure Through Alternative Materials, Pass Through Pricing, Hedging
- OEF Focus: Growing Sales While Holding Fixed Costs Flat

Impact

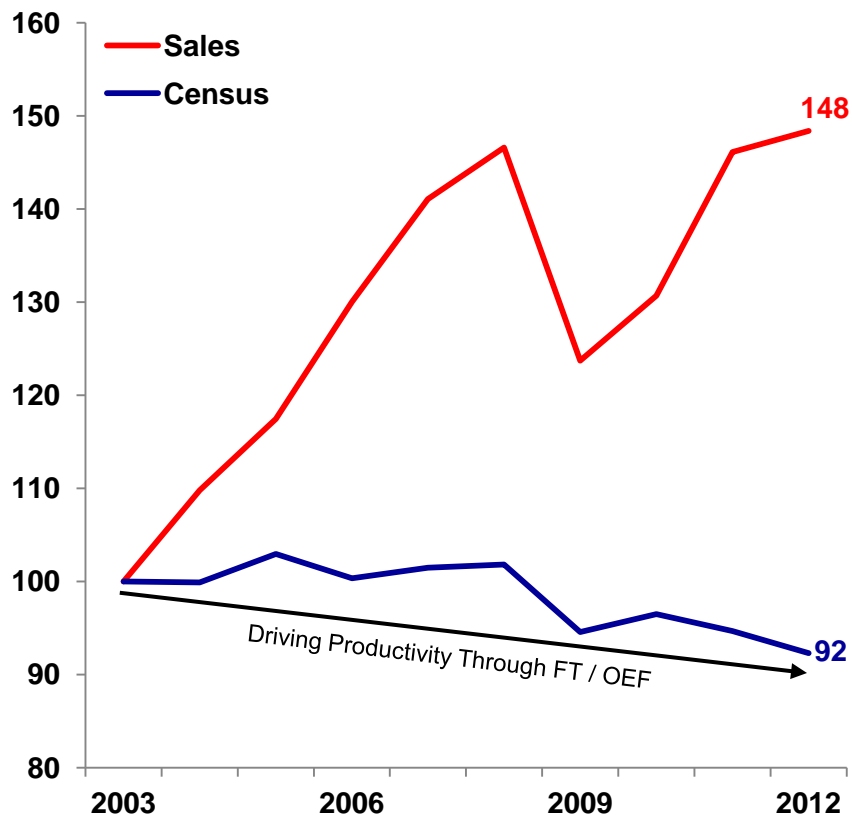
% Of Sales, Bps Fav / (Unfav)



Disciplined Cost Management Helping Improve Margins

Developed Markets

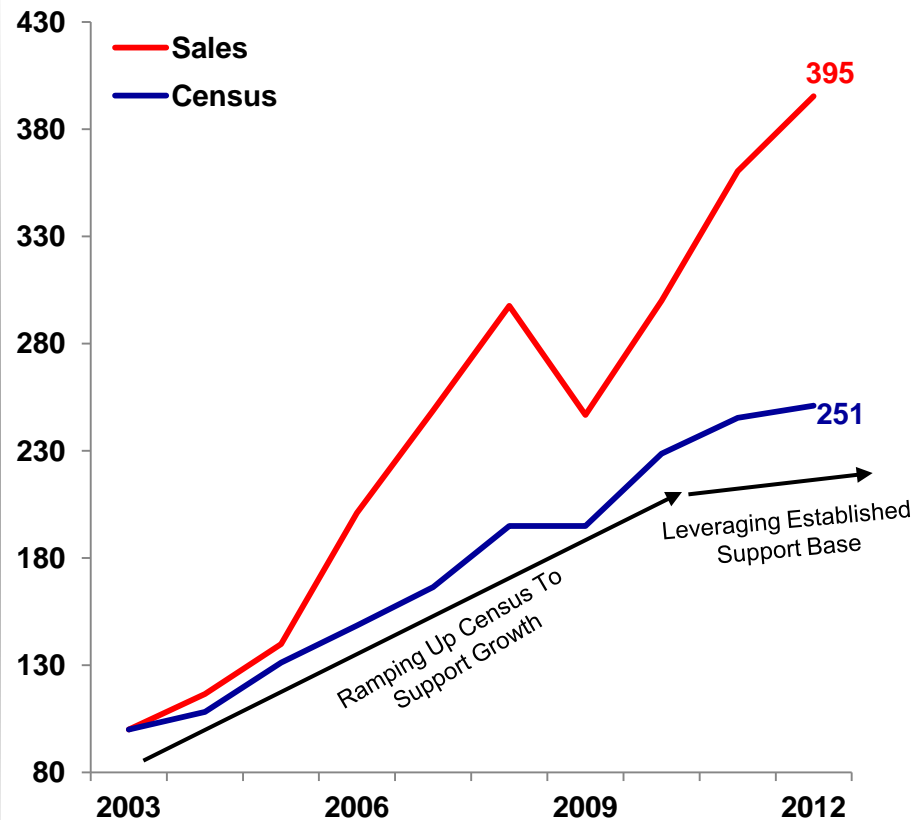
(Index, YoY Growth)



Continued Developed Region Productivity

Note: 2003 To 2009 Census Includes CPG

High Growth Regions



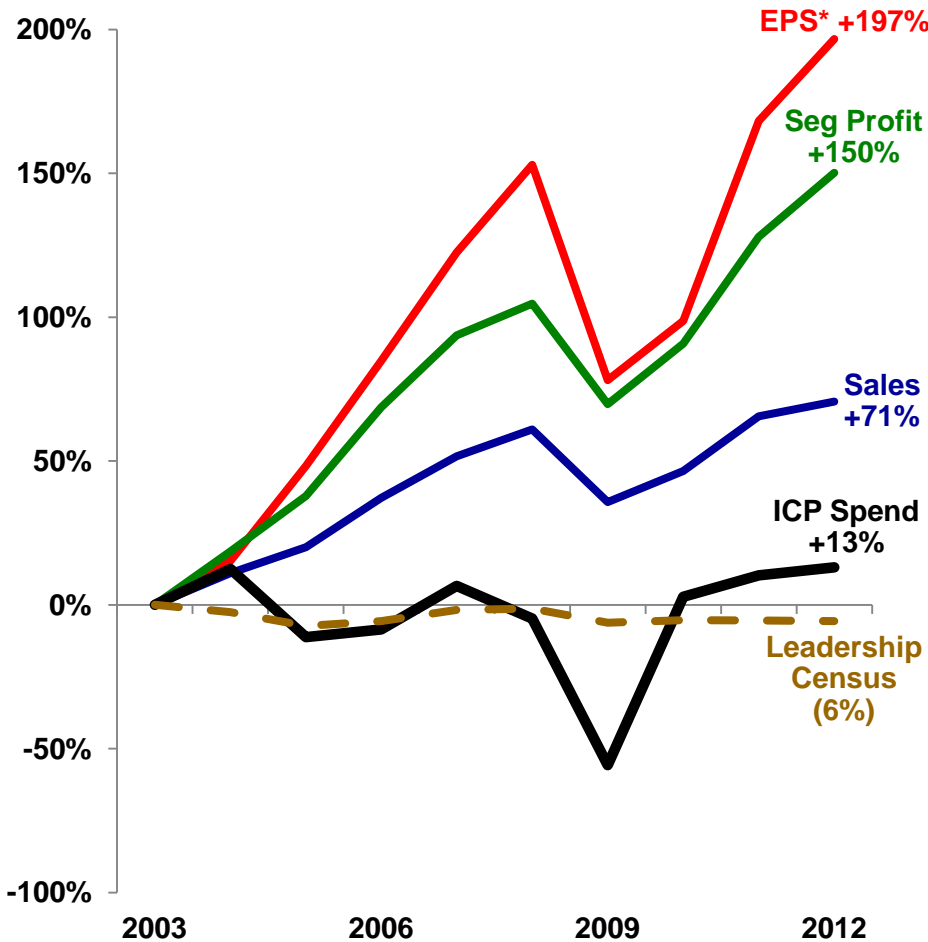
“Beach Head” Established, Incremental Adds Primarily Customer Facing

More Efficient, More Effective Global Organization

Organizational Alignment

Honeywell

Effective Leadership



* Proforma Excludes Pension Mark-to-Market Adjustment

Organized The Right Way

- **One HON Performance Culture**
 - Common Processes And Tools
 - Getting The Fundamentals Right
 - Goal Deployment By Year End, Reviews By Mar 31
 - Salary and Bonus Differentiation Curves
- **Limited Reorganizations**
 - Minimizing Disruption To The Business
- **Strong Cross SBG Linkages**
 - “Glue-Building” Through Functional Councils, Senior Leadership Meeting, Process Enablers, Global Town Halls, And Awards
- **Effective Succession Planning**
 - Management Resource Review (MRR) Three Times Annually For Top 200 Leaders
 - CEO / HR Leader Interview Final Candidate For Top 200 Roles

Optimizing Leadership Impact

Driving Productivity

Honeywell

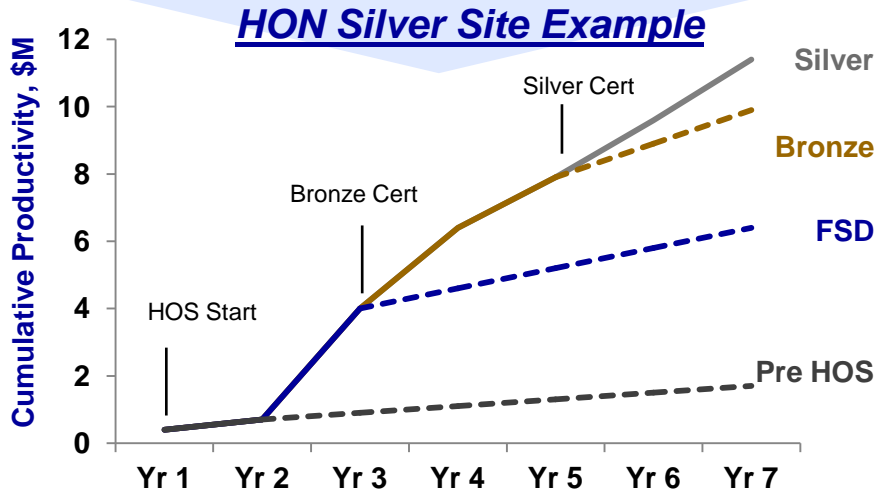
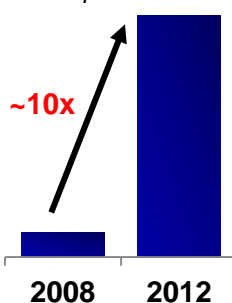
Honeywell Operating System

Quicker Deployments



More Ideas

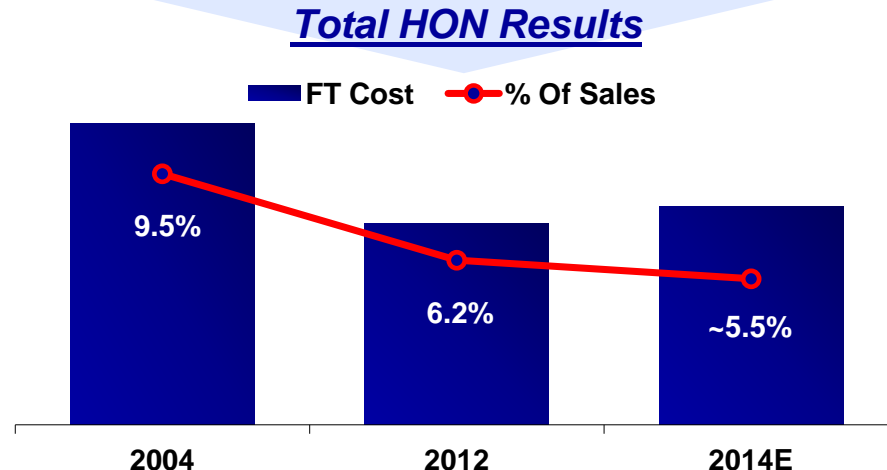
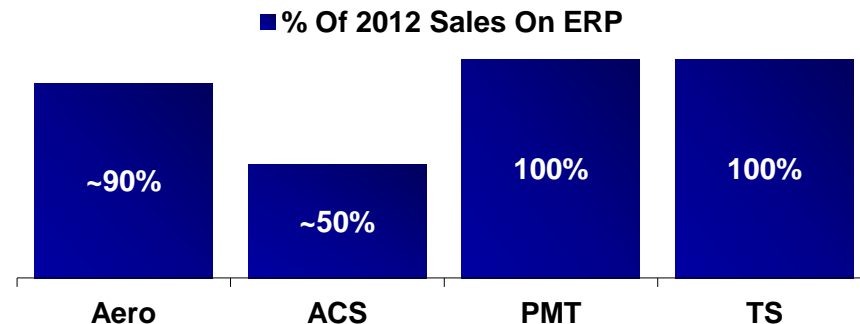
Improvement Ideas Implemented



Accelerating Productivity

Functional Transformation

Leveraging Common Systems

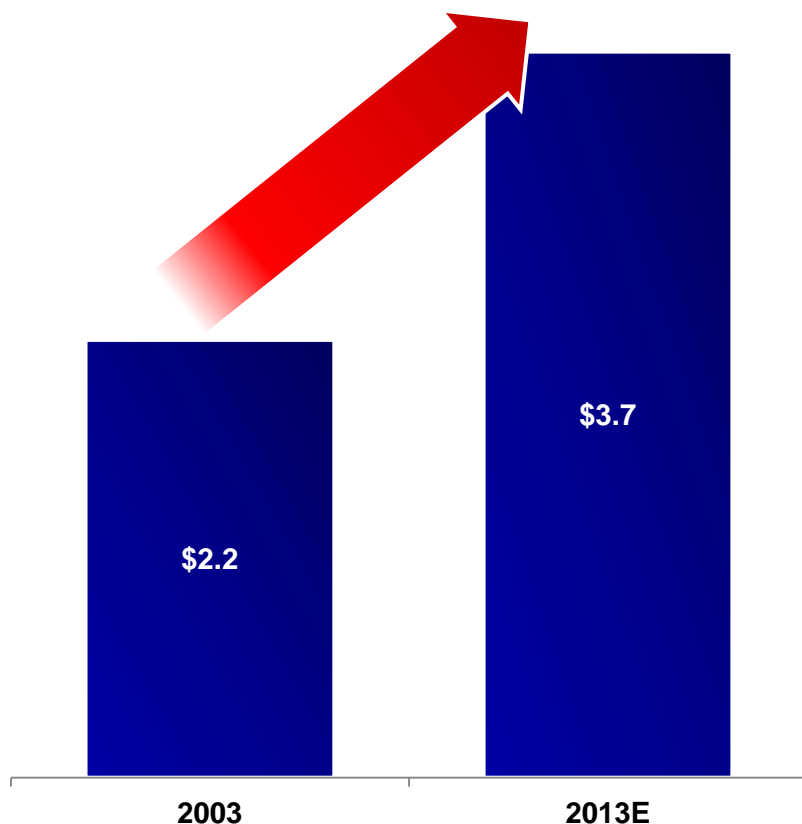


FT = HOS Applied To Staff Functions

Holding Fixed Costs ~Flat, Growing Sales

Free Cash Flow

(Free Cash Flow, \$B)



FCF Conversion Of ~125% Since 2003*

* Free Cash Flow Conversion Excluding Cash Pension Contributions

Deployment Priorities

- 1. Investing In High ROI CAPEX**
 - Driving Organic Growth
- 2. Pay A Competitive Dividend**
 - Returning Cash To Shareholders
- 3. Strategic M&A**
 - Strong Pipeline Of Potential Targets
 - Disciplined Valuation And Screening Process
 - Flawless Integration
- 4. Opportunistic Share Buyback**
 - Holding Share Count ~ Flat To 4Q 2012
- 5. Pension**
 - U.S. Contributions Next 3 Years Unlikely

Balanced Cash Deployment

Cash Deployment An Opportunity To Differentiate HON

Evolution Of Honeywell... Continues

Honeywell

Consistent Business Model

- **Foundation Of Execution**
 - Focus On Basics → Go Slow To Go Fast
 - Make Sure The Machinery Works
 - Do What We Say We're Going To Do
 - Achieve Two Seemingly Conflicting Things
 - Disciplined M&A
 - Trick Is In The Doing
- **One Honeywell Culture**
 - Functional Councils
 - Leadership Meetings
 - Common Tools And Enablers
 - Global Town Halls And Awards

Getting The Fundamentals Right

Evolving Growth Strategy

- **Great Positions In Good Industries**
 - Diversity Of Opportunity
 - Adjacent, Bolt-On Acquisitions
 - Penetrating High Growth Regions
- **Continuous Innovation**
 - Differentiated Offerings That Are Valued
 - Right Products On Time, Every Time
- **Restructuring Tailwind**
 - Full Pipeline Of Projects
- **Robust Future**
 - Seed Planting, Look Beyond This Quarter
 - Big Process Enablers - Critical Mass

*Constantly Evaluating / Improving
Growth Strategy*

Investing In Innovation, Consistent Execution

Why HON Will Outperform

- **A Terrific Portfolio For Growth**
 - Great Positions In Good Industries = Growing Sales Faster Than Market, Peers
- **One Honeywell Culture Working Well**
 - Continue Top Tier Execution
- **Improved Internal Processes Driving Margin Expansion**
 - Tools / Enablers Evolving, Now Moving Fast
- **Lots Of Runway For Future Growth**
 - The More We Do, The More Opportunity We Uncover

Well Positioned To Deliver 2013, 2014 And Beyond

Today's Presenters

Honeywell



Automation and Control Solutions

Roger Fradin

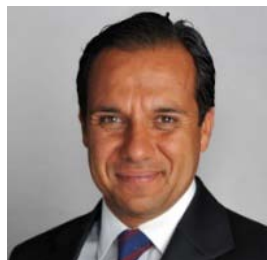
President and CEO



Performance Materials and Technologies

Andreas C. Kramvis

President and CEO



Transportation Systems

Alex Ismail

President and CEO



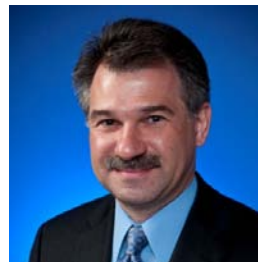
Aerospace

Tim Mahoney

President and CEO

Carl Esposito

VP Aerospace, Marketing and Product Management



High Growth Regions

Shane Tedjarati

President and CEO



Financial Overview

Dave Anderson

Senior VP and CFO



Moderator, Q&A

Elena Doom

VP Investor Relations



AUTOMATION AND CONTROL SOLUTIONS

ROGER FRADIN

PRESIDENT AND CEO

Honeywell

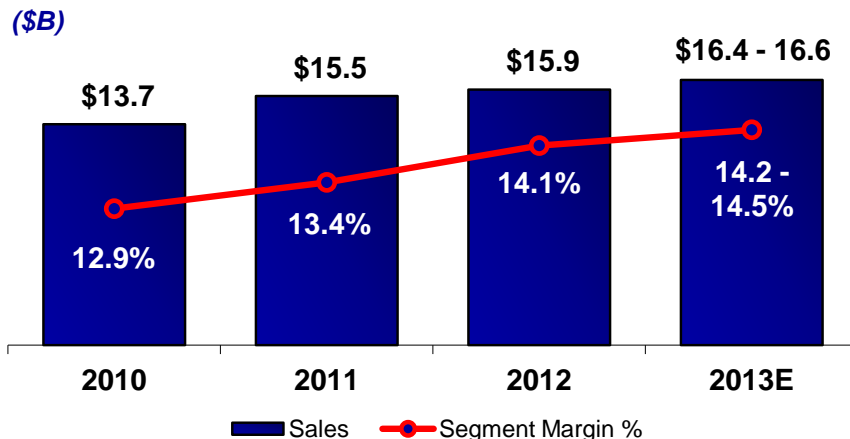


Key Messages

- **Well Established Track Record Of Strong Financial Performance**
 - Organic Growth Outpacing Global GDP By ~1.5x
 - Accelerating Margin Expansion
- **Growth Drivers Across Three Distinct Business Models**
 - Highly Defensible Positions, Winning In The Market
 - Building Adjacencies From Nothing To \$100M+
 - Core Process Initiatives Drive Continued Margin Expansion
- **Seed Planting For Sustainable, Long-Term Growth Trajectory**
 - Innovation Lifeblood Of Growth
 - HOS/FT/OEF - Accelerating Pace Of Improvement
 - Penetrating High-Growth Regions; Accretive Acquisitions
- **HON Playbook Working And Evolving, Innovating And Executing**
 - Significant Growth And Margin Runway Ahead

Honeywell Automation And Control Solutions Honeywell

Financials

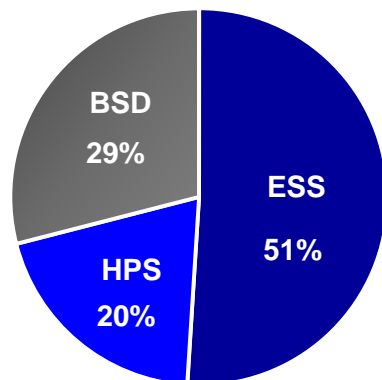


Disciplined Execution

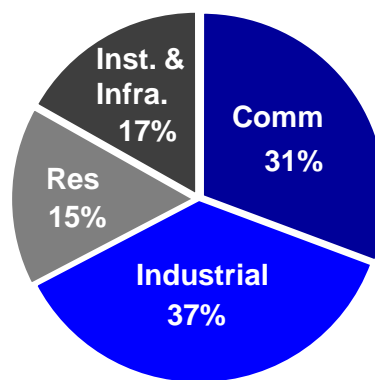
- Diversified, Balanced Portfolio
- Aligned To Key Global Macro Trends
- Organic Growth Outpacing Global GDP By ~1.5x
- Accelerating Margin Expansion*
- Strong Momentum, Winning In The Market

* Margin Rate '13E Excluding Intermec: 14.6-14.8%

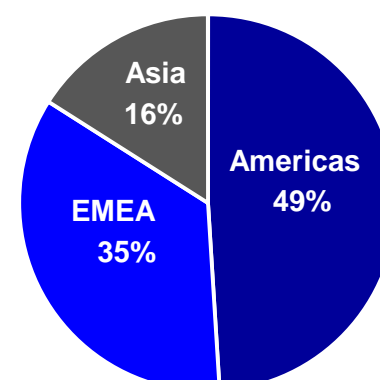
Business Model



Sector Mix



Geographic Mix

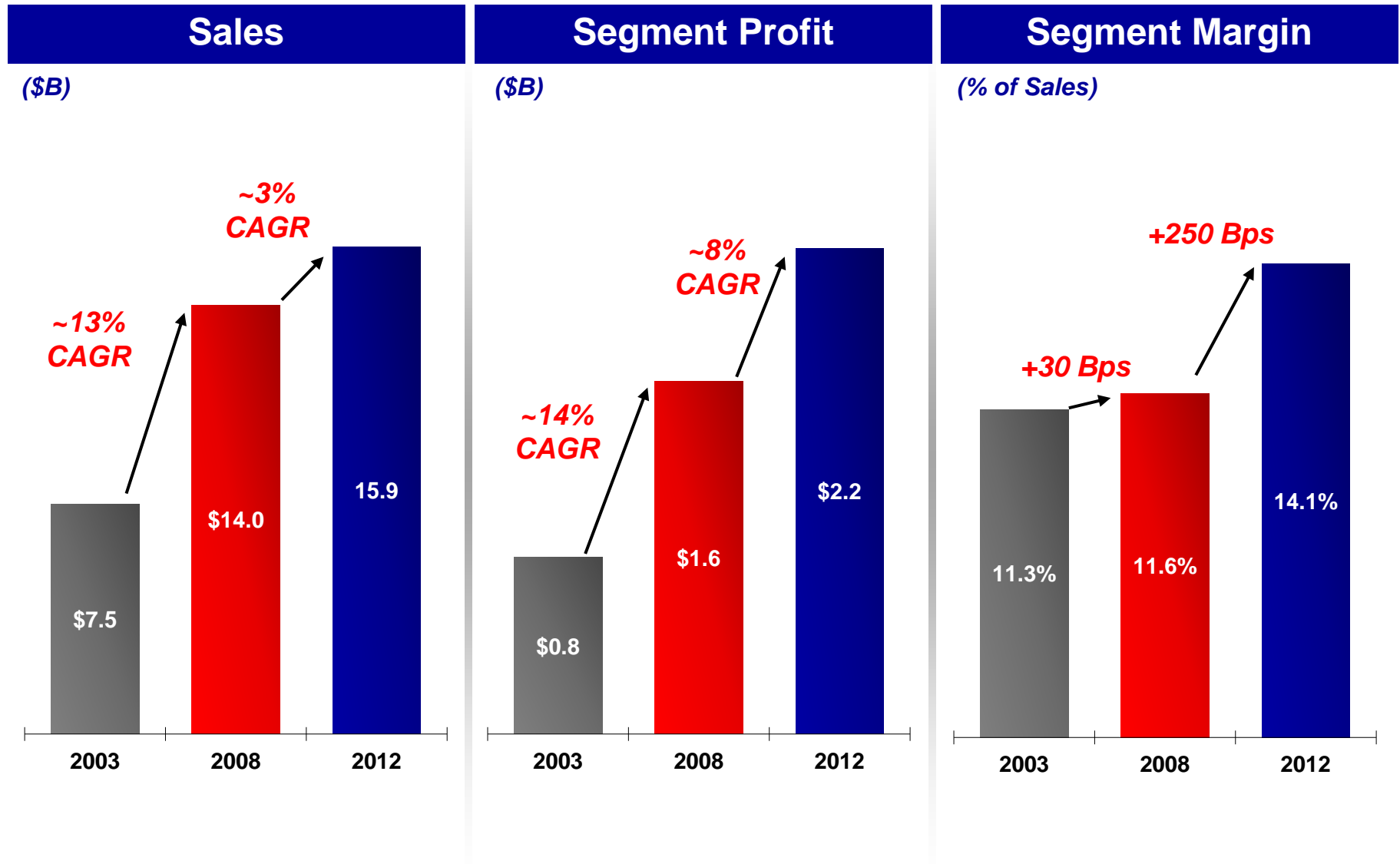


Note: 2012 Sales

Strength And Breadth Of Portfolio Unmatched

ACS Track Record

Honeywell



Operational Execution Accelerating Margin Expansion

ACS Business Models

Honeywell

ESS ~50%



***Energy, Safety
& Security***

HPS ~20%



***Honeywell
Process Solutions***

BSD ~30%



***Building Solutions &
Distribution***

Growing Faster Than Served Markets, Continued Margin Expansion Runway

- Multi-Brand / Multi-Channel Product Businesses
- Large Installed Base
- Highly Defensible Positions
- Common Technology: Sensors, Wireless, Controls
- Integrated Supply Chain Excellence
- NPI, Geographic Expansion, Big Wins Drive Growth Above GDP

- End-to-End Technology And Solutions Provider – Project Execution, Service, Products
- Highly Defensible Position
- ACS Channel To The Industrial Market – Security, Fire, HVAC, PPE, Sensors, Gas Detection, Scanning & Mobility
- **Strong UOP Partnership**
- Well Positioned In Gas

Honeywell Building Solutions

- End-to-End Solutions Provider And Channel to Market
- >50% ROI
- Pull Through Of ~\$200M ESS Products

Distribution – ADI

- Preeminent Security, Fire Distributor
- Pull Through Of ~\$800M ESS Products
- 185 Global Branches

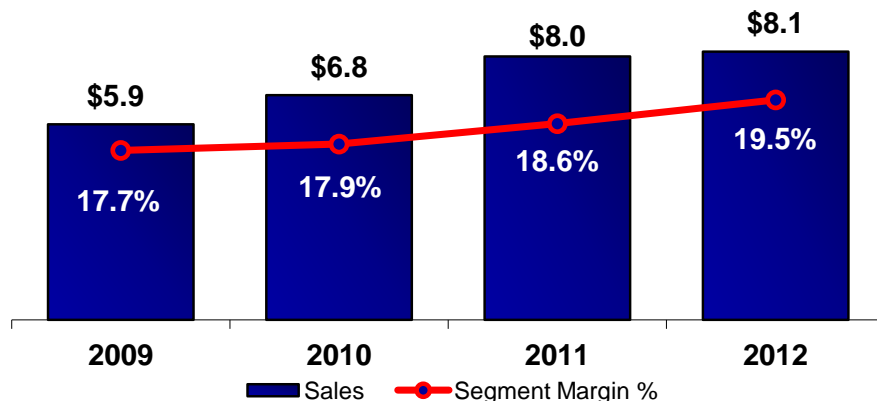
Preeminent Businesses

Energy Safety & Security (ESS)

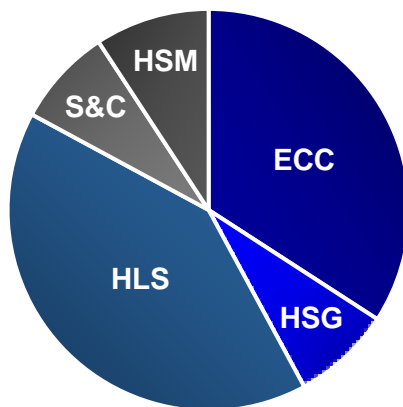
Honeywell

Financials

(\$B)



Businesses



Note: 2012 Sales

Accelerating Markets

- Resi/Comm'l/Industrial Markets Yet To Fully Recover
- Globalization → HGR Opportunity
- Using Technology To Invent New Markets

Maintaining Strong Win Rates

- Launched >500 New Products 2012
- Share Gains In All Businesses
- Differentiating With Technology

Critical Mass On Key Enablers

- HOS – Improving Quality, Delivery, Inventory And Cost
- FT/ERP – Improved Information At Lower Cost
- VPD™ – NPI Scale & Speed

Expanding Attractive Adjacencies

- Scanning & Mobility
- Intelligent Building Controls
- Safety Products
- Gas Detection
- Wiring Devices

Leading Positions With Room To Run

ESS: Great Positions In Good Industries

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Segment	Position	Market Drivers
Home Comfort Controls	1	Energy Savings, Productivity, Connectivity
Building Controls	1	Energy Efficiency, Emissions Legislation, Safety
Residential Combustion	1	Energy Savings, Comfort, IAQ
Security	1	Security, Productivity, New Technology Adoption
Fire Systems	1	Safety, Codes And Regulations, Comm. Construction
Personal Protective Equipment	1	Safety, Codes And Regulations, Cost Of Incidents
Gas Detection	1	Safety, Codes And Regulations, Industrial Production
AIDC – Scanning And Mobility	2	Productivity, Security, New Technology Evolution
Sensing	3	Safety, Construction, Productivity, Healthcare

Growing Leadership Positions

Building Our Great Positions With ESS

Honeywell

Innovation: 500+ New Product Introductions

- First Wifi-Based Thermostats
- Connected Home Offerings: LYNX 5100, Tuxedo Touch
- Industry's First 4G Communicators
- 60 New Safety Products
- New Class of Enterprise Hybrid Devices: Dolphin 70e Black; First High-performance Hybrid In-counter Scanner – Stratos 2700



New Acquisitions

- Saia-Burgess Controls
- INNCOM
- Intermec (Pending)

saia-burgess

INNCOM

Customer Wins

- Hyundai Eng. & Construction, Korea
- HON Safety Products: Shell, CB&I, Sino-Grain China
- Great Partnership With HON Aerospace
- SJM Casinos, Macau
- United States Postal Service



Innovation Fueling ACS Growth

Honeywell

**NEW
PRODUCTS =**

growth and profitability

Residential Water Heater Gas Valve: From Nothing To Leading Position

Honeywell

Invented A New Market

- From \$0 To ~\$100M In Five Years
- Differentiated Offering Based On Strong IP portfolio
- Unmet Customer Needs – Performance, Perception & Differentiation
- Portfolio For Complete Range Of Water Heater Applications
- Negotiated Long-Term Contracts With OEMs To Grow the Business

HON's Self-Powered Gas Valve Harvests Energy From Water Heater's Pilot Flame To Fuel Electronics

- *Marked Notable Improvement In Appliance Performance Through Precise Temperature Control*
- *Superior Aesthetics, Accessibility And Diagnostics Generated Positive Consumer Reaction*

A Significant Sales Generator

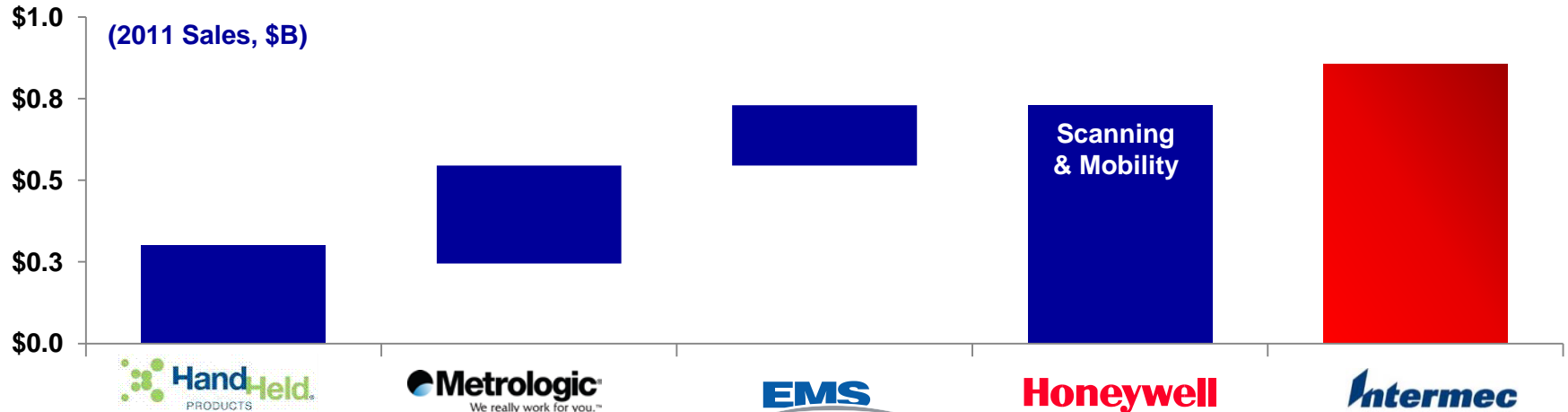
- From Less Than 5% Of Industry Demand To Become The Leading Supplier
- Sales CAGR Of 67% With Flat To Down Industry Demand
- Proprietary Honeywell mVolt Technology



Building Scale In Scanning & Mobility

Honeywell

From No Presence In 2007 To Leading Position Today



Why We Like AIDC

- \$15B Segment With Strong Growth
- Synergistic Technologies And Products – Mobility, Scanning And Software
- Expansive Network Allows For Solid Growth In Multi-Channel Model
- Strong Presence In Complementary Verticals To ACS SBUs (e.g. Healthcare, Transportation And Logistics)

Our Progress

- From \$0 To \$1.5B Player, #2 In Industry
- Not Just Smart Acquisitions... Great Organic Growth, New Products And Customer Wins
 - 39 Products In 2012 And Growing; Intermec Will Help Expand New Product Cycle
 - Great Customer Wins And Competitive Takeaways: UPS, Starbucks, Deutsche Post

Great Position In Growing B2B Mobility Industry

Why We Like Intermec

Honeywell

Honeywell



Scale In Mobility

Intermec



~300

Strength Of Channel

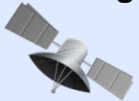
~3,000

Product Lines & Technology

Addressed Industries & Customer Relationships

Global Presence

Global Tracking



Portable Scanning



Fixed Scanning



Printing



RFID



Transportation & Logistics



In-store Retail



Healthcare



Store Delivery



Gov



Russia



India



China



Mid-East



Mexico



Brazil



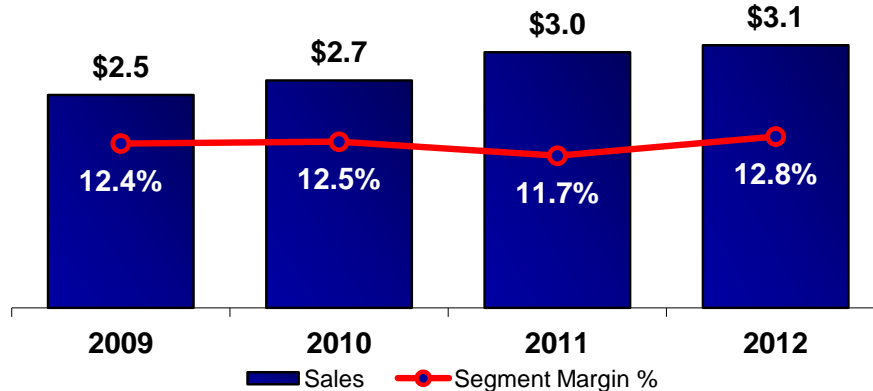
Great Core Business; Complementary Areas Offer Opportunity

Process Solutions (HPS)

Honeywell

Financials

(\$B)



Accelerating Markets

- Global Demand For Oil & Gas, Natural Resources
- Globalization → HGR Opportunity
- Double-digit Growth Adv. Solutions

Maintaining Strong Win Rates

- World's Largest Installed Base
- Differentiating With Safety, Security And Efficiency Integration

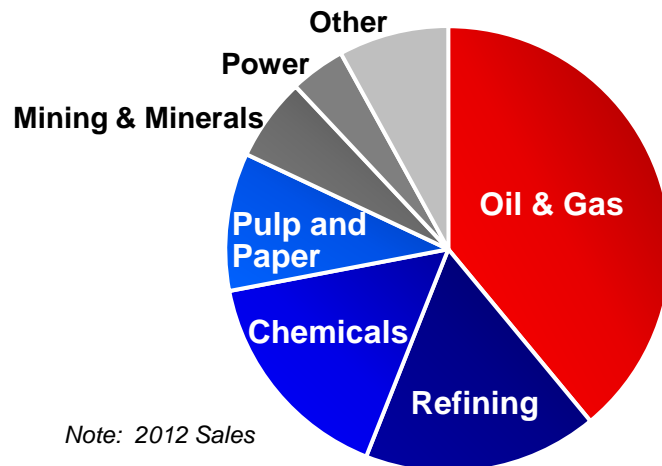
Improving Business Performance

- Restructured To Better Align To Global Growth
- Backlog Margin Improving

Expanding Profitable Offerings

- Oil & Gas Instruments
- Lifecycle Services
- Asset Optimization
- Wireless

End Markets



Note: 2012 Sales

Lifecycle Platform With Growth And Margin Runway

Building Our Great Positions With HPS

Honeywell

Innovation

- Experion PKS Orion
- Strong Traction With PlantCruise (East-for-East Solution)
- Smartline Pressure Transmitter
- Intuition Executive Enterprise Management Software

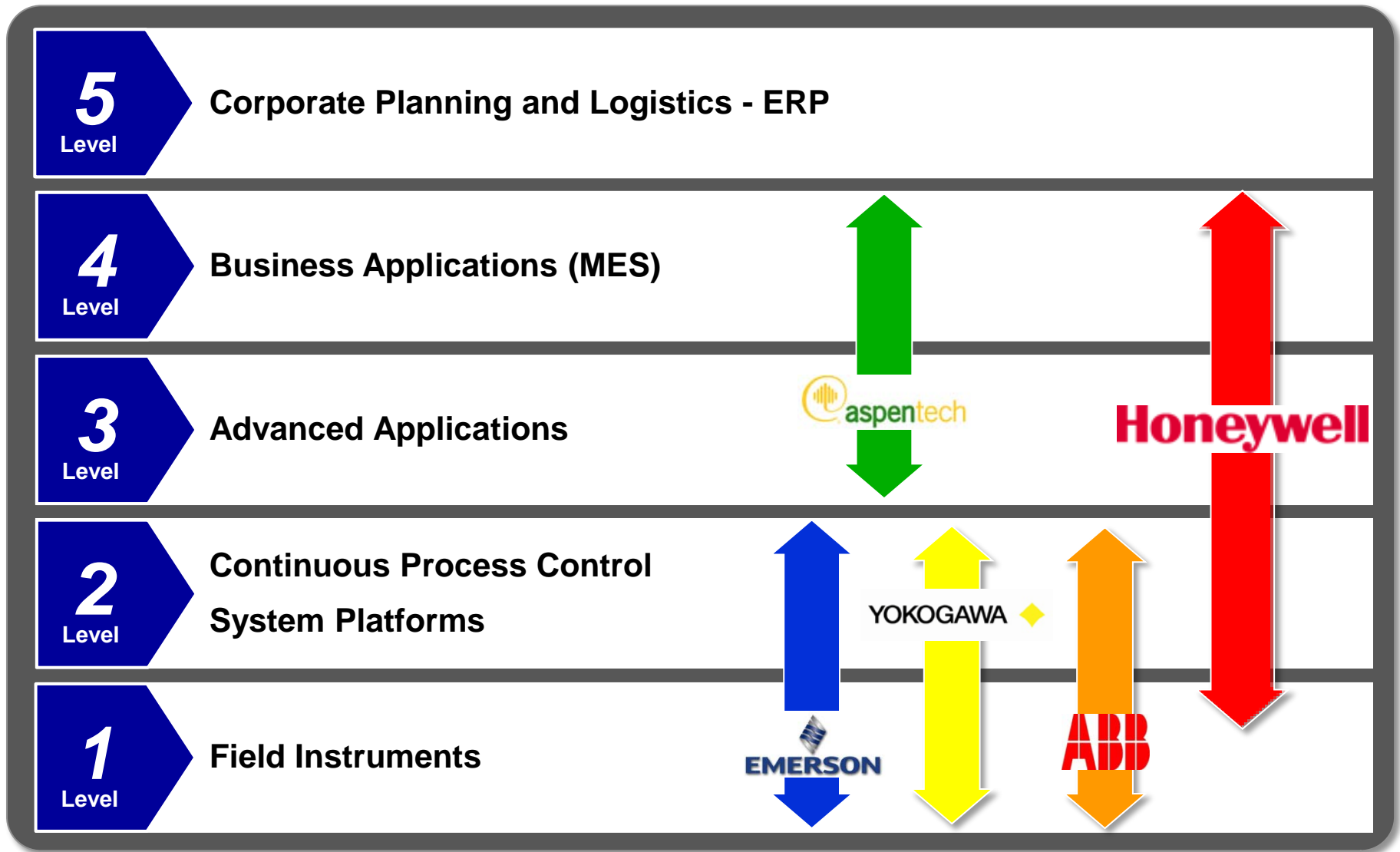
Customer Wins

- \$700M+ Orders From Strategic And Emerging Geographies
- Jazan Refinery, Saudi Arabia, \$50M
- Qafco, Abu Dhabi, \$40M
- Borouge 3, Dubai, \$40M



Integrated Process Solutions Offering

Honeywell



Unique End-to-End Technology And Solution Capability

High Growth Region Process Control

Honeywell

PlantCruise By Experion – Low Cost Distributed Control System



- Initiated By China, Using Local And Global R&D And Marketing Expertise
- Ideation To Product In Half The Time
- Global Roll-Out: China, India, SE Asia, Brazil & Russia
- Penetration Through New Channels
- 2X Margin Rate Of Previous Offerings



China



India



Global

\$100M HPS Opportunity In Underserved Market

Industrial Channel: Our Unique Position

Honeywell

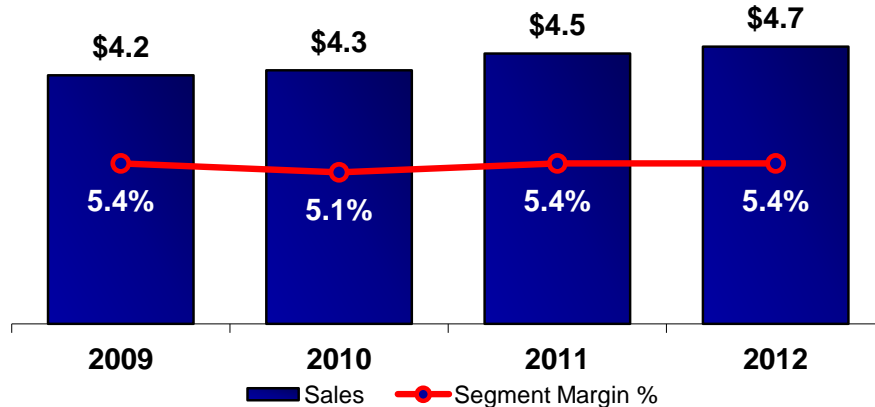


Building Solutions & Distribution (BSD)

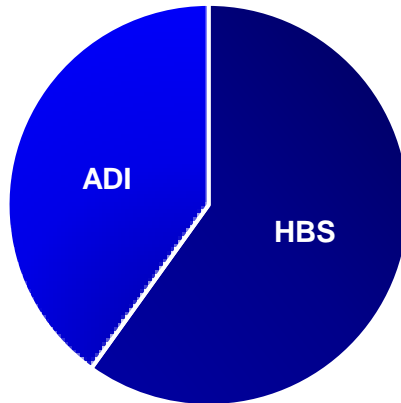
Honeywell

Financials

(\$B)



Businesses



Note: 2012 Sales

Accelerating Markets

- Energy Efficiency Retrofit / Smart Grid
- Security And IT Convergence
- Globalization → HGR Opportunity

Maintaining Strong Win Rates

- Huge Installed Base
- Critical Infrastructure Protection
- Differentiating With Energy Efficiency And Automated Demand Response

Improving Business Performance

- Restructured To Better Align To Global Growth
- Service + Solutions Growth
- \$1B of ESS Product Pull-through

Expanding Profitable Offerings

- Attune Advisory Services
- Energy Management Dashboard
- Mini-BMS (East-For-East)

Leading Direct Channel Positions Drives More ESS Sales

Building Our Great Positions With BSD

Honeywell

Innovation

- **Software As A Service**
 - Attune™ Advisory Services
- **Demand Response Technology**
 - New Connected Thermostats And Updates To Akuacom Software
- **Digital Video Manager**
- **Energized Focus On Global E-Commerce**



Customer Wins

- **\$500M+ In Energy Savings Performance Contracts**
- **Largest Energy Program With Dept. Of Defense:** Tinker Air Force Base, OK, \$80M
- **City Of Wilmington, DE, \$35M**
- **Eastern Goldfields Regional Prison, Australia**
- **\$250M In Critical Infrastructure Orders**
 - La Grande Mosque, Al Hosn Gas, Shah Gas, ESKOM, Chenani Nashri Tunnel, Sydney Airport, Ningbo Subway Line2, Petrobras



Security: Critical Infrastructure Protection

Honeywell

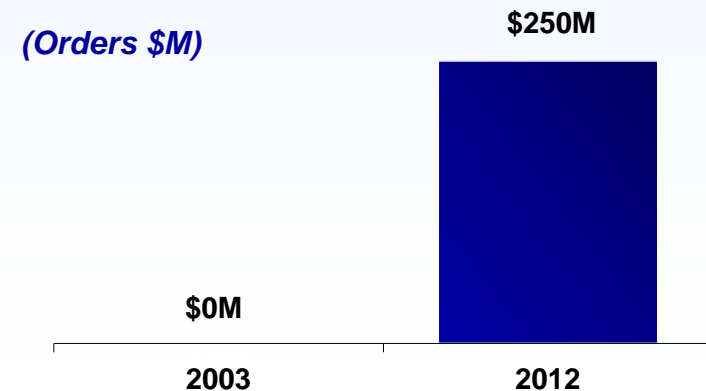
Market Drivers

- Terrorism And Civil Unrest
- Regulatory Pressure
- Challenging Deployment Timelines; Complexity



Honeywell Differentiators

- Domain And Vertical Market Expertise
 - Industrial, Government Institutions, Public Events
- Leadership In Key Technologies
- Strong Integration And Project Management Capabilities
- Synergies With Fire, Gas, Safety, Building, And Process Controls



From Nothing In 2003 To \$250M In 2012

- **Great Positions In Good Industries**
- **Commercial Excellence / Growth Mindset**
- **Innovation Through Technology And NPI**
- **Globalization And High Growth Region Expansion**
- **Leverage Core Process Initiatives To Drive Margin Expansion**
- **Continue To Grow Through Strategic Acquisitions**

Consistent Strategy And Execution

Commercial Excellence

Honeywell

Pricing

- Value
- Transactional
- Pass-Through



Strategic Marketing

- Market Sizing
- Customer Segmentation And Targeting
- New Product Development
- Value Equation Calculation



Sales Compensation

- Target Setting
- Incentive Plan Alignment
- Business/Customer Profitability



Commercial Training

- Core Curriculum
- Marketing Excellence Masters
- Direct And Channel Sales Training



Communication

- Return On Marketing Investment
- Marketing Automation & Demand Generation

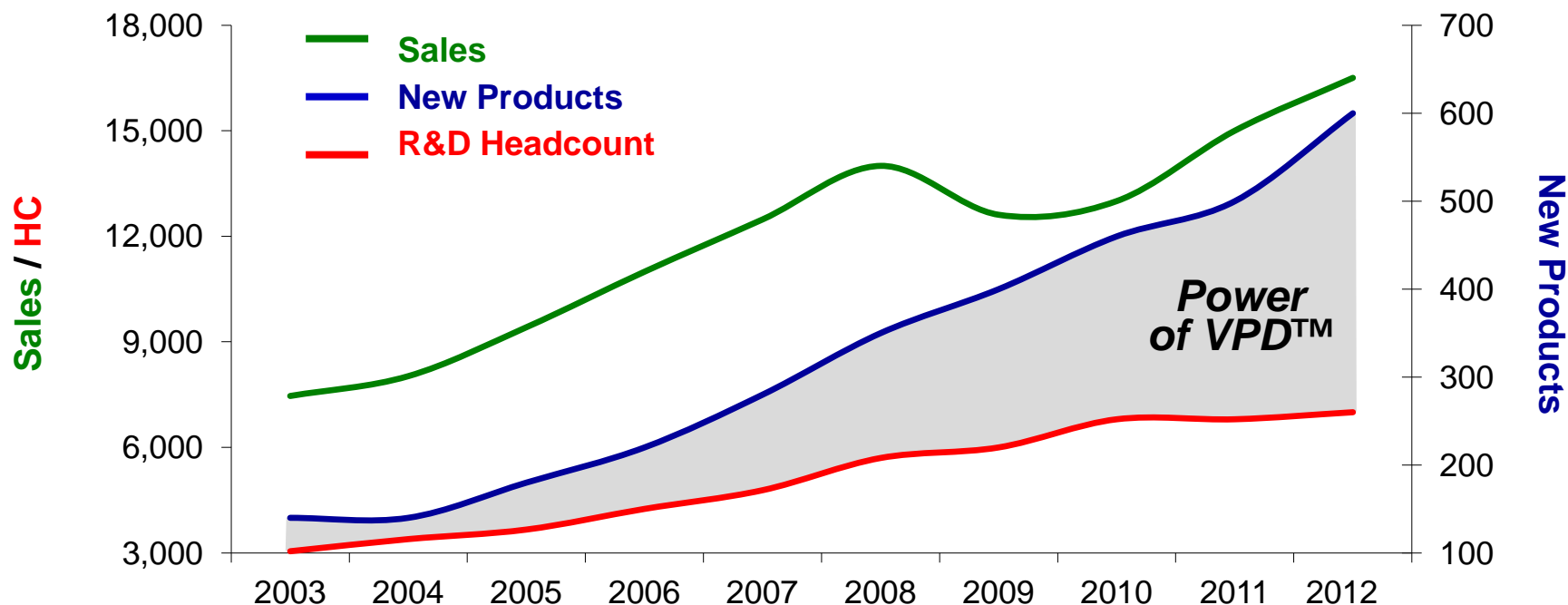


A Well Defined Set Of Processes

Innovation: Lifeblood For ACS Growth

Honeywell

New Products - #1 Driver Of Honeywell Growth And Profitability



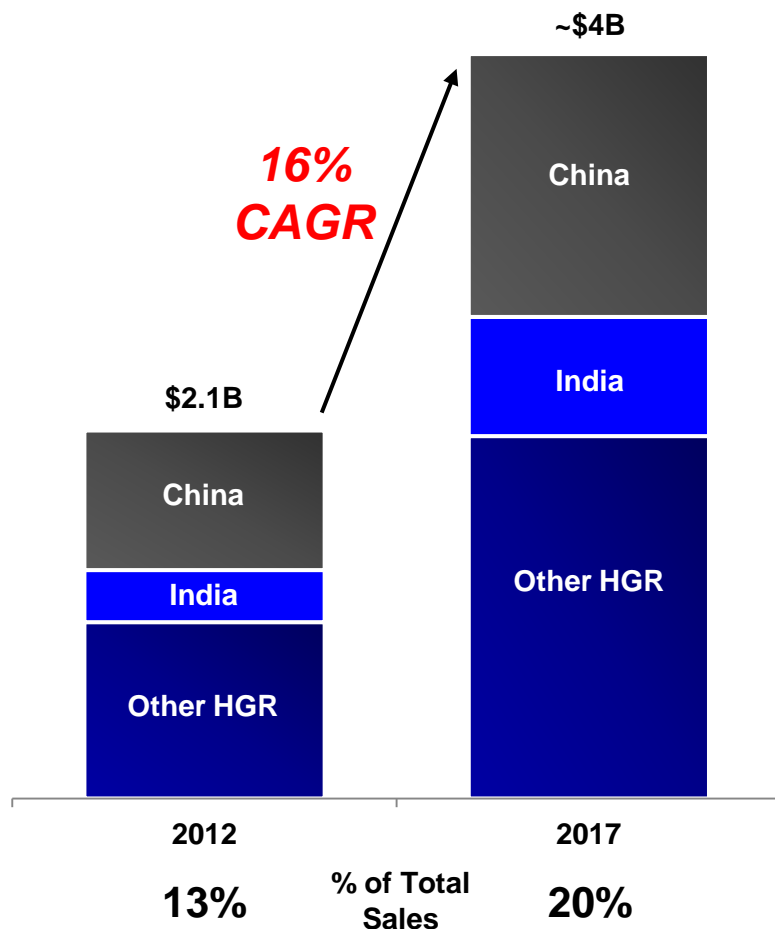
- R&D Investment Up 90%
- Cycle Times Reduced 40%
- Resources Up 125%
- NPI Up ~3X

Accelerating Scale And Speed Of New Product Introductions

ACS Accelerating High Growth Regions

Honeywell

Primary HGR Sales



Key Initiatives

- Significant Investment In East-For-East And East-To-West New Products
- Recruiting Top Tier Sales, Marketing And Management Talent
- Increasing Local Channels And Partners

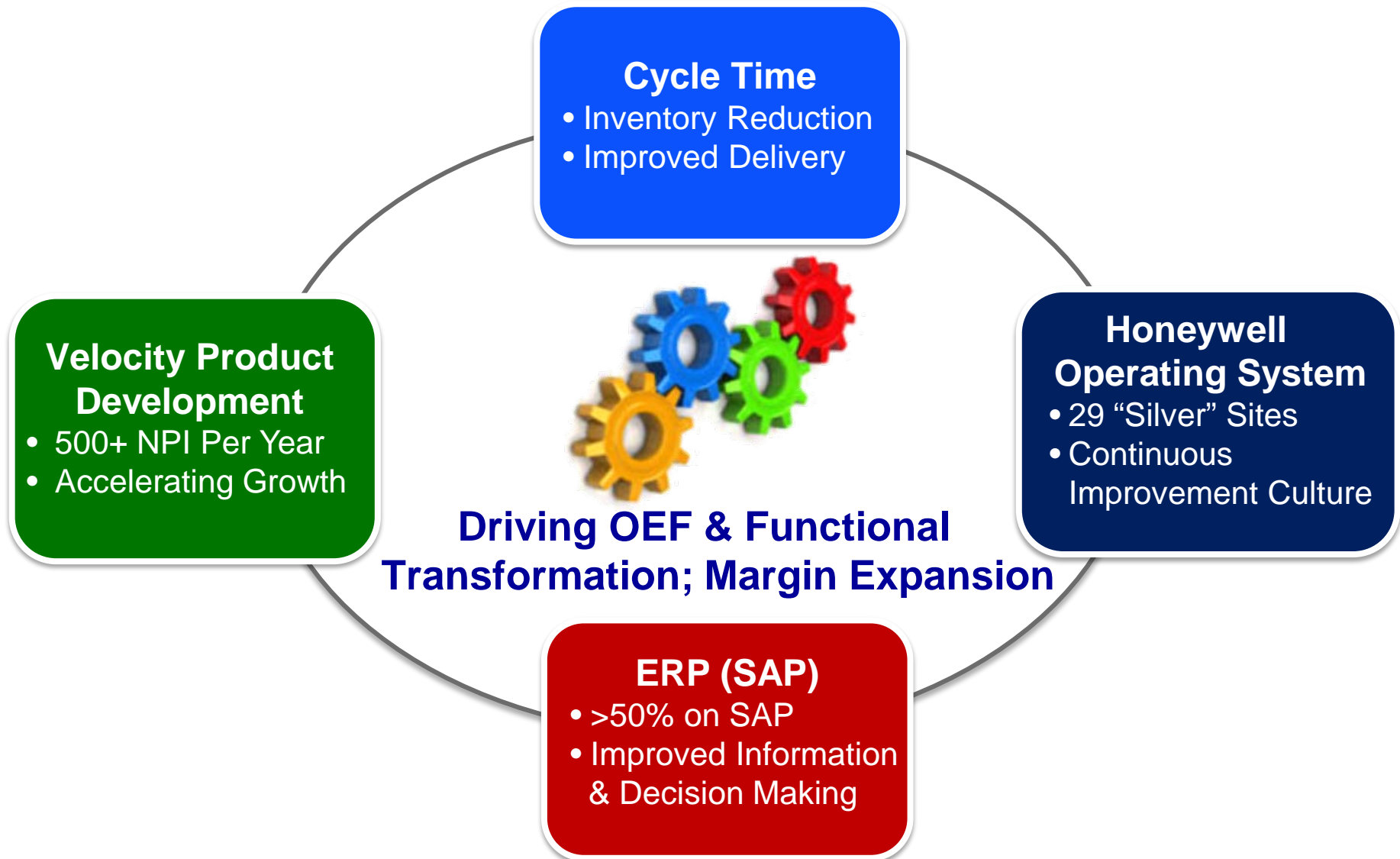
Highlights

- 16% Sales Growth In Primary High Growth Regions, Including China/India
- 17% Sales Growth In “Next 7” HGR
- 42% Of Total Growth By 2017 Coming From HGR

Local Organizations Leveraging Honeywell's Global Scale

Great Progress On Enablers & Initiatives

Honeywell

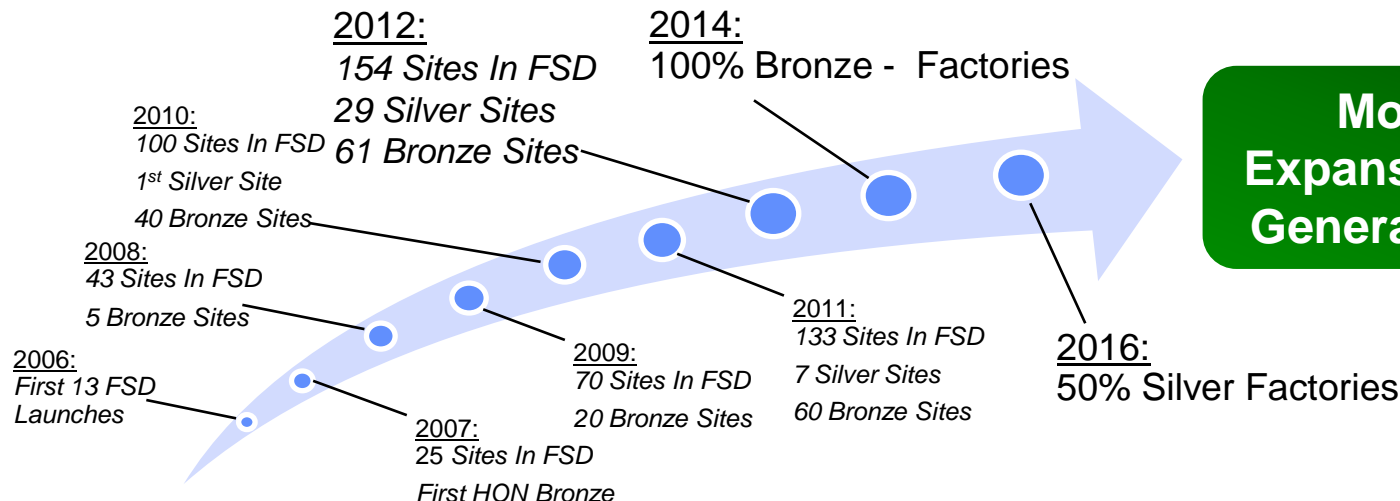


Deploying The Right Resources At The Right Time

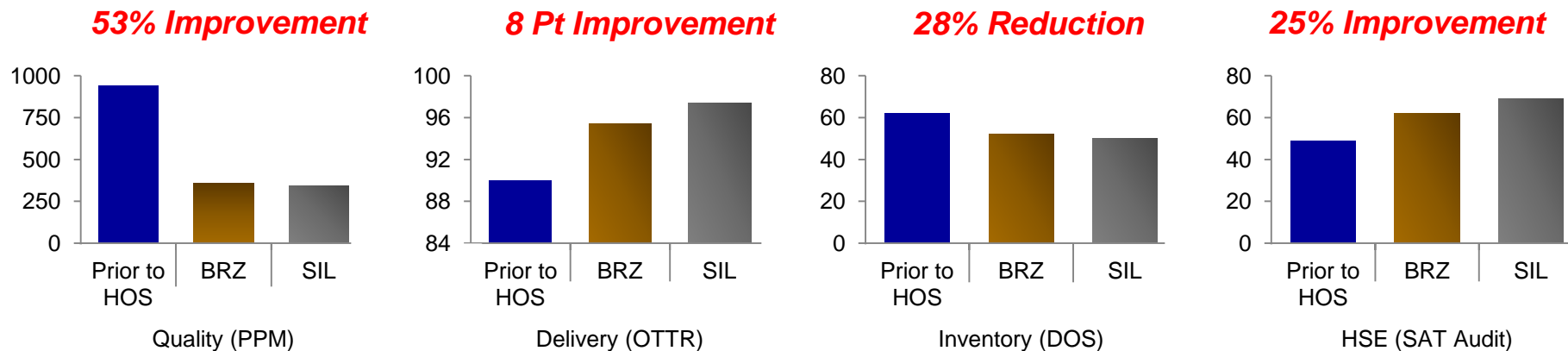
Honeywell Operating System Evolution

Honeywell

ACS HOS Deployment Evolution



HOS Launch To Silver Results









HOS Ingrained In Culture; Accelerating Rate Of Improvement












Growth Driver: Acquisitions

Honeywell

Enhanced Core

	Acquisitions	Position Before	Position Today	EV/EBITDA Headline	EV/EBITDA Expectation
Building Controls	  	#1	#1	~12x	~5x
Energy/ Smart Grid	  	New Market	#1	~15x	~2x

New Adjacencies

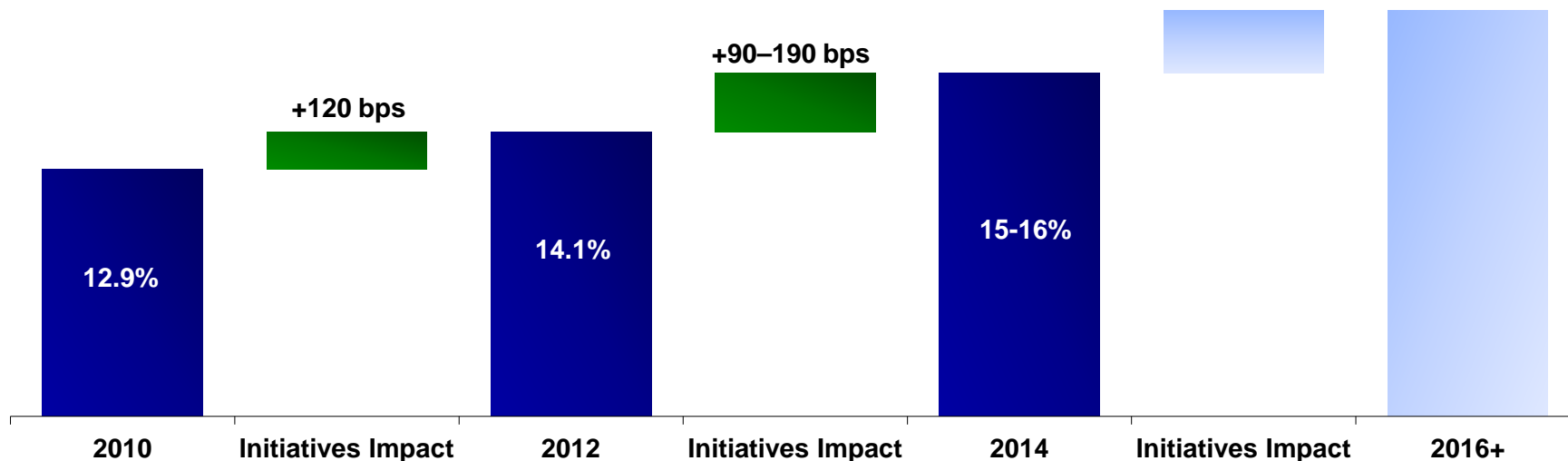
Personal Protection	  	None	#1	~11x	~6x
Gas Detection	 	None	#1	~12x	~4x
Industrial Combustion	 	None	#2	~7x	~5x
AIDC	   	None	#2	~13x	~5x

Building Great Positions In \$50B High Growth Industries

Margin Expansion

Honeywell

(Segment Margin, bps)



Sales Growth Faster Than Industry

- New Product Introductions
- Inventing New Markets
- Focus On High Growth Regions
- Major Program Wins
- Expanded Product Pull-through With Installed Base

Margin Growth Faster Than Industry

- Volume Leverage
- HOS Maturity
- Acquisition Integration
- Commercial Excellence
- Functional Transformation / ERP

Continued Use Of HON Playbook For Margin Expansion

ACS: Evolving And Executing

- **Diversified, Balanced Portfolio**
- **Aligned To Key Global Macro Trends**
- **Organic Growth Outpacing Global GDP By ~1.5x**
- **Accelerating Margin Rate Expansion**
- **Strong Momentum, Winning In The Market**

Significant Growth And Margin Runway

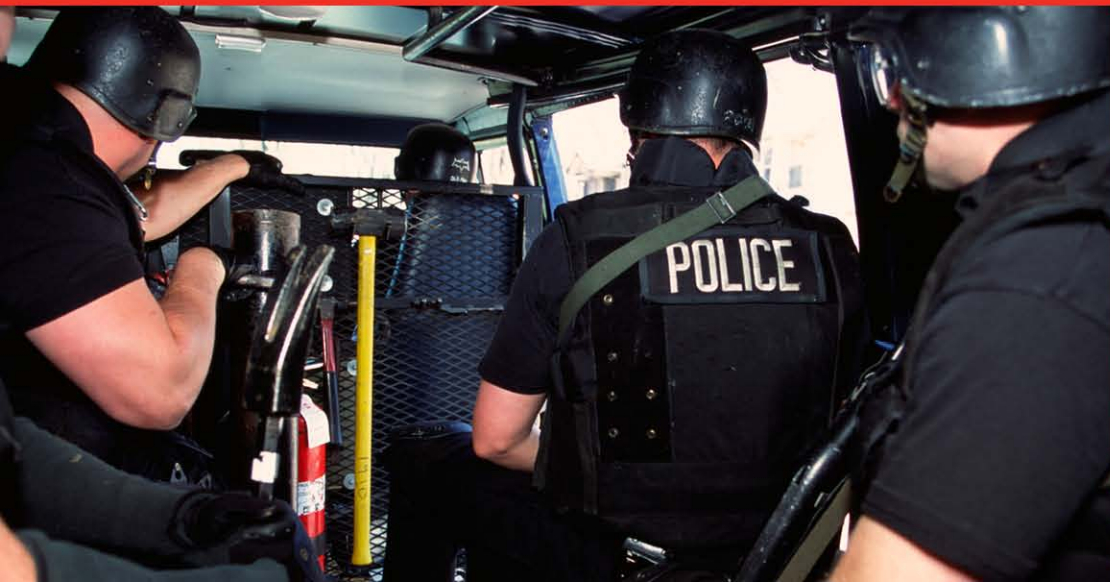


PERFORMANCE MATERIALS AND TECHNOLOGIES

ANDREAS C. KRAMVIS

PRESIDENT AND CEO

Honeywell



- **Transformed Business Will Sustain Growth**
- **Secured Customer Orders And New Opportunities Driving Investment**
- **Honeywell Initiatives Delivering Results**
- **Growth Opportunities Across Entire Portfolio**
- **New Product Pipeline Creating New Markets**

Record Results, Stage Set For More Growth

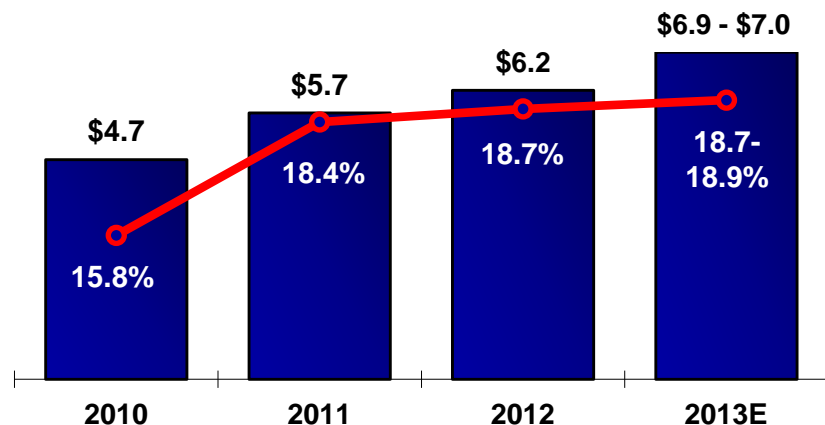
Performance Materials And Technologies

Honeywell

Financials

(\$B)

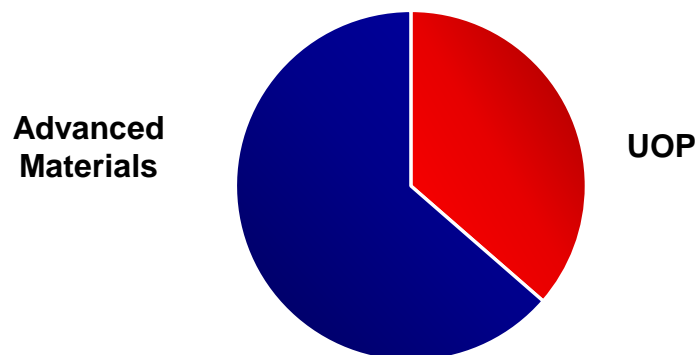
■ Sales ● Segment Margin %



2012 Highlights

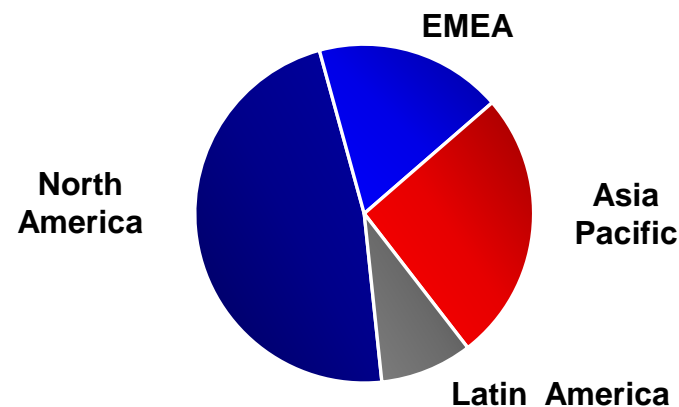
- Record Results For Sales, Profit, Segment Margin, Cash Flow
- Record Backlog Across PMT
- Game-Changing Technologies, Penetrating New Markets
- Expanded Global Presence
- Thomas Russell Acquisition

Business Units



Note: 2012 Sales

Geographic Mix



2012 Another Record Year

A Different Business Today

Honeywell

Reshaped The Portfolio

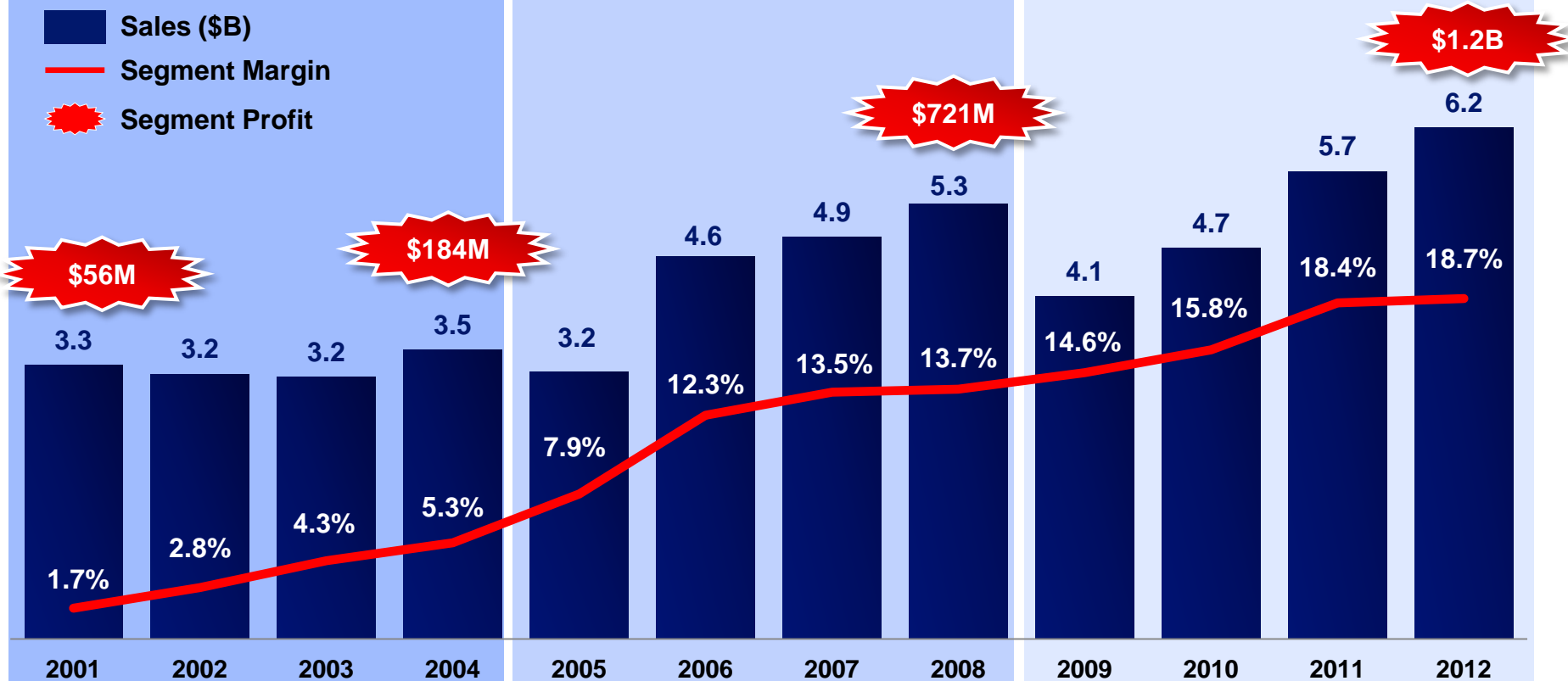
- Exited 11 Businesses
- Reduced Exposure To Volatile Raw Materials

Built The Foundation

- Stabilized The Business
- Acquired UOP

Delivered Results

- World-Class Operating Model
- Broadened Markets
- New Technologies / Products

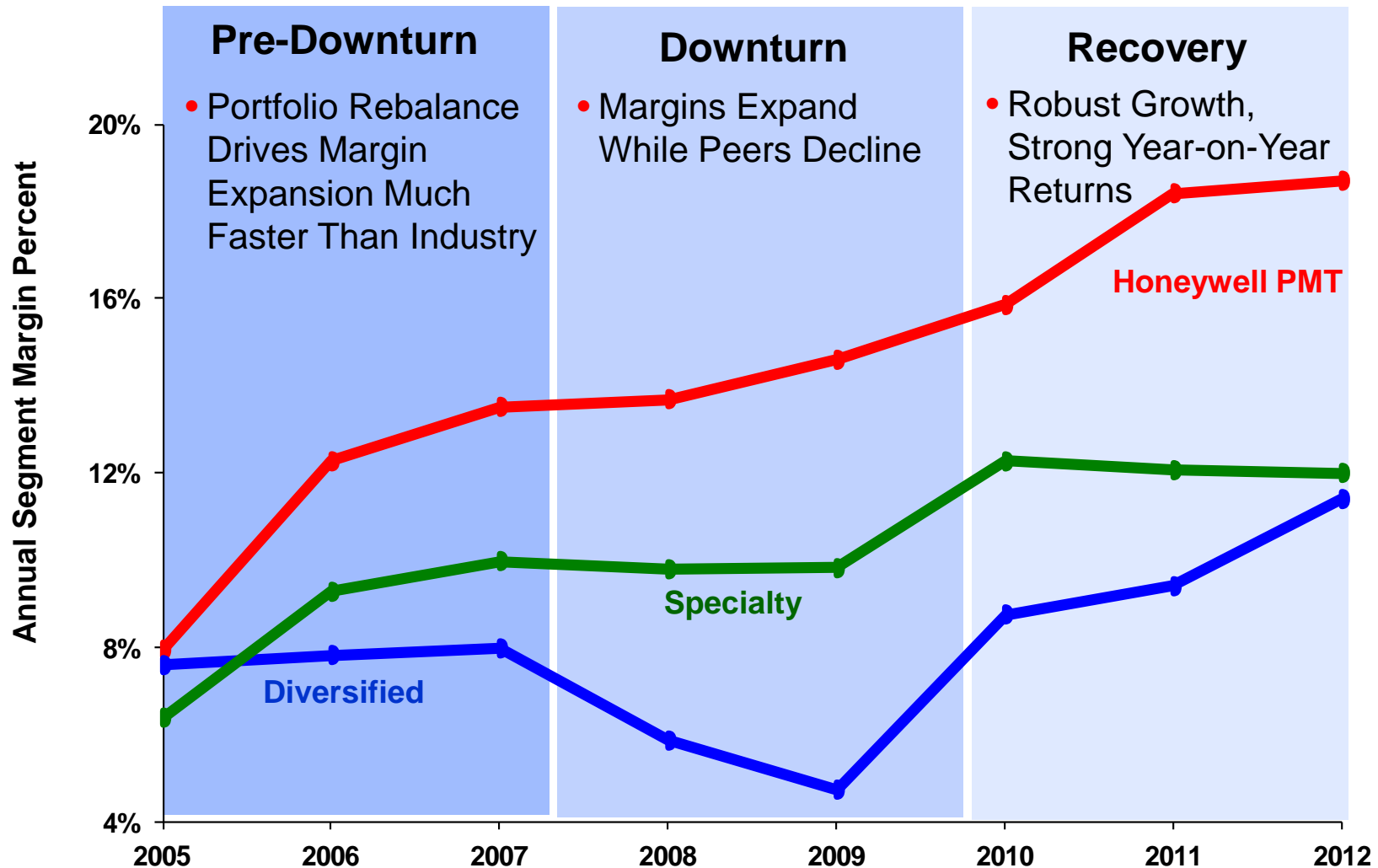


Robust Platform For Future Growth

Differentiated Performance vs. Industry

Honeywell

PMT Outperforms In Downturn And Recovery



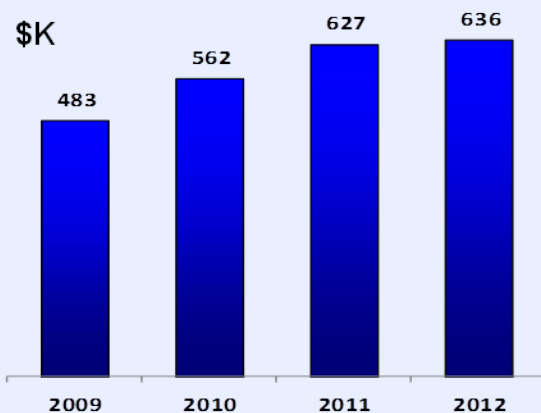
Proven Track Record Of Margin Expansion

Key Metrics

Honeywell

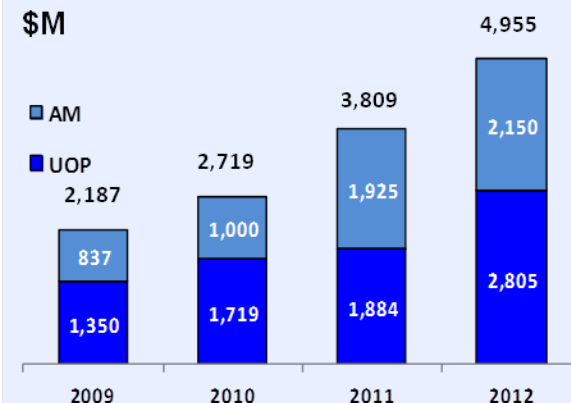
Sales/Employee

Increasing Leverage Per Employee



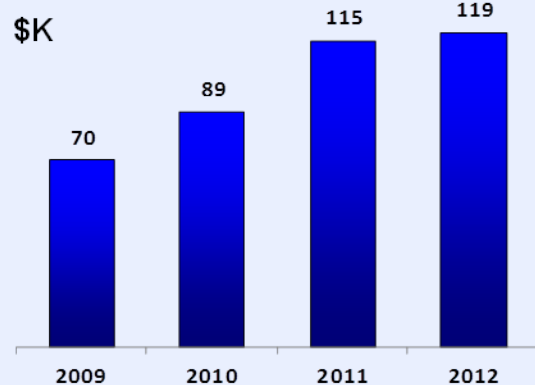
Orders/Backlog

Robust Order Book; Continuing To Grow



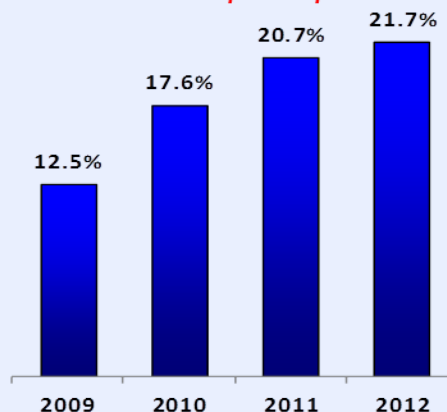
Seg Profit/Employee

Growing Income Faster Than Census



ROI*

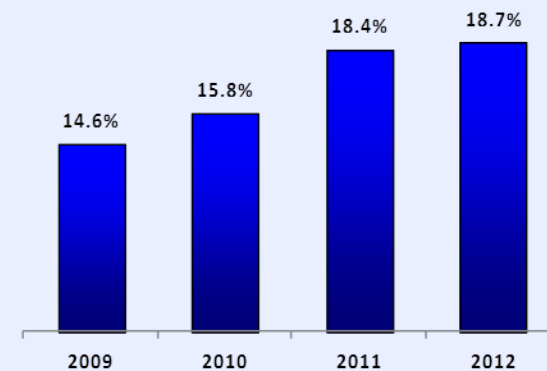
*Increasing Working Capital Turns;
Smart Capital Spend*



* Internal Measure

Segment Margin

+410 bps Margin; Continuing To Improve



Strong Value Creation

Enduring Strategies Generating Growth

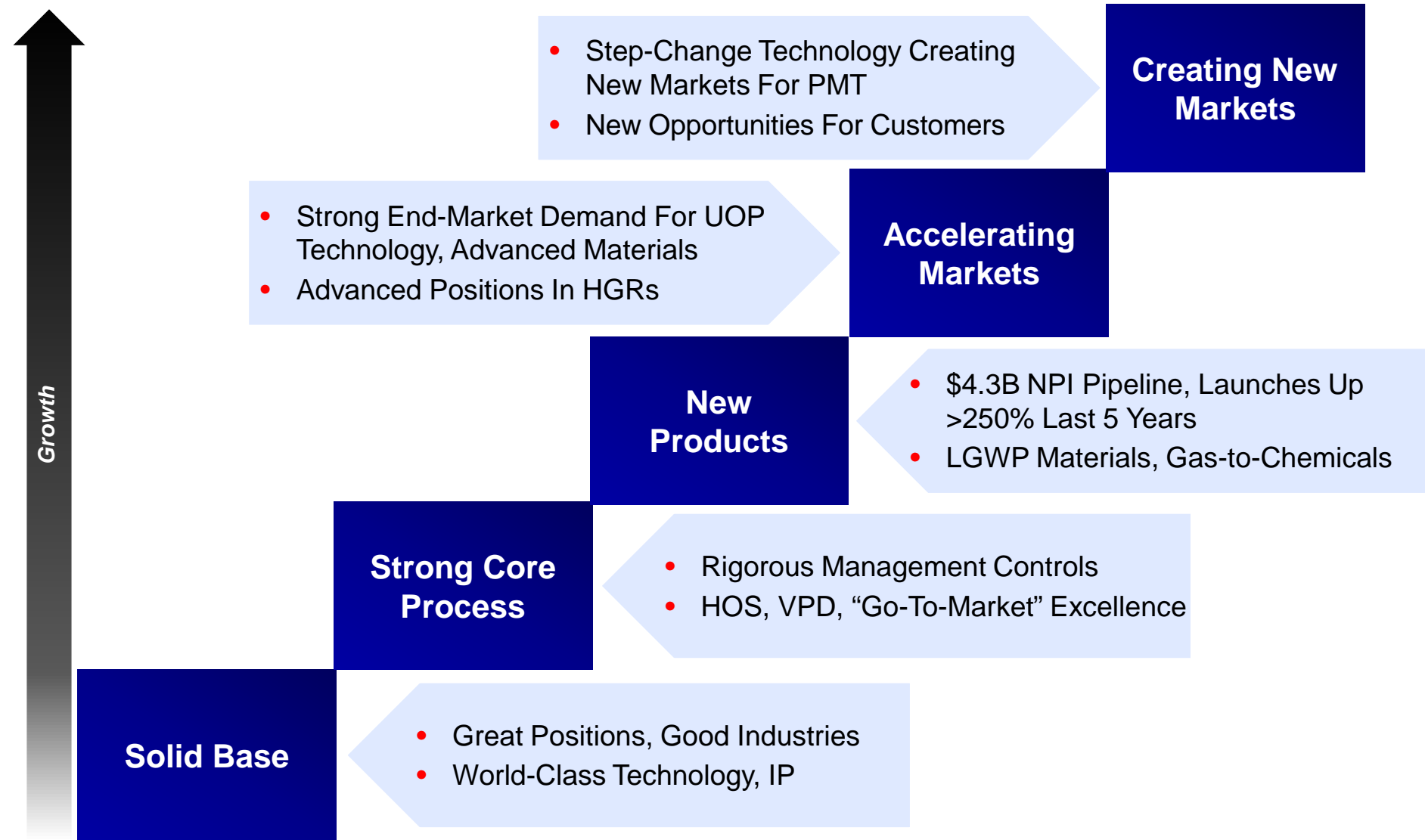
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Proven Business Model Drives Growth

PMT Growth Levers



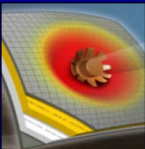

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Future Growth Secured

PMT Positioned To Sustain Robust Growth

Honeywell

Business	Incremental Opportunity	Key Growth Drivers
 UOP	~\$1.3B	<ul style="list-style-type: none"> Record \$2.8B Backlog, Strong NPI Pipeline Strong Demand, Driven By HGRs Broader Product Offerings: Equipment, Service
 Fluorine Products	~\$0.7B	<ul style="list-style-type: none"> New Environmentally Friendlier Materials (HFOs) For Diverse Market Segments Entering Large, New Markets
 Specialty Products	~\$0.3B	<ul style="list-style-type: none"> Strong NPI Pipeline, Step-Change Products Strong Technology Position In Attractive markets
 Resins & Chemicals	~\$0.3B	<ul style="list-style-type: none"> Upgrading Product Mix To Capture Higher Margins Incremental Capacity Increases

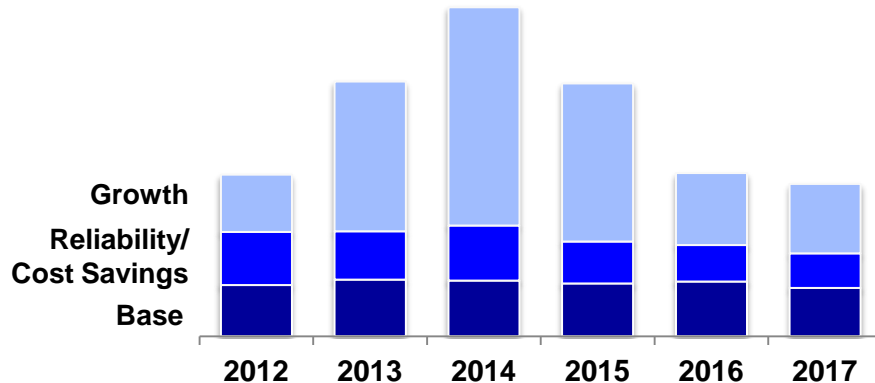
Substantial Incremental Growth

Customer Orders Driving Investment

Honeywell

Investing To Support Growth

CapEx



- **New Plants And Additional Capacity**
- **Debottlenecking For Incremental Gains**
- **Further Improving Reliability**
- **Leveraging Honeywell Operating System**

Business Unit	Major Projects	Customer Orders	Process Technology Know-How
UOP	Refining Catalysts	✓	✓
	Petrochem Catalysts	✓	✓
	Adsorbents Expansion	✓	✓
Fluorine Products	LGWP Materials	✓	✓
Resins and Chemicals	Caprolactam Quality & Yield	✓	✓
Specialty Products	Capacity Expansions	✓	✓

Expanded Capacity In Line With Orders

Why UOP Growth Continues

Honeywell

Accelerating Markets

- Increasing Demand For Refining/Petrochemicals, Natural Gas Processing
- On The Ground In All HGRs That Are Driving Growth

Maintaining Strong Win Rates

- Recognized Technology Leader With Innovative Solutions
- Compelling Value Propositions To Deliver Customer Benefit
- Adding Sales And Support Closer To Customers

Expanded Scope Of Offerings

- Broadened Offerings To Capture More Value
- Equipment, Services, Front-End Engineering Design
- New Breakthrough Technologies Across The Entire Oil/Gas Chain

Installed Base Expanding

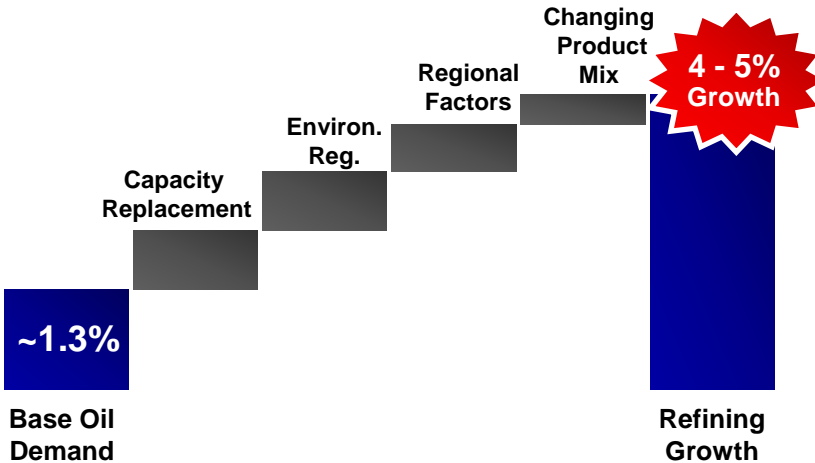
- UOP Technology Operating In Every Refinery In The World
- Growing Demand For Catalyst Reloads And Retrofits

Continued Double-Digit Growth, Strong Margins

Refining Sector Growth Drivers

Honeywell

Refining Opportunity



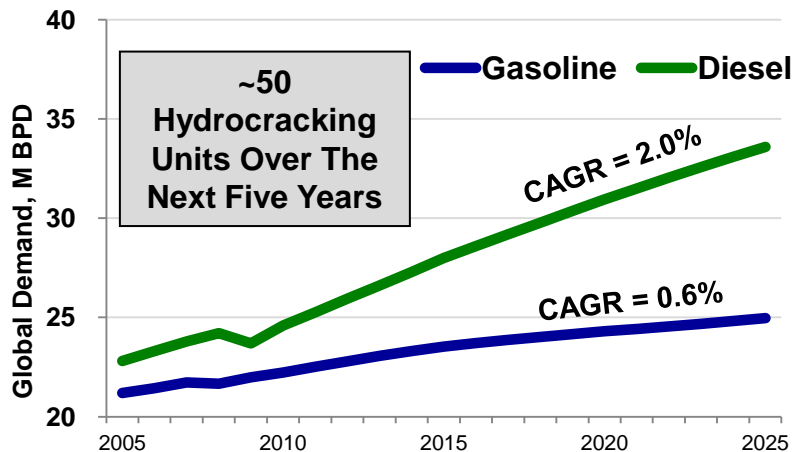
Accelerating Markets

- Refining Demand > Oil Demand
- Additional 9M Barrels/Day By 2017, Equivalent Of 36 New Refineries

Maintaining Strong Win Rates

- Technology To Drive More Yield With Lower Costs
- Proven Return On Capital

Fuel Mix Shifting To Diesel



Expanded Scope Of Offerings

- Broader Equipment And Services Solutions
- New, Higher Performing Catalysts

Installed Base Expanding

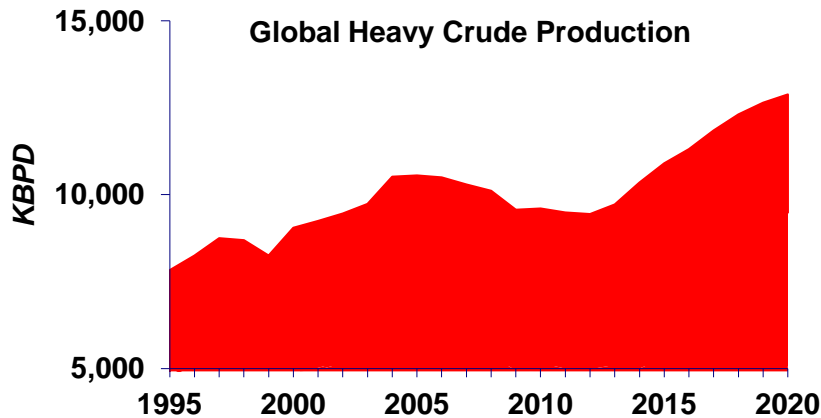
- Growing Opportunities For Revamps, Catalysts To Upgrade, Improve Performance

Essential Technology, Great Position

Heavier Crude, Diesel Growth

Honeywell

Refiners Using Heavier Crude....



Source: © IHS Purvin & Gertz

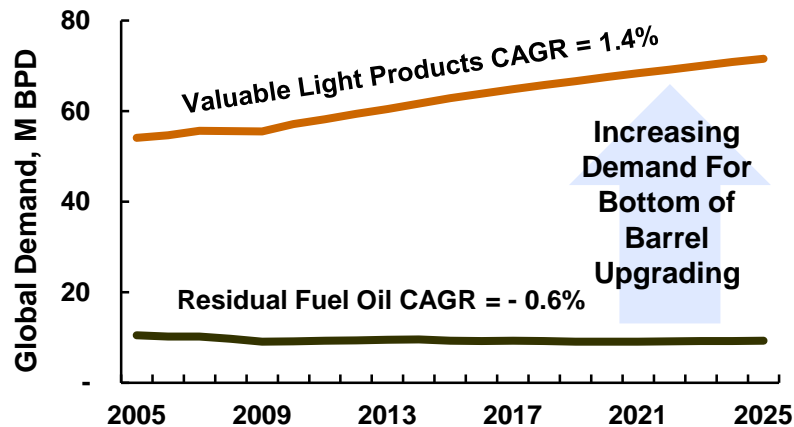
Accelerating Markets

- Heavier Crude Becoming Larger Percentage Of Oil Production
- Heavier Crude Cheaper, Margin Boost Opportunity For Refineries

Maintaining Strong Win Rates

- Expertise To Monetize Stranded Assets
- Technology To Deal With More Contaminated Crude

...Working To Get More From It



Expanded Scope Of Offerings

- New UOP Uniflex™ Delivers Industry-Leading Conversion (90%+) To Transportation Fuels

Installed Base Expanding

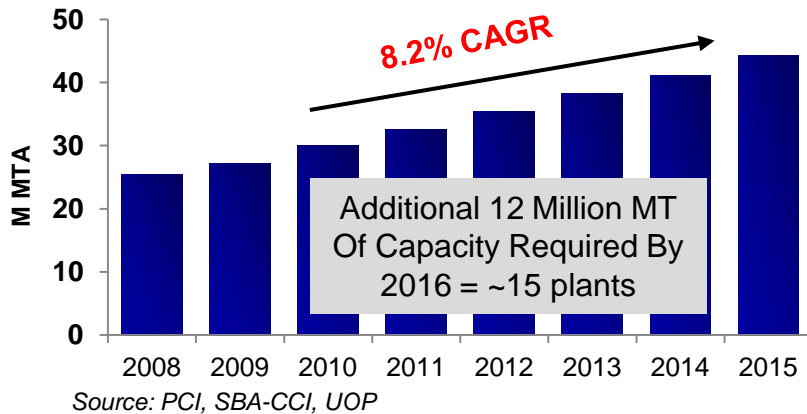
- Rising Percentage Of Heavy Crudes Drives Increased Opportunities With Installed Base
- Optimizing Existing Assets

Solutions For Today's Refining Challenges

Petrochemicals Market Growth

Honeywell

Para-xylene Demand



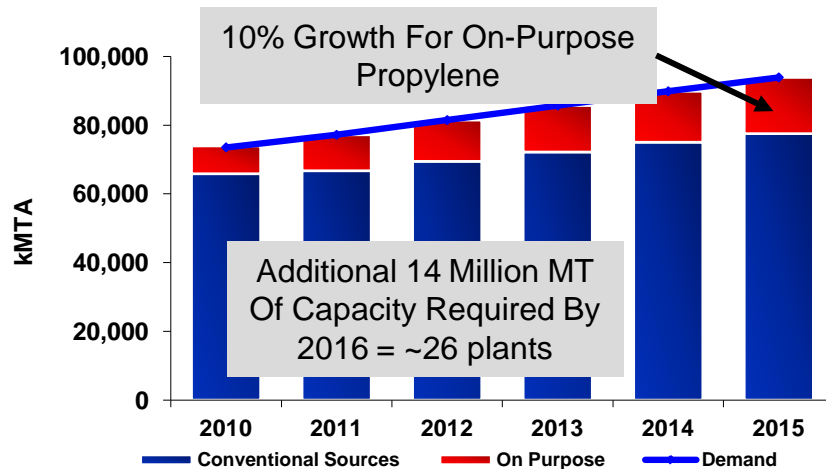
Accelerating Markets

- Para-Xylene Demand Driven By China (11% CAGR) And ME (13% CAGR)
- Propylene Gap Big Opportunity For “On-Purpose” Production (10% Growth)

Maintaining Strong Win Rates

- Generating High Yields And Improving Product Quality

Propylene Supply/Demand



Expanded Scope Of Offerings

- Process Evaluation, Market Studies, Design, Engineering And Technical Services

Installed Base Expanding

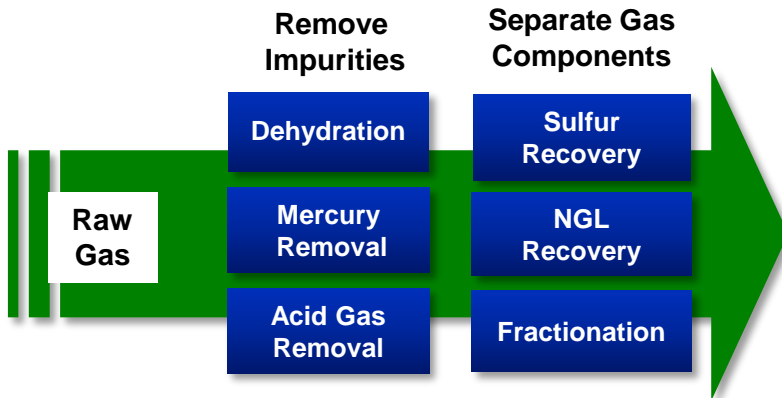
- UOP Consistently Introducing New Adsorbents, Materials To Drive Yields In Existing Asset Base

Underlying Growth Trends In UOP Sweet Spot

Natural Gas Growth Drivers

Honeywell

Extensive Offerings



Accelerating Markets

- Demand Growth In Asia, ME And LA, Higher Contamination Levels
- Strong Demand For NGLs For Petrochemical Feedstocks

Maintaining Strong Win Rates

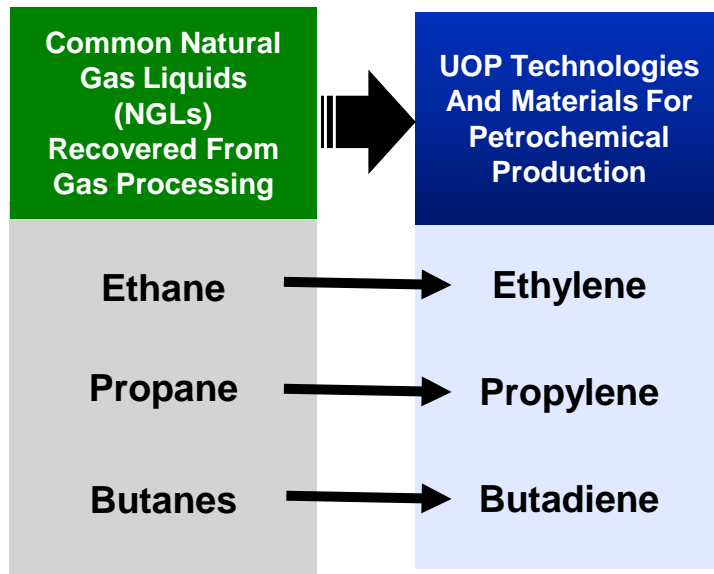
- Broad Range Of Technologies, Equipment And Complete Solutions
- Expanded Sales And Technical Support On A Global Footprint

Expanded Scope Of Offerings

- Thomas Russell Acquisition Allows UOP To Offer Complete Solutions
- Big Opportunities To Growth New UOP Russell Globally

Installed Base Expanding

- Improvements To UOP Materials (Membranes, Adsorbents) Drive Upgrades To Installed Base
- Additional Gas Processing Capabilities



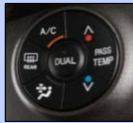
UOP Well Positioned For Gas Growth

Fluorine Products Growth

Honeywell

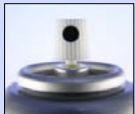
Solstice™ LGWP Applications

Solstice LGWP Materials: Same Or Better Performance, Much Lower Environmental Impact



Mobile A/C

- New Market Opportunity
- 99.7% Reduction In GWP
- Strong Order Book



Aerosol/ Insulation Panels

- Similar Performance To HFCs
- Greener Drop-In Replacement
- Already In Commercial Use



Foam Insulation/ Solvents

- More Efficient Than HFCs, Alternatives
- Whirlpool Fast Adopter Advantage



Stationary A/C Refrigeration

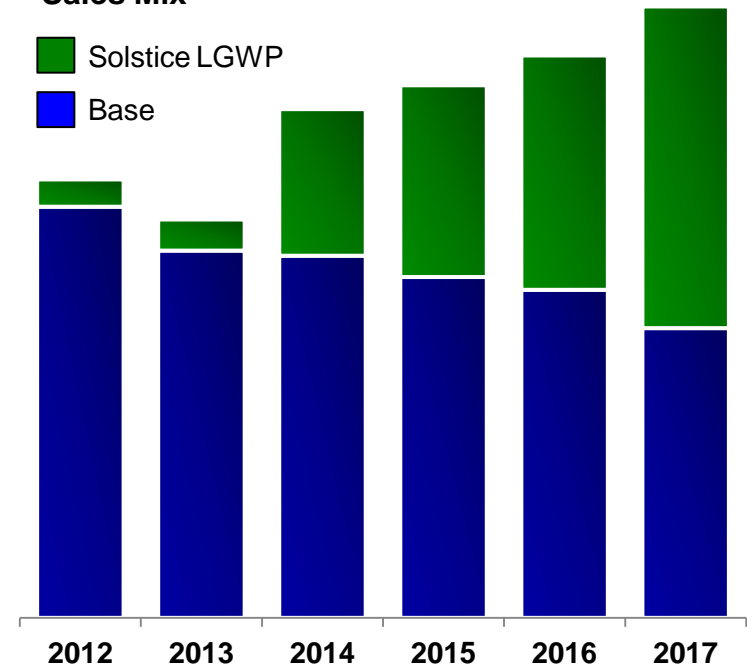
- >75% Reduction In GWP
- Performs Well In Hot Climates

Sales Growth

Re-Tooling The Business For Superior Growth With New Low-Global Warming Products

Sales Mix

- Solstice LGWP
- Base



Energy Efficiency, Environmental Performance Drivers

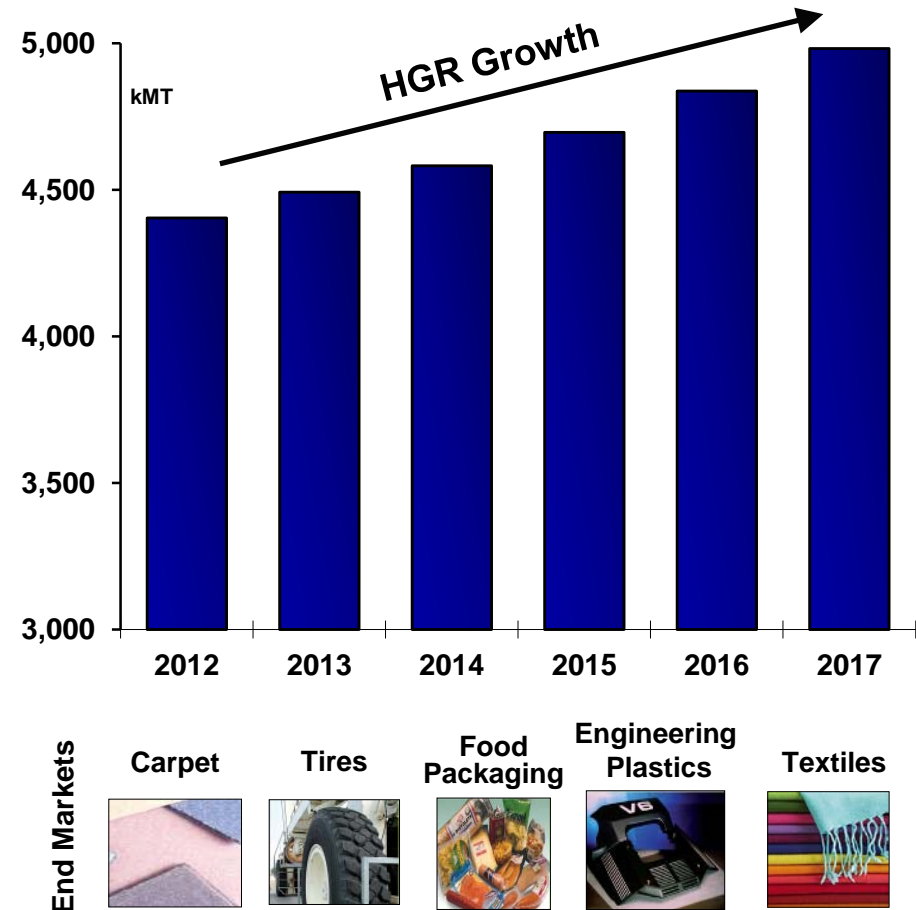
Resins And Chemicals Growth

Honeywell

Foundation

- Lowest-Cost Global Producer Of Caprolactam (Nylon Ingredient)
- Landed Cost To China > 20% Cheaper Than The Chinese Competition
- Unique Process, High Level Of Integration, Higher Yields Of Valuable Byproduct, Low-Cost Raw Materials
- Integrated Supply Chain: Frankford Investment Paid Back In Six Months
- R&D For Higher Quality, Improved Process And New Resin Applications
- Incrementally Increasing Capacity

Global Caprolactam Demand



Changing To Higher Value Product Mix

Specialty Products Growth

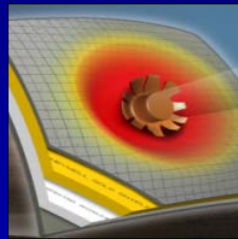
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Aclar® Films For Pharma

- HGR Growth ~20%
- Aclar Highest Moisture Barrier For Hottest, Most Humid Regions
- Smaller, More Secure Drug Packaging, Better Brand Integrity

5 yr CAGR: ~11%



Spectra® For Advanced Armor

- Ballistic Armor For Law Enforcement, Military
- New Materials Provide 15% Better Ballistic Protection /15% Lighter
- Helmets, Body Armor And Vehicle (Land, Air And Sea) Applications

5 yr CAGR: ~10%



Honeywell Titan™ Additives For Asphalt

- >20M Miles Of Paved Road Globally
- Easier Asphalt Processing
- Lower Energy Usage, Emissions; Better Long-Term Road Performance

5 yr CAGR: ~45%

New Product Engine For New Markets

Honeywell Initiatives Deliver Results

HOS

- HOS Deployed At All 41 PMT Plants
- 80% Of Conversion Cost Now Either Bronze Or Silver

VPD™

- Game-Changing Technologies
- >\$1B In Sales In 2013 From Products Launched Since 2010
- \$4.3B NPI Pipeline

Sales & Marketing Excellence

- Commercial Excellence
- Expanding Sales/Service Globally, 50% In HGRs
- CRM Drives Productivity

Globalization

- HGR Sales Now 41% Of PMT Sales
- Regional Application Labs To Support Local Customers

Consistent Execution Of Core Processes

PMT Creating New Markets

Honeywell

UOP



**Plastics From Coal Or Gas,
Rather Than Oil**



**Getting More From Every
Barrel Of Oil**



**Plastics From Natural
Gas Liquids**

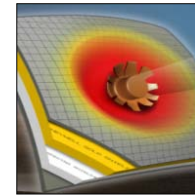


**Real Fuels From
Biofeedstocks**

Advanced Materials



**Cooling Homes, Cars
Without Warming The Globe**



**Protecting Soldiers With
Lighter, Stronger Materials**



**Reducing Costs Of Building
Roads, While Making Them
Better**



**Protecting Medicines In
The Most Humid Regions**

More Growth Still To Come

- **Proven Business Model**
- **Best-in-Class Financial Performance**
- **New Products, Globalization Creating New Markets**
- **Exceeding 2014 Targets**
- **Primed For Continued Growth**

Sustained Growth Trajectory



TRANSPORTATION SYSTEMS

ALEX ISMAIL
PRESIDENT AND CEO

Honeywell



Key Messages

Honeywell

Performing Well Despite EU Macros

- Outpacing Industry Macros
- Industry Softness Offset By Global Turbo Launches
- Cost Leadership From Operational Excellence

A Honeywell Technology Business

- A Knowledge Based, High ROI Business
- Explosive Growth From Global Turbo Penetration
- Aerospace Technology

Positioned For Growth In 2014

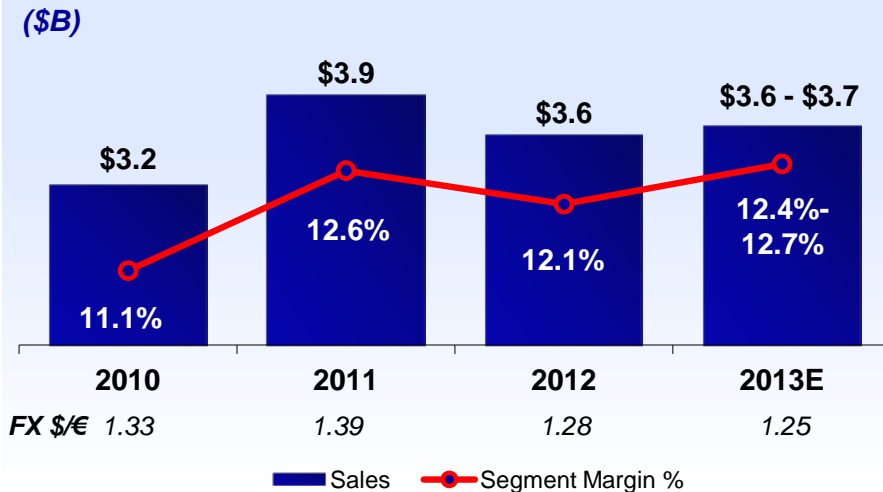
- Business Wins Delivering Sales Growth
- Growing In Emerging Regions And All Segments
- Friction Materials Transformation

A HON Technology Business

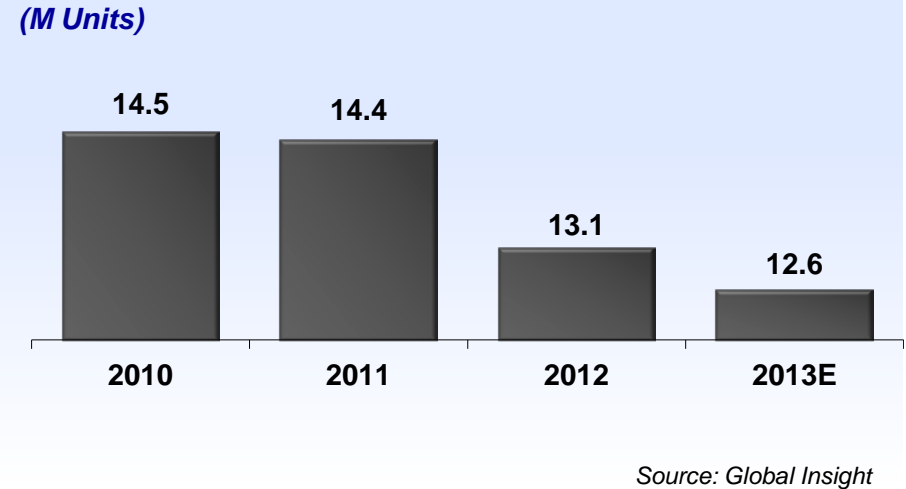
Outpacing Industry Macros

Honeywell

TS Financials



Western EU Light Vehicle Sales



Highlights

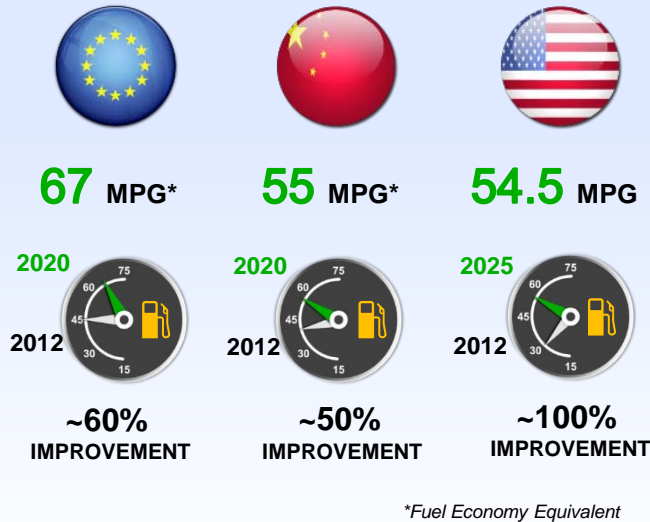
- TS Sales Up 12% Since 2010, While Western EU Car Sales Down (10%)
- Industry Softness Offset By Global Turbo Launches
- Cost Leadership From Operational Excellence

Growing Faster Than Industry

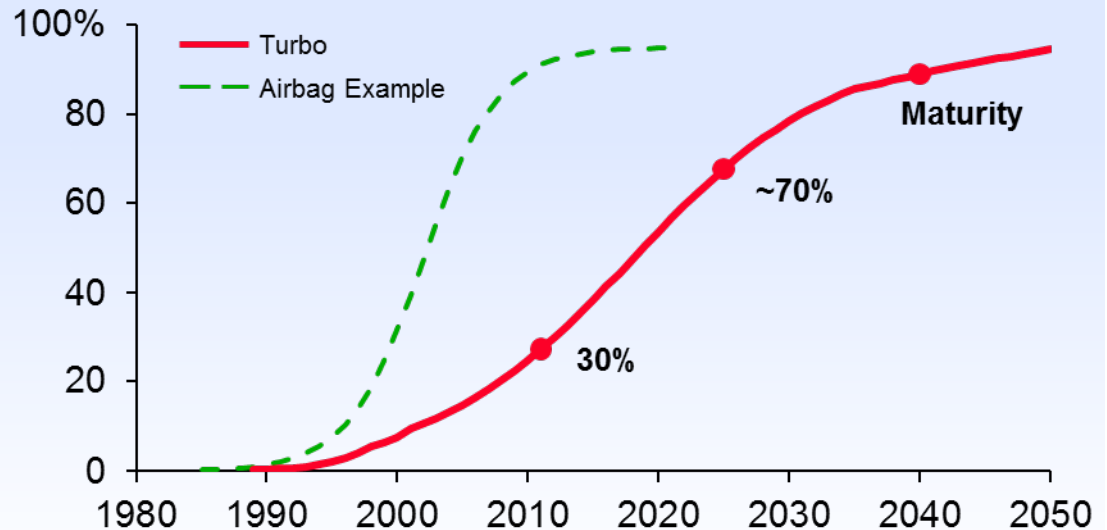
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Explosive Growth From Global Turbo Penetration **Honeywell**

Fuel Economy Regulation



Turbo Penetration Outlook



Sources: EPA, NHTSA, USD OE, ECE
Penetration on Registered Vehicles

- All Regions Mandating Strong Fleet-Average Fuel Economy Gains
- Global Turbo Penetration Growing From 30% In 2012 To ~70% In 2025
- Significant Upside Remains – \$20B+ Industry Size At Maturity

Regulation Driving Global Turbo Adoption

Aerospace Technology – Knowledge Business **Honeywell**

Past



**Garrett “Aero Turbo”
(The Original)**



**First
Turbocharger**



Caterpillar D9 Tractor

Present



**Auxiliary Power Unit
(Boeing Apache AH-64)**



**Ball Bearing
Turbocharger**



Mercedes 3L V6 Engine

Future



**Air Cycle Machine
(Airbus A350)**



**Air Bearing
Turbocharger**



Fuel Cell Vehicles

Differentiating With Aerospace Technology

Slide Redacted

Flawless Launches And Global Reach

Honeywell



LV Diesel

VW/Audi 2.0/3.0L
Fiat 1.3L/1.6L/2.0L

Jeep 3.0L*
GM 2.0L

JMC 2.8L/3.0L
GWM 2.0L

Nissan 3.0L
Mazda 2.2L

Hyundai 1.7L
Hyundai 2.0 / 2.2L

Hyundai 1.1L
Honda 1.5L



LV Gas

PSA 1.2L
Renault 0.9L

VW 1.8L/2L*
Ford 2.3L

Chery 1.6L
SAIC 2L

Nissan 1.6L
Subaru 1.6L

GM 1.4L
Fiat 1.4L

BMW 1.6L



On-Hwy

Volvo 5.1L/7.8L*
Scania 9L Gas/13L

Hino 4.0L

CAMC 9.8L
WFD 9.7L, 11.6L

Hino 5.1L/5.3L

Hino 5.1L/5.3L

Daimler 3.9L
Volvo 5.1L/7.8L



Off-Hwy

Perkins 4.4L
MTU 21.0L

MTU 21.0L/64.0L
John Deere 4.5L

WFD 7.0L*
Perkins 6.6L

Isuzu 7.8L
Hino 5.1L

Doosan 2.4L

John Deere 2.9L

* Featured Images

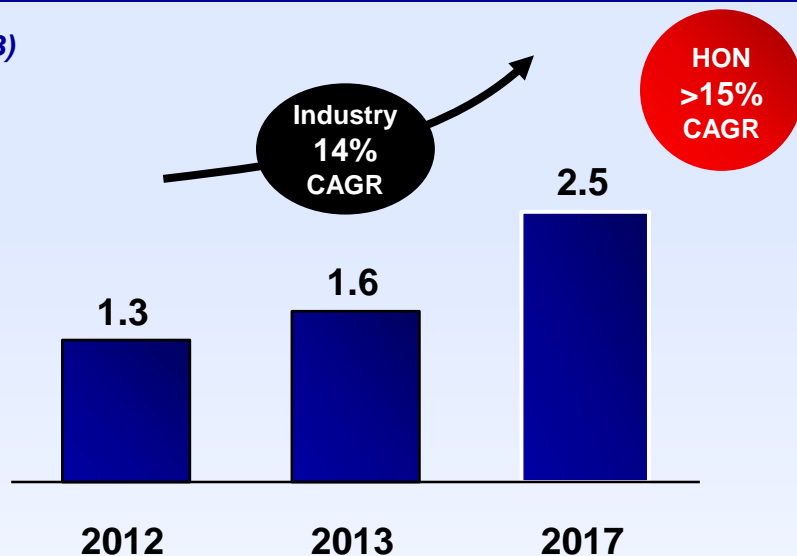
100+ Launches In 2013

Growing In “Emerging Regions”

Honeywell

NAFTA Turbo Industry

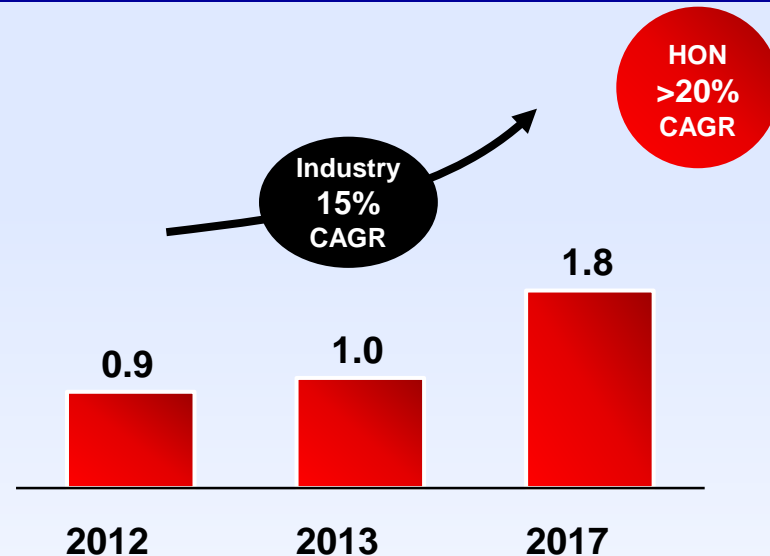
(\$B)



- Growth To Meet Fuel Economy Targets
- Broad Portfolio Of Gas Launches

China Turbo Industry

(\$B)



- Growth Driven By Turbo Gas Adoption
- Winning With Global And Domestic OEMs

HON Growing Faster Than Industry In US And China

Winning In Mid-Market Segment In China

Honeywell

E4E Products



- Tailored To Local Needs
- Local Product Ownership
- From 10% To 35% Of Sales By '17

End-To-End Capability



- 20-Years Of Local Presence
- Largest Global R&D Center
- 35 Launches Per Year

Operational Excellence



- All Sites HOS Silver In 2013
- World-Class LV and CV Plants
- 90%+ Local Supply Chain

- Serving Domestic And Global Customers Locally
- Innovation, Speed and Local Decision-Making

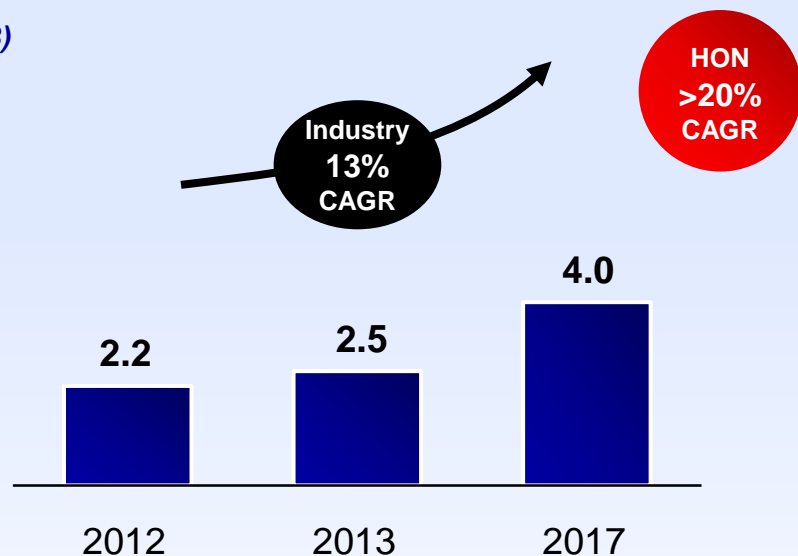
Becoming The Chinese Competitor

Growing In All Segments

Honeywell

Gasoline Turbo Industry

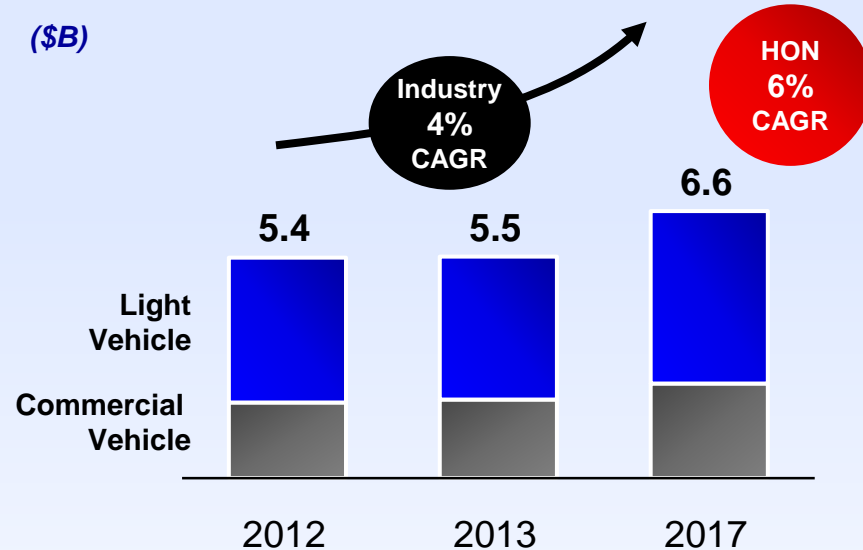
(\$B)



- Winning Large And Downsized Engines
- Securing Top Customers In All Regions

Diesel Turbo Industry

(\$B)

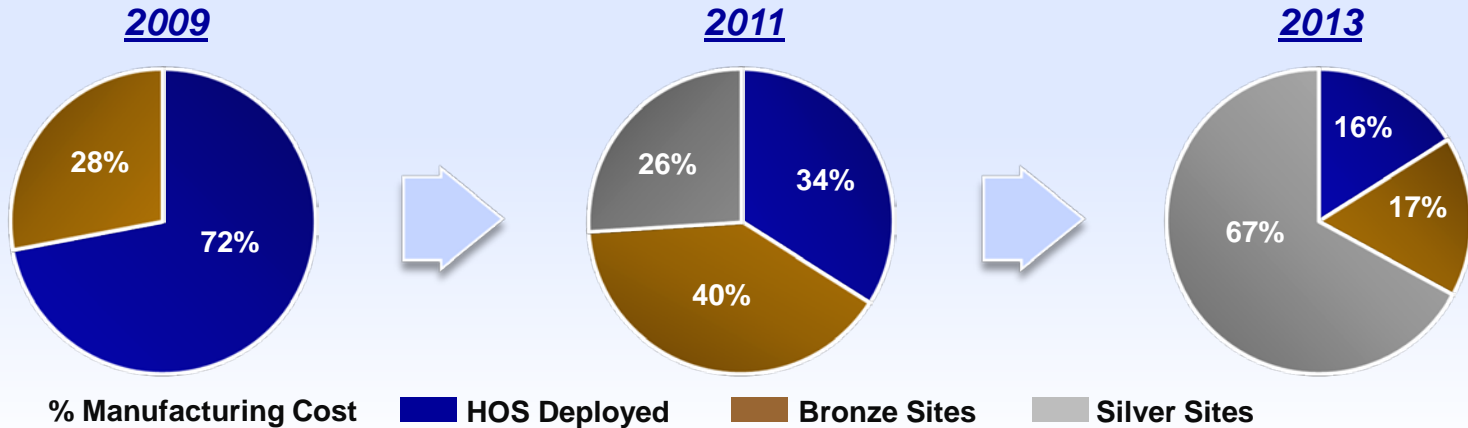


- Extending LV Diesel Leadership
- Winning On And Off Highway CV Programs

HON Growing Faster Than Industry In Gas And Diesel

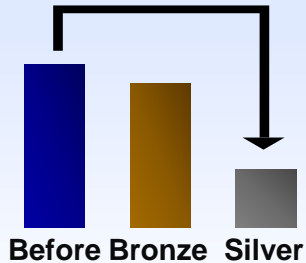
Cost Leadership From Operational Excellence Honeywell

HOS Implementation



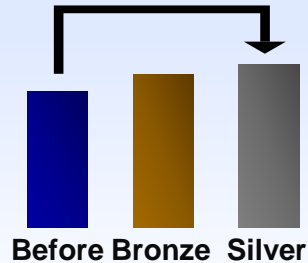
Quality (PPM)

75% Improvement



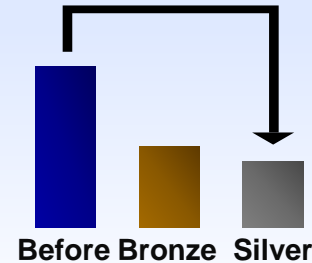
Delivery (OTTR)

Up 10pts



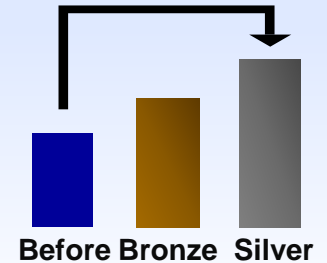
Inventory (DOS)

30% Improvement



Productivity

33% Improvement

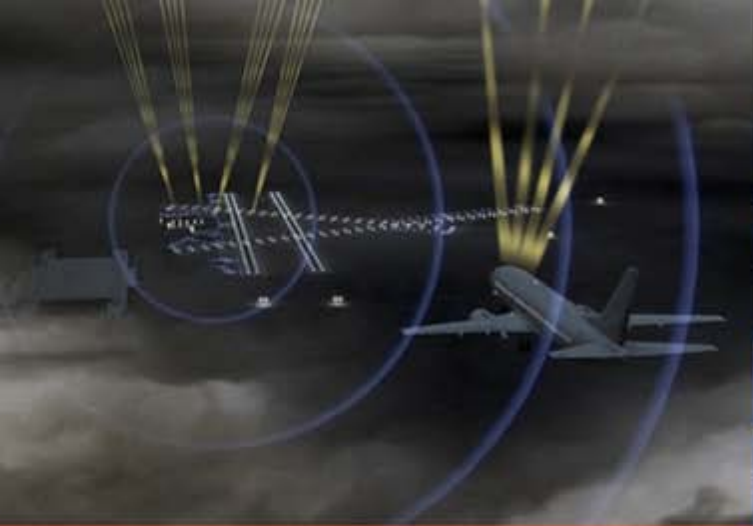


Long Term Competitive Advantage From HOS

Slide Redacted

- **Honeywell Technology: High Growth And High Margin Business**
- **Explosive Growth From Global Turbo Penetration And Wins**
- **Cost Leadership From Operational Excellence**
- **Positioned For Growth Into 2014 And Beyond**

Multi-Year Profitable Growth



AEROSPACE

TIM MAHONEY
PRESIDENT AND CEO

Honeywell



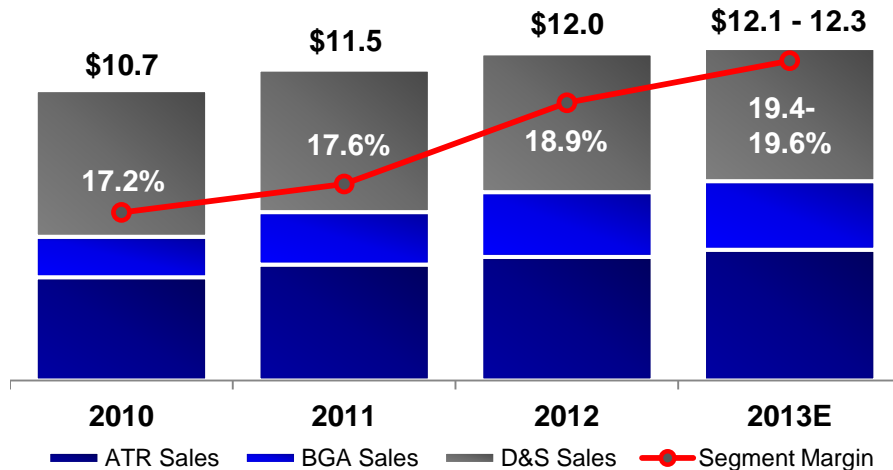
- **Winning Big In The Marketplace**
 - \$25B Wins In 2012; Record Backlog Last 3 Years
 - Very Large Installed Base For Upgrades
- **Right Organization, Execution And Innovation Delivering Results**
 - Transformed, Flexible Aerospace Structure
 - Enablers Reaching Critical Mass → More Margin Expansion Runway
- **Formula To Continue Outperformance, Sustain Growth Outlook**
 - New Focus Areas Providing Customer Value → Components, Connectivity Solutions
 - Significant High Growth Region (HGR) Wins; International Defense Key Focus Area

*Winning In The Market Place Today →
Will Continue To Outperform*

Aerospace Overview

Honeywell

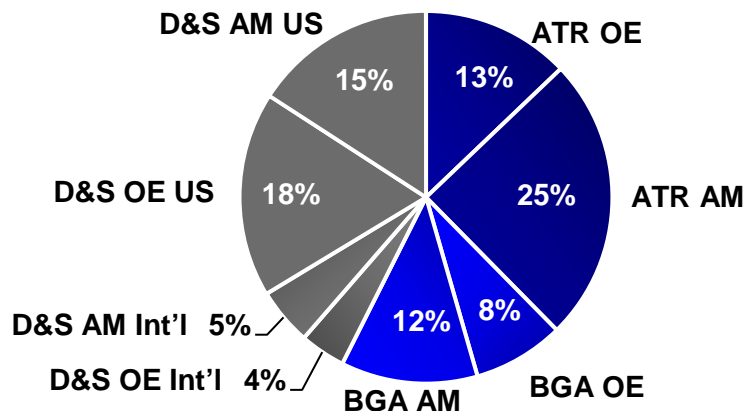
Financials



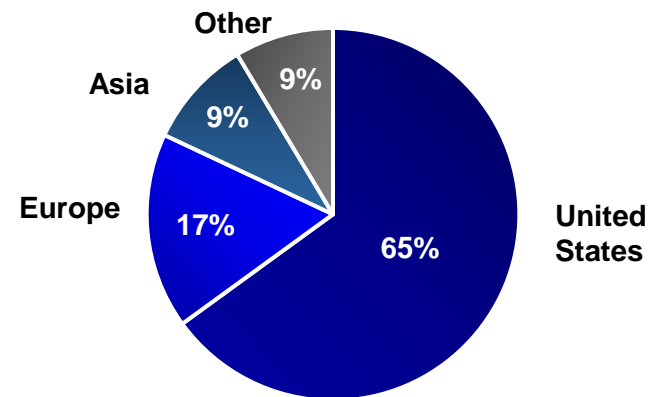
2012 Highlights

- **Large Air Transport Continued Growth**
 - Original Equipment (OE) Growth Strong - 11% Growth
 - Flight Hour Growth Tempered Throughout 2012
- **BGA Market Flat, HON Growing**
 - Growth >20% Despite Flat OE Market
 - Strong BGA Aftermarket Growth Vs. Low Utilization
- **Defense Weathering Modest Declines**
 - HON D&S Down (-3%)
 - Partially Offset By International Growth

Business Split



Geographic Mix



Strong 2012, Well Positioned For Future

Winning Big ...

Big Wins – Last 3 Years

Honeywell

ATR	BGA	D&S
\$16B COMAC C919 APU, Flight Controls, Wheels & Brakes, Navigation, Components	~\$6B Unannounced HTF 7000 Engine	\$1.5B U.S. Army TIGER
\$4.0B Boeing 737MAX EBAS and Controllers	\$3.6B Bombardier TFE Engine	\$0.9B U.S. Air DoD Logistics Services
\$2.8B Embraer G2 Avionics	\$3.7B Gulfstream Mechanical	\$0.7B Israeli Air Force M-346 Trainer
\$2.7B Components Wins	\$0.8B Dassault Integrated Cockpit	\$0.5B NASA Goddard Space Flight Center
\$1.4B Airline Selectables	\$0.8B Cessna Mechanical	\$0.4B Unannounced Helo Systems
~\$1B Unannounced Win	\$3.6B Other AM And OE Programs	\$0.2B U.S. Army AGT1500 Abrams Engine
<i>... And Many Others</i>	<i>... And Many Others</i>	<i>... And Many Others</i>
 \$28B 2010-2012	 \$19B 2010-2012	 \$15B 2010-2012

Winning Big In All Segments

Strong Pipeline Of New High Impact Aircraft **Honeywell**

HONEYWELL'S PLATFORM POSITION

Aircraft	Avionics	Engines	APUs	ECS/CP	Components	Other	Honeywell Value	Competitor Value
Embraer 2 nd Gen E-Jet		NA	TBD	TBD	TBD	TBD	~\$3B	<\$1B
Boeing 737 Max		NA				TBD	~\$4B	\$2B (Displays)
Airbus A350		NA					~\$18B	\$6-\$9B (Avionics and Components)
COMAC C919		NA					~\$16B	<\$16B (Avionics, ECS and Other)
Gulfstream 650		NA					~\$3B	----
Embraer L500/450							~\$24B	~\$2B (Avionics)
Alenia Aermacchi M-346			NA				~1.5B	~\$0.5B
10 Unannounced							~\$22B	TBD

Broad, Unmatched Wins

Large Installed Base Upgrade Opportunity

Honeywell

ATR		BGA		D&S	
~24,000 Aircraft		~50,000 Aircraft		~40,000 Aircraft	
					

Market Needs Create Upgrade Opportunities

Efficiency	Safety	Reliability
<ul style="list-style-type: none"> Improved Aircraft Routing Avoid Inclement Weather Reduced Fuel Burn 	<ul style="list-style-type: none"> Improved Situational Awareness Avoid Runway Excursions And Incursions Incorporate Mandates 	<ul style="list-style-type: none"> Increased Dispatch Rate Reduction In Delays & Cancellations Enhanced Passenger Productivity

Driving Upgrade Growth

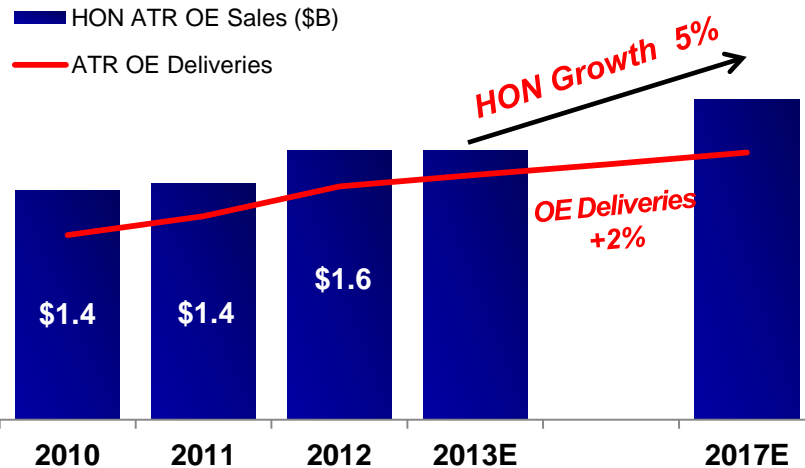


> \$700M Short-Cycle Sales Target In 2013

Air Transport & Regional

Honeywell

ATR OE Outlook



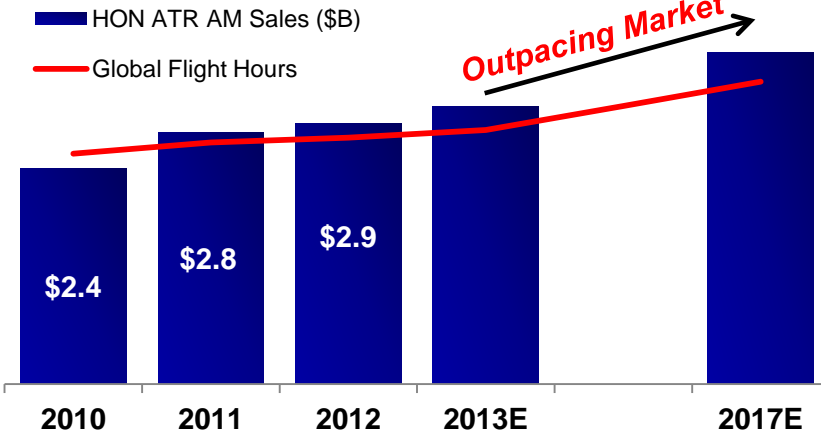
Well
Positioned
On Growing
Fleets

- Production Rates Rising On Key HON Platforms (737, 777, A380)
- A350 EIS 2014, C919 EIS 2016
- \$2.5B+ Airline Wins Annually

Maintaining
Strong Win
Rates

- A320 NEO, 737 Max, G2 E-Jet
- HGR Mix Expanding – Up 20 Pts
- Continued Demand For Services

ATR Aftermarket Outlook



Expanded
Scope of
Offerings

- Safety And Efficiency Upgrades
- Cabin Connectivity
- Integrated Electric Taxi System

Global
Flight Hours
Expanding

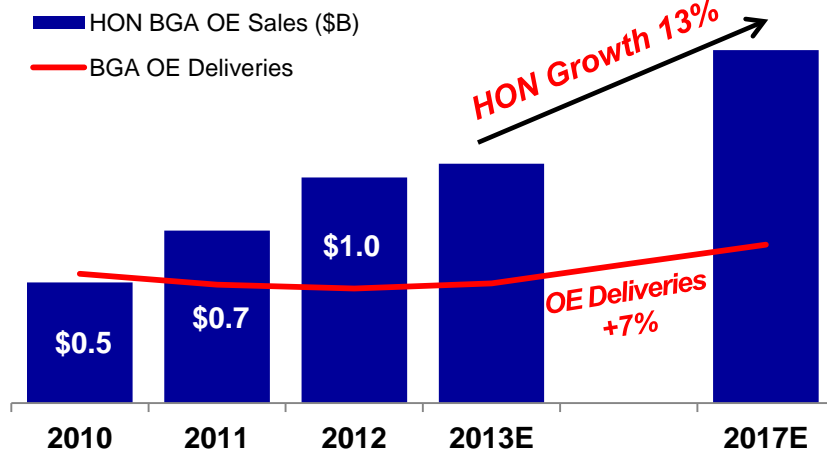
- Growth Supported By Record Production Rates
- Driven By Emerging High Growth Regions

Strong Win Rates Fuel Continued Growth

Business & General Aviation

Honeywell

BGA OE Outlook



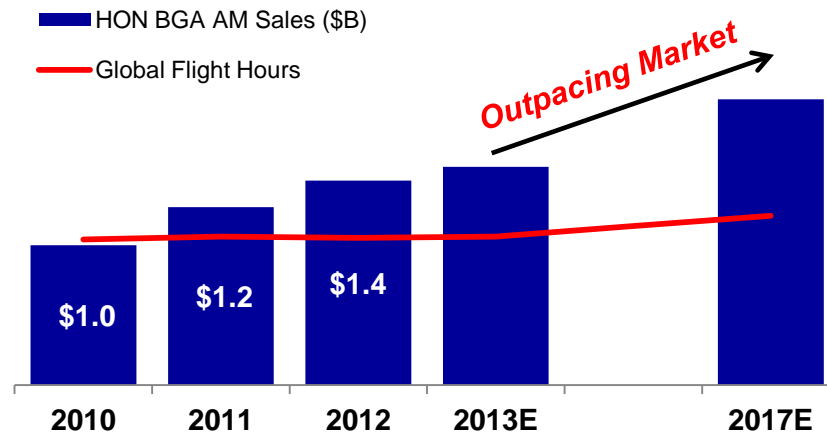
Well
Positioned
On Growing
Fleets

- High HON Content On High Growth Platforms
- G650, G280 EIS 2012
- Falcon 2000S, Legacy 450/500 '13/14

Maintaining
Strong Win
Rates

- Unannounced HTF 7000 Engine
- TFE 731-40 Engine (BMB LJ 70-75)
- Mechanical Subsystems (Gulfstream)

BGA Aftermarket Outlook



Expanded
Scope Of
Offerings

- Broad Upgrade Pipeline Enhancing Growth
- Cabin Connectivity
- Mechanical Services Venues

Sales
Growth
Outpacing
Utilization

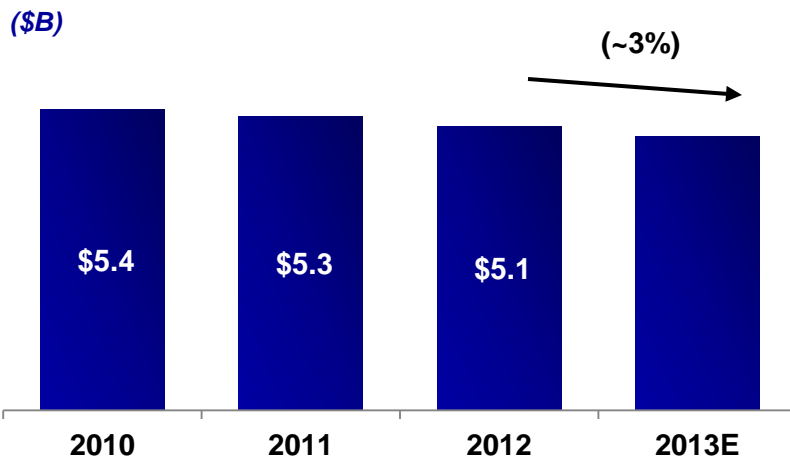
- RMU On Highest Value And Growth Programs
- Growth Opportunities In Avionics Services
- HTF Strong Growth In Flight Hours

Picking The Winners In The Marketplace

Defense & Space

Honeywell

Sales



Aligning Resources to Achieve Growth

- Over \$1B International Growth In 2012
- ~25% of Sales Outside U.S.
- Retrofits/Mods/Upgrades Sales

Expanded Scope of Offerings

- >40% Products Commercially Priced
- Broad-Based Service Offerings
- Leader In PBL / Incentive-Based Maintenance Models

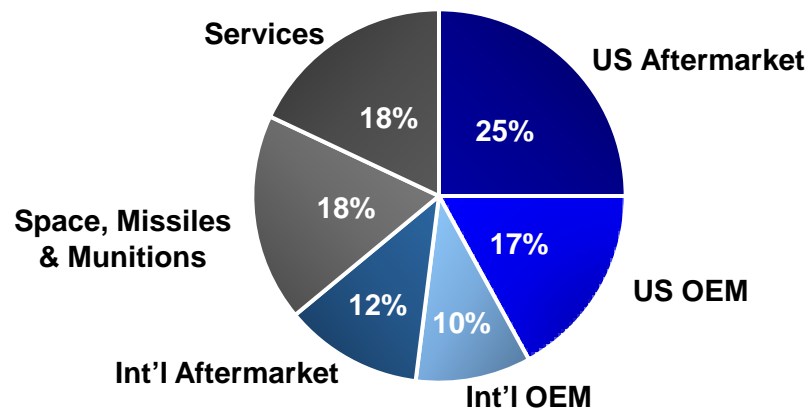
Diversified and Well-Positioned

- Highly Diversified - 300+ Platforms
 - <3% Of Sales On Any One Platform
- Balanced Product And Service Portfolio
- Low Exposure To War Spending (< 4%)

US Declines Anticipated

- D&S Indirect Spend Down (20%)
- Shared Aero Support Structure Provides Excellent Flexibility

Mix Profile

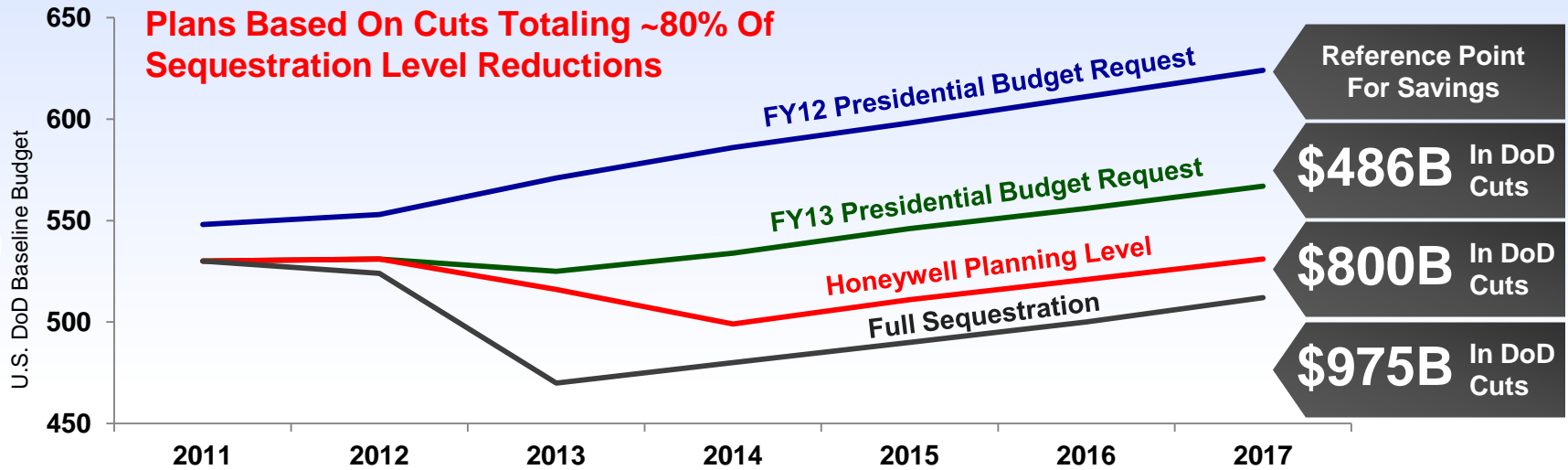


Uniquely Positioned For Changing Landscape

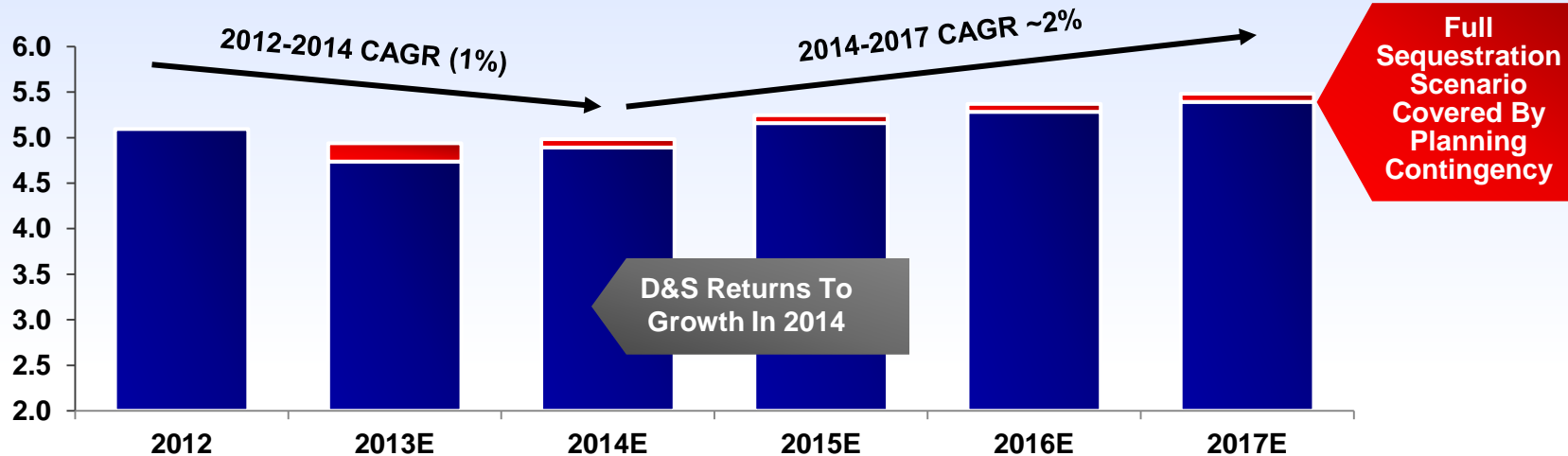
Managing Current Defense Landscape

Honeywell

DoD Budget



HON Impact



Full Sequestration (\$80M) Impact To 2013, Covered By Contingency

... Profitably

Aerospace Structure

Honeywell

- **3 Customer Facing Organizations**
 - Single Point Of Contact For Customer
 - Aligned With Market Verticals
- **Integrated Product Roadmaps Owned By M&PM**
 - 84 Product Lines, 10 Product Families
- **Proactive Cost Management**
 - Aggressive Indirect Cost Reduction Since 2010
- **Shared Support Structure**
 - Engineering Resources Shared Across Projects, Businesses
 - Single Supply Chain Drives Sourcing And Mfg Efficiencies
 - Centralized Back-Office Functions (Finance, IT, HR)
 - Common Systems (SAP) Support Structure

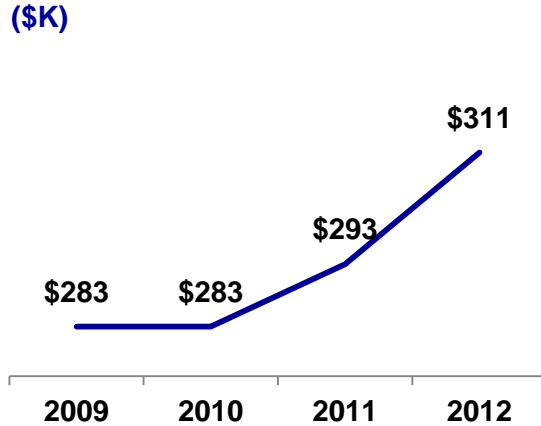


Matrix Organization Provides Flexibility

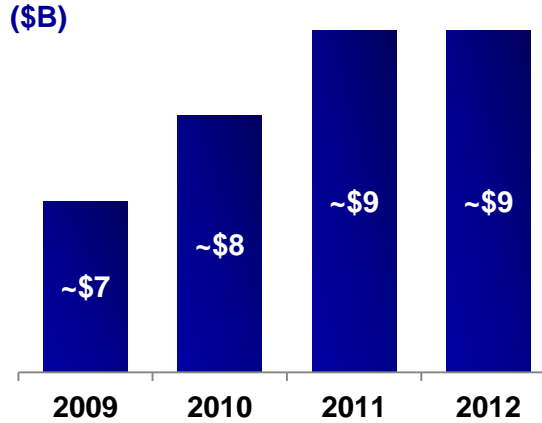
Key Metrics

Honeywell

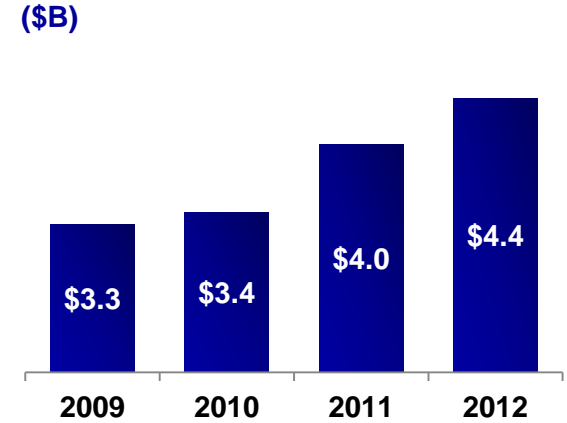
Sales / Employee



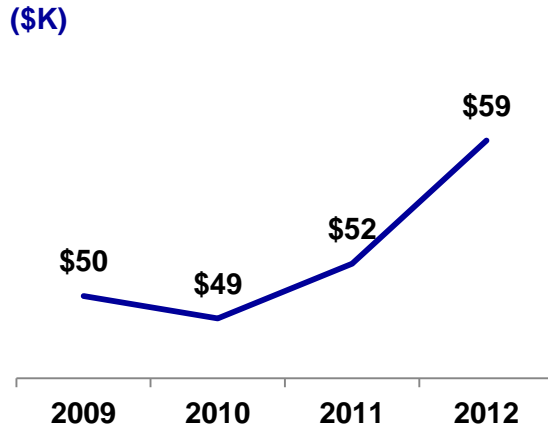
Long Cycle Backlog



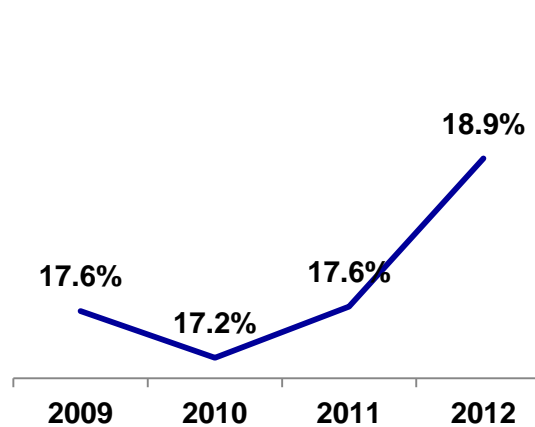
Short Cycle Sales



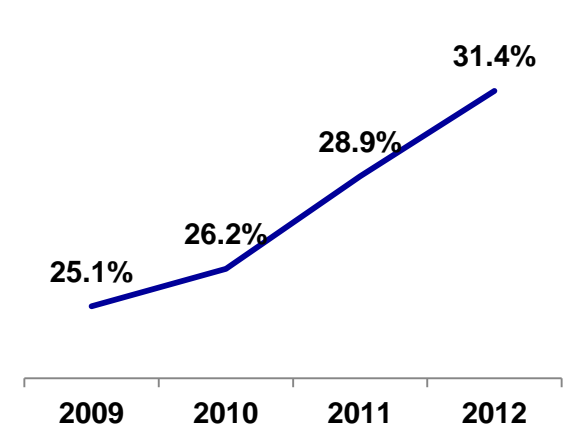
Seg Profit / Employee



Segment Margin



ROI*



* Internal Measure

Strong Value Creation

Aero Initiatives

Honeywell

VPD™

- Improving New Product Introductions - Speed, Efficiency, Productivity
- Over \$300M In Productivity Through 2016
- Focusing On Core Product: 68% Reduction In New Part Introductions

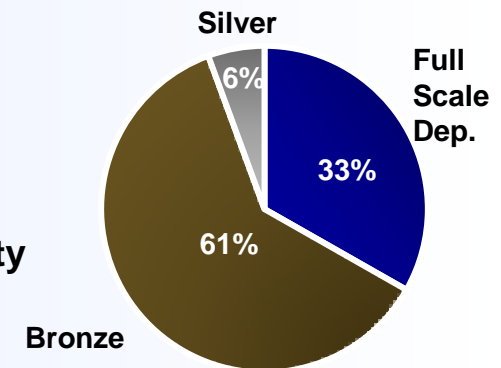
Globalization

- International Defense Budgets Growing 3-4 %
 - Growth In Middle East, Asia, And India
 - Strong Service Opportunities In Middle East, Europe, Asia
- Growth In Commercial Helicopters

HOS

- Leveraging HON-Wide HOS Success To Accelerate Aero Results
- Built In Flexibility For Uncertain Environments
- Achieved 67% Of Manufacturing Costs Coverage At Silver/Bronze Maturity In 2012
- Silver/Bronze Sites Productivity > 50% vs. Early Maturity Sites
- Time To Bronze Maturity Reduced By 50%

% Aero Mfg Cost



Year End 2012

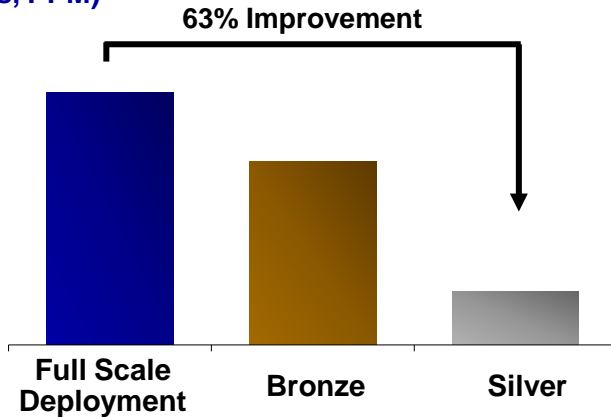
Enablers Driving Margin Acceleration

HOS: 2012 Performance

Honeywell

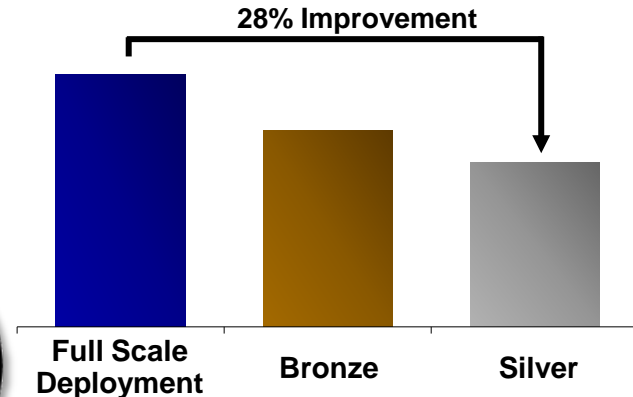
Quality

(Defects, PPM)



Inventory

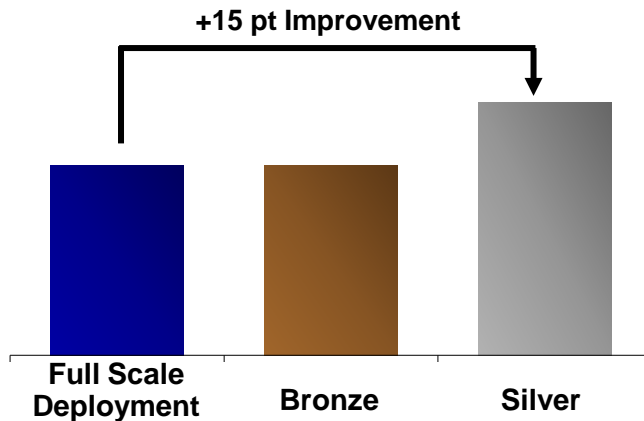
(Days Of Supply)



% Bronze +
Sites

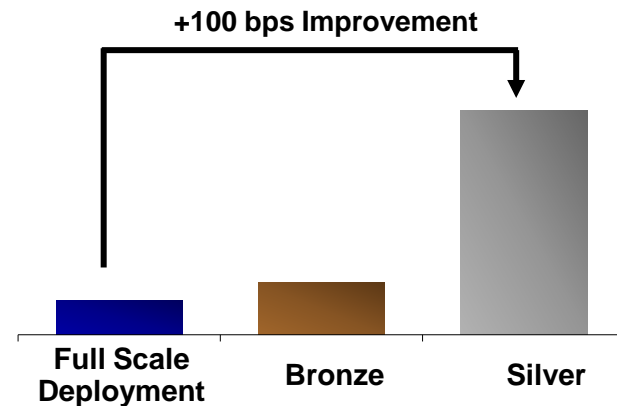
Delivery

(OTTR)



Productivity

(Net Productivity %)



HOS Delivering Results And Sustaining Our Future

Growth Continues

HON Growth Drivers

Honeywell

Business	Recent Wins*	Key Growth Drivers
Commercial OE Wins	~\$18B	<ul style="list-style-type: none"> • Winning On The Right Platforms <ul style="list-style-type: none"> - Uniquely Broad Mechanical And Electrical Portfolio - New Developing Market (HGR) Platforms - Upgrades To Large Installed Base
Components	~\$4B	<ul style="list-style-type: none"> • Differentiated Products and Technologies <ul style="list-style-type: none"> - Reducing Fuel Consumption - Shift From Pneumatics / Hydraulics To Electro-Mechanical - More Precise, Lower Size, Lower Weight Sensors
Connectivity	~\$3B	<ul style="list-style-type: none"> • Capitalizing on EMS Acquisition and Technology <ul style="list-style-type: none"> - Exclusive Inmarsat/GX Aviation Partnership - Leading Broadband To Aircraft Evolution
International Defense	~\$1B	<ul style="list-style-type: none"> • International Defense Budgets Growing <ul style="list-style-type: none"> - Historically Underserved - History Of Wins: Israeli M-346 Trainer F124 Engine - > \$200M in Unannounced International RMU Wins

* Lifetime Value

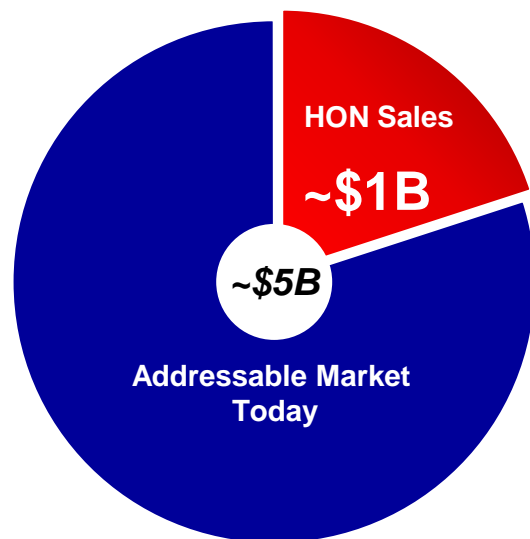
>\$25B In High Margin Recent Wins → Future Growth

Mechanical Components

Honeywell

Addressable Components Market

~\$5B Addressable Sector Today: Pumps, Heat Exchangers, Actuators And Valves

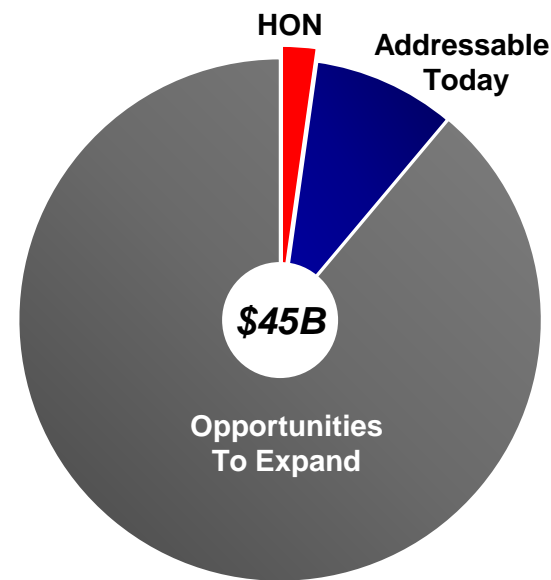


- **~\$1B Components Sales Today**
 - Competitive Cost Structure = Attractive Margins
- **\$4B In Wins In 2011-2012**
 - ~\$2.7B Competitive Wins, ~\$1.3B Renewals

Winning In Current Segment

Total Aero Components Sector

~\$45B Components Sector



- **Fragmented, Multi Tiered Industry**
 - Opportunities To Expand In Adjacencies

Expanding Into Adjacencies

Components As New Focus Area Growth

Connectivity

Honeywell

Increasing Connectivity Demand

- **Fast Growing Segment for HON**
 - Passenger Need For Connectivity Is Fueling Growth Across All Segments
 - ~8K Aircraft By 2014, ~2x Today

Connectivity/Satcom Industry Structure



Satellite Operators

- Inmarsat
- Iridium



Satellite Producer

- Boeing
- Astrium
- Lockheed Martin



Aircraft Hardware Provider

Honeywell



Business Aviation Airtime Service Provider

Honeywell

Capitalizing on EMS

- **HON + EMS = Industry's Strongest Satellite Communications Offering**
 - Broadest Product Range
 - Industry Leading Technology
 - Hardware and Services
 - HON "Smarts" Inside >75% Of Other's Products
 - Largest Installed Base – Every ATR Broadband Solution
- **Ability To Combine Satcom With Other HON Products To Create New Offerings**
- **Exclusive Services Provider For Inmarsat In Business Aviation**

Well Positioned For Growth In Hardware And Services

International Defense

Honeywell

Winning Today

Middle East/Turkey

- F-16
- UAVs
- Trainers
- Missile RMUs

Russia

- Comm'l Helo

Israel

- M-346 Trainer
- Missile IMUs
- Avionics Upgrades

South Korea

- Helo Engines

Indonesia

- F-16
- Helo Safety Upgrades

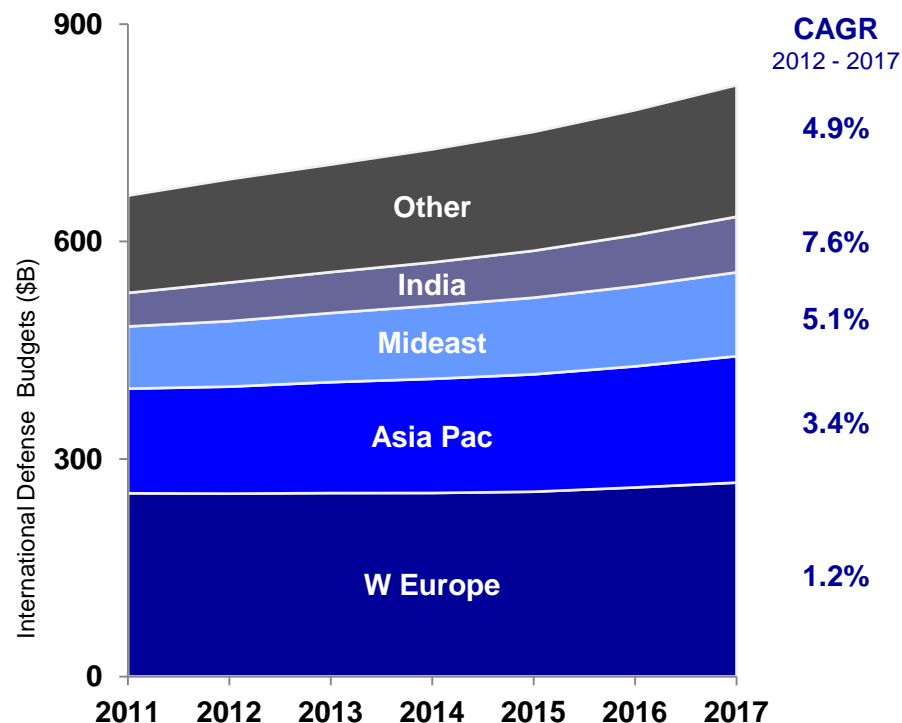
India

- Jaguar Re-Engine
- HAL Platform Engines
 - Helicopter, Trainer
- Avionics Upgrades
- Health Monitoring

Long Term Opportunity

• International Defense Budget Growing

- People In Region/Country
- OEM/Commands/Partners Are Channels
- Significant Product Refresh Opportunities



HON Well Positioned In Defense Internationally

- **Delivered Strong Results 2012 And More To Come**
- **Growing On The Right Platforms; Well-Positioned In New Areas**
 - People, Processes, Portfolio And Programs
- **Organizational Structure And Capability Working Well**
- **Efficiency / Productivity / Transparency Growing... Lifeblood Of The Thinking Organization**
- **Delivering Unique Value To Our Customers Like No Other**

Poised To Outperform: Innovation To Execution



HIGH GROWTH REGIONS

SHANE TEDJARATI
PRESIDENT AND CEO

Honeywell

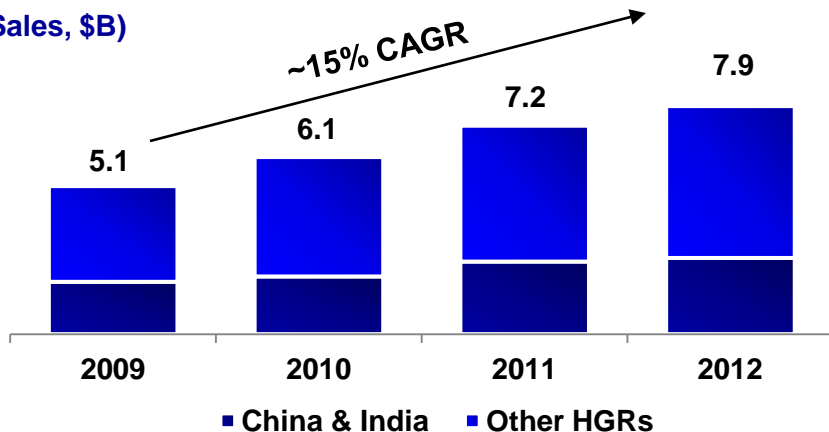


Honeywell High Growth Regions

Honeywell

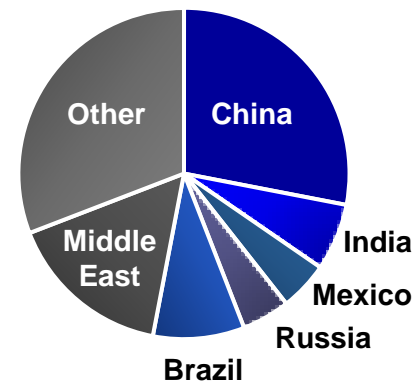
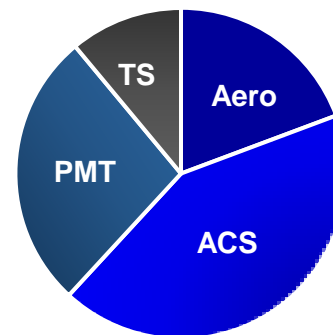
Financials

(Sales, \$B)



Sales Profile

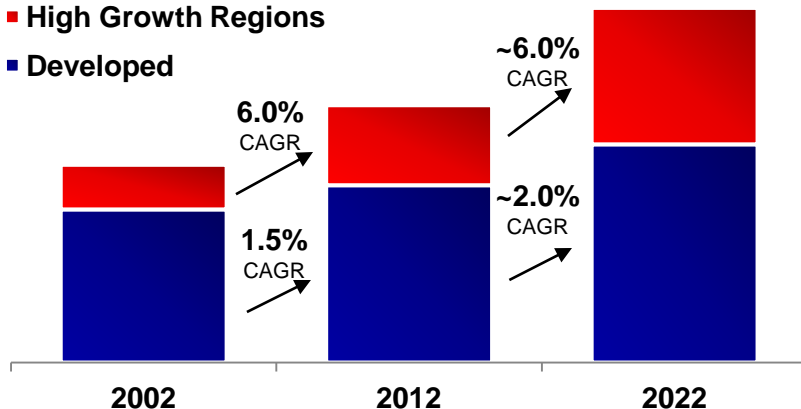
(HGR Sales, 2012)



Macro Tailwinds

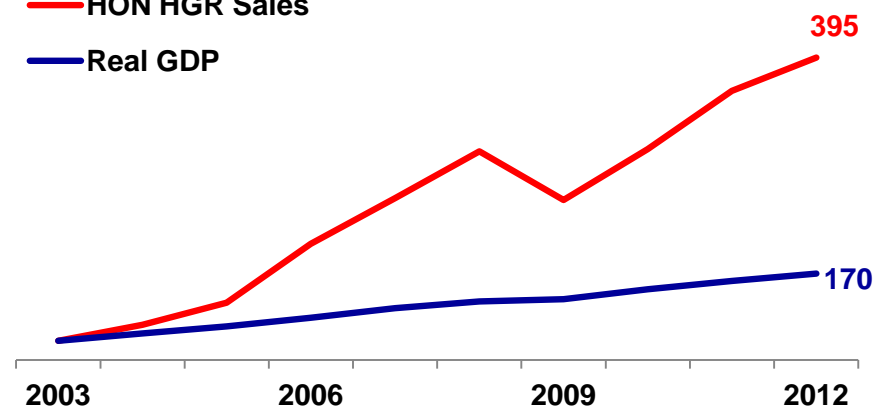
(Real GDP)

- High Growth Regions
- Developed



Growing Faster Than End Markets

- HON HGR Sales
- Real GDP



HON Delivering In High Growth Regions

HGR Strategy Evolution

Honeywell

(HGR Sales)

17% CAGR
2003-2012

China

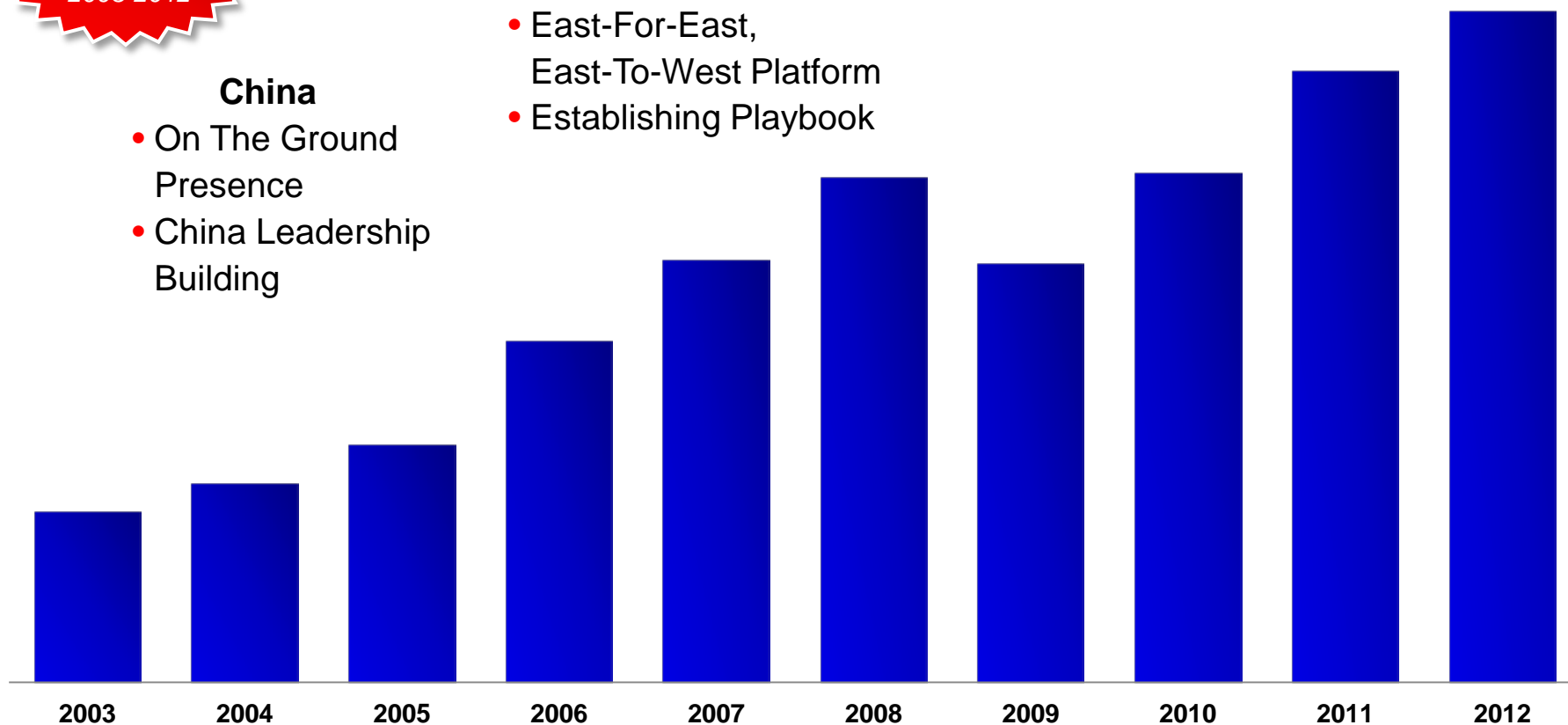
- On The Ground Presence
- China Leadership Building

China and India

- Become THE Chinese Competitor
- East-For-East, East-To-West Platform
- Establishing Playbook

Priority HGRs

- Global Energy & Resources
- Global Aerospace & Defense
- Follow The Growth
- Country Leadership In Place



Proven Playbook, Comprehensive HGR Strategy

Becoming THE Chinese Competitor

Honeywell

HON Comprehensive Strategy

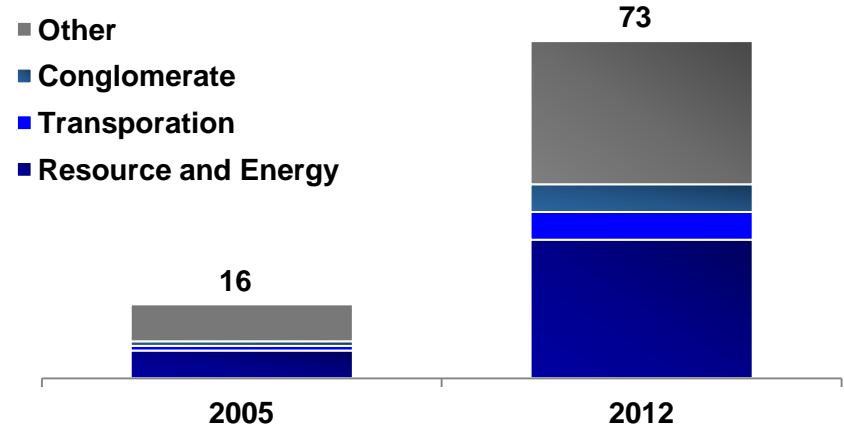


- **Significant Progress Made**
 - Locally Empowered
 - Resource For Growth
 - Mid-Segment On Mega Trend
 - Detailed Metrics Reviewed Regularly
 - Prudent Approach With IP

**Targeting All Businesses To Be
"THE Chinese Competitor"**

Chinese Competitors Rising

(Chinese Companies In Fortune 500)



- **Emerging Chinese Global Challengers**
 - 73 Chinese Fortune 500 Companies Today
 - Targeting At Mid-Segment
 - Differentiating Technology
 - Energy And Resource Driven
 - Positioning To Serve International Customers

**Chinese Competitors Penetrating
Global Markets**

HON More Competitive On Global Scale

East-For-East Platform

Honeywell

Proven Platform

Design

- Integrated R&D
- Identifying and Fulfilling Local Needs

Mfg

- Competitive ISC
- Quality Platform
- Agile Scale-Up To Production






Sell

- Local Channels And Requirements
- HGR Distribution Network

E4E: 25% Of China Sales*

Global Mid-Segment Demand

(Country Imports From China)

	 Brazil	 Russia
Cameras 	>50%	>40%
Thermostats 	~30%	~25%
Autos 	~12%	~5%

HGR Imports From China

Expanding E4E To Global Mid-Segment

* Excluding Aero and UOP

Future E4E Innovation: Residential Security

Honeywell

Current Line

High End
(20%)

Home Gateway
\$2-3K/Home



High-End Color
Video Door Phone
Network
\$0.3-0.6K/Home



Mid
Segment
(60%)

Simple Video
Door Phones
(Color)
\$0.1-0.3K/Home



Mass
Segment
(20%)

Residential Sys
<0.1K/Home



New E4E Line – IP Video Door Phone



IS-7500 (10 inch)



IS-6500 (7 inch)



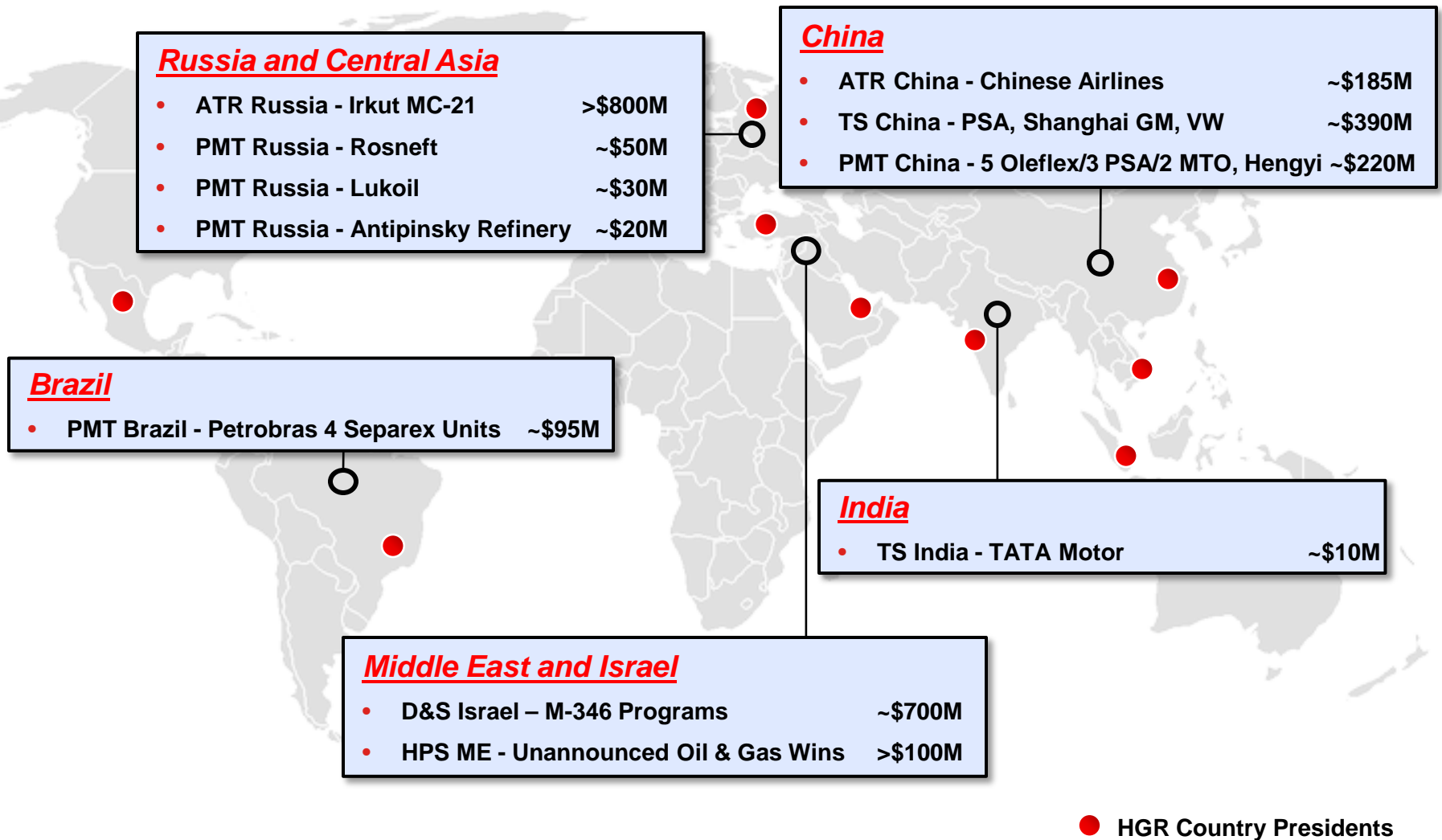
IS-3500/3600
(7 inch)

- Products Target: Mid-Segment
- Transition Into IP Digital Video And Mobile Integration
- Full Local VOC, Design And Manufacturing
- Priced Competitive vs. Leading Chinese Brands
- Introduced In China And India
- 300bps Margin Improvement
- Awarded Top 10 Brands For China Intercom In 2012

Innovating Into The Mid Segment

Strong 2012 Wins

Honeywell

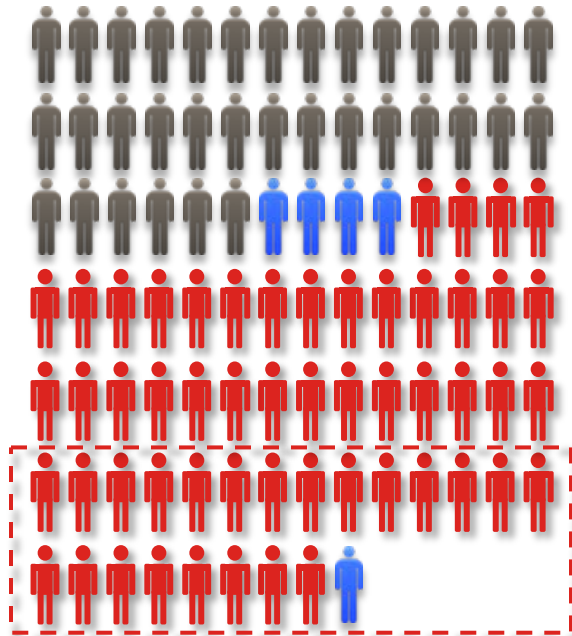


Multi-Year Wins Enable Future HGR Expansion

HGR - The World's Largest Growth Engine

Honeywell

Population Growth



30+ years old All regions
 <30 years old developed regions
 <30 years old HGRs

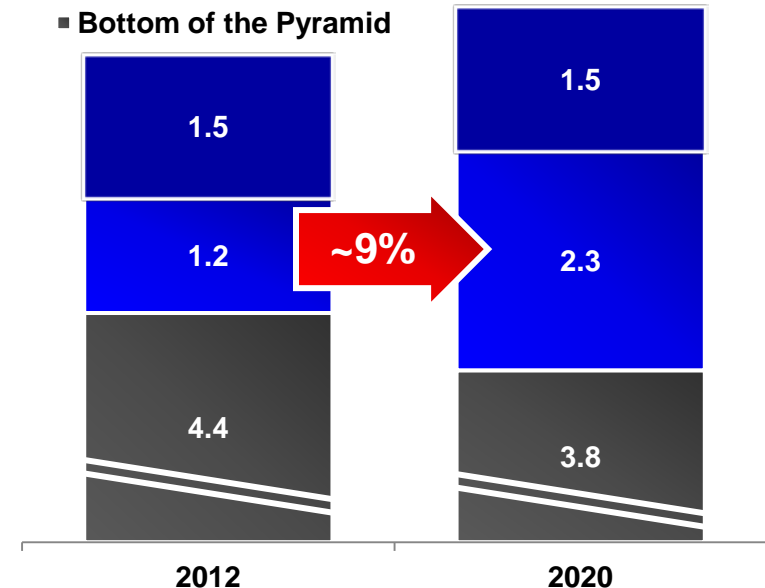
= new population by 2050 Each icon = 100 M population

***HGR's Driving Population Growth
And "Leapfrogging" Tech And Process***

Fast HGR Middle Class Growth

(Global Population, Billion People)

- Wealthy & DM Middle Class
- HGR Middle Class
- Bottom of the Pyramid



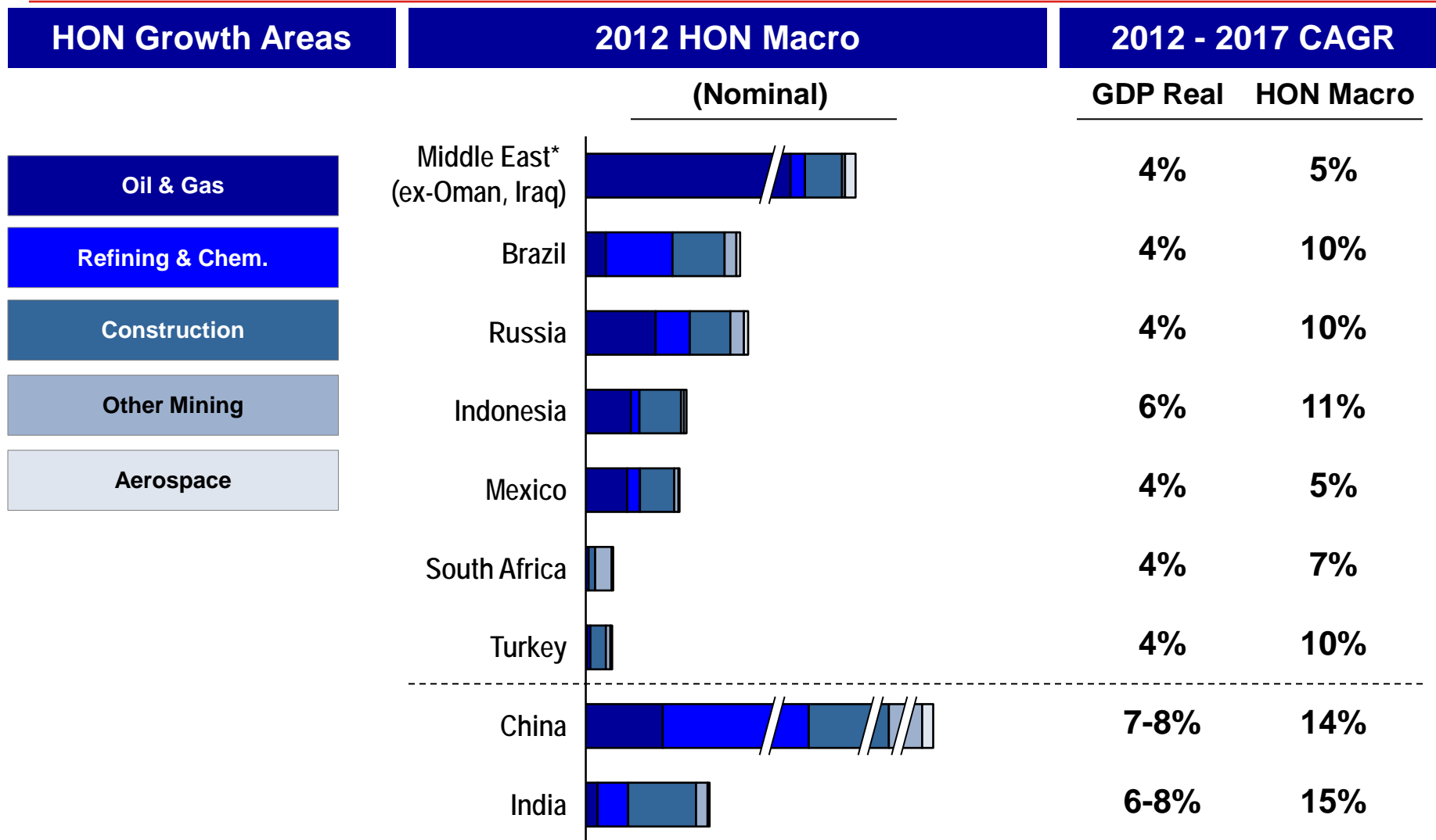
* Middle class = \$10-100 / day / person expenditure 2005 PPP
Source: OECD, World Bank, UN, US Census Bureau

***85% Of HGR Middle Class Earnings
Less Than \$10K Per Year***

HGR Needs And Innovations Driving Growth

HON Macro Index Drives Focus

Honeywell



* Including Saudi Arabia, UAE, Kuwait, Qatar

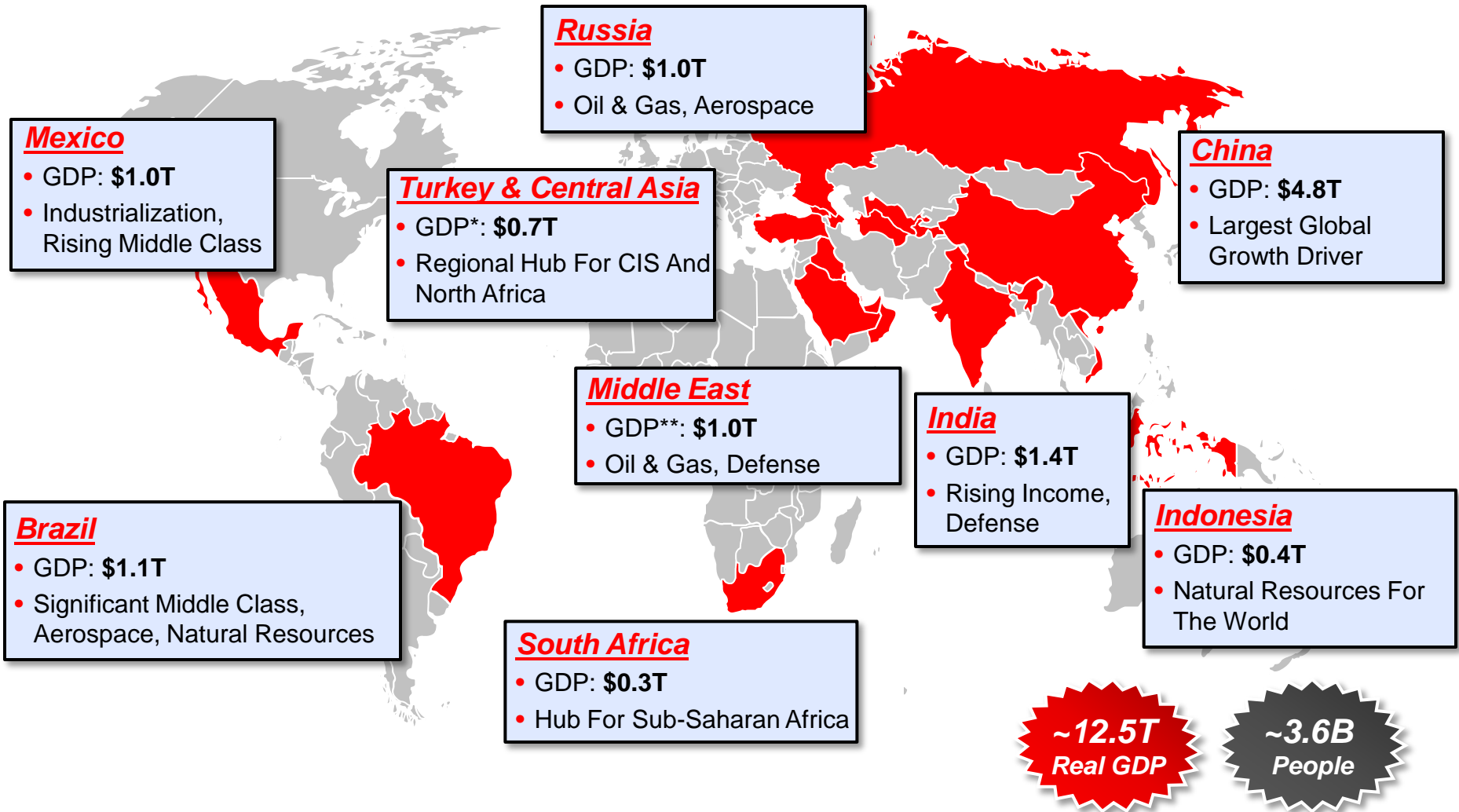
Source: Global Insight, OICA, Oxford Economics, ATR Input

HON Macro Index ~2x GDP Growth

HON Priority High Growth Regions

Honeywell

(Real GDP)



* Includes: Turkey, Georgia, Azerbaijan, Turkmenistan, Tajikistan, and Uzbekistan

** Includes: Saudi Arabia, UAE, Kuwait, Qatar, Oman and Iraq

Source: Global Insight

Priority HGRs To Drive Growth

HGR Core Strategy

Honeywell

Core Growth Geographies



East For East (E4E) Product Platform

R&D

Manufacturing

Selling

Global Energy And Resources



Global Aerospace And Defense



Follow The Growth



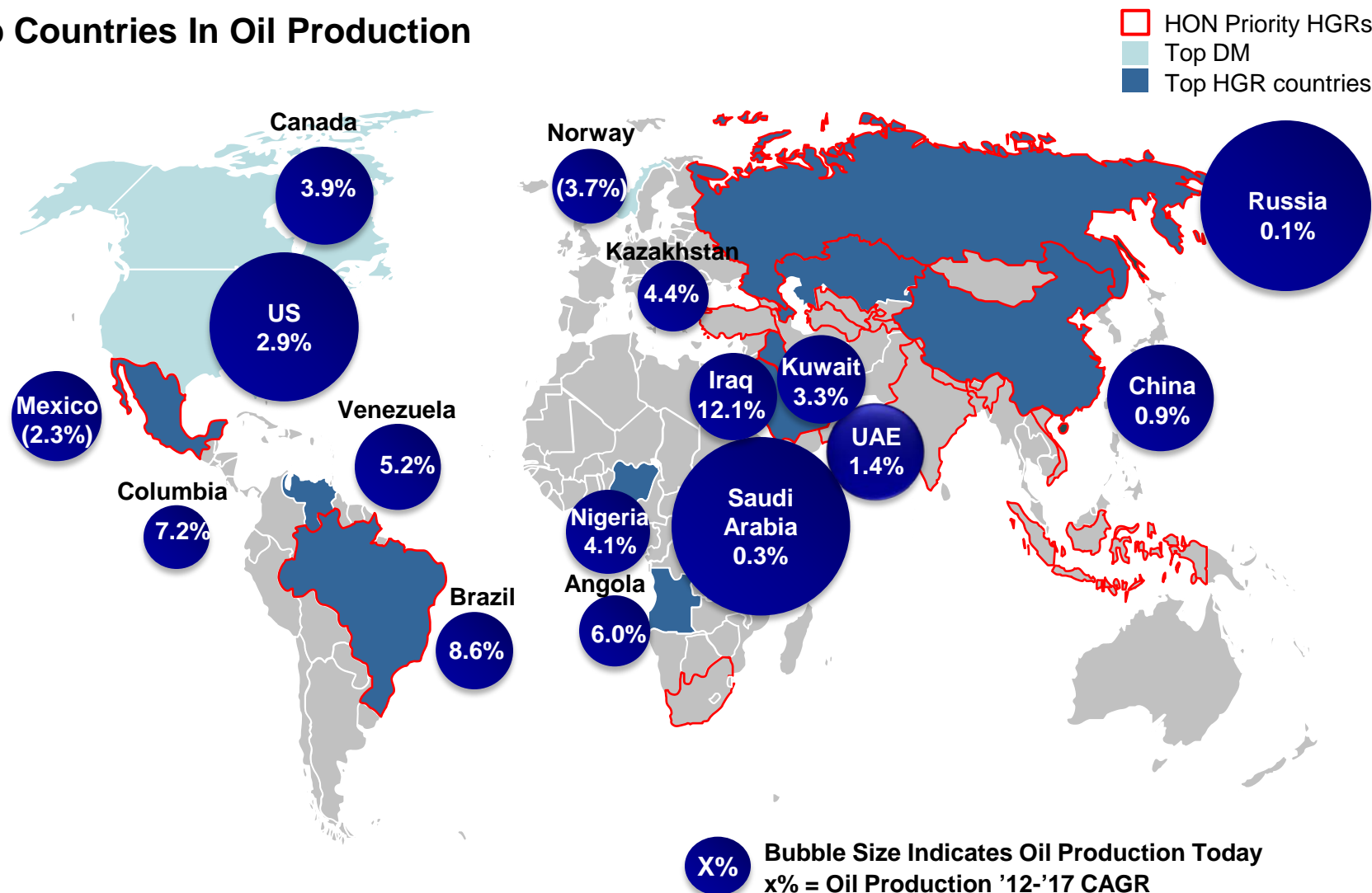
One Honeywell

Integrated Strategy To Accelerate HGRs

Global Energy And Resources: Oil

Honeywell

Top Countries In Oil Production



Source: BP, Global Insight, BMI

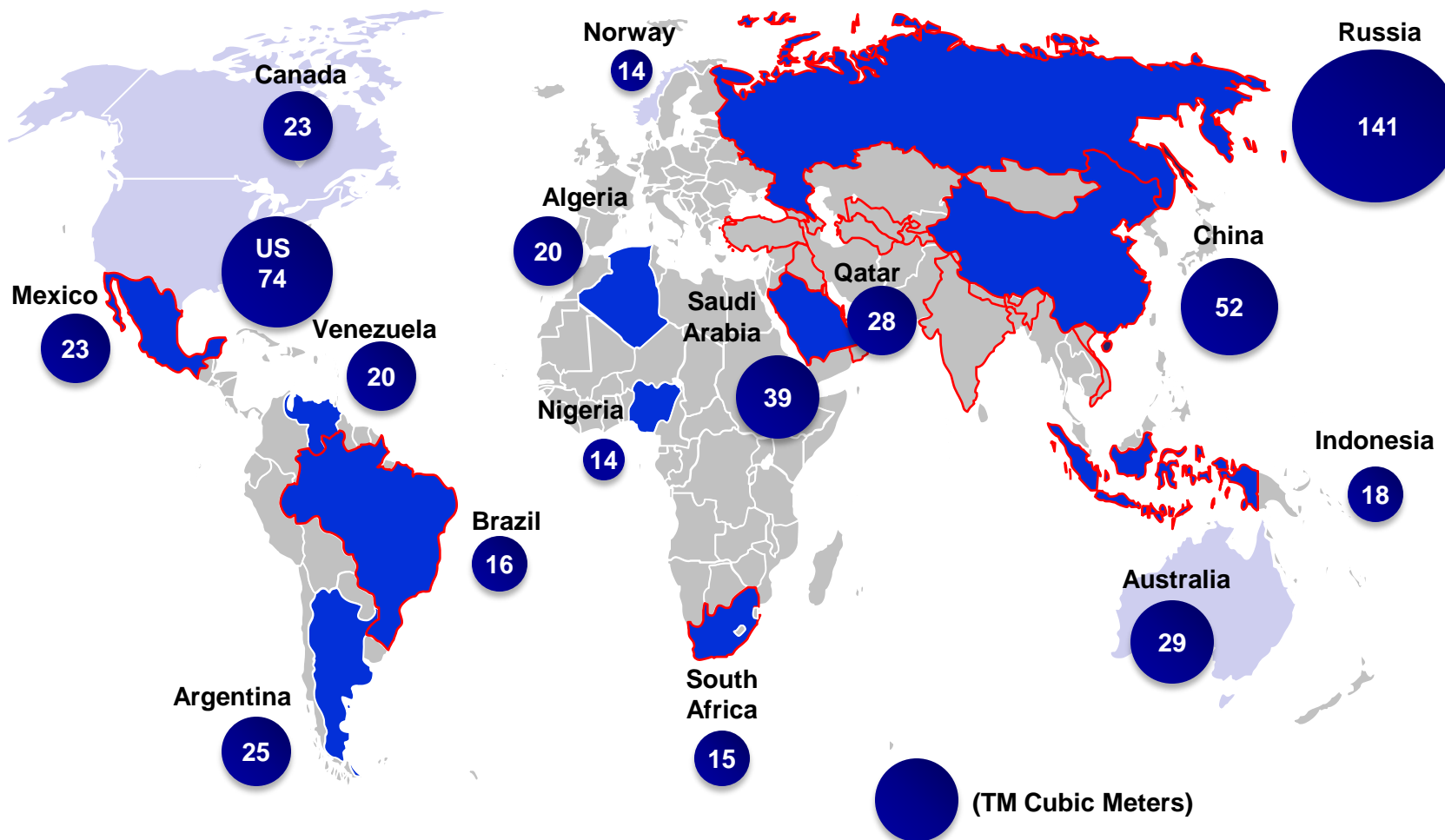
HGR Additional 10M B/D, 3x Developed Countries In 2017

Global Energy & Resources: Natural Gas

Honeywell

Remaining Recoverable Natural Gas Resources – Top Countries

- HON Priority HGRs
- Top DM
- Top HGR Countries

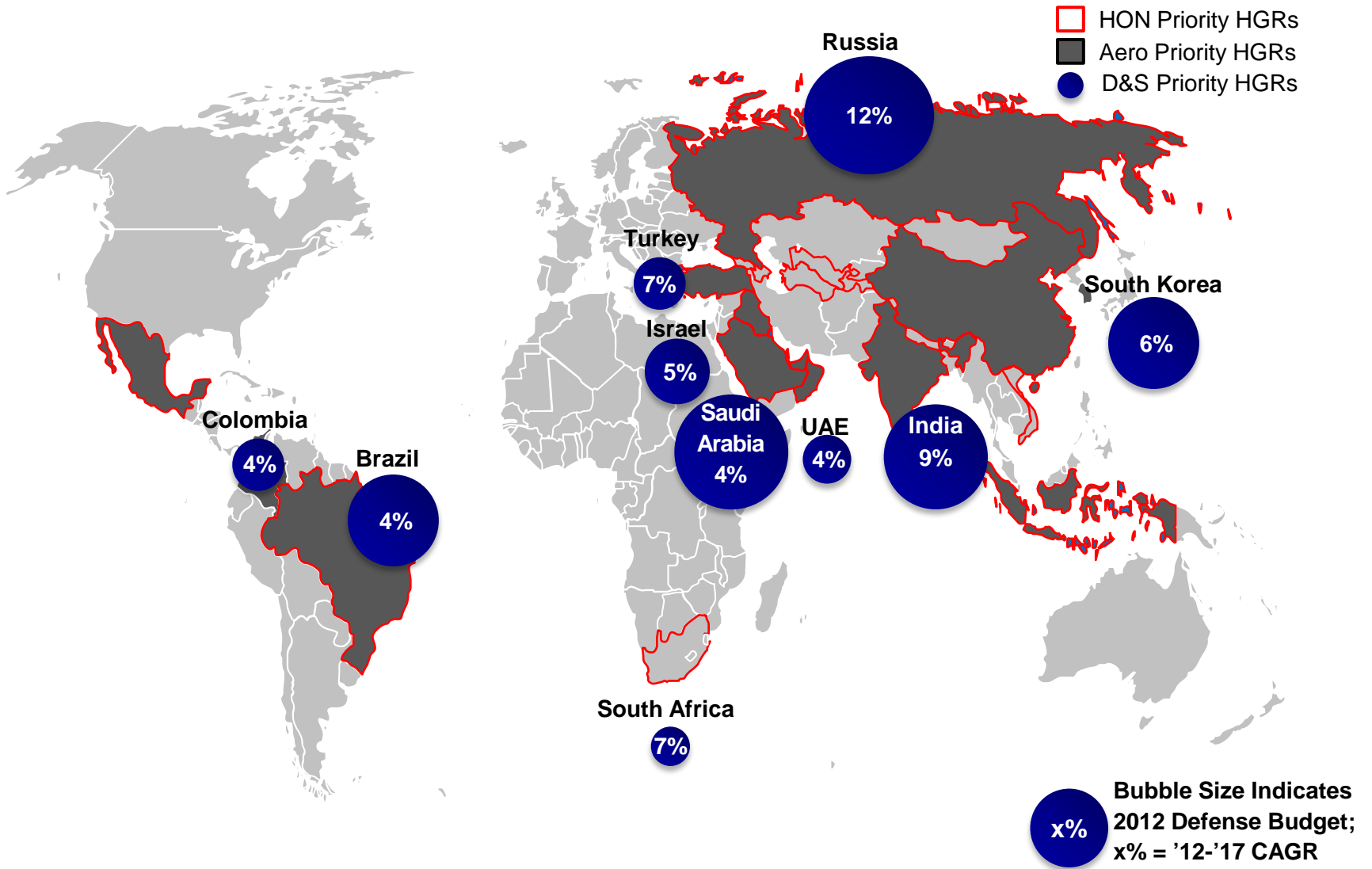


Source: IEA, EIA, BP, Platts, Argus, ICIS

HGRs Cover ~75% Of Major Natural Gas Resources

Global Aerospace & Defense

Honeywell



Priority HGRs Aligned With Aero Opportunities

Follow The Growth

Honeywell



Globalizing HGR Players

- ~90 Contractors In “Top 225 Global Contractors” Are Chinese, Turkish And Indian; 4x Sales Since 2007
- Top Chinese Contractors Increased Presence In HGRs:
 - >40% In Africa,
 - >20% In Asia,
 - ~15% In ME

HON Initiatives

- Leveraging Customer Relationship And Install Base To Pursue From China And Turkey
- Concept Proven – Initial Wins, \$50-100M In Pipeline

***Supported By Global Brand,
Channel, Management And Execution***

HON Well Positioned

HGR Country Presidents

Honeywell

Country Presidents

	China		<i>In Place</i>
	India		<i>In Place</i>
	Russia, Middle East, and CIS		<i>In Place</i>
	Turkey & Central Asia		<i>In Place</i>
	Brazil		<i>Appointed</i>
	Indonesia		<i>In Place</i>
	Mexico		<i>In Place</i>

Strong In-Country Leadership

- **Country Specific Responsibility To Accelerate Growth**
- **Leverage Local Business Experience To Drive Incremental Value**
- **Increase Country Market Penetration**
- **Win In Mid-Segment Markets**
- **Implement One-HON Country Strategy**
- **Develop In Country Capabilities While Improving Local Talent**
- **Protect Honeywell Interests**

Senior Leaders On The Ground To Accelerate HGRs

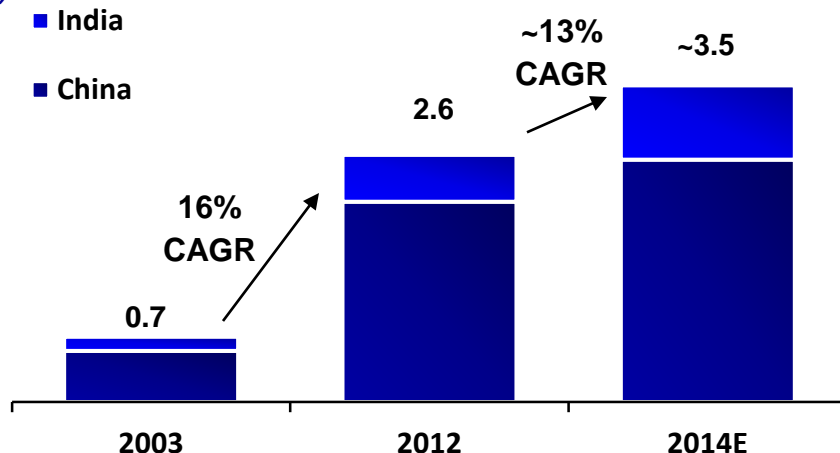
Resourcing Ahead For Growth

Honeywell

Sales

(\$B)

■ India
■ China

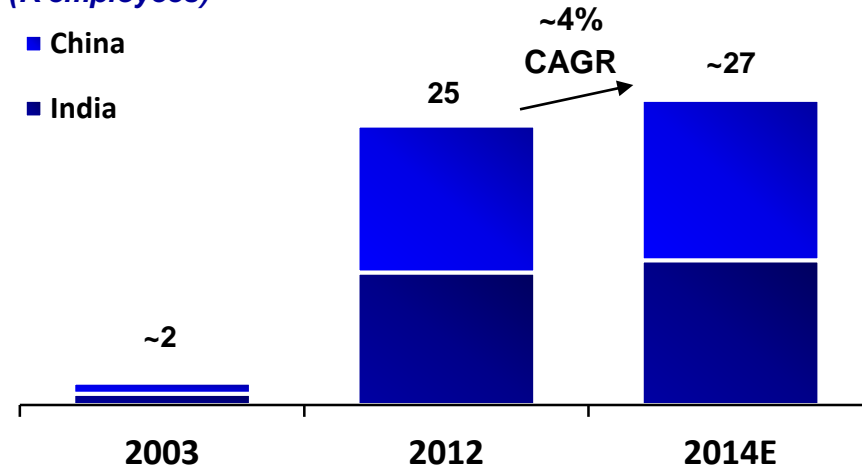


Sales Growth Expected To Continue

Census

(K employees)

■ China
■ India



Limited Incremental Support Needed

Leveraging Existing Infrastructure And Investments

- Invested In Development Of China And India Organizations With Full Functional Support
- Mature HON Processes And Global Alignment
- Solid R&D, Manufacturing And Sales Force Foundation To Drive Incremental Growth

Drive Profitable Growth

- **Effective HGR Strategies To Drive Above Market Growth**
 - Double-digit CAGR Driven By Proven HON Playbook
 - “Becoming THE Chinese Competitor”
 - E4E Products Portfolio Provide Growth Drivers In HGR Mid-Segment
 - Priority Countries Significant Wins For Future Growth
- **Strong Macro Tailwind And HGR Great Position**
 - HGR Population Growth And Middle Class Expansion
 - HON Macro Index Above GDP Growth
 - HGR Well Aligned With Oil, Gas And Aero Potentials
- **Execute Comprehensive Strategies To Accelerate Growth**
 - HGR Strategy And Organization In Place To Support Future Growth
 - >50% Of HON Growth From HGRs

HGR Strategy Enhancing Honeywell Growth Outlook



FINANCIAL REVIEW

DAVE ANDERSON

SENIOR VICE PRESIDENT AND CFO

Honeywell



- **HON Set High Expectations In 2012 And Delivered**
 - Top-Tier Margin Expansion Driving Record Full Year EPS Up 11% To \$4.48*
 - Finished 2012 With Record Backlog, Strong Pipeline Of New Wins
- **Confident In 2013 Outlook**
 - Executing On Attractive Opportunities, Despite Continued Macro Challenges
 - Conservatively Planning Costs, Staying Flexible, Ongoing Repo
- **Seed Planting Continues For Future Growth**
 - Continued Evolution Of Processes, Tools, And Enablers
 - Impressive Growth Opportunities, Execution Of Process → Upside
- **Setting Up For Outperformance Again In 2014 And Beyond**
 - Returning Cash To Shareholders
 - Top Tier Performance Yields Top Tier Returns

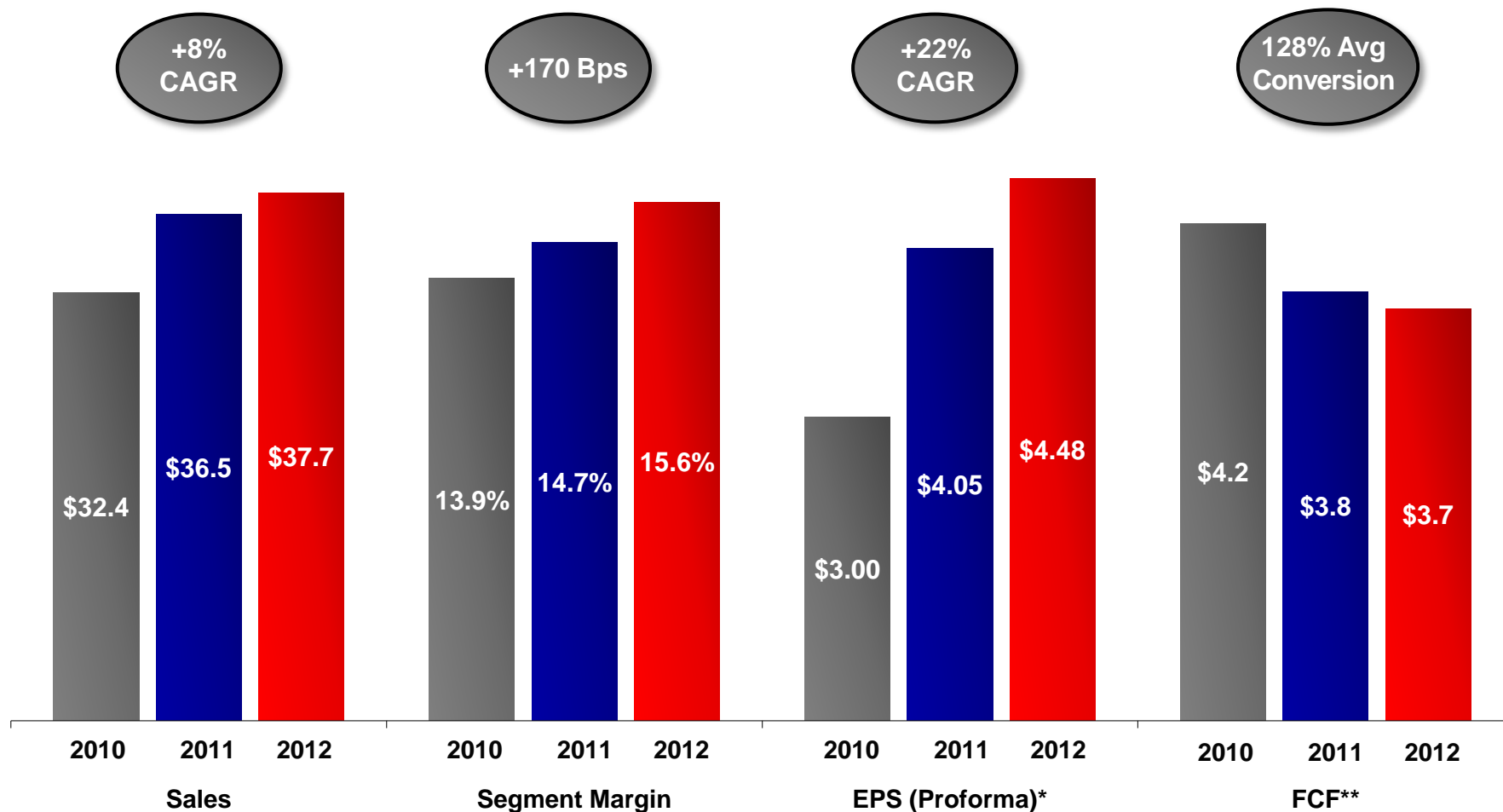
** Proforma Excludes Pension Mark-to-Market Adjustment*

Consistent Strategy, Focus On Outperformance

2012 Summary

Honeywell

(\$B, except per share amount)



* Proforma Excludes Pension Mark-to-Market Adjustment

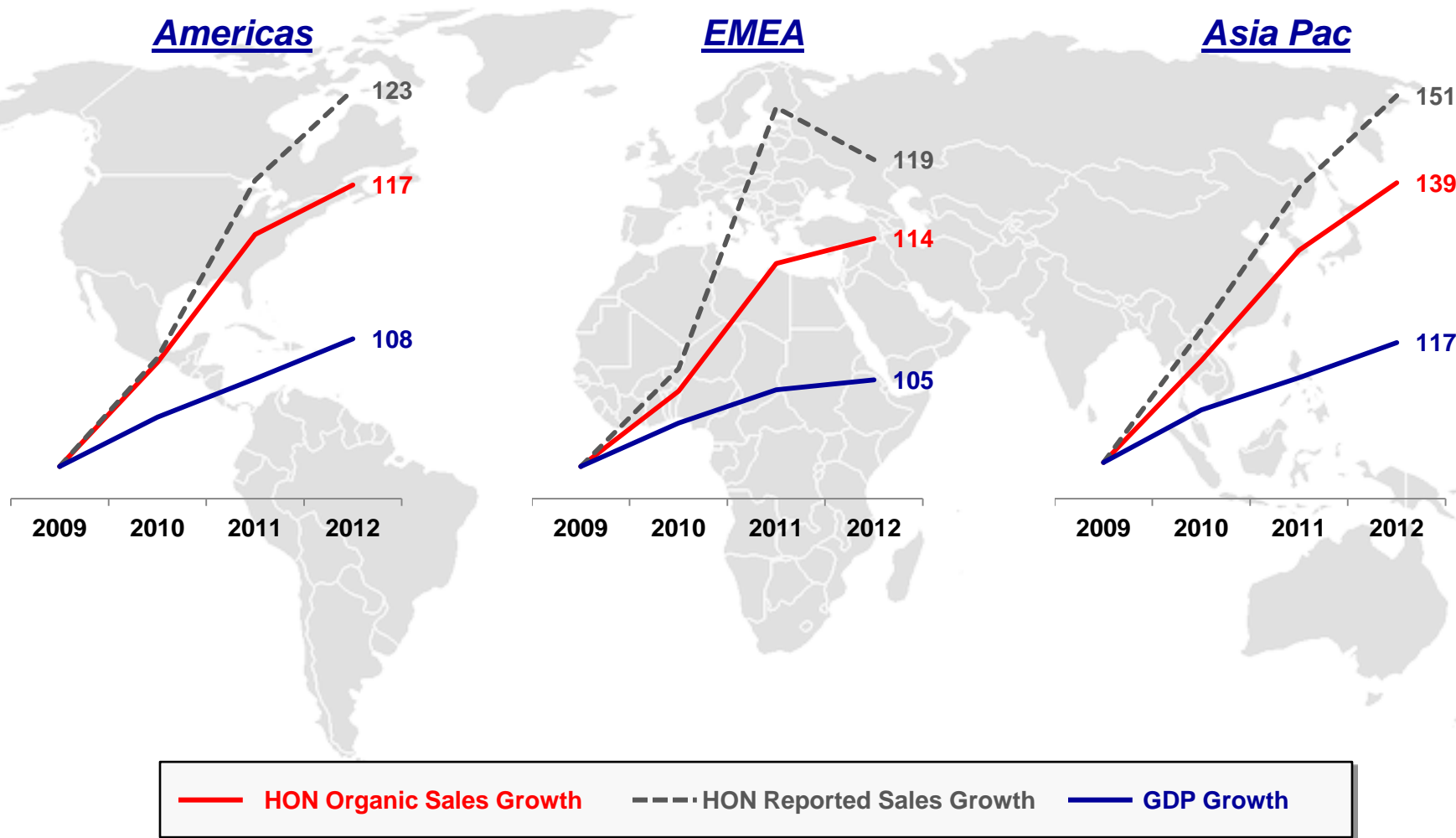
** FCF and FCF Conversion Prior to Cash Pension Contributions; 2012 FCF Includes 11% Increase in CapEx vs. 2011

HON Delivered In Challenging 2012 Environment

Growing Faster Than End Markets

Honeywell

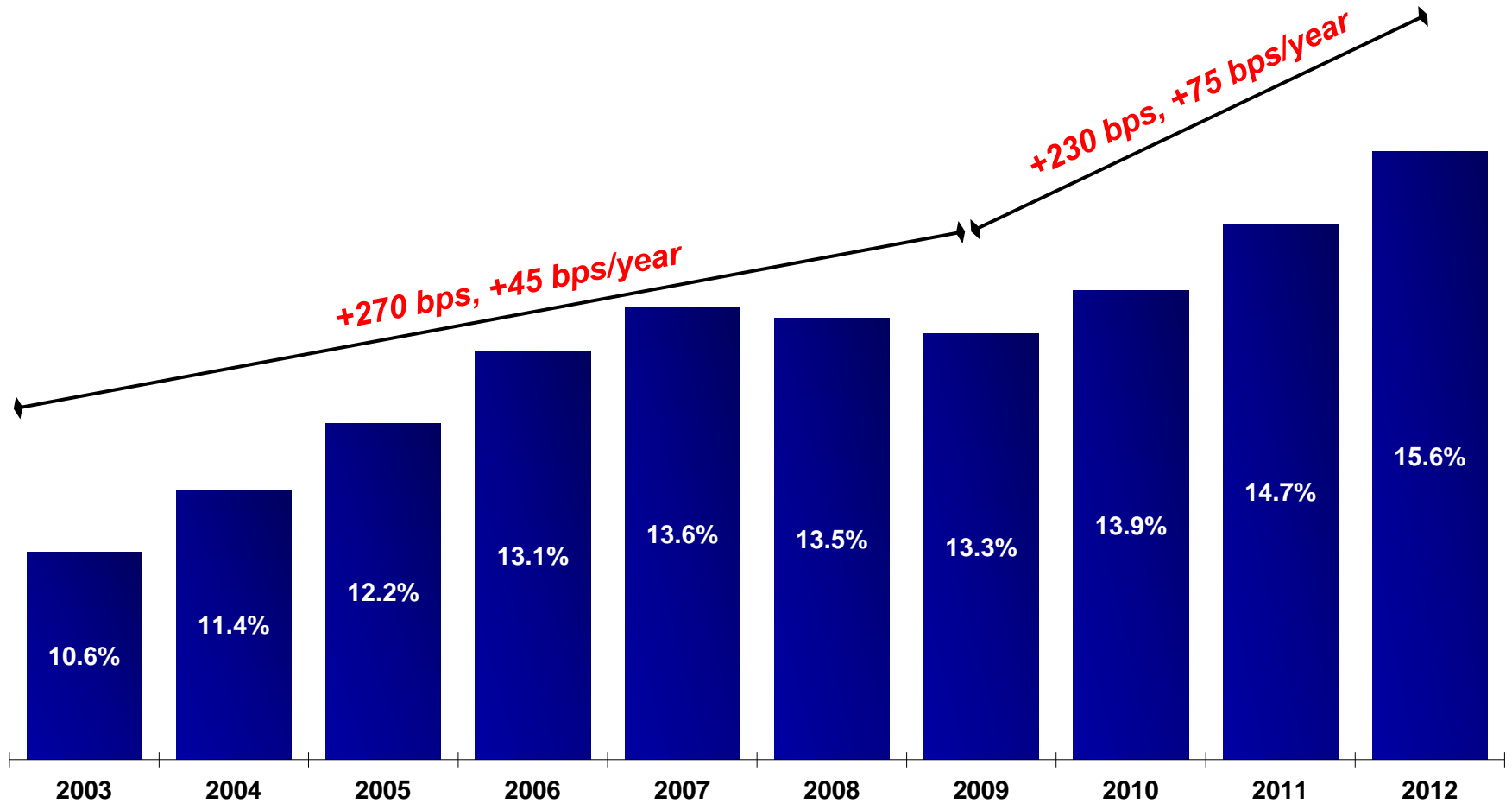
(Index, YoY Growth)



Meaningfully Exceeding GDP Growth In Every Region

Segment Margin Expansion

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Note: All Years Exclude CPG

Accelerating Margin Expansion

Focused Cost Management

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% Of Sales, Bps Fav / (Unfav)

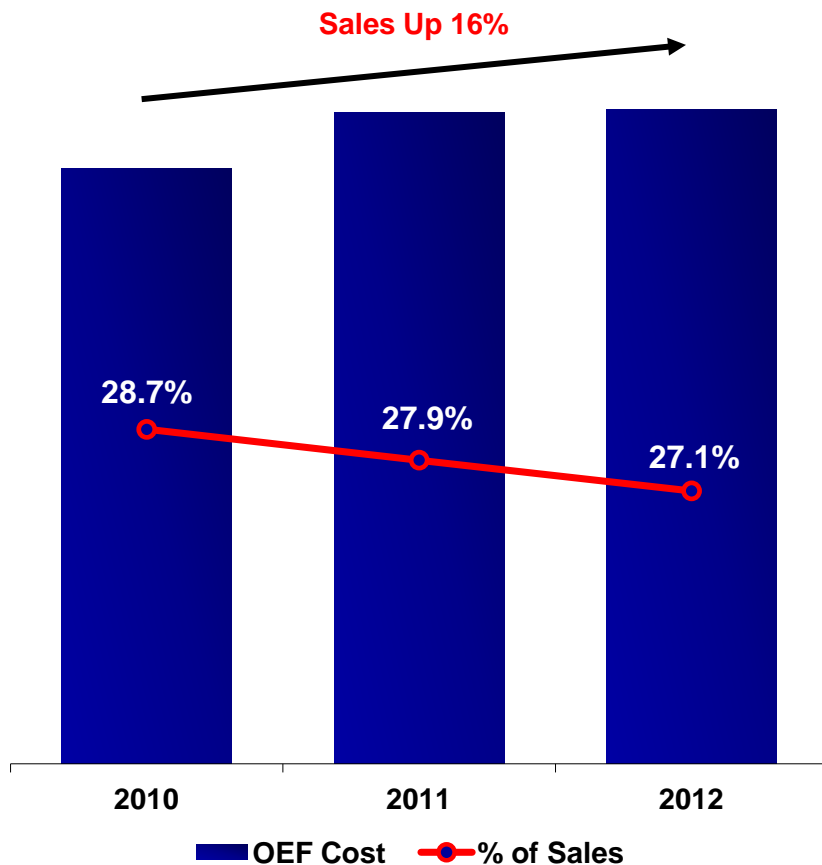
Sales \$32.4B		Sales \$36.5B		Sales \$37.7B
Direct Material 40.6%	(80) Bps	Direct Material 41.4%	(10) Bps	Direct Material 41.5%
Indirect Spend 13.4%	+30 Bps	Indirect Spend 13.1%	+10 Bps	Indirect Spend 13.0%
OEF 28.7%	+80 Bps	OEF 27.9%	+80 Bps	OEF 27.1%
Depreciation 3.4%		Depreciation 2.9%		Depreciation 2.8%
Segment Margins 13.9%	+80 Bps	Segment Margins 14.7%	+90 Bps	Segment Margins 15.6%
2010		2011		2012

Growing Sales Faster Than Fixed Costs

Organizational Effectiveness

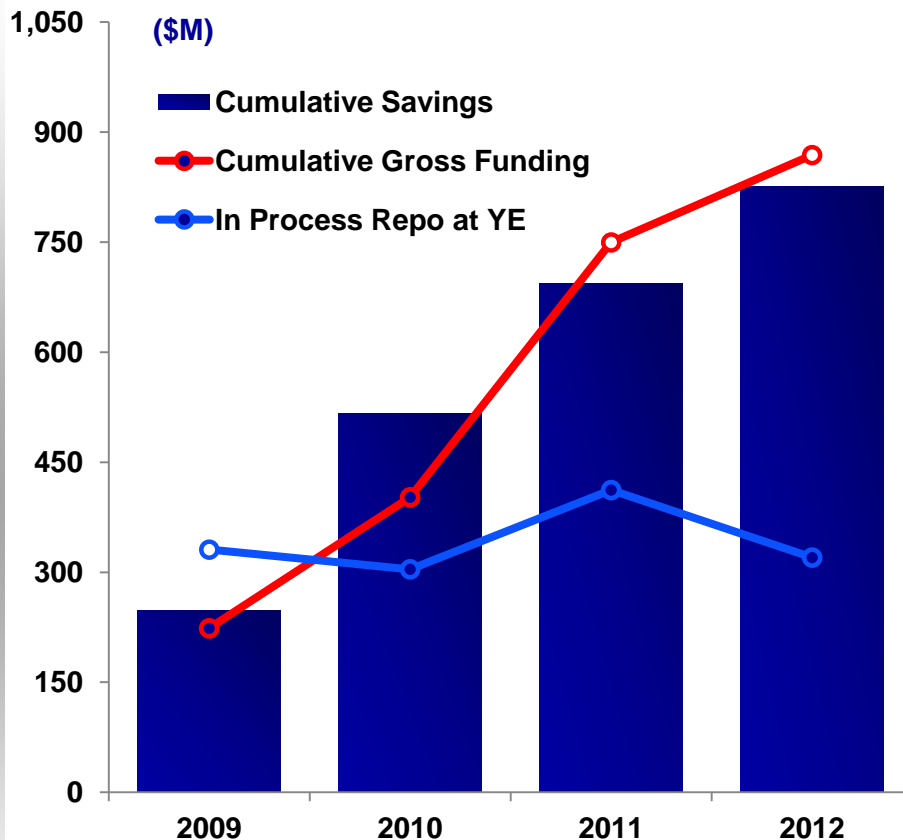
Honeywell

OEF



Holistic Approach To People Cost

Repositioning



Healthy Pipeline Of Project Savings

Driving Sustainable Productivity Improvements

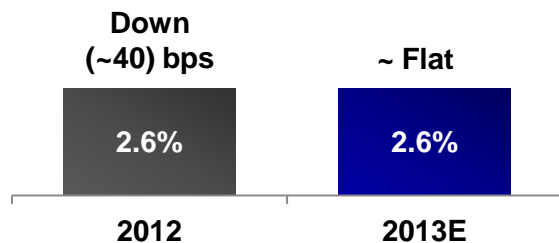
2013 Outlook

2013 Macro Outlook

Honeywell

World GDP

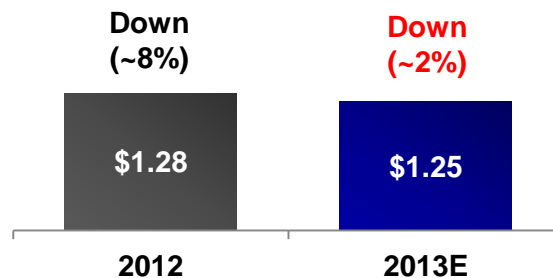
(YoY Growth %)



Source: Global Insight

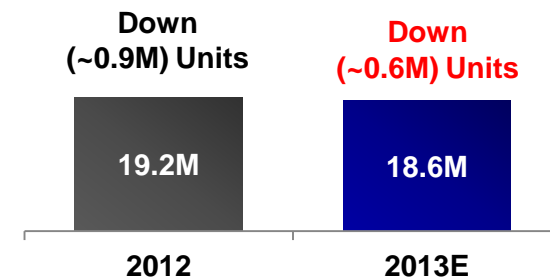
Euro

(USD: EUR)



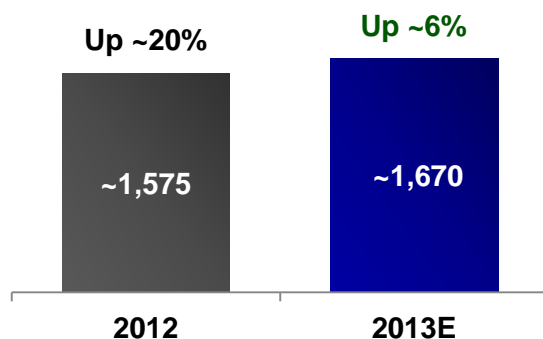
EU Light Vehicle Prod

(M Units)



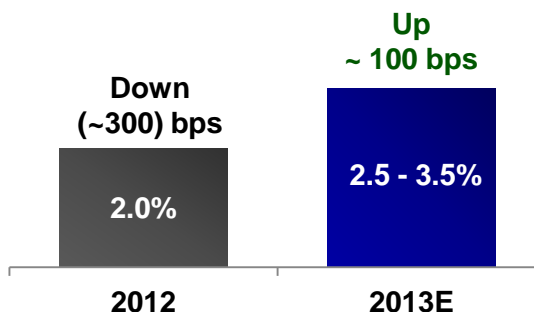
ATR OE Deliveries

(Units)



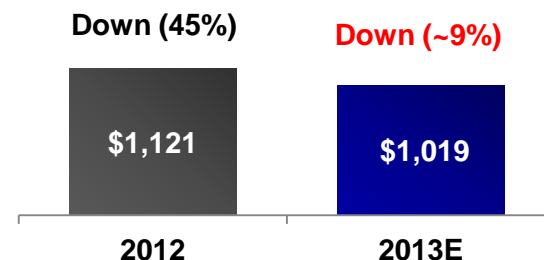
Flight Hours

(YoY Growth %)



Capro Pricing

(\$/MT)

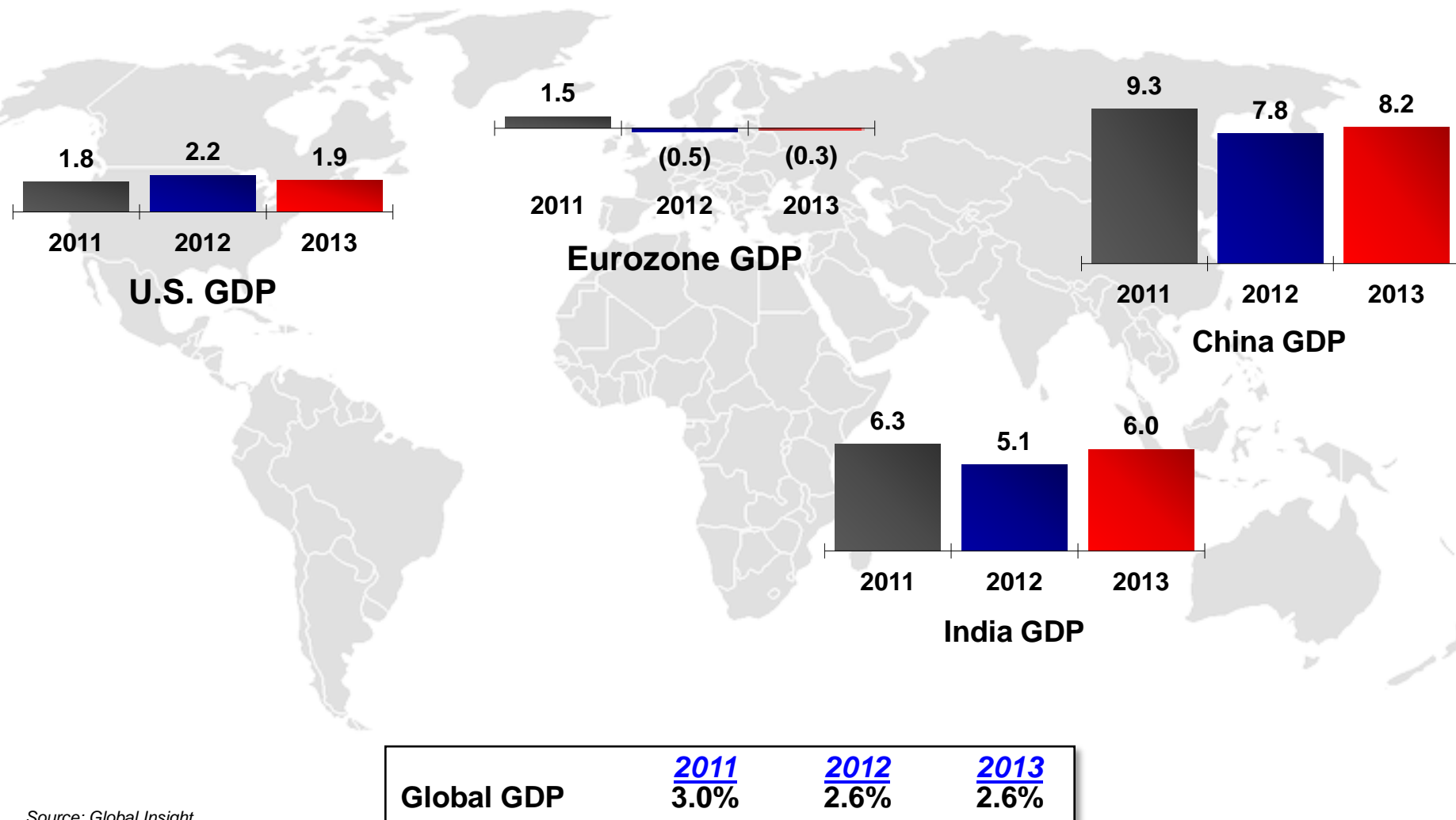


Planning For A Continued Challenging Macro Environment

GDP By Region

Honeywell

(% Change in GDP)













Source: Global Insight

Continued Slow Growth Macro Environment

2013 End Market Trends

Honeywell

Aero	Commercial AM	 Up Mid SD	Growth Moderating, Difficult Comps
	Commercial OE	 Up Mid SD	Production Ramp-ups; Difficult Comps 1H13
	Defense & Space	 Down (~3%)	Likely Sequestration Scenario
ACS	Energy, Safety, and Security	 Up Low SD	Res / Non-Res Modest Improvement
	Process Solutions	 Up Low SD	Strong Backlog Conversion, Project Delays
	Building Solutions, And Dist.	 Up Low SD	Challenging Investment Environment
PMT	Advanced Materials	 Up Low SD	Easier 2H Comps
	UOP	 Up ~10%	Continuing To Build Backlog
TS	Passenger Vehicles	 ~ Flat To Up Slightly	EU Headwinds Continue; 2H Comps Improve
	Commercial Vehicles	 ~ Flat To Up Slightly	Global Launches; 2H China Improvement

Note: Organic Sales Change

Honeywell Outperforming Key End Markets

2013 Segment Outlook

Honeywell

Segment	Sales Growth	Segment Margin Growth
Aero <ul style="list-style-type: none"> Commercial Aftermarket Growth Recouples To Flight Hours Commercial OE Supported By Increased Deliveries Scenario Planning For Defense, Expect Modest Declines 	Up 1 - 3%	Up 50 - 70 bps
ACS <ul style="list-style-type: none"> Better Short-Cycle Comps, Some Easing Of Macro Headwinds Slower Solutions Growth Supported By Backlogs Enablers Helping Drive Improved Productivity 	Up 3 - 5%	Up 10 - 40 bps Up 50 - 70 bps ex Intermec
PMT <ul style="list-style-type: none"> UOP + Thomas Russell Acquisition = Double Digit Growth New Products / Applications Help Drive Advanced Materials Increased Capex To Support Growth And Productivity 	Up 11 - 13%	~ Flat - Up 20 bps
TS <ul style="list-style-type: none"> EU LV Production Flat To Down Slightly YoY, Easier Comps 2H Increased Turbo Penetration In U.S. And China New Product Launches Driving Growth 	~ Flat - Up 3%	Up 30 - 60 bps

Margin Expansion All Businesses

2013 Full Year Guidance

Honeywell

(\$B except per share amounts)

	<u>2012</u>	<u>2013E</u>	<u>V%</u>	<u>Comments</u>
Sales	\$37.7	\$39.0 - 39.5	4 - 5%	• Organic Up 1 - 3%
Segment Profit	\$5.9	\$6.2 - 6.4	5 - 9%	
Segment Margin	15.6%	15.8 - 16.1%	20 - 50 bps	• Up 40 - 60 bps Ex-Acquisitions
Net Income, Proforma ¹	\$3.5	\$3.8 - 4.0	7 - 12%	
Attributable to Honeywell				
EPS ¹	\$4.48	\$4.75 - 4.95	6 - 11%	• Shares ~Flat To 4Q 2012
Free Cash Flow ²	\$3.7	~\$3.7	~ Flat	• Capex Investment

1. Proforma, V% Exclude Any Pension Mark-to-Market Adjustment

2. Free Cash Flow (Cash Flow from Operations Less Capital Expenditures) Prior to Any NARCO Related Payments and Cash Pension Contributions

Low End

- Lower Global GDP Growth
- High Growth Regions Moderate Further
- Unfavorable Mix – Commercial OE, Adv Mat
- Inflation / Productivity Worse
- Stronger Dollar – EUR < \$1.25

High End

- + Stronger Global GDP Growth
- + High Growth Regions Overdrive
- + Favorable Mix – ACS-ESS, UOP
- + Inflation / Productivity Better
- + Weaker Dollar – EUR > \$1.25

Balanced Outlook For 2013

	<u>Sales Change</u>	<u>Comments</u>
Aerospace	(2) - 0%	<ul style="list-style-type: none">• Continued Modest Defense Ramp Downs• Moderating Aftermarket, Tougher Comps
ACS	0 - 2%	<ul style="list-style-type: none">• ESS End Markets Stable• Moderating Growth HPS, BSD
PMT	7 - 9%	<ul style="list-style-type: none">• UOP Shipment Timing, Acquisition Tailwind• Adv. Mat. Volume Headwinds
Transportation	(5) - (7%)	<ul style="list-style-type: none">• EU Light Vehicle Production Down ~(10%)• Challenging 1H 2013 Comps
Honeywell	0 - 2%	<ul style="list-style-type: none">• Total ~\$9.3 – \$9.5B

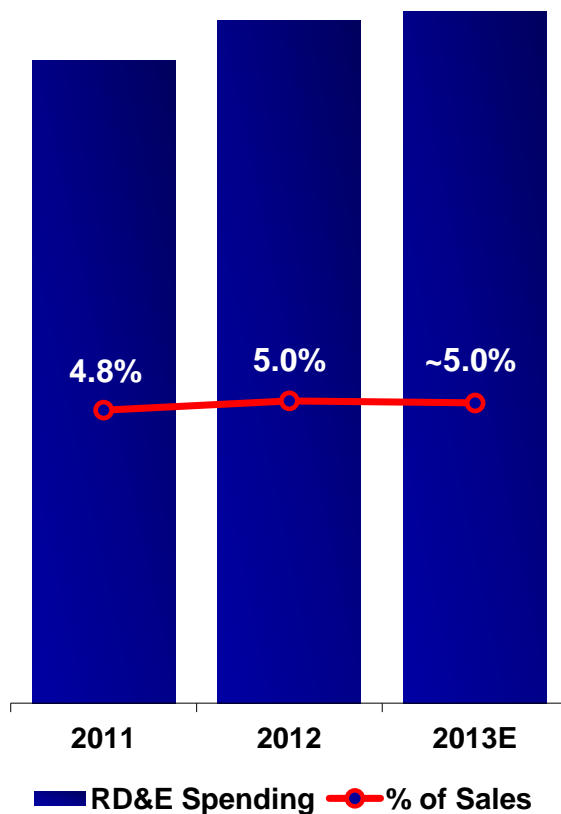
EPS \$1.10 - \$1.15, Up 6 - 11%

Investing For Growth

RD&E Investment

Honeywell

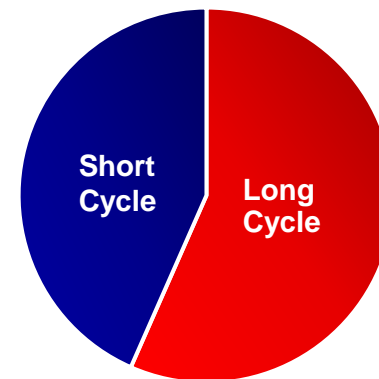
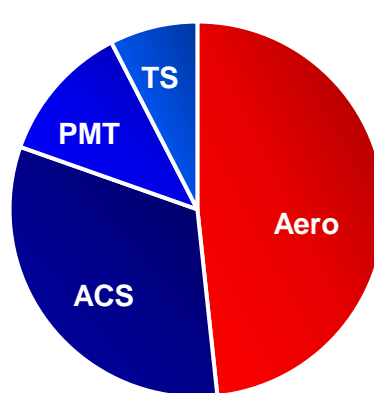
RD&E



Major Growth Projects

- **Aero:** Satellite Communication, Wireless Adv RMUs (Safety, Efficiency, Passenger Comfort)
- **ACS:** Consumer Focused Products (ECC, HLS)
- **PMT:** Next Gen Hydrocracking Catalysts & Equipment HFO - Solstice Applications
- **TS:** Adv Gas Turbos, High Efficiency VNT

2013 Spend Profile



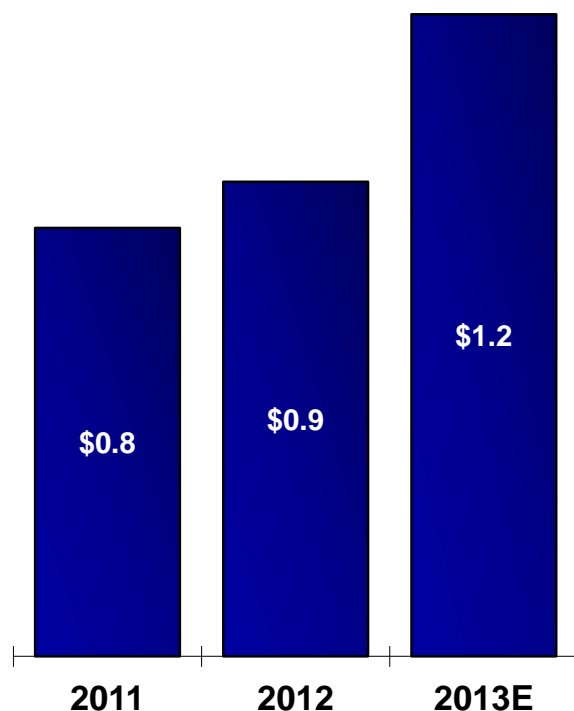
More Products, More Efficiently

Capital Investment

Honeywell

Capital Spend

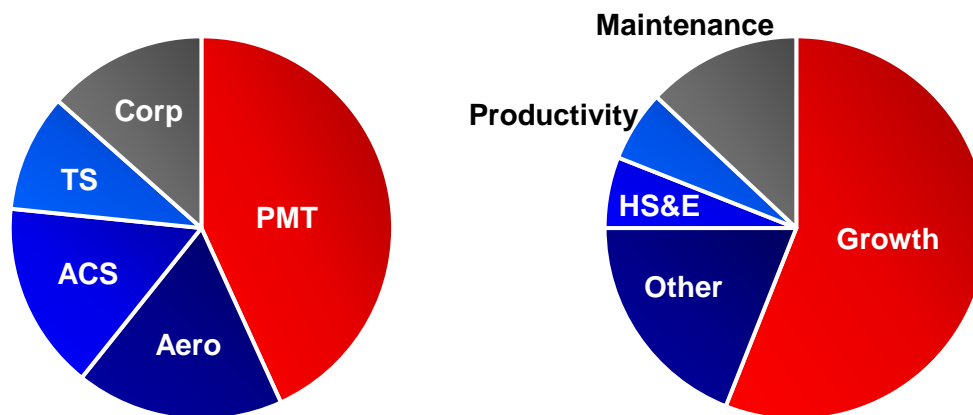
(\$B)



Major Growth Projects

PMT	UOP Oleflex Catalyst
Aero	COMAC C-919
PMT	UOP Hydroprocessing Catalysts
PMT	Solstice Foam
ACS	New Product Introductions
TS	Footprint Optimization
HON	HGR Expansion

2013 Spend Profile

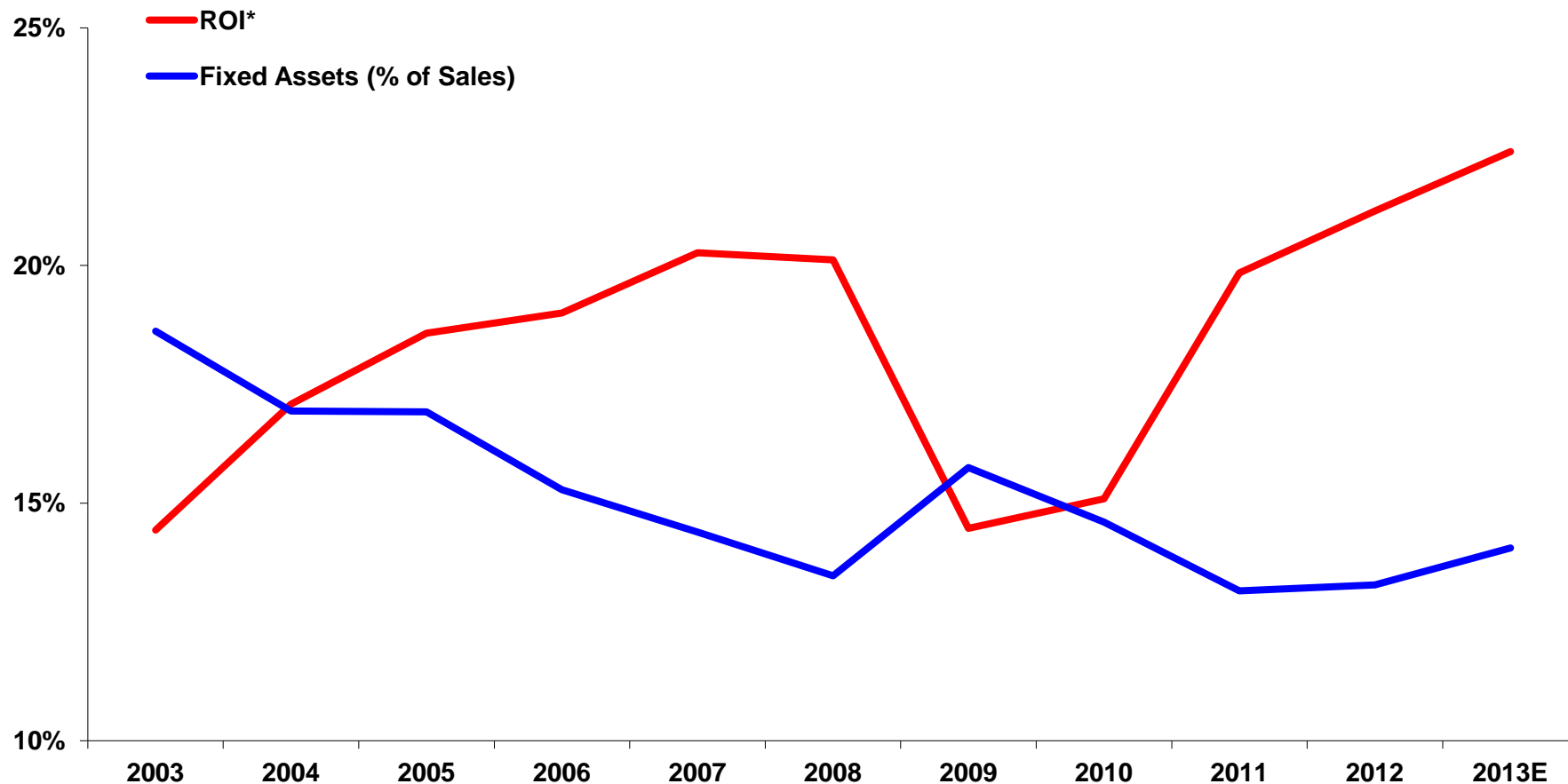


Investing In Profitable, High ROI Growth Projects

Capital Efficiency

Honeywell

(% of Sales)



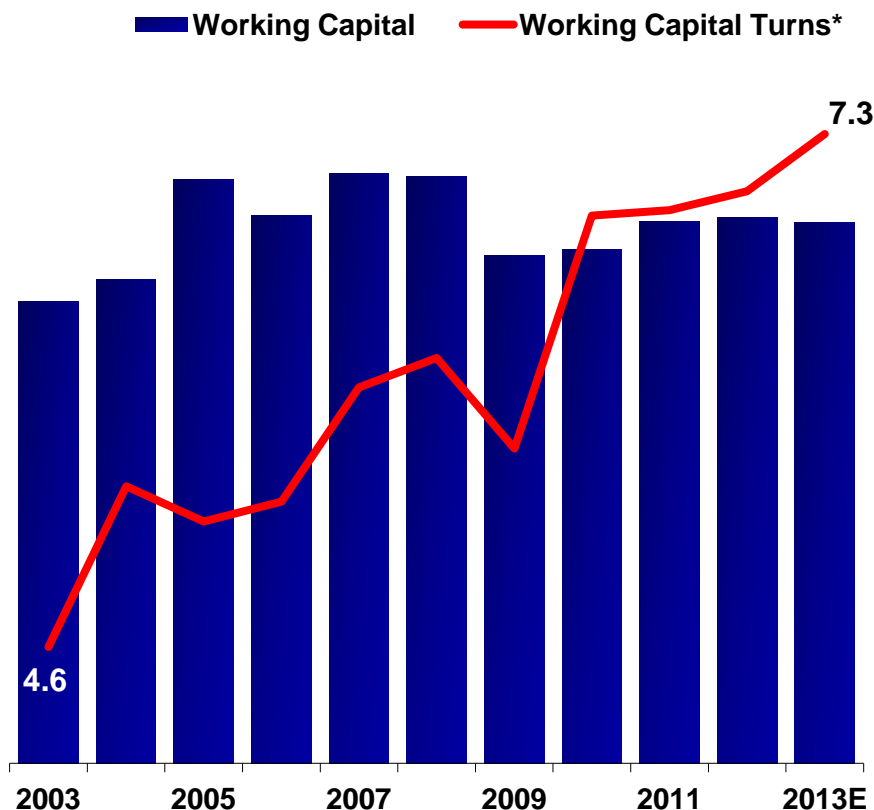
* ROI Excludes Pension MTM Adjustment and Pension Asset/Liability

Focused On Growth And Operating Disciplines

Cash Flow

Honeywell

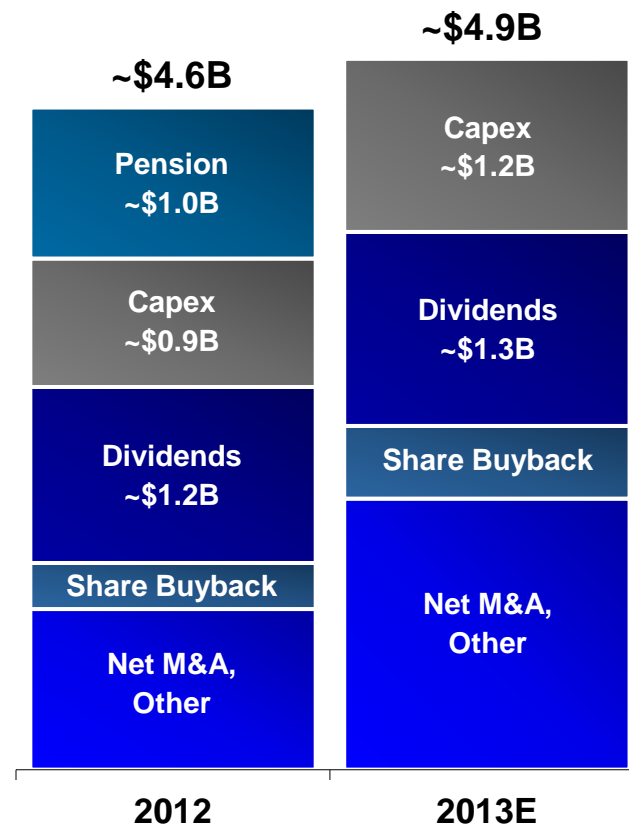
Working Capital



Focused On Cycle Time Improvement

* 13pt. Turns

Cash Flow From Operations*



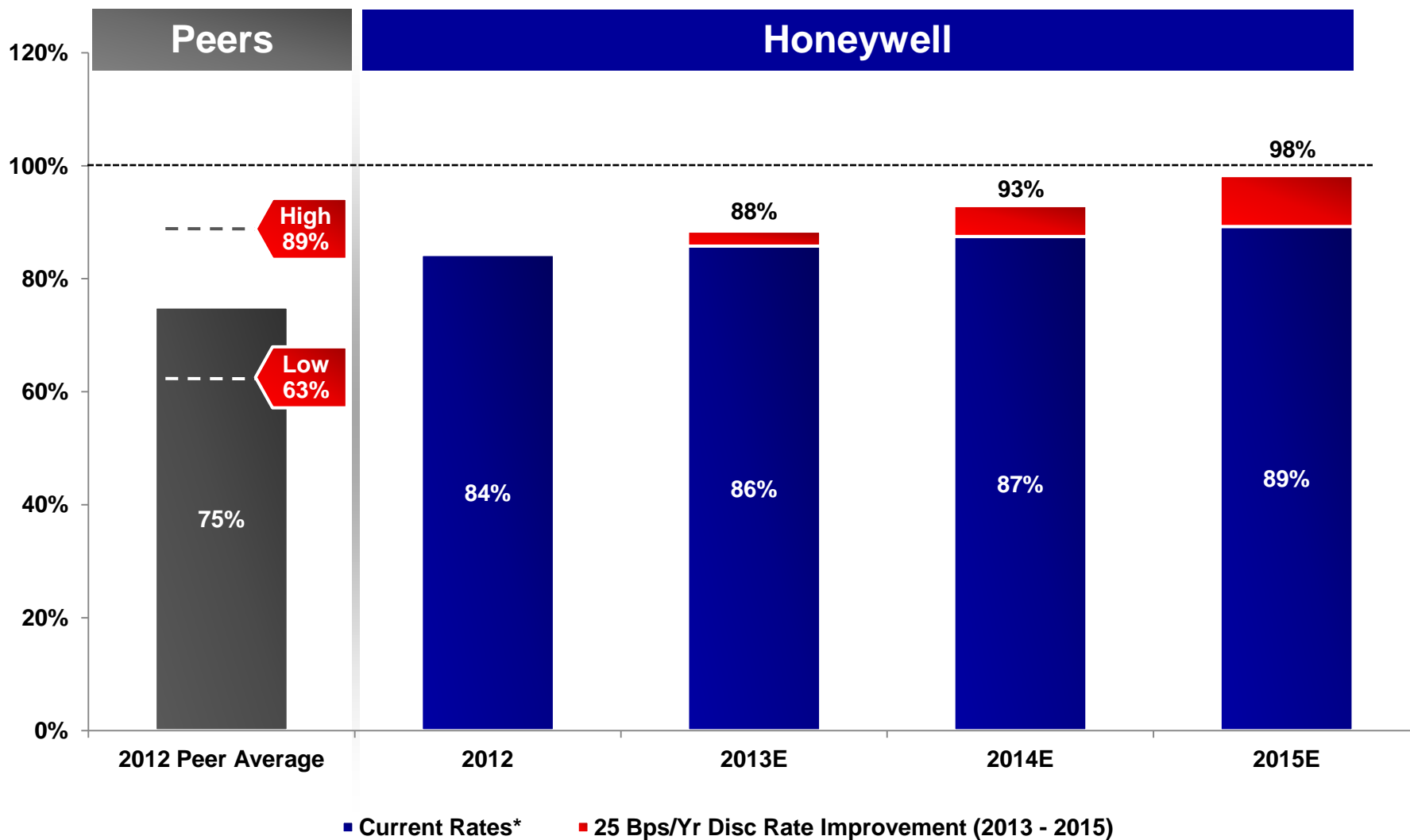
No Planned Pension Funding In 2013

* Cash Flow From Operations Shown Prior to Cash Pension Contributions and Any NARCO Related Payments

Strong Cash Generation Giving HON Flexibility To Invest

Pension Funded Status

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* Based on 7.75% Fund Return, 4.06% Disc. Rate

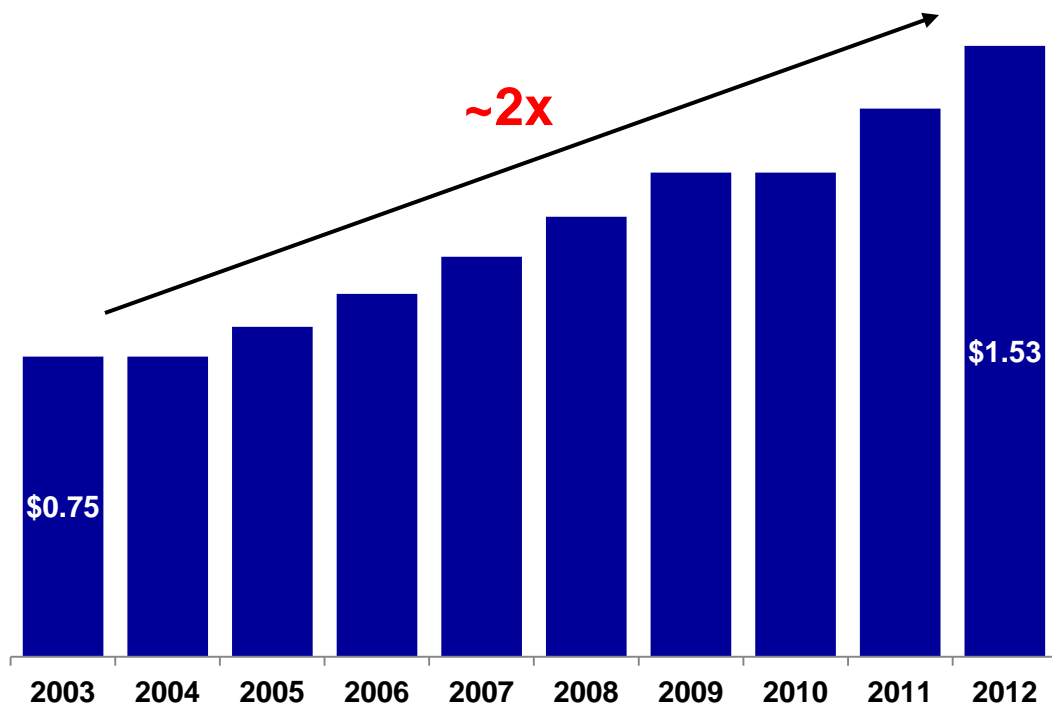
U.S. Pension Contributions In Next 3 Years Unlikely

Returning Value To Shareholders

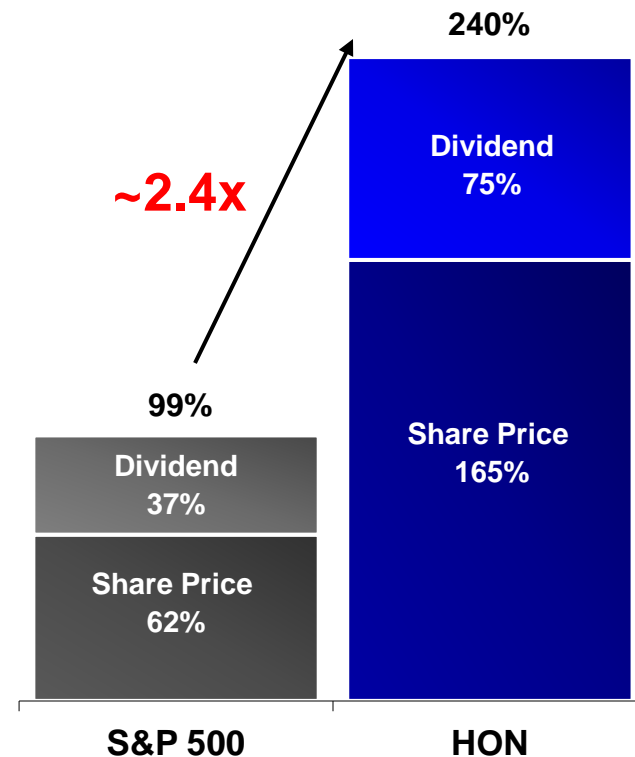
Honeywell

Dividend History

(Cash Dividend Per Share)



10-Year TSR*



* Total Shareholder Return From 1/1/2003 To 12/31/2012

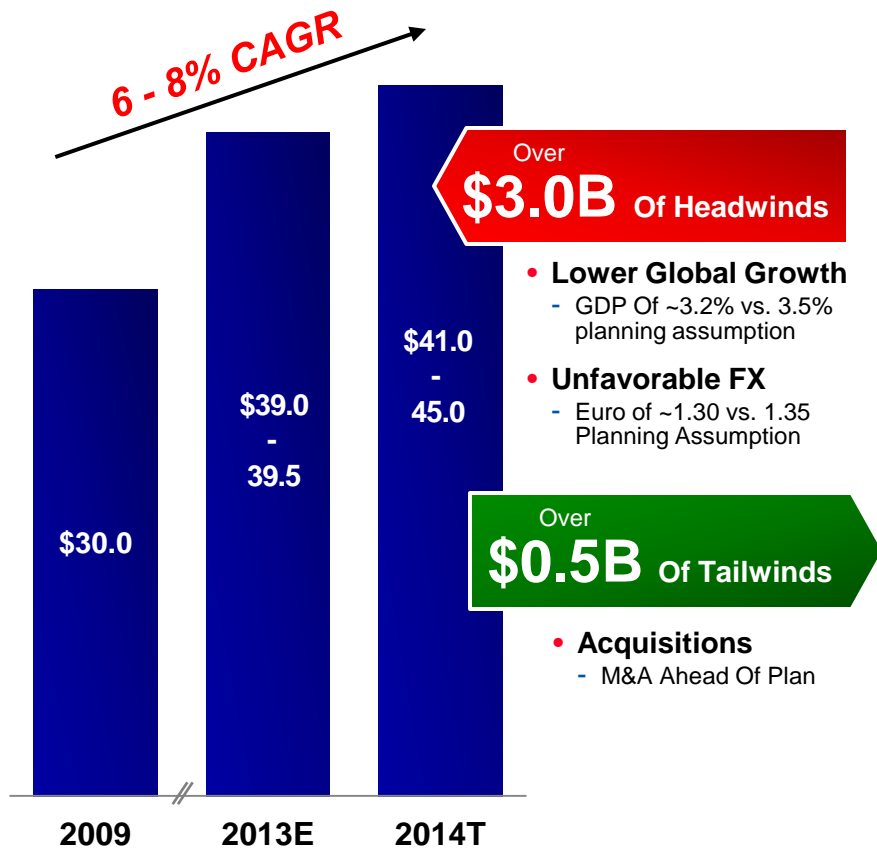
Cash Deployment Contributing To Strong TSR

Long Term Outlook Update

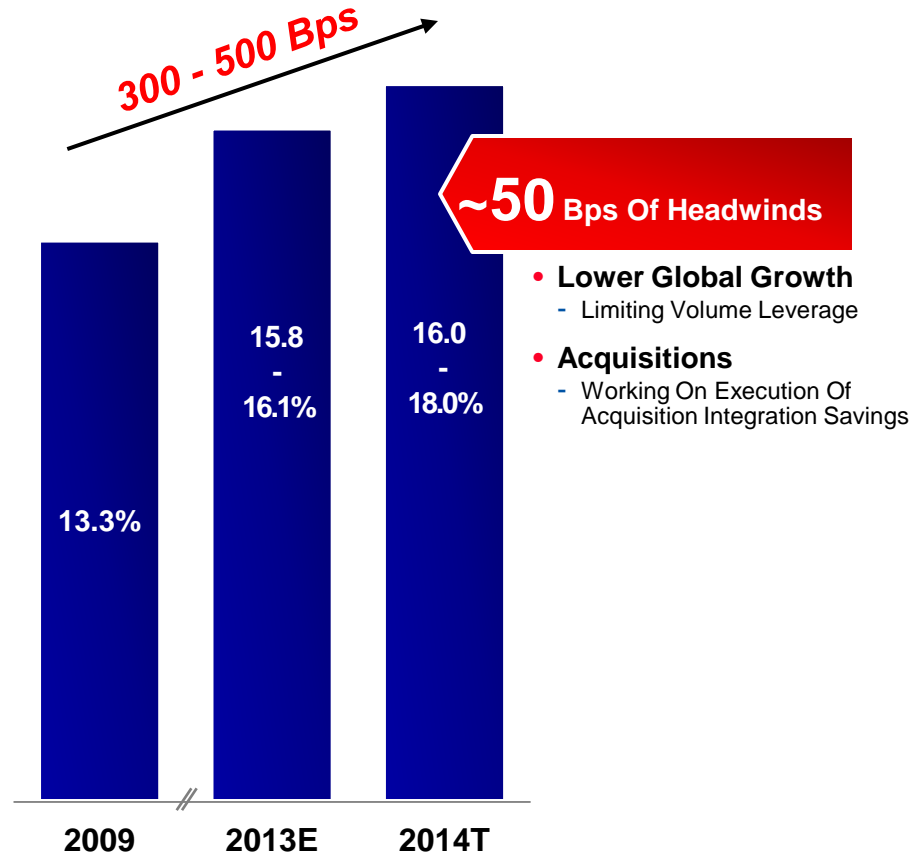
Honeywell

Sales

(\$B)



Segment Margin



On Track To 2014 Targets Despite Macro Headwinds

HON Growth Drivers: Next 5 Years

Honeywell

Business	Incremental Opportunity	Key Growth Drivers
Aero 	~\$3B	<ul style="list-style-type: none"> • Winning On The Right Platforms • Leveraging Connectivity Offerings Across Product Lines • Differentiating With Unique Mech. / Elec. Integration
ACS 	~\$4.5B	<ul style="list-style-type: none"> • Increased High Growth Region Penetration • Strong Pipeline Of New Product Introductions • Differentiating As Leading Player In Fragmented Mkts
PMT 	~\$2.5B	<ul style="list-style-type: none"> • Robust UOP Backlog, High ROI Capex Deployment • New HFO Applications And Expanded Adoption • Differentiating Through Step Change Innovations
TS 	~\$1B	<ul style="list-style-type: none"> • Increased Turbo Penetration In The U.S. And China • Winning An Outsized Portion Of Available Opportunities • Differentiating With Technology Leadership

Over \$11B In High Margin Sales On The Horizon

Why Own HON

Honeywell

Key Areas

What's To Like

On Track To LT Targets

- 2012 Performance, 2013 Plan → Path To 2014
- Investments In Seed Planting Support Future Growth

Robust Margin Leverage

- Maximizing Labor Cost Efficiency Through OEF
- Executing On Sustainable Productivity Actions

Restructuring Tailwind

- 2013 Incremental Savings ~\$150M
- High IRR Projects, Long-Term Benefits

Strong Capital Deployment

- CAPEX To Fund High Growth / High Margin Projects
- Investing To Expand Capabilities In High Growth Regions

Returning Cash To Shareholders

- Committed To Grow Dividends - 10% Increase In 4Q 2012
- Smart Share Buyback : Keeping Share Count ~Flat To 4Q12

Acquisition Upside

- Disciplined Process, Portfolio Transformation Evident
- More Integration Savings And Sales Upside

Lots Of Positives

- **Delivering 2013 Despite Challenging Macro Environment**
- **Staying Flexible, Planning Costs Conservatively**
- **Focused On Execution, Committed To 2014 Targets**
- **Ongoing Investments In New Products, Markets Drive Growth**
- **Further Penetrating High Growth Markets**
- **Strong Cash Generation, Effective Deployment Driving Value**
- **Continued Outperformance Beyond 2014**

HON Delivering Top Tier Performance



SUMMARY

DAVE COTE
CHAIRMAN AND CEO

Honeywell



Why HON Will Outperform

- **A Terrific Portfolio For Growth**
 - Great Positions In Good Industries = Growing Sales Faster Than Market, Peers
- **One Honeywell Culture Working Well**
 - Continue Top Tier Execution
- **Improved Internal Processes Driving Margin Expansion**
 - Tools / Enablers Evolving, Now Moving Fast
- **Lots Of Runway For Future Growth**
 - The More We Do, The More Opportunity We Uncover

Well Positioned To Deliver 2013, 2014 And Beyond



APPENDIX

RECONCILIATION OF NON-GAAP
MEASURES TO GAAP MEASURES

Honeywell



Appendix

*Reconciliation of non-GAAP Measures
to GAAP Measures*

Reconciliation Of Segment Profit To Operating Income Excluding Pension Mark-To-Market Adjustment And Calculation Of Segment Profit And Operating Income Margin Excluding Pension Mark-To-Market Adjustment

Honeywell

(\$B)	2003	2004	2005
Segment Profit	\$2.4	\$2.8	\$3.2
Stock Based Compensation ⁽¹⁾	0.0	0.0	0.0
Repositioning and Other ^(2, 3)	(0.2)	(0.7)	(0.4)
Pension Ongoing Expense ⁽²⁾	(0.1)	0.0	0.0
Pension Mark-to-Market Adjustment ⁽²⁾	(0.2)	(0.1)	(0.0)
OPEB Income (Expense) ⁽²⁾	(0.2)	(0.2)	(0.1)
Operating Income	\$1.7	\$1.8	\$2.7
Pension Mark-to-Market Adjustment ⁽²⁾	(0.2)	(0.1)	(0.0)
Operating Income Excluding Pension Mark-to-Market Adjustment	\$1.9	\$1.9	\$2.7
Segment Profit	\$2.4	\$2.8	\$3.2
÷ Sales	\$22.1	\$24.5	\$26.5
Segment Profit Margin %	10.6%	11.4%	12.2%
Operating Income	\$1.7	\$1.8	\$2.7
÷ Sales	\$22.1	\$24.5	\$26.5
Operating Income Margin %	7.9%	7.2%	10.1%
Operating Income Excluding Pension Mark-to-Market Adjustment	\$1.9	\$1.9	\$2.7
÷ Sales	\$22.1	\$24.5	\$26.5
Operating Income Margin Excluding Pension Mark-to-Market Adjustment	8.4%	7.6%	10.3%

(1) Stock Based Compensation included in Segment Profit.

(2) Included in cost of products and services sold and selling, general and administrative expenses.

(3) Includes repositioning, asbestos and environmental expenses.

Reconciliation Of Segment Profit To Operating Income Excluding Pension Mark-To-Market Adjustment And Calculation Of Segment Profit And Operating Income Margin Excluding Pension Mark-To-Market Adjustment

Honeywell

(\$B)	2006	2007	2008	2009	2010	2011	2012
Segment Profit	\$4.0	\$4.6	\$4.8	\$4.0	\$4.5	\$5.4	\$5.9
Stock Based Compensation ⁽¹⁾	(0.1)	(0.1)	(0.1)	(0.1)	(0.2)	(0.2)	(0.2)
Repositioning and Other ^(1, 2)	(0.5)	(0.5)	(1.1)	(0.5)	(0.6)	(0.8)	(0.5)
Pension Ongoing Expense ⁽¹⁾	0.0	0.1	0.1	(0.3)	(0.2)	(0.1)	(0.0)
Pension Mark-to-Market Adjustment ⁽¹⁾	0.0	0.0	(3.3)	(0.7)	(0.5)	(1.8)	(1.0)
Other Postretirement Income/(Expense) ⁽¹⁾	(0.1)	(0.2)	(0.1)	0.0	(0.0)	0.1	(0.1)
Operating Income	\$3.3	\$3.9	\$0.3	\$2.4	\$3.0	\$2.6	\$4.2
Pension Mark-to-Market Adjustment ⁽¹⁾	\$0.0	\$0.0	(\$3.3)	(\$0.7)	(\$0.5)	(\$1.8)	(\$1.0)
Operating Income Excluding Pension Mark-to-Market Adjustment	\$3.3	\$3.9	\$3.6	\$3.1	\$3.5	\$4.4	\$5.1
Segment Profit	\$4.0	\$4.6	\$4.8	\$4.0	\$4.5	\$5.4	\$5.9
÷ Sales	\$30.3	\$33.5	\$35.5	\$30.0	\$32.4	\$36.5	\$37.7
Segment Profit Margin %	13.1%	13.6%	13.5%	13.3%	13.9%	14.7%	15.6%
Operating Income	\$3.3	\$3.9	\$0.3	\$2.4	\$3.0	\$2.6	\$4.2
÷ Sales	\$30.3	\$33.5	\$35.5	\$30.0	\$32.4	\$36.5	\$37.7
Operating Income Margin %	10.9%	11.6%	0.8%	7.9%	9.3%	7.0%	11.0%
Operating Income Excluding Pension Mark-to-Market Adjustment	\$3.3	\$3.9	\$3.6	\$3.1	\$3.5	\$4.4	\$5.1
÷ Sales	\$30.3	\$33.5	\$35.5	\$30.0	\$32.4	\$36.5	\$37.7
Operating Income Margin Excluding Pension Mark-to-Market Adjustment	11.0%	11.5%	10.1%	10.4%	10.8%	12.0%	13.6%

(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 (beginning 1/1/2008).

Reconciliation Of EPS To EPS, Excluding Pension Mark-to-Market Adjustment **Honeywell**

	2003 ⁽¹⁾	2004 ⁽²⁾	2005 ⁽³⁾
EPS, Previously Reported	\$1.50	\$1.45	\$1.92
Effect of Pension Accounting Change	(0.11)	0.22	0.29
EPS	\$1.39	\$1.67	\$2.21
Pension Mark-To-Market Adjustment	0.12	0.07	0.03
EPS, Excluding Pension Mark-to-Market Adjustment	\$1.51	\$1.74	\$2.24

(1) Utilizes weighted average shares outstanding and the effective tax rate for the period. Mark-to-market uses a blended tax rate of 33.5% 2003.

(2) Utilizes weighted average shares outstanding and the effective tax rate for the period. Mark-to-market uses a blended tax rate of 30.0% 2004.

(3) Utilizes weighted average shares outstanding and the effective tax rate for the period. Mark-to-market uses a blended tax rate of 32.3% 2005.

Reconciliation Of EPS To EPS, Excluding Pension Mark-to-Market Adjustment **Honeywell**

	2006 ⁽¹⁾	2007 ⁽²⁾	2008 ⁽³⁾	2009 ⁽⁴⁾	2010 ⁽⁵⁾	2011 ⁽⁶⁾	2012 ⁽⁷⁾
EPS	\$2.77	\$3.35	\$1.08	\$2.05	\$2.59	\$2.61	\$3.69
Pension Mark-To-Market Adjustment	0.02	0.01	2.74	0.64	0.41	1.44	0.79
EPS, Excluding Pension Mark-to-Market Adjustment	\$2.79	\$3.36	\$3.82	\$2.69	\$3.00	\$4.05	\$4.48

(1) Utilizes weighted average shares outstanding and the effective tax rate for the period. Mark-to-market uses a blended tax rate of 28.6% 2006.

(2) Utilizes weighted average shares outstanding and the effective tax rate for the period. Mark-to-market uses a blended tax rate of 30.8% 2007.

(3) Utilizes weighted average shares outstanding and the effective tax rate for the period. Mark-to-market uses a blended tax rate of 38.2% 2008.

(4) Utilizes weighted average shares outstanding and the effective tax rate for the period. Mark-to-market uses a blended tax rate of 34.4% 2009.

(5) Utilizes weighted average shares outstanding and the effective tax rate for the period. Mark-to-market uses a blended tax rate of 32.3% 2010.

(6) Utilizes weighted average shares outstanding and the effective tax rate for the period. Mark-to-market uses a blended tax rate of 36.9% 2011.

(7) Utilizes weighted average shares outstanding and the effective tax rate for the period. Mark-to-market uses a blended tax rate of 35.0% 2012.

Reconciliation Of Cash Provided By Operating Activities To Free Cash Flow, Prior To Cash Pension Contributions And Calculation Of Cash Flow Conversion Percentage

Honeywell

(\$B)	2003	2004	2005	2006	2007
Cash Provided by Operating Activities	\$2.2	\$2.3	\$2.4	\$3.2	\$3.9
Expenditures for Property, Plant and Equipment	(0.7)	(0.7)	(0.6)	(0.7)	(0.8)
Free Cash Flow	\$1.5	\$1.6	\$1.8	\$2.5	\$3.1
Cash Pension Contributions	0.7	0.0	0.1	0.2	0.2
Free Cash Flow, Prior to Cash Pension Contributions	\$2.2	\$1.6	\$1.9	\$2.7	\$3.3
Net Income Attributable to Honeywell	\$1.2	\$1.4	\$1.9	\$2.3	\$2.6
Pension Mark-to-Market Adjustment, net of tax ⁽¹⁾	0.1	0.1	0.0	0.0	0.0
Net Income Attributable to Honeywell Excluding Pension Mark-to-Market Adjustment	\$1.3	\$1.5	\$1.9	\$2.3	\$2.6
Cash Provided by Operating Activities	\$2.2	\$2.3	\$2.4	\$3.2	\$3.9
÷ Net Income Attributable to Honeywell	1.2	\$1.4	\$1.9	\$2.3	\$2.6
Operating Cash Flow Conversion %	183%	156%	129%	140%	151%
Free Cash Flow, Prior to Cash Pension Contributions	\$2.2	\$1.6	\$1.9	\$2.7	\$3.3
÷ Net Income Attributable to Honeywell Excluding Pension Mark-to-Market Adjustment	\$1.3	\$1.5	\$1.9	\$2.3	\$2.6
Free Cash Flow Conversion %	170%	113%	96%	120%	129%

(1) Mark-to-market uses a blended tax rate of 33.5%, 30.0%, 32.3%, 28.6%, 30.8% 2003 through 2007, respectively.

Reconciliation Of Cash Provided By Operating Activities To Free Cash Flow, Prior To Cash Pension Contributions And Calculation Of Cash Flow Conversion Percentage

Honeywell

(\$B)	2008
Cash Provided by Operating Activities	\$3.8
Expenditures for Property, Plant and Equipment	(0.9)
Free Cash Flow	\$2.9
Cash taxes relating to the sale of the Consumables Solutions business	0.2
Free cash flow excluding cash taxes relating to the sale of the Consumables Solutions business	\$3.1
Cash Pension Contributions	0.1
Free Cash Flow, Prior to Cash Pension Contributions	\$3.2
Net Income Attributable to Honeywell	\$0.8
Pension Mark-to-Market Adjustment, net of tax ⁽¹⁾	2.0
Net Income Attributable to Honeywell Excluding Pension Mark-to-Market Adjustment	\$2.8
Cash Provided by Operating Activities	\$3.8
÷ Net Income Attributable to Honeywell	\$0.8
Operating Cash Flow Conversion %	470%
Free Cash Flow, Prior to Cash Pension Contributions	\$3.2
÷ Net Income Attributable to Honeywell Excluding Pension Mark-to-Market Adjustment	\$2.8
Free Cash Flow Conversion %	110%

(1) Mark-to-market uses a blended tax rate of 38.2% for 2008.

Reconciliation Of Cash Provided By Operating Activities To Free Cash Flow, Prior To Cash Pension Contributions And Calculation Of Cash Flow Conversion Percentage

Honeywell

(\$B)	2009	2010	2011	2012
Cash Provided by Operating Activities	\$3.9	\$4.2	\$2.8	\$3.5
Expenditures for Property, Plant and Equipment	(0.6)	(0.6)	(0.8)	(0.9)
Free Cash Flow	\$3.3	\$3.6	\$2.0	\$2.6
Cash Pension Contributions	0.3	0.6	1.8	1.1
Free Cash Flow, Prior to Cash Pension Contributions	\$3.6	\$4.2	\$3.8	\$3.7
Net Income Attributable to Honeywell	\$1.5	\$2.0	\$2.1	\$2.9
Pension Mark-to-Market Adjustment, net of tax ⁽¹⁾	0.5	0.3	1.1	0.6
Net Income Attributable to Honeywell Excluding Pension Mark-to-Market Adjustment	\$2.0	\$2.3	\$3.2	\$3.5
Cash Provided by Operating Activities	\$3.9	\$4.2	\$2.8	\$3.5
÷ Net Income Attributable to Honeywell	\$1.5	\$2.0	\$2.1	\$2.9
Operating Cash Flow Conversion %	255%	208%	137%	120%
Free Cash Flow, Prior to Cash Pension Contributions	\$3.6	\$4.2	\$3.8	\$3.7
÷ Net Income Attributable to Honeywell Excluding Pension Mark-to-Market Adjustment	\$2.0	\$2.3	\$3.2	\$3.5
Free Cash Flow Conversion %	177%	180%	118%	103%

(1) Mark-to-market uses a blended tax rate of 34.4%, 32.3%, 36.9% and 35.0% for 2009 through 2012, respectively.

Discontinued Operations Reconciliation

Honeywell

(\$B)	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Sales - Total Honeywell	\$23.1	\$25.6	\$27.7	\$31.4
Sales - CPG	1.0	\$1.1	\$1.2	1.1
Sales - Continuing Operations	<u>\$22.1</u>	<u>\$24.5</u>	<u>\$26.5</u>	<u>\$30.3</u>

HON Business Structure

- **Aero: Aerospace**
 - **ATR:** Air Transport & Regional
 - **BGA:** Business & General Aviation
 - **D&S:** Defense & Space
- **ACS: Automation and Control Solutions**
 - **ESS:** Energy, Safety & Security
 - **HPS:** Honeywell Process Solutions
 - **BSD:** Building Solutions & Distribution
- **PMT: Performance Materials and Technologies**
 - **Adv Mat:** Advanced Materials
- **TS: Transportation Systems**
 - **HTT:** Honeywell Turbo Technologies
 - **FM:** Friction Materials
- **HGR: High Growth Regions**

Tools / Enablers

- **HOS: Honeywell Operating System**
 - **FSD:** Full Scale Deployment
- **FT: Functional Transformation**
- **OEF: Organizational Effectiveness**
- **VPD™: Velocity Product Development**

HON Business Cycle

- **Early Cycle** (~15% of HON Sales)
 - Sensing & Control (S&C) - ACS
 - Specialty Products (SP) - PMT
 - Electronic Materials (HEM) - PMT
 - Turbo Technologies - TS
 - Friction Materials - TS
- **Mid Cycle** (~50% of HON Sales)
 - Commercial Aftermarket (ATR/BGA) - Aero
 - Environmental & Combustion Controls (ECC) - ACS
 - Life Safety (HLS) - ACS
 - Security (HSG) - ACS
 - Scanning & Mobility (HSM) - ACS
 - Building Solutions (HBS) - ACS
 - Resins & Chemicals (R&C) - PMT
 - Fluorine Products (FP) - PMT
- **Late Cycle** (~35% of HON Sales)
 - Aero OE (ATR/BGA) - Aero
 - Defense & Space (D&S) - Aero
 - Process Solutions (HPS) - ACS
 - UOP - PMT

Peer Pension Comparison

- **3M**
- **Boeing**
- **Danaher**
- **Dow Chemical**
- **DuPont**
- **Emerson**
- **General Electric**
- **Illinois Tool Works**
- **Johnson Controls**
- **Rockwell Collins**
- **Siemens**
- **Tyco**
- **United Technologies**



BIOGRAPHIES

Honeywell





David M. Cote
Chairman and CEO
Honeywell

Dave Cote is Chairman and Chief Executive Officer of Honeywell, a \$38 billion diversified technology and manufacturing leader, serving customers worldwide with aerospace products and services; control technologies for buildings, homes and industry; turbochargers; and performance materials. He was elected president, CEO, and a member of Honeywell's Board in February 2002, and named chairman of the Board on July 1, 2002.

Cote's decade of leadership has seen Honeywell deliver strong growth in sales, earnings per share, segment profit, and cash flow. Honeywell has great positions in good industries. Honeywell's growth is driven by technologies that address some of the world's toughest challenges such as safety, security, clean energy generation, and energy efficiency. More than 50 percent of the company's sales are outside the U.S. The company's more than 130,000 employees, including 20,000 scientists and engineers, are focused on developing innovative products and solutions that help Honeywell's customers – and their customers – improve performance and productivity.

Cote is a member of the steering committee of the Campaign to Fix Debt, a bi-partisan effort to build support for a comprehensive U.S. debt reduction plan. In 2011, Cote was named Vice Chair of the Business Roundtable (BRT) and Chairs the BRT's Energy and Environment Committee. In 2010, Cote was named by President Barack Obama to serve on the bipartisan National Commission on Fiscal Responsibility and Reform also known as the Simpson-Bowles Commission. Cote was named co-chair of the U.S.-India CEO Forum by President Obama in 2009, and has served on the Forum since July 2005.

Cote received the Corporate Social Responsibility Award from the Foreign Policy Association in 2007, the Distinguished Achievement Award from B'nai B'rith International in 2011, and the Asia Society's Global Leadership Award in 2012.

He is a graduate of the University of New Hampshire, where he earned a bachelor's degree in business administration. In 2009, Cote was made an honorary professor at the Beihang University of Aeronautics and Astronautics in Beijing, China, and in 2011, Cote received an honorary Doctor of Humane Letters from his alma mater.



David J. Anderson
Senior Vice President and CFO
Honeywell

Dave Anderson joined Honeywell as Senior Vice President and Chief Financial Officer in June 2003. A member of Honeywell's senior leadership team, Mr. Anderson is responsible for the company's Corporate Finance activities including tax, accounting, treasury, audit, investments, financial planning, acquisitions and real estate. He also plays a key role in communicating Honeywell's key strategies and financial performance to Wall Street. Since joining Honeywell, Mr. Anderson has been integral to the reshaping of the company's portfolio including supporting nearly \$10 billion of acquisitions in higher growth, global markets. He has been recognized by Institutional Investor's survey of buy-side analysts as one of America's top CFO's for the last six years.

Prior to joining Honeywell, Mr. Anderson was Senior Vice President and Chief Financial Officer of ITT where he had responsibility for financial management, information technology and corporate development. Prior to joining ITT, Mr. Anderson worked at Newport News Shipbuilding, the global leader in the design and construction of nuclear submarines and aircraft carriers, where he was Senior Vice President and Chief Financial Officer. In that role, he successfully led the effort to establish Newport News Shipbuilding as a NYSE-listed public company.

Previously, he also held senior financial positions with RJR Nabisco and The Quaker Oats Company.

Mr. Anderson is a graduate of Indiana University and received an MBA from the University of Chicago's Booth School of Business. He serves as chairperson for Chicago Booth's CFO Forum. He is also a member of the Board of Directors of American Electric Power (AEP), one of the nation's largest generators of electricity and owner of the nation's largest electricity transmission system.



Carl Esposito
Vice President
Marketing & Product Management
Honeywell Aerospace

Carl Esposito is Vice President of Marketing & Product Management (M&PM) with Honeywell Aerospace. An industry veteran and member of the Aerospace Leadership Team, Mr. Esposito provides industry and product insight to drive technology development that addresses global macro trends such as safety, security, energy efficiency, and globalization.

As the leader of M&PM, Mr. Esposito oversees how the organization creates and drives strategy through product portfolio integration and product line management. He is responsible for strategic planning, portfolio and product management, product marketing, and marketing communications across Aerospace.

Since joining Honeywell in 1990, Mr. Esposito's tenure has included various leadership roles based in Germany, Switzerland and the U.S. Prior to his current role, Mr. Esposito was Vice President of M&PM for Avionics and Flight Control Systems. Previous roles included serving as Vice President of Business & General Aviation for the Europe, Middle East, Africa and India region; Vice President of the Gulfstream/Israeli Aircraft Industries business segment; and Vice President of OEM account management and sales.

Mr. Esposito has been quoted extensively in both trade and general media publications on topics including the current state of avionics, industry leading technologies like synthetic vision, aircraft safety products, as well as Air Traffic Modernization and NextGen flight environment matters that affect public policy. Mr. Esposito also serves on the FAA's Next Generation Advisory Council, an advisory group comprised of executive-level representatives from all relevant industry and government stakeholders convened to advise the FAA on policy and related issues critical to NextGen planning, implementation and adoption of advanced air traffic management solutions. Carl also serves on the Board of Governors for the Flight Safety Foundation, an organization dedicated to improving aviation safety for the global aviation community.

Mr. Esposito earned both a Masters of Program Management and a Masters of Business Administration degree from the Keller Graduate School of Management. He also earned a bachelor's degree in electrical engineering from Rensselaer Polytechnic Institute. Mr. Esposito is a Project Management Professional and a certified Six Sigma Green Belt. He obtained his private pilot's license in 2001.



Roger Fradin
President and CEO
Honeywell Automation and Control Solutions

Roger Fradin is President and Chief Executive Officer of Honeywell Automation and Control Solutions, a global leader in manufacturing and applying sensing and control technologies that help create safer, more comfortable, more secure, and more productive environments. Prior to his current role, he served as president of Automation and Control Products within ACS.

Mr. Fradin joined Honeywell in February 2000 at the time of Honeywell's acquisition of the Pittway Corporation as president and CEO of Security and Fire Solutions. Starting in 1976, he helped lead an entrepreneurial team that built Pittway into the world's leading supplier of electronic security and fire alarm products.

Mr. Fradin received his M.B.A. and bachelor's degrees from the Wharton School at the University of Pennsylvania, where he was also a member of the faculty. He has authored books and articles on management and strategy issues. Mr. Fradin is a member of the Board of Directors of Pitney Bowes Inc. and MSC Industrial Direct.



Alex Ismail
President and CEO
Honeywell Transportation Systems

Alex Ismail is President and Chief Executive Officer of Honeywell Transportation Systems, a \$3.6 billion global business and one of Honeywell's four reported strategic business groups. Honeywell Transportation Systems is a global leader in the development and manufacturing of innovative automotive technologies including turbochargers and braking materials.

Mr. Ismail was named to this leadership role in April 2009 after more than a decade in Honeywell's turbo business. While there Mr. Ismail served as President of Honeywell Turbo Technologies and also held leadership roles in sales, marketing and as General Manager for the global passenger vehicles segment.

Mr. Ismail joined Honeywell in 1997 in Honeywell's aerospace business and has held various leadership positions in the US and in Europe. Prior to joining Honeywell, Mr. Ismail served for six years in the textile industry.

Mr. Ismail was named an *Automotive News* Eurostar award winner in 2010 and has been featured as an industry expert in dozens of publications including the *Wall Street Journal*, *Reuters* and *Bloomberg/Business Week*.

He holds a B.A in Finance from the University of Dauphine (France), and an MBA from the HEC School of Management in France. He is a certified Six Sigma Black Belt. Mr. Ismail is also an avid racecar driver and winner of the 2008 Morocco Classic Race.



Andreas C. Kramvis
President and CEO
Honeywell Performance Materials
and Technologies

Andreas C. Kramvis is President and Chief Executive Officer of Honeywell Performance Materials and Technologies, a position he has held since March 2008. Performance Materials and Technologies is one of Honeywell's four strategic business groups, with 2012 sales of \$6.2 billion.

Performance Materials and Technologies is a global leader in providing customers with high-performance products and solutions, including low global warming refrigerants, specialty films for healthcare and photovoltaic applications, and next-generation renewable energy solutions, including Honeywell Green Diesel™ and Honeywell Green Jet Fuel™.

Mr. Kramvis has managed companies with global scope across five different industries. He is the author of a book titled *Transforming the Corporation: Running a Business in the 21st Century*, which demonstrates how to systematically transform a business for high performance. Mr. Kramvis is a graduate of Cambridge University, where he studied engineering specializing in electronics, and he holds an M.B.A. from Manchester Business School.



Tim Mahoney
President and CEO
Honeywell Aerospace

Tim Mahoney is President and Chief Executive Officer of Honeywell Aerospace, one of Honeywell International's largest business groups. Headquartered in Phoenix, Arizona, Honeywell Aerospace is a technology and services leader in three main sectors: Air Transport & Regional, Business & General Aviation, and Defense & Space.

Prior to becoming CEO of Honeywell Aerospace, Mr. Mahoney served four years on the company's leadership team -- as President of the Business & General Aviation business, President of the Air Transport & Regional business, and most recently as Chief Technology Officer.

As Chief Technology Officer, Mr. Mahoney had global responsibilities for engineering, research and new product development, managing the company's R&D programs and more than 12,000 employees. He led significant improvements in operational efficiency and engineering alignment with the company's integrated process for delivering new products to the market.

Previously, in his role leading the Air Transport & Regional business unit that serves the OEM, airline and aftermarket segments of commercial aviation, Mr. Mahoney strengthened customer relationships and development program execution on major systems for new aircraft platforms.

A 30-year veteran of the aerospace industry, Mr. Mahoney worked for Sikorsky Aircraft, where he held a series of increasingly significant leadership roles before joining Honeywell.

Mr. Mahoney earned a Bachelor of Science degree in mechanical engineering from the University of South Florida. Later in his aerospace career, he graduated from the Defense Systems Management College and Harvard Business School's highly regarded Program for Management Development.



Shane Tedjarati
President and CEO
Global High Growth Regions
Honeywell

Shane Tedjarati President and Chief Executive Officer of Global High Growth Regions. In this role Tedjarati is responsible for driving Honeywell's business expansion in high growth regions of the world including Asia, Africa, Latin America, the Middle East and Eastern Europe. Based in Shanghai, he reports directly to Honeywell Chairman and Chief Executive Officer.

Mr. Tedjarati has a proven track record of creating localized go-to-market strategies, fostering cross-business cooperation and nurturing business partnerships in high growth regions. Prior to this role, he was the President and CEO of Honeywell China and India, where he was instrumental in engineering Honeywell's success story in these two countries, both of which have grown several fold and become major contributor to Honeywell's worldwide growth.

Before coming to Honeywell, Mr. Tedjarati accumulated more than 20 years of consulting experience in various industries. He was the regional managing director for Deloitte Consulting (Greater China), where he worked with Chinese stated-owned enterprises and multi-national corporations to help them formulate and execute strategies for sustainable growth in China and abroad.

Mr. Tedjarati is a co-founder of Aspen Institute's Middle East and Asia Leadership Initiatives; special advisor to Chongqing and Wuhan Mayors; member of the advisory board of Antai College of Economics and Management Shanghai Jiao Tong University; and industry Co-Chair of China Leaders for Global Operations (CLGO), a dual master's degree program by MIT and Shanghai Jiao Tong University. He is also a sought-after speaker in various high growth markets. He has authored many articles on business practices, and is currently working on a book regarding the social and cultural ramifications of the sweeping changes taking place in the Chinese society.

Mr. Tedjarati is an avid aviator. He enjoys flying throughout the world and is a licensed commercial pilot. He has lived in China for 20 years and speaks six languages.