Goldman Sachs
Global Industrials Conference

Roger Fradin
ACS President & CEO

November 6, 2008
Forward Looking Statements

This report contains “forward-looking statements” within the meaning of Section 21E of the Securities Exchange Act of 1934. All statements, other than statements of fact, that address activities, events or developments that we or our management intend, expect, project, believe or anticipate will or may occur in the future are forward-looking statements. 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.
Honeywell Today

2008E Sales: $37.2B*

- Aerospace 34%
- Transportation Systems 13%
- Specialty Materials 15%
- Automation & Control Systems 38%

*Represents 10/17/08 guidance

Geographic Split

- Non-US
- US

Key Strategies

- Great Positions In Good Industries
- Global Growth and Innovation
- HOS Implementation (Early Stage)
- FT / ERP Leverage

Cash Deployment Since 2003

- $7B+ Acquisitions
  - New Platforms, Higher Growth
- $8B+ Share Repurchases
- $3B+ Dividends

Balanced, Global Portfolio
# Favorable Macro Trends

### Macro Trends

<table>
<thead>
<tr>
<th>Buildings</th>
<th>HON Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Energy Costs</td>
<td>• Broad Content / Coverage</td>
</tr>
<tr>
<td>• Safety / Security</td>
<td>• Multi-Channel / Brand Strategy</td>
</tr>
<tr>
<td>• Regulation / Codes</td>
<td>• 25K Contracts (HBS)</td>
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</table>

<table>
<thead>
<tr>
<th>Homes</th>
<th>HON Position</th>
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</thead>
<tbody>
<tr>
<td>• Convenience / Control</td>
<td>• Premier Brands</td>
</tr>
<tr>
<td>• Energy Efficiency</td>
<td>• Product Breadth / Vitality</td>
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<tr>
<td>• Technology</td>
<td>• Channel Access / Partners</td>
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<table>
<thead>
<tr>
<th>Industrial</th>
<th>HON Position</th>
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<tbody>
<tr>
<td>• Productivity</td>
<td>• $17B Installed Base (HPS)</td>
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<tr>
<td>• Safety / Security</td>
<td>• Advanced Solutions</td>
</tr>
<tr>
<td>• Monitor / Control</td>
<td>• Product Breadth / Sensors</td>
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Strength Through Diversification

**Well Balanced ACS Portfolio**

- **By Business**
  - HPS
  - ECC
  - S&C
  - HLS
  - HSG

- **By Channel**
  - Distribution
  - Products
  - Services
  - Projects

- **By Geography**
  - EMEA
  - Asia
  - NA

- **By Vertical**
  - NA Industrial
  - ROW Residential
  - NA Commercial
  - ROW Commercial
  - ROW Industrial

- **By Sale**
  - Retrofit
  - New

**Summary**
- 60% Products / 40% Solutions
- Global Presence
- Multi-Channel Strength
- Significant Retrofit Business
- End-Market Diversification

*Management Estimates*
### Strong Presence Across Industry Landscape

<table>
<thead>
<tr>
<th>Products</th>
<th>Projects &amp; Services</th>
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<td>Home Comfort Controls</td>
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<td>Building Controls</td>
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**Industry Growth %**
- 2-4
- 2-4
- 3-5
- 5-6
- 5-6
- 6-7
- 4

**ACS 2007 Growth %**
- 9
- 2
- 15
- 18
- 17
- 18

Extending Leadership In Key Segments
Innovation A KeyACS Differentiator

Investing For Growth: New Product Development

Reinvigorated New Product Development Process

- New Product Introductions Tripled Since 2002
- Vitality Index 30% in 2007
- 50% Increase in Development Capacity

Delivering R&D Efficiency Through Common Processes

- Reduced New Product Cycle Time by 30%
- 2,000+ Engineers in Global Design Centers

Improving Product Cost Through Value and Commodity Engineering

- Value Engineering / Component Engineering
- Commodity Engineering Leveraging ACS Scale
Investing For Growth: Acquisitions

Proven Acquisition Track Record
- Disciplined Global Process
- Aggressive Integration Focus
- ~40 ACS Acquisitions Since 2002
- Great Acquisition Platforms and Pipelines

Strong Contributor to ACS Growth
- Complements Organic Profile
- Emerging Market Opportunities
- ~$4B Revenues Acquired Since 2002
- Deals Executed in 13 Countries, Including India and China
- Adjacencies expanding addressable market
- 2008: Another Strong Deal Year

Continue to Target Attractive Bolt-On Deals
- Strengthen Core
- Attractive Adjacencies
- Core
  - Controls (ECC + Novar + Maxon)
  - Distribution (ADI + Gardiner + Burtek)
- Adjacencies
  - Gas Detection (Zellweger + FT)
  - Wiring Devices and Lighting Controls (ED&S, ExOr, Lonon)
  - AIDC (Hand Held + Metrologic)
  - Personal Protection Equipment (Norcross)