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 CHINA

STEPHEN SHANG
PRESIDENT, CHINA
Gain More Upside In China

Strong Potential In Tier 2/3 Cities
• Over 75% Of Middle Class From Tier 2 / 3 Cities By 2022
• Over 35% 2009-'12 FAI CAGR in Tier 2 / 3 Cities
  – Outgrew Tier 1

Expand In Tier 2+ Cities
Planned ACS New Sales HC 2013-'18 By City Type
- ~85% Of Total New HC

Significant Mid-Segment Opportunities

Continue To Drive Mid-Segment

% of Sales

End Market

~30%
~55%
~15%

ACS Today

~60%
~40%

E4E Revenues 2013-2018, $M

ACS
PMT
TS
2013
2018
~22%
~30%

% China Sales*

* Ex Aero

Driving China To The Next Level
China East For East

- JMC Pick-up 2.8L
- WFD HD Truck 9L
- IP Video Door Phone
- N-30
- Nylon Packaging
- Consumer Dust Mask
- X-618
- Nylon 6 Fish Net Fiber
- HSP AsiaCom
China Smart City Opportunity And Solutions

China Smart City Opportunity

- >250 Cities Applied Under MoHURD*
- Many Still In Planning Stage
- Pursue Leading Cities With One HON; Multi-Level Engagement

Honeywell Solutions & Programs

**Demand Side Management (DSM)**
- Focus On Suzhou, Foshan, Beijing
- Pursue Multi-site Property Owners
- Multi-Million-Dollar Opportunity In Pursuit

**Automated Demand Response (ADR)**
- China’s 1st Smart Grid ADR Pilot
- 7 Buildings Piloted → Peak Load 500-9,000 kW
- Peak Load Reduction

**New Technology Introduction**
- Attune™ – Remote Energy Management And Optimization; Demonstrated Savings
- Common Building Platform (CBP) – Unified Lifecycle Data, Improve Operation And Management

Success Story

**YuJiaPu Low Carbon Town**
- Tianjin Government Partnership
- Smart Building, Controls, ADR, New Tech
- On Track For Multi-Million-Dollar Opportunity

Ongoing Efforts To Create New Opportunity

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*: Ministry of Housing And Urban – Rural Development

Honeywell China Business Review, Shanghai – November 7th, 2013
AEROSPACE, CHINA

BRIAND GREER
PRESIDENT, AEROSPACE APAC

Honeywell
Key Aviation Trends In China

• Economic Focus Moving West To East
• Growth In All Aviation Segments
• MNCs Shifting Focus From Cost To Growth
• Strategic Collaborations With The West
• Demand For Skilled Talent
• Multiple New Aircraft Programs
• Airline Landscape Evolving Quickly
• Growth Hampered By Limited Airspace
• ATM Becoming An Economic Challenge

Tremendous Growth Potential With Challenges
China 12th Five-Year Plan On Aviation

**Investment Plans**

- **11th 5Y Plan**
  - Fleet
  - Airport
- **12th 5Y Plan**
  - $235B

**Air Transport Goals**

- **2005-10**
  - 261
- **2011-15E**
  - 990
  - 13% growth

**Airport Goals**

- **2005**
  - 142
  - 4% growth
- **2010**
  - 175
  - 6% growth
- **2015E**
  - 230

**Fleet Goals**

- **2005**
  - 863
- **2010**
  - 1597
- **2015E**
  - 2750

**Key Development Areas**

- Safety
- ATM
- Innovation
- Collaboration
- Environment
- Capacity
- BGA

Source: CAAC 11th & 12th Five-Year Plans

National Agenda Priority For China’s Government
China Aviation Segment Outlook

Airlines Flight Hours

- FH Growth Highest Sustained Rate Globally
- Load Factors Favorable

ATR Aircraft Delivery

- Next 20 Years, Over 5,000 AC Needed
- C919 to enter into service

BA Aircraft Fleet

- Fleet Growth Leading Other Regions
- Striving To Develop Indigenous BA Industry

Civil Helicopter Fleet

- Western Platforms Preferred
- Uncertain Sales Rates For Chinese Platforms

Positive Outlook Across All Segments
## C919 And Other OEM Programs

### C919 Program
- **C919**: China’s First Large Airliner
- **Four HON Systems On Board**
  - $16B Lifetime Value
- **Program Execution In Progress In China And The U.S**

### Non-C919 Programs
- **Products On Other Aircraft Platforms**
  - Regional Aircraft
  - Civil Helicopters
  - General Aviation
- **Collaboration With Chinese OEM’s On Mech And Avionics Products**

### Major Player On C919 And Other Programs

<table>
<thead>
<tr>
<th>Primary Flight Controls</th>
<th>Auxiliary Power Unit</th>
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<tbody>
<tr>
<td>Avionics</td>
<td>C919</td>
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<table>
<thead>
<tr>
<th></th>
<th>ARJ21</th>
<th>MA-60/600</th>
<th>Y-12</th>
<th>AC311</th>
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<td><img src="image3" alt="Y-12" /></td>
<td><img src="image4" alt="AC311" /></td>
<td></td>
</tr>
</tbody>
</table>
**Ground Based Augmentation System (GBAS)**

**Why Augment GPS For Precision Approach?**

- Increased Airport Efficiency
- Lower Life-Cycle Cost
- Increased Level Of Safety
- Reduced Noise/ Shorter Routes
- Installations
  - 40+ GBAS Stations In Pipeline
  - 5 Continents
  - 5 Nationwide Adoption Plans
# Long Term Commitment To Aviation In China

## Customers, Partners
- **Strategic Engagement**
  - Position
  - Relationship
  - Aftermarket Focus

## Regulatory, Industry
- **A Stronger Voice**
  - Aviation Growth
  - Government Lobby
  - Industry Voice
  - ATM, Business & General Aviation /Helicopter

## C919 Execution
- **Program Management**
  - JV Partnership
  - Master Contracts
  - COMAC Collaboration

## Industry Partnership
- **In China For The World**
  - Strategic Collaborations With AVIC And Others
  - New Solution Development

## Localization
- **Be Part Of The Landscape**
  - Manufacturing
  - Sourcing
  - Local Talents
  - Local Practices

---

### A Long-Term Strategic Partner

**Former Chairman Wu Bangguo Visits Honeywell Aerospace HQs In Phoenix AZ In 2009**

**Honeywell CEO David Cote Meets Former President Hu Jintao In 2011**

**Mr. Cote Shares Management Skills With AVIC Leaders In 2011**

**Chairman Lin Zuomin Of AVIC At Honeywell Booth In Beijing Air Show In 2013**

---
TRANSPORTATION SYSTEMS, CHINA

DAVID PAJA
VP AND GM, CHINA AND INDIA
China Automotive Industry

Auto Production Outlook - Mu

<table>
<thead>
<tr>
<th>Year</th>
<th>Off-Hwy</th>
<th>On-Hwy</th>
<th>Light Vehicles</th>
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<tbody>
<tr>
<td>2012</td>
<td>21</td>
<td>1</td>
<td>18</td>
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<tr>
<td>2013</td>
<td>23</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>2018</td>
<td>32</td>
<td>1+2</td>
<td>29</td>
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Source: HIS Global Insight, PSR, HON Estimate

Regulatory Environment

<table>
<thead>
<tr>
<th>Year</th>
<th>Fuel Economy</th>
<th>Tailpipe Emissions</th>
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<tbody>
<tr>
<td>'12</td>
<td>7.6 L/100km</td>
<td>EU3</td>
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<tr>
<td>'15</td>
<td>6.9 L/100km</td>
<td>LV-D -50% On-H -70%</td>
</tr>
<tr>
<td>'18</td>
<td>5.0 L/100km</td>
<td>EU4</td>
</tr>
</tbody>
</table>

* PM Targets
Timelines As Per Industry Expectations

- **CAFE**: 40% Fuel Economy Improvement By 2020
- **PM Emissions**: 70% Reduction From New Vehicles By 2018

Strong Growth Plus Stringent Regulation
China Turbo Industry Growth

- **China Regulation:** Mandates 40% Fuel Economy Improvement By 2020
- **Gasoline Turbo Acceleration:** 24% CAGR | Engine Downsizing

**Turbo Sales To Double From 5 To 10M Units By 2018**
• **Vehicle Emissions**: >20% Of PM/NOx Comes From Vehicles | Mainly Diesel

• **EU5 Regulation**: >70% Reduction In PM Emissions | EU 70% VNT Adoption In LV

---

**China Diesel Emissions Challenge**

**China Pollution Concerns**

**Emission Standards**

**PM Reduction**

- EU3 to EU4: -50%
- EU4 to EU5: -82%

**NOx Reduction**

- EU3 to EU4: -50%
- EU4 to EU5: -28%

**5-Yr Plan**

- Reduction of Total Country PM Emissions: -13%
- Reduction of Total Country NOx Emissions: -5%
Honeywell China Differentiators

E4E Products
- Tailored To Local Needs
- Local Product Ownership
- Focus On Mid Segment

End-To-End Capability
- 20 Years Of Local Presence
- Largest Global R&D Center
- 35 New Engine Launches Per Year

Operational Excellence
- HOS As A Differentiator
- World-Class LV And CV Plants
- Localized Supply Chain

- Broad Customer Base: Serving Chinese & Global Customers Locally | All Segments
- The Local Competitor: E4E Innovation, Speed And Local Decision Making

Unique Local End-To-End Capability
20 Years In China, New Turbo Plant Launch In Q4
**Honeywell China Products**

### Global Products

<table>
<thead>
<tr>
<th>Diesel SUVs</th>
<th>Gas Passenger Cars</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Great Wall 2.0L</strong></td>
<td><strong>Fiat Viaggio 1.4L</strong></td>
</tr>
<tr>
<td>- Leading Global VNT</td>
<td>- First Global Gen2 Launch</td>
</tr>
<tr>
<td>- EU4/EU5 Emissions</td>
<td>- Engine Downsizing</td>
</tr>
<tr>
<td>- VNT Penetration Growth</td>
<td>- 13 Launches Next 18 Mths</td>
</tr>
</tbody>
</table>

### E4E Products

<table>
<thead>
<tr>
<th>Diesel Vans/Pick-Ups</th>
<th>Diesel Trucks/Buses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>JMC Pick-up 2.8L</strong></td>
<td><strong>WFD HD Truck 9L</strong></td>
</tr>
<tr>
<td>- E4E Product Launched</td>
<td>- E4E Product Launched</td>
</tr>
<tr>
<td>- Best Fuel Economy</td>
<td>- Best Fuel Economy</td>
</tr>
<tr>
<td>- Value &amp; Ruggedness</td>
<td>- China Ruggedness</td>
</tr>
</tbody>
</table>

- **Best Global Technology**: Latest Product/Process Generation
- **Unique E4E Products**: From 10% To 30% Of China Revenue By 2018

**Leading Solutions For All Segments**
Key Messages

• **Strong Turbo Sales Growth** | Industry Doubling By 2018

• **Diesel Turbo Technology Upgrade** | Driven By New Emission Regs

• **Honeywell End-to-End Capabilities In China**

• **Unique Product Portfolio** | Global & E4E Offerings

• **Expanding Capacity** | New Turbo Plant Launching In Q4 ‘13

• **HOS As A Key Differentiator** | Shanghai HOS Silver
Meeting Propylene Demand

Propylene Supply/Demand

- World Leader In On-Purpose Propylene (Oleflex™) Technology
  - Largest Installed Base In China
  - 19 PDH Units Awarded Since 2011
- Lowest Cost, Most Energy-Efficient Tech
  - Largest Single Train
- Local Sales, Service And Product Support

Sector Drivers

- Propylene Demand Driven By Packaging And Automotive At CAGR 5.5%
- Traditional Supply Sources Decreasing
- Attractive Opportunity For Private Companies
- Additional 18 Million MT Of Capacity Required By 2020 In China

Unique UOP Path To Propylene

Traditional Route to Propylene

Crude → Naphtha or Gas Oil → Propylene

Unique UOP Oleflex Technology

Gas Field → Propane → On-purpose Propylene
Innovation: New Routes To Olefins

Margin Lift For Customers

<table>
<thead>
<tr>
<th></th>
<th>Market Value $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coal</td>
<td>$1300 / ton</td>
</tr>
<tr>
<td>Methanol</td>
<td>$590 / ton</td>
</tr>
<tr>
<td>Olefins</td>
<td></td>
</tr>
</tbody>
</table>

Sector Drivers

- Coal As Alternative Feedstock Is China’s National Strategy For Energy Security
- Olefins Growth Inline With GDP Growth
- High Naphtha Price Makes MTO More Economical Feasible And Attractive
- Olefins Capacity From MTOs To Reach 20M MT by 2020

Next-Gen UOP Path To Olefins

Traditional Route to Olefins

- Crude
- Naphtha or Gas Oil
- Olefins

Unique UOP MTO Technology

- Coal
- Methanol
- Olefins

UOP Technology Leadership

- UOP Pioneering Methanol-To-Olefins (MTO)
  - 5 Contracts
  - 1st One Started Up In China
- Highest Yield, Most Energy-Efficient Tech
- Flexibility Of C2/C3 Ratio To Meet Downstream Requirement
Cleaner Fuel Products Demand

Accelerate Fuel Quality Upgrade

China Refining Sector Drives

- Government To Improve Air Quality And Enforce Fuel Upgrade GIII To GV By 2017
- Independent Refineries (30% Of 540M MT) Need Upgrading To Meet New Fuel Standard
- Auto/GDP Growth To Drive Fuel Demand – Additional Refining Capacity = 280M MT
- The Largest Oil Import With Heavier And Sourer Crude

Source: HART World Refining Fuels Update

UOP Refining Leading Position

UOP Technology Leadership

- UOP Unicracking™ Is Highest Yield, Lowest Sulfur Diesel Technology
- UOP Unionfining™, Improves Quality To Meet More Stringent Fuel Regulations
- UOP Uniflex™ Delivers Industry Leading Conversion (90%+) of Heavy Residue To Transportation Fuels
- Long History And Largest Installed Base Of UOP technology In China (>300 Units)
## Advanced Materials Growth

### Nylon Resin For Package
- 50% Growth In 2014
- Enter China Re-export BOPA & Blown Film Market
- Higher Technology Barrier For China Players

### HFO LBA For Refrigerator
- LGWP, Better Insulation vs Cycle Pentane
- Signed 1st LBA Contract With Midea
- Working On Samsung/LG /Panasonic/Sharp

### Honeywell Titan™ Additives For Asphalt
- >20M Miles Of Paved Road Globally
- Lower Energy Usage, Emissions;
- Better Long-Term Road Performance

---

**New Products For New Markets**
China Capacity Expansion

Honeywell

HFC-245fa Blowing Agent

• **Primary Products**
  – HFC-245fa As Poly Urethane Blowing Agent
  – Convert To LGWP HFO-LBA When Regulation Requires

UOP Catalyst /Adsorbents

• **Main Products**
  – Oleflex Catalyst
  – Adsorbents

• **Future Projects**
  – MTO Catalyst
  – Advanced Materials

Meeting Demand With Local Manufacturing Capability
Key Messages

• Local Customer Interaction And Production

• Best-In-Class Technology With Local Enhancement

• New Product Development With Robust Processes

• Local Talent Development

• Be The Chinese Competitor With Speed, Flexibility

Sustained Growth Trajectory
China Security Industry

Industry Size (2013) $2.3B

- Video
  - Transition From Analog To IP Solution
  - Local Security Project Regulation (GB28181)
  - Large Local Players Capturing Gov’t Projects

- Access Control
  - Strong Demand For One Smart-Card Solution

- Intrusion
  - Central Monitoring With Mobile App + IP Alarm

- Home System
  - IP Door Phone As A Dominant Product

Product Examples

Video / Camera  Access Control  Intrusion / Control Panel  Home System

Industry Leader In Electronic Security Products
HSG: Business Model And Value Proposition

**Business Model**
- Sale Through Distribution Channels
- End-Users, System Integrators And Consultant Engagement

**Value Proposition**
- Integrated Solutions
- High Quality Products
- Innovative Design

**2013 Priorities**
- IP Product Line Enrichment
- Mid-Segment Products; Vertical Focus
- Geographic Reach (Tier 3-4)

**Industry Leadership Through NPIs**

**Commercial**
- Guangzhou, Tai Guhui

**Industrial**
- Shenhua Coal, Xinjiang

**Transportation**
- Guangzhou Metro

**Retail**
- 7-11 Chain Store

**Residential**
- Cuihu Yujing
## Our Success Stories

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Challenges</th>
<th>HON Solutions</th>
<th>Customer Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ShenHua Xinjiang Coal Chemical Ind.</td>
<td>• Large Production Plants</td>
<td>• Integrated Solution</td>
<td>• Multi-System Management</td>
</tr>
<tr>
<td></td>
<td>• Hazardous Locations</td>
<td>• Explosion Proof Products, HUS Platform w/ Access Control, Intrusion And One Card System</td>
<td>• Improved Management And Security Level</td>
</tr>
<tr>
<td></td>
<td>• Require Integrated Solutions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guangzhou Metro</td>
<td>• Multi Metro Lines – 16</td>
<td>• Analog Matrix Connection System, High Definition Video Device And HUS Platform</td>
<td>• Improved Security Level – w/ Innovative Tech - HIVA</td>
</tr>
<tr>
<td></td>
<td>• Require Integrated Security Solution For Station, OCC &amp; NOCC</td>
<td></td>
<td>• Set Up Unified Management Model With Built And New Lines</td>
</tr>
<tr>
<td>ICBC Beijing Headquarter</td>
<td>• Central Management Of All Security Subsystems</td>
<td>• Seamless Integrated Video, Access Control &amp; Intrusion System With HUS platform</td>
<td>• System Ensures ICBC Headquarter Safety</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Effective Alarm Response</td>
</tr>
</tbody>
</table>

**Proven Track Record Of Delivering Integrated Solutions**
HONEYWELL PROCESS SOLUTIONS, CHINA

ALDOUS WONG
VPGM, HPS CHINA
China Process Automation Market Trends

**High Growth Verticals For HPS**

- **Energy Demand** Drives Investment In Core HPS Verticals – *Gas Upstream, Transportation Pipeline, LNG And Unconventional Gas*

- Gaps Between Energy Supply And Demand Pushes National Oil Companies In Search Of *Overseas Resources*

- **EPC Export** Market Size At $770B With 10% CAGR

- Increasing Demand On *Safety And Security* (Market Size At $220M With 10+% CAGR)

- Air Pollution Prevention Drives Automation Expenditures ($380B) In *Refinery And Petrochemical*

**China Government Go-West Strategy With Capital Investment CAGR >20%**

**Market Growth**

- **$2.7B**
  - Oil & Gas
  - Chemical
  - Others
- **$3.8B**
  - **8.8%**
  - **7.5%**
  - **8.1%**
  - **5.8%**

**China Process Automation Market Trends**

- HPI
- Chemical
- Others
HPS Comprehensive Portfolio

Control System, Field Instruments

PKS Control System
C Series Controller, Remote I/O, Universal I/O, FDM

Field Instruments:
Press., Temp., Wireless, Level

Process Instruments
Flow, Analytic, Digital Controller / Paperless Recorder

Safety Manager

Modular Systems:
PLC, PC, HC 900, RTU

Oil & Gas Instruments
RMG, Enraf, Marine

Advanced Software And Services

Advanced Solutions
- Process Design
- Process History & Analytics
- Production Mgt
- Enterprise Collaboration

Service
- Flexible Maintenance And Support Plans,
- Software And Hardware Upgrades
- Access To Onsite / Remote Technical Experts

Continued Enrichment Of Product Portfolio
**HPS China Business Highlights**

### Key Strategies / Priorities

- **Capture Key Industry Growth**: Oil And Gas; Coal Chemical, LNG Transport And Logistics
- **Key Account** Focus On NOCs (National Oil Companies)
- **Accelerate E4E**, BCC Via Local Product Development (PAC) And NPI

### Good Progress On Key Initiatives

- **EPC Export** 200% YoY Growth
- **Parts Services** 50% YoY Growth
- **Sinopec JV** Strategic Wins From Sinopec Domestic And Overseas

### Key Wins

- 6 LNG Carriers IAS ~$8M
- China Coal Yulin MTO ~$5M
- Shenhua Xinjiang MTO Project ~ $5M
- Jiangsu HaoEr – Alumunium Foil ~ $5M
- Shenhua Xinjiang MTO ~$5M
- Fujian Meide PetroChemicals ~$4M
- Sinopec EPC Export In Kazakhstan ~$3M

### Become The Chinese Competitor

- **Local E4E PAC** – Plantcruise (DCS Controller) Launched With Next Version (~20%) Further Cost Down Jan 2014.
- **Expanding E4E Products** - Offerings Such As Safety And Terminal Automation; Localized Gorter Gas Pipeline Regulator And Transmitters

### Multiple Drivers For Growth

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Honeywell China Business Review, Shanghai – November 7th, 2013

37
PlantCruise In Core Verticals

<table>
<thead>
<tr>
<th>Market</th>
<th>Projects</th>
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<tbody>
<tr>
<td>Chemical</td>
<td>37</td>
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<tr>
<td>MMM</td>
<td>5</td>
</tr>
<tr>
<td>Pharma</td>
<td>5</td>
</tr>
</tbody>
</table>

Cumulative Project Status

- **Ordered**: 12
- **Shipped**: 14
- **Installed**: 9
- **Operation**: 12

2011 | 2012 | 2013 YTD
--- | --- | ---
8   | 5   | 8
7   | 7   |
12  | 9   |
12  |     |

Regional And Vertical Expansion

* Provinces With Projects In 2-3 Verticals
HLS Overview

Honeywell Life Safety Xi’an Site Visit – Nov 4th, 2013

Honeywell

Product Portfolio

- Fire Control
- Audiovisuals
- Sensors And Actuating Devices
- Safety Products
- Gas Detection

~$400M Annual Sales*

World Class Portfolio, Strong Local Leadership

HGR Strategy

- E4E Design
- Local Production
- Commercial Excellence

- Local Integrated R&D
- World Class ISC, Quality
- End To End Value Chain Analysis

- Identify/Fulfill Local Needs
- Agile Scale-Up To Production
- Investment In Sales & Marketing

- Design For 6-SIGMA
- SKU Rationalization From Start
- HGR Distribution Network

* Honeywell Life Safety Asia Pacific Region
Acquisition Track Record

- Founded 1851
- Pittway (Sold to Honeywell)
- Founded 1966
- Honeywell Power Products
- Founded 2003
- Gamewell
- Founded 1871
- Violta
- Founded 2009
- First Technology
- Founded 1949
- Notifier
- Founded 1962
- Silent Knight
- Founded 1976
- Pittway
- Founded 1984
- Fire-Lite Alarms
- Founded 1987
- System Sensor
- Founded 1998
- TCI Fire Control Instruments
- Founded 1999
- Founded 2000
- Founded 2001
- Founded 2003
- Founded 2004
- Founded 2005
- Founded 2006
- Founded 2008
- Founded 2010
- Founded 2011
- Founded 2013
- HLS Acquisition With No Asia Pac Impact

Asia Pacific Region Benefitted By Global M&A
## Become THE Chinese Competitor (BCC)

### BCC Dimensions

- Competitiveness
- Supply Base
- Localization
- Mid-Segment Position
- Segmentation
- Local understanding
- Hiring Criteria
- Local Flexibility
- Bi-Annual Global CEO Review
- Quarterly Self-Assessment
- Benchmarking Best-In-Class Chinese Competitors
- Emphasis On Speed
- IP And GR Involvement

### Operating System

#### Well-Defined Dimensions And Criteria

- Competitiveness
- Supply Base
- Localization
- Mid-Segment Position
- Segmentation
- Local understanding
- Hiring Criteria
- Local Flexibility
- Bi-Annual Global CEO Review
- Quarterly Self-Assessment
- Benchmarking Best-In-Class Chinese Competitors
- Emphasis On Speed
- IP And GR Involvement
Becoming THE Chinese Competitor (BCC)

Improvement From All SBUs

<table>
<thead>
<tr>
<th>BCC</th>
<th>2012</th>
<th>2013</th>
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<tbody>
<tr>
<td>ECC</td>
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<td>HLS-Fire</td>
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<tr>
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</table>

| PMT* |      |      |            |
| UOP |      |      |            |
| Adv. Mat'l | | | |

| AERO |      |      |            |

| TS |      |      |            |
| HTT |      |      |            |
| FM |      |      |            |

All SBUs Plan to Reach “Chinese Competitor” By 2015

Execution Excellence

HLS Fire Sales

Local Fire Competitor

- 2014 Key BCC Initiatives
  - BCC Boot Camp → HLS Xi’an
  - Sales Footprint Expansion → +100 Sales Headcount
  - Empowering Local PAC
  - Agile R&D Projects
  - Mid Segment Expansion

Driving BCC Across The Organization

* 2018 target for PMT
HLS: Becoming The Chinese Competitor

1. ISC
   - Large Scale World-Class Manufacturing Facilities
     - Multiple factories in the region
   - Logistics Network Across Region

2. R&D / Engineering
   - Strong Local R&D Talent
     - Local for local engineering team in place

3. People
   - Localized Leadership Team
     - All With HON Over 10 Years
     - Empowered Decision Making

4. Sales / Channel
   - Robust Channels To Market
     - Sales Branches Across The Region, 500+ Partners
     - AE Team Across The Region

5. Products
   - Fully Developed Local Product Portfolios Targeting At Local Applications
     - Head-To-Head Competition With Chinese Players

6. Marketing
   - Active Participant In Code Development
   - Understand And Define Local Customers Needs

Already A Strong Chinese Competitor
**Key Wins**

- **China Central Television**
  - Broadcasting To 1.3B People

- **Beijing Airport Terminal 3**
  - Worlds Largest Single Building

- **Macao Venetian Resort**
  - Over 3000 Rooms

- **Singapore Asia Square**
  - Tower II

- **Singapore Sands Resort**
  - Over 2560 Rooms

- **China National Opera**

- **Shanghai Formula 1**
  - 35+ Metro Lines
  - 2012 in China

- **Victoria Harbor**
  - Hong Kong

- **Guangzhou Television Tower**
  - Worlds 2nd Tallest TV Tower
BCC Priorities

- Continuous HOS Deployment And Improvement
- Drive New Product Introductions In Key Verticals
- Continue To Capture Sales Synergies
- Opportunities In Adjacencies
- Cross-Selling Within HLS And Honeywell
- Sales Driven By E4E And E2W
## BCC Fire Scorecard

<table>
<thead>
<tr>
<th>Category</th>
<th>Current Rating</th>
<th>Gap To Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>R&amp;D / ENG</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• On Track In International Fire &amp; PA System Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Continued Rollout Of VOC And QFD Training</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ISC</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Xi’an Site Achieved HOS Bronze</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Xi’an Site Passed SIOP Assessment And Achieved HOS Silver Requirement On SIOP</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Segment / Customer</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Leading Position In High/Mid Segmentation For Fire, But Fierce Competition From Peers</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Marketing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Further Integration Of HFS And HAV Marketing Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Continued Training Rollout (SMP, Pricing, VOC, QFD)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Built Up PAC Review Process For Driving E4E NPIs</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sales / Channel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Explore Cross Selling Opportunities Across HON</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Continue To Execute “Feet On Street” Strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Build Footprint In 3rd/4th Tier Cities</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>People / HR</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Continuous Support For Talent Recruiting &amp; Training</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Continuing To Grow As The Chinese Competitor*
HONEYWELL LIFE SAFETY
XI’AN SITES

LI NING
VP GM, ASIA PACIFIC

Honeywell
HLS Xi’an Site Location

HLS FACTORIES IN XI’AN

Honeywell
HLS - Xi’an System Sensor

Site Overview

- Location: Xi’an, China; Area: 15,000 m²
- Headcount: ~450 (~60% Direct, ~40% Indirect)
- Opening: November 1994
- 3 Six Sigma Black Belt Certified; 35 Green Belt
- 2 Lean Expert Certified, 6 Lean Expert Candidates

Primary Products

- Fire Control Panel
- Smoke Detector
- Heat Detector
- Call Point
- Module
- Special Detector
- Alarm
HLS - Xi’an New Plant

Site Overview

- Location: Xi’an, China; Area: 4,000 m²
- Headcount: ~150
- Start Dates: May, 2006; Jun 2008; Nov 2011
- IOS 9001
- 1 Six Sigma Black Belt Certified
- 1 Lean Expert Certified, 1 Lean Expert Candidate

Primary Products

**SCBA Series**

**Fall Protection Series**

Safety Rope

Safety Belt

Integrated, Multi-Product Site
**Plant Performance**

**Total Sales For Xi’an Plants**

130x Increase

- 1995
- 1996
- 1997
- 1998
- 1999
- 2000
- 2001
- 2002
- 2003
- 2004
- 2005
- 2006
- 2007
- 2008
- 2009
- 2010
- 2011
- 2012

**Honeywell Operating Systems Performance**

- **Quality/PPM**
  - ~70% Improvement
  - *FSD: Full Scale Deployment On HOS*

- **Delivery/OTTR**
  - ~3pt Improvement

- **Inventory/DOS**
  - ~50% Improvement

- **Cost Per Unit**
  - ~15% Improvement
Factory Tour – Some Key HOS Highlights

- **SDP** – Strongly Supported Business Operation And Aligned With HON Strategic Planning
- **LSW** – Driving Goals And Metrics By Daily Management
- **Visual Factory** – Be Able To Easily See Location, Plan, Status, Progress, Etc.
- **Rapid Escalation** – Andon System And Automatic Escalation Process
- **Cell Design** – Work Cells Designed For Optimum Line Balance And Productivity
  - Space Saving
  - Inventory Reduction
  - Material Replenishment
- **Communication, Coaching And Knowledge Sharing**
  - Tier Meeting Boards – 1, 2, 3, 4
  - Communication Plans – HSE, HOS, VPD And Quality Weekly Messages
  - Gemba Walk
- **Continuous Improvement** – CI And Kaizen Program

*SDP – Strategic Deployment Process; LSW – Leadership Standardized Work*
Honeywell High Growth Regions

**Sales Profile**

(HGR Sales, 2012)

- **Aero**
- **ACS**
- **PMT**
- **TS**
- **India**
- **Brazil**
- **Russia**
- **Mexico**
- **Middle East**
- **Other**
- **China**

**Growing Faster Than End Markets**

- **HON HGR Sales**
- **Real GDP**

**Financials**

(Sales, $B)

- 2009: 5.1
- 2010: 6.1
- 2011: 7.2
- 2012: 7.9

- **China & India**
- **Other HGRs**

**Macro Tailwinds**

(Real GDP)

- **High Growth Regions**
- **Developed**

- 2002: 6.0% CAGR
- 2012: 1.5% CAGR
- 2022: 5.0% CAGR
- 2022: 2.0% CAGR

**HON Delivering In High Growth Regions**

Honeywell China Business Review, Shanghai – November 7th, 2013
HGR Strategy Evolution

15% CAGR 2003-2013

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
HGR - The World’s Largest Growth Engine

Population Growth

Fast HGR Middle Class Growth

(Global Population, Billion People)

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

HGRs Driving Population Growth
And “Leapfrogging” Tech And Process

Key Growth Segment With Rapidly Growing Wealth

HGR Needs And Innovations Driving Growth

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

**Turkey (4.5%)**
- + Middle Class, Demographics
- + Major projects; Strong Regional Influence
- - Domestic And Regional Instability

**Russia (3.0%)**
- + Consumption Growth
- + Europe Stabilizing, Oil Price Rebound
- - Continued Investment Slowdown
- - Down From Olympics High, Avoiding Debt

**China (6.7%-6.9%)**
- + Government: “7% Is The Bottom Line”
- + “Rebalancing” → Consumption, Tier 2 / 3, Targeted Investment
- - Lowered Growth Baseline, Structural Concerns, Weak Global Demand

**Mexico (4.0%)**
- + Reforms In Progress – Energy, Telecom
- + U.S. Recovery
- - Stagnating Investment

**India (5.1%)**
- + Urbanization
- + Refining / Petrochem Investment
- - 2014 Election Uncertainties; Limited Reforms
- - Rupee Depreciation

**Brazil (3.8%)**
- + Infra. Development
- + Govt. Investment, Privatization
- - Slowing Consumption
- - High Inflation, High Interest

**ME (4.5%)**
- + Non-Oil Sectors (Mfg., Infra., etc.) Driving Growth
- + Economic Diversification
- - Regional Instability
- - Weakened Global Energy Demand

**Indochina (6.1%)**
- + Fast Growth
- + Myanmar Opening Up
- + Energy And Infrastructure
- - Foreign Capital Dependent
- - Inflation Risk

**Indonesia (5.5%)**
- + GDP / FDI Growth
- + Middle Class, Urbanization
- + Construction Growth
- - Current Account Deficit Worsening

**Country (2013-2018 Real GDP CAGR)**
- + Growth Momentum / Drivers
- - Risks / Concerns

Moderated Growth Overall, But Macros Favorable To HON
Opportunities Continue To Grow

HON Growth Areas

2013 HON Macro

Source: Global Insight, HON Input

2013 - 2018 CAGR

HON Macros 1-2x GDP Growth In Priority HGRs
HGR Core Strategy

Core Growth Geographies

East For East (E4E) Product Platform

R&D → Manufacturing → Selling

East To West (E2W) & East To Rest (E2R)

Global Energy And Resources

Global Aerospace And Defense

Follow The Growth

One Honeywell

Integrated Strategy To Accelerate HGRs
Global Energy & Resources – Gas

(Remaining Recoverable Natural Gas Resources)

$tm$ cubic meters (tcm), 2011

NORTH AMERICA (ex. Mexico)

LATIN AMERICA

WESTERN EUROPE

MIDDLE EAST

AFRICA

INDIA

OAP

CIS

US Imports Putting Pressure On Russia

Russian Gas Being Pushed East

South America Imports From North America Ramping Up

ME Exports Due To Strong Demand Growth Across Asia

North America

• Russia Negatively Impacted By U.S. / ME Gas Exports To Europe → Shifting East
• Cheap U.S. Shale Gas Affecting GCC Petrochemical Producers
• Increasing ME Energy Demands → ME Seeking Unconventional Energy

Emerging Gas Sources And Changing Gas Flows

Sources: IEA, BP, PFC Energy, EIA
International D&S: Growth Regions

Honeywell

HGR Focus: India, Southeast Asia And Middle East

D&S Focus On International Security Needs

Americas ex US:
- $82B (~4%)
- ★★★

W Europe:
- $268B (~2%)
- ★★★

CEE/CIS:
- $26B (~5%)
- ★

Asia:
- $155B (~3%)
- ★★★

India:
- $47B (~7%)
- ★★★

ME & Africa:
- $138B (~6%)
- ★★★

Def Budget 5yr CAGR% (Nominal)
- 5+%
- 2-5%
- 0-2%
- <0%

Region:
- 2013 Def. Spend ('13-'18 CAGR)
- ★ = HON Growth Opportunity

Honeywell complies with all applicable trade and sanctions laws.
Follow The Growth

Globalizing HGR Players

• ~90 Contractors In Top 225 International Contractors Are Chinese, Turkish Or Indian
  - Int’l Revenues Grew 4X Since 2006

• Top Chinese Contractors Increased Presence In HGRs
  - ~45% in Africa
  - 15-20% in Asia
  - >10% in ME

Next Step Actions

China
• Resource In Key Destinations
• Key Account Focus, More E4E
• Joint Pursuits w/ Chinese Partners
• Assist With Export Financing

Turkey
• Strengthen Resources
• Contractor Support And Executive Engagement

Central Asia
• Local Leader Linked To Region
• One-Honeywell Approach

UAE and Qatar
• Resource On Key Contractors
• Executive Level Focus

Concept Proven, Gaining Traction

• ~$20M Won In 2012-2013
  - Wins In Saudi Arabia, Kazakhstan, Australia, Bangladesh, etc.

• Over $50M Project Pipeline 2014-15

Supported By Global Brand, Channel, Management And Execution
Using 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
Continued Drive For Local Excellence

• Deeper Understanding: Over 1.5X Increase In Marketing Resources Since 2010

• Stronger Bench: Over 2.5X Increase In Internal Fill Rate For Leadership Positions Since 2010

Honeywell Technology Solutions (HTS)

• ~6,500 Employees
• Over 450 Patents Since 2010

• Localization: Over 50% Of ACS / 75% Of HTT Material Cost Sourced Locally

Honeywell

India People And Process Continuing To Evolve

• Expanding Mid-Segment Customer Base

• Significant E4E Sales Expected Over Next 5 Years

• ACS Presence In Over 40 Cities

• Expanding Installer Coverage: ~3X Increase Over Next 5 Years

Turbos In Pune
System Sensor In Gurgaon
ED&S Switches In Hopetown

Honeywell China Business Review, Shanghai – November 7th, 2013
Honeywell Technology Solutions (HTS)

~9,000 employees

INDIA
- Bangalore
- Madurai
- Hyderabad

CHINA
- Beijing
- Shanghai

CZECH REPUBLIC
- Brno
- Prague

• HTS Fully Integrated Into HON Strategy
• Investing In People And Capabilities
• Connected Across HGRs
• Closer To Customers

R&D : 3 Countries, 7 Cities
Extending Presence In Other HGRs

HTS Well Positioned To Help Support Growth
RUSSIA

NORM GILSDORF
PRESIDENT, ME, RUSSIA AND CENTRAL ASIA
Large And Diverse Resources

- Gas
- Oil
- Petrochemical Clusters
- Ferrous And Steel
- Precious And Rare

West | Urals | Siberia | Far East

~$100M Recent Energy Wins

Bashkiria: $18B Capex Plan In Processing Industries By 2020

6 Petrochemical Clusters Defined In Russia O&G Strategy - 2030

Huge Infrastructural Investments, Road And Rail Constructions

Far East Development Strategy - $7B State Investments Annually To 2025
Russia: Relatively Wealthy Country

(Disposable Income / Household Median)

- **Strong Consumption Power**
- **Need For Both Global And E4E Products**
  - Urban Renewal
  - Upgrades Towards EU Standards
  - Dachas

**Highest Average Income Among BRICs**
Middle East: Regional Landscape

**SYRIA**
- Civil War - Sectarian Violence Could Spill Into Iraq / Lebanon - No Resolution In Sight
- Tight Economic Sanctions And Financial Controls

**LEBANON**
- Tensions Spilling Over From Syria
- No Progress In Cabinet Formation

**LIBYA**
- Financial Resources And Big Investment Appetite
- Clashes Persist Between Factions
- Need Order In Country

**EGYPT**
- Uncertain Future
- Deepening Divisions
- Strong Army
- Political And Economic Gridlock

**SAUDI**
- Leadership Change In Security And Armed Forces
- “Major Influencer” In Region
- Supporting Anti-Iran Groups
- Fighting Iran-Backed Shiites Groups In NE And Yemen

**IRAQ**
- North Is Safer, Easier To Do Business
- 65% Shiite, Iran Influence
- Political Gridlock In Baghdad
- Security A Priority

**QATAR**
- Orderly Power Transition
- Gas Money: Investments In Mega Projects
- Providing Financial Support To Anti-Iran Groups

**UAE**
- Accelerating Armed Forces Reforms
- Tightening Security Net

Honeywell complies with all applicable trade and sanctions laws.
Regional Economic Dynamics

**Saudi Arabia**
- Upgraded Sovereign Outlook
- Significant Infrastructure Spend
- “Saudization”

**UAE**
- Among Most Diversified GCC Economies
- Politically Stable; “Safe Haven” For Investment

**Qatar**
- Largest LNG Exporter
- Major Expansion In Non-O&G
- Infrastructure For 2022 World Cup

**Kuwait**
- More O&G Dependent
- Conservative Spending
- Recent O&G Sector Shake-Up

**Oman**
- Government Spending Growth
- Low External Debt Ratio

**Iraq**
- Reconstruction In Progress
- Difficult Environment
- Kurdistan: A Different Area

Large Opportunities In Energy And Beyond
TURKEY

NORM GILSDORF
PRESIDENT, ME, RUSSIA AND CENTRAL ASIA

Honeywell
Mid-Segment Needs

Local Dynamics

• GDP Per Capita ~1/4 Of UK / France / Germany

• “Eurasian” Characteristics: Large Mid-Segment

• Chinese Products Widely Available And Welcomed

E4E Products

• More Cost-Competitive Than Comparable Peer Products

• Significant Growth Potential With Existing E4E Products

Targeting Mid-Segment Needs With Existing E4E Products
Partnering In Turkey To Target Regional Opportunities

Follow the Growth

Strong Regional Influence

Turkish Contractors
- 34 Turkish In Top 225 International Contractors
- $16B Int’l Contract Value (2012), Strong Regional Influence

Turkish MNCs
- World-Class Turkish Conglomerates
- Strategic, Long-Term Focus

Coverage From Turkey

Easy Regional Access
- Shared Language, Culture
- Common Interests

“Follow The Growth” From Turkey
- Long-Term Relationships
- Partnering With Leading Contractors And MNCs
- Dedicated Resources (As China)
- Ability To Serve Across Geographies

Strong Presence In C. Asia, N. Iraq, And N. Africa

Multi-Million-Dollar Recent Energy Wins In Central Asia
## Indonesia Rising

**Big Growth Story**

<table>
<thead>
<tr>
<th>2013</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nominal GDP</td>
<td>Nominal GDP</td>
</tr>
<tr>
<td>~$870B</td>
<td>~$1,450B</td>
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</table>

- **One Of The Fastest Urbanizing Countries**
  - ~1% per year
- **~90M People To Enter Consuming Class By 2030**
  - More Than Any Other Country Outside China And India

**Govt Making Hard Decisions**

- Continued Anti-Corruption Campaign
- Cut Fuel / Electricity Subsidies
  
  **Turbo: Minimum Fuel Efficiency To Be Required By Law**

**Increased Investment**

- Education, Healthcare (Hospitals)
- Airport Expansion / Upgrade
  
  **Significant New Construction**

**Elevated Confidence**

- Credit Rating Restored To “Investment Grade”
- Strong Domestic Investment
  
  **Rail, Refinery Upgrades, etc.**

---


**Strong GDP Growth, Increasing Large Economy**
INDOCHINA

THANH MAI
PRESIDENT, INDOCHINA
Indochina: Focus By Geography

**Vietnam**
- **Energy**: New Refineries
- **Aviation Expansion**: Aircraft, Airports, Defense
- **Efficiency**: Government Focus

**Myanmar**
- **Significant Resources**
- **Gas Network; Refining**
- **Airport Expansion / Upgrade**
- **Urbanization Need, Construction**

**Cambodia**
- **Infrastructure**: Commercial Buildings, Hotels / Resorts
- **O&G**: E&P, Refining

**Laos**
- **Infrastructure**: Commercial Buildings, Ports

**Earlier Stage Development – Targeted Strategy**
## Gaining Traction: Vietnam Energy

### One Honeywell Approach

- **Strong Technology Differentiation**
- **Long-Term View With Key Customers**
- **Provide Strong Value Add**
  - Technology Training
  - On Site Support
  - Other Assistance
- **HON Regional Automation College – Partnering With PetroVietnam**

### Significant Progress

- **Selected As Key Technology Provider For Major Refinery Projects**
- **Strengthened Strategic Partnership With PetroVietnam**
- **Identified Critical Next Phase Technology Needs**

**~$80M Recent Refinery Wins; Further >$250M In Expected Sales**

**Investment Leading To Results**
MEXICO

LUIS SANCHEZ
COUNTRY PRESIDENT, MEXICO
Strong Foundation

Competitive Manufacturing Base

Established ISC Platform
- 12 Manufacturing Sites
- Significant Operations
  - Large ISC Footprint

Strong R&D Capabilities
- ~400 ENG/R&D Census
- Mexicali: Advanced Aero Capabilities

One-HON
- Major Functions Localized
- Experience And Resource Sharing

Capturing Local Demand

Localized For Growth
Buildings – Capitalizing On Strengths

**Emerging Trends**
- Significant New Commercial Construction
- Increasing Awareness In Energy Efficiency
- Higher Building Complexity

**Local Capabilities**
- Local Senior Business Leaders
- Deep Local Understanding
- Right Segmentation
- Strong Local Service Platform

**Winning Major Projects**
- Complex Commercial Buildings
  - Ex: BBVA HQ Tower (> $10M)
- Critical Infrastructure Protection
  - Ex: Triara Data Centers (~ $20M)
- Energy Efficiency: Strong Presence In Telco, Retail

Local Capabilities For Wins And Strong Execution
BRAZIL

BEN DRIGGS
COUNTRY PRESIDENT, BRAZIL

Honeywell
Brazil: Strong O&G Position

Significant Opportunities

- Petrobras Investing Over $230B Over Next 5 Years
- Targeting Over 1M Bpd Production Increase
- FPSOs: 12 New FPSOs To Be Contracted Over Next 5 Years
  - Large Opportunities For UOP And ACS
- Large Petrochem (Ex: Braskem)

Strong Position

- Leading Technologies, Long Term Business Relationships
- Petrobras Refining Project Wins
- Won 14 Of 17 FPSOs Contracted

“Honeywell is uniquely situated to provide a full suite of technology solutions for the FPSO vessel”

—Mike Baker
Project C&I Lead Texaco Captain FPSO

Capitalizing On Energy Opportunities
### Relative GDP

<table>
<thead>
<tr>
<th>GDP In PPP Terms</th>
<th>HGR % Of World</th>
</tr>
</thead>
<tbody>
<tr>
<td>Territory Size = Relative Proportion</td>
<td>GDP (PPP)</td>
</tr>
</tbody>
</table>

**1990**
- HGR % of World: 31%

**2015**
- HGR % of World: 52%

Source: Worldmapper, IMF

**HGRs Changing The World**
Summary

• Moderate HGR Macro Outlook, Well Aligned To HON Strengths
  - HGR Sales ~$8.8B Today

• Focused Strategy, Aligned To Trends
  - Focused Geographic Presence – Priority HGR Regions, China As Pillar
  - Global Resources
  - Follow The Growth
  - International Defense & Space

• Become THE Chinese Competitor
  - Local Leadership And Execution; Expand Mid-Segment Offerings

• Accelerate High Growth Region Expansion
  - Leverage China And India Platform
  - Feet On The Street, Focused Investment
Brazil Snapshot

Growth Potential

- Population: 200M
- GDP / Capita: $11K

Sector Indicators

Energy
- Oil Production: 2.1M Bpd
- Oil Refining Capacity: 2.0M Bpd
- Gas Production: 1.7 Bcf/D

Aerospace
- Airline Fleet Size: ~580 Aircraft

Construction
- Construction Value Add: $114B

Automotive
- Light Vehicle Production: ~3.2M Units

HON 2012 Brazil Sales: ~$0.7B

Source: Global Insight, CIA Factbook, BP, IHS-WIS, IHS Automotive,
Russia Snapshot

Growth Potential

- Population: 143M
- GDP Per Capita: $15k

Sector Indicators

**Energy**
- Oil Production: 10.6M Bpd
- Oil Refining Capacity: 5.8M Bpd
- Gas production: 57.1 Bcf/d

**Aerospace**
- Airline Fleet Size: ~670 Aircraft

**Construction**
- Construction Value Add: $111B

**Automotive**
- Light Vehicle Production: ~2.1M Units

Source: Global Insight, CIA Factbook, BP, IHS-WIS, IHS Automotive
Turkey Snapshot

Growth Potential

- Population: 75M
- GDP / Capita: $11K
- 4.5% CAGR

Sector Indicators

Energy
- Oil Production: 0.06M Bpd
- Oil Refining Capacity: 0.6M Bpd
- Gas Production: 0.06 Bcf/D

Aerospace
- Airline Fleet Size: ~440 Aircraft

Construction
- Construction Value Add: ~$34B

Automotive
- Light Vehicle Production: ~1.0M Units

HON 2012 Turkey Sales: ~$0.2B

Source: Global Insight, CIA Factbook, BP, EIA, IHS-WIS, IHS Automotive
Mexico Snapshot

- Population: 122m
- GDP / Capita: $10.4k

GDP Composition

- Energy
  - Oil Production: 2.9M Bpd
  - Oil Refining Capacity: 1.6M Bpd
  - Gas Production: 5.6 Bcf/D

- Aerospace
  - Airline Fleet Size: ~320 Aircraft

- Construction
  - Construction Value Add: $75B

- Automotive
  - Light Vehicle Production: ~2.9M Units

HON 2012 Mexico Sales: ~$0.3B

Source: Global Insight, CIA Factbook, BP, IHS-WIS, IHS Automotive
### Indonesia Snapshot

#### Growth Potential
- Population: 250M
- GDP / Capita: $3.5K
- 3rd Largest Asian HGR
- 2nd Largest O&G Producer In APAC

#### Sector Indicators

**Energy**
- Oil Production: 0.9M Bpd
- Oil Refining Capacity: 1.1M Bpd
- Gas Production: 6.9 Bcf/D

**Aerospace**
- Airline Fleet Size: ~500 Aircraft

**Construction**
- Construction Value Add: $89B

**Automotive**
- Light Vehicle Production: ~1.0M Units

### Source
- Global Insight, CIA Factbook, BP, IHS-WIS, IHS Automotive
## Middle East Snapshot (1/2)

<table>
<thead>
<tr>
<th></th>
<th><strong>Saudi Arabia</strong></th>
<th><strong>Qatar</strong></th>
<th><strong>Oman</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>’13 / ’18 Real GDP:</strong></td>
<td>$750B / $939B</td>
<td>$202B / $257B</td>
<td>$84B / $109B</td>
</tr>
<tr>
<td><strong>’13-'18 GDP CAGR:</strong></td>
<td>4.6%</td>
<td>4.9%</td>
<td>5.5%</td>
</tr>
<tr>
<td><strong>’13 Population:</strong></td>
<td>29M</td>
<td>2M</td>
<td>4M</td>
</tr>
<tr>
<td><strong>’13 GDP / Capita:</strong></td>
<td>$26.0K</td>
<td>$93.2K</td>
<td>$23.0K</td>
</tr>
<tr>
<td><strong>GDP Sources: Ag / Industry / Service:</strong></td>
<td>2% / 65% / 33%</td>
<td>0.1% / 74% / 26%</td>
<td>1% / 66% / 33%</td>
</tr>
<tr>
<td><strong>Oil Production:</strong></td>
<td>11.5M Bpd</td>
<td>2.0M Bpd</td>
<td>0.9M Bpd</td>
</tr>
<tr>
<td><strong>Oil Refining Capacity:</strong></td>
<td>2.1M Bpd</td>
<td>0.3M Bpd</td>
<td>0.1M Bpd</td>
</tr>
<tr>
<td><strong>Gas Production:</strong></td>
<td>9.9 Bcf/d</td>
<td>15.2 Bcf/d</td>
<td>2.8 Bcf/d</td>
</tr>
<tr>
<td><strong>Airline Fleet Size:</strong></td>
<td>~240</td>
<td>~155</td>
<td>~50</td>
</tr>
<tr>
<td><strong>Construction Value-Add:</strong></td>
<td>$26.5B</td>
<td>$7.7B</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**HON 2012 Middle East Sales:** ~$1.3B

*Source: Global Insight, CIA Factbook, BP, EIA, IHS-WIS, IHS Automotive*
## Middle East Snapshot (2/2)

<table>
<thead>
<tr>
<th></th>
<th><strong>UAE</strong></th>
<th><strong>Kuwait</strong></th>
<th><strong>Iraq</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>'13 / ’18 real GDP:</td>
<td>$404B / $501B</td>
<td>$191B / $217B</td>
<td>$225B / $312B</td>
</tr>
<tr>
<td>‘13–’18 real CAGR:</td>
<td>4.4%</td>
<td>2.6%</td>
<td>6.8%</td>
</tr>
<tr>
<td>‘13 Population:</td>
<td>9M</td>
<td>3M</td>
<td>34M</td>
</tr>
<tr>
<td>‘13 GDP / Capita:</td>
<td>$43.2K</td>
<td>$56.6K</td>
<td>$6.7K</td>
</tr>
<tr>
<td>GDP Sources: Ag / Industry / Service:</td>
<td>1% / 56% / 43%</td>
<td>0.3% / 50% / 50%</td>
<td>3% / 65% / 32%</td>
</tr>
<tr>
<td>Oil Production:</td>
<td>3.4M Bpd</td>
<td>3.1M Bpd</td>
<td>3.1M Bpd</td>
</tr>
<tr>
<td>Oil Refining Capacity:</td>
<td>0.7M Bpd</td>
<td>0.9M Bpd</td>
<td>1.0M Bpd</td>
</tr>
<tr>
<td>Gas Production:</td>
<td>5.0 Bcf/D</td>
<td>1.4 Bcf/D</td>
<td>0.1 Bcf/D</td>
</tr>
<tr>
<td>Airline Fleet Size:</td>
<td>~460</td>
<td>~35</td>
<td>~25</td>
</tr>
<tr>
<td>Construction Value-Add:</td>
<td>$38.0B</td>
<td>$3.0B</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**HON 2012 Middle East Sales:** ~$1.3B

Source: Global Insight, CIA Factbook, BP, EIA, IHS-WIS, IHS Automotive
## Indochina Snapshot

<table>
<thead>
<tr>
<th>Country</th>
<th>Vietnam</th>
<th>Myanmar</th>
<th>Cambodia</th>
<th>Laos</th>
</tr>
</thead>
<tbody>
<tr>
<td>'13 / '18 GDP:</td>
<td>$160B / $217B</td>
<td>$56B / $71B</td>
<td>$15B / $22B</td>
<td>$11B / $16B</td>
</tr>
<tr>
<td>'13-'18 real CAGR:</td>
<td>6.3%</td>
<td>4.8%</td>
<td>7.9%</td>
<td>7.4%</td>
</tr>
<tr>
<td>'13 Population:</td>
<td>92M</td>
<td>60M</td>
<td>15M</td>
<td>7M</td>
</tr>
<tr>
<td>'13 GDP / Capita:</td>
<td>$1.7K</td>
<td>~$0.9K</td>
<td>$1.0K</td>
<td>$1.6K</td>
</tr>
<tr>
<td>GDP Sources: Ag / Industry / Service:</td>
<td>22% / 41%</td>
<td>39% / 19%</td>
<td>36% / 24%</td>
<td>26% / 34%</td>
</tr>
<tr>
<td>Oil Production:</td>
<td>0.3M Bpd</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Oil Refining Capacity:</td>
<td>0.14 mbpd</td>
<td>0.1 M Bpd</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Gas Production:</td>
<td>0.9 bcf/d</td>
<td>1.2 bcf/d</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Airline Fleet Size:</td>
<td>~110</td>
<td>~35</td>
<td>~20</td>
<td>~25</td>
</tr>
<tr>
<td>Construction Value-Add:</td>
<td>$8.6B</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Light Vehicle Prod:</td>
<td>0.1M</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Source: Global Insight, CIA Factbook, BP, EIA, IHS-WIS, IHS Automotive