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.
Today’s Discussion

• Global Expansion Directly Linked To HON Transformation
  - Over The Next Decade HGRs Are Expected To Drive 70%+ Of World GDP Growth
  - Great Opportunity For HON To Grow While Addressing Critical Challenges
  - Being The “Local Competitor” And “East For East” Keys To HGR Success

• Significant Success In High Growth Regions, Gaining Momentum
  - HGR Sales Currently 20% Of Total HON, Up +11pts Since 2003
  - Targeting 25% Of Sales By 2014; HGRs Drive 50%+ Of Growth Over That Period
  - In Country, Empowered Leadership Driving Growth

• HGR Roadmap And Capabilities Continue To Evolve
  - China And India Provide Foundation For Future Expansion, Focus On “Next 8”
  - Leveraging HPS & UOP - Energy And Resources Led Entry Into New Regions
  - Pull-Through Of Other HON Businesses, Global Functional Foundation Support
Honeywell Today

By Business

- Aero
- ACS
- TS
- PMT

By Region

- U.S.
- Europe
- ROW

- 2011 Sales: $36.5 Billion
  - 70 Acquisitions, 50 Divestitures Since 2002
  - Strong Alignment To Favorable Macro Trends

- Expanding Internationally
  - 54% Of Sales Outside The U.S.
  - Higher Exposure To Fast Growing Regions

HON Profile Continues To Evolve
The World Continues To Shift

The Past 10 Years

- **Globalization a Major Driver**
  - HGRs Now ~30% of Global GDP vs. ~20%
  - >50% World GDP Growth From HGRs
  - Focus on China and India the Right Call

(Real GDP, $T)

<table>
<thead>
<tr>
<th>Year</th>
<th>China &amp; India (Real GDP, $T)</th>
<th>Other Emerging (Real GDP, $T)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>$2.2</td>
<td>$5.8</td>
</tr>
<tr>
<td>2011</td>
<td>$5.5</td>
<td>$8.0</td>
</tr>
</tbody>
</table>

+10% CAGR

The Next 10 Years

- **HGRs Continue to Drive Growth**
  - China and India Growth Continues, But…
  - Expand Focus to Larger Population of HGRs
  - Next 8 Needs Best Align with HON Strengths

(Real GDP, $T)

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<th>Year</th>
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<th>Other Emerging (Real GDP, $T)</th>
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<tbody>
<tr>
<td>2011</td>
<td>$5.5</td>
<td>$14.3</td>
</tr>
<tr>
<td>2021</td>
<td>$11.7</td>
<td>$25.1</td>
</tr>
</tbody>
</table>

+4% CAGR

Significant Opportunity

Source: Global Insight

HGRs A Significant Growth Engine
HGR Core Strategies

Growth Geographies
- China and India Provide a Strong Base
- Take HGR “Playbook” to Other Key Regions
- Leverage Existing HGR Platform

E4E / E2W Platform
- R&D
- Supply Chain
- Manufacturing

Global Energy And Resources
- Resource-led Entry and Pull Through of Other Businesses
- ONE-HON Focus on Major Energy Trends

Global D&S
- Focus on Fast Growing HGR Defense Markets
- Targeted Entry and Resourcing

Follow The Money
- Follow HGR Companies Investing / Building Abroad
- >80 Chinese and Turkish Contractors in Top 225

Global Foundation for Functional Support
Government Relations, Human Resources, Legal, Communications

Integrated Strategy To Accelerate HGRs
### Growth: Next 8+

#### The Next 8

<table>
<thead>
<tr>
<th>Country</th>
<th>2015 GDP ($T)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Russia</td>
<td>$2.8</td>
</tr>
<tr>
<td>Brazil</td>
<td>$3.2</td>
</tr>
<tr>
<td>Mexico</td>
<td>$1.4</td>
</tr>
<tr>
<td>Indonesia</td>
<td>$1.3</td>
</tr>
<tr>
<td>Turkey</td>
<td>$1.0</td>
</tr>
<tr>
<td>South Africa</td>
<td>$0.5</td>
</tr>
<tr>
<td>Poland</td>
<td>$0.7</td>
</tr>
<tr>
<td>Thailand</td>
<td>$0.5</td>
</tr>
</tbody>
</table>

#### Singles And Doubles

- **Middle East**
  - Bolster Existing Footprint

- **Africa**
  - Many Emerging Economies
  - Resource Play
  - Follow the Money

- **Stans**
  - Resource Play
  - Accelerate

- **Other Latin America**
  - Pick Emerging Winners

**Apply Proven Formula To Key Geographies**
Global Energy And Resources

Top 30 HGR Energy Countries
Oil & Gas Reserves and Production

Resource-led Geographical Entry
• Pull Through of Other Businesses

Capture Broad Energy And Resource Opportunities

Capitalize On Key Energy Trends
Energy Efficiency
Alternative Energy
Energy Security

Countries ranked 1-10
Countries ranked 11-20
Countries ranked 21-30
Inaccessible countries

* Excluding Iran, Sudan
HPS & UOP Leading Market Entry

- ACS Sets Up HON Legal Structure
- UOP Builds High Level Relationships, Helps Establish Energy & Resource Policy

UOP & HPS “Establish The Beachhead”

- Fire & Gas
- Life Safety
- Security
- PMT
- Aviation

Pull-Through Of Other HON Businesses

Become The Local Competitor

Energy And Resources Establish HON In New Markets
HPS Macro Trends

**Safety**
Protect People, Assets & Processes
- Reduce and Mitigate Incidents
- Comply With Critical Infrastructure Protection (CIP) Regulations
- Reduce Human Error
- Improve Emergency Response

**Reliability**
Improve Availability
Reduce Downtime
- Maximize Asset Availability
- Protect High Capital Cost Assets
- Enhance Plant Asset Life
- Migrate / Extend Investment in Aging Assets

**Efficiency**
Improve Productivity
Reduce Cost
- Increase Process Efficiency
- Increase Capacity Utilization / Reduce Downtime
- Get More Resource Productivity

**Sustainability**
Maximize Return on Investment
- Maintain and Increase Benefits of Investment
- Meet Environmental Regulatory Requirements
- Transfer Knowledge from Aging to New Workforce
- Use Alternative Energy Resources Where Available

Addressing Critical Performance Issues
HPS Overview

HPS Solution Levels

**Systems:** Winning More Projects, Growing Safety & Security Business, Enhancing Productivity Offerings

**Life Cycle Services:** Servicing Legacy Install Base Protection, Tailored Offerings for Emerging Regions, Remote Services

**Field Solutions:** Building Systems Integrator Channel, Expanding RMG Sales, Updating Field Instrument Platform

**Advanced Solutions:** Driving Scale and Cross Selling Strategies

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Macro Alignment

**Safety & Security:** Protect People, Assets and Processes

**Reliability:** Improve Availability, Reduce Downtime

**Efficiency:** Improve Productivity, Reduce Costs

**Sustainability:** Maximize Return on Investment

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$3B+ In Sales, 11,000+ Employees Working In 120+ Countries*

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GLOBAL

LOCAL

MULTIPLE INDUSTRIES

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* As of 2011

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Improving Business Performance
How We Differentiate

<table>
<thead>
<tr>
<th>Large Projects</th>
<th>Advanced Solutions</th>
<th>Controls &amp; Software</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Complexity, Large Investment Projects</td>
<td>Enterprise Solutions That Drive Profitability - Sit On Top of DCS and Link to ERP</td>
<td>Leader In Refining, Petrochemicals, Safety Systems, Fire &amp; Gas, and Integrated Security</td>
</tr>
</tbody>
</table>

Examples

- Shell GTL
- Shah Gas
- LA Wastewater
- Reliance
- Statoil
- East /West Pipeline
- Sasol
- Angola LNG

Providing Solutions For High Profile, Global Projects
HON Strength: Process Automation

Automation & Control

MES & ERP Integration

Plant Performance Solutions

Advanced Control

Operator Training - Simulation

Field Instruments & Sensors

Lifecycle Services

Process Automation A Cornerstone For HPS
HON Advantage: Enterprise Wide Solutions

Automation & Control

MES & ERP Integration

Plant Performance Solutions

Advanced Control

Simulation

Field Instruments & Sensors

Lifecycle Services

Demand-side Management

Emissions & Environmental Management

Fire & Gas Monitoring & Detection

Burner Management

Transmission & Distribution

Project Engineering / MAC

Physical Security

Turbine Control

Building Management

Safety Systems

Gas Management

Cyber Security

Facility Energy Management

Alternative Energy Technology

Unique Enterprise Wide Approach
PlantCruise: New Mid-Market Control System

Experion: Largest Capital Projects in The World

- Re-Engineered by China and India w/ China Supply
- Monetizing Experion IP: 9 Month Intro - VPD™
- China Launch: $6M in Wins Before Intro
  Next: India, Southeast Asia, Latin America

Mid Markets in Emerging Countries: $1B Total Market

PlantCruise

- Shah Gas
- LA Wastewater
- Shell GTL
- ExxonMobil PNG

Customer Value

- Superior Control System Offering Providing Better Safety, Reliability, Efficiency at Price Point
  Competitive with Local Chinese Suppliers
- Easier to Use and Faster to Configure

Business Value

- Growth in Underserved Chemicals, Power and Metals Markets in Emerging Regions
- Improved Cost Position to Drive Better Growth and Increased Margins

$100M HPS Opportunity in Underserved Market
Improved Safety – Success Stories

Sasol, South Africa

• Central control room improves process efficiency and plant safety
• Improved safety due to better transparency of workflow processes and conditions
• Improved communication among the different DCS operators

Pucheng Clean Energy Chemical Company, China

“In the coal chemical industry, it is important to maximize resources to ensure long-term sustainability and greater economic contributions. We will leverage Honeywell’s award-winning solutions and global expertise to help us drive greater efficiencies and to ensure safety and reliability.

Fan Liming, General Manager, PCEC
**Formosa Chemicals, Taiwan**

“Honeywell gave us insight into the energy savings applications that were possible with wireless technology for more accurate and reliable temperature measurement which in turn helped us save money, improve processes and increase safety.”

*C.M. Jeng, Section Chief, Formosa Chemicals*

**Sinopec, China**

By working with Honeywell, we found the proven technology, reputation, excellent people and service to increase our boiler operation range, reduce fuel gas emissions and optimize our production. Thanks to this revolutionary advanced energy solution, we have also reaped enormous cost savings.”

*Zhao Weijie, Vice Chief Engineer, Sinopec Shanghai Petrochemical Thermal Power Plant, China*
Improve Efficiency – Success Stories

Qatar Petroleum

“The UniSim operator training simulator is a highly effective tool and has become an indispensable part of our training program. The hands-on experience has dramatically shortened the job training period.”

Soud Jaleel Al-Ruwaili, Assistant Manager, Production Operations, Gas Recycling, Qatar Petroleum

IRPC Petrochemicals, Thailand

“Honeywell’s best-in-class technology and elite team of experts have supported IRPC to continuously benefit from overall improved operations. This seamlessly delivered Experion R300 platform integrated with Safety Manager is proving to be highly reliable.”

Sompas Samnianglam, Instrument Section Manager, IRPC
Summary

• Next 8 Aligned With Macro Trends
  - UOP And HPS Help Facilitate Resource Led Entry

• Significant Success In High Growth Regions
  - HGRs Drive 50%+ Of HON Growth From 2012 To 2014

• Honeywell Proven Capabilities
  - Local Presence Supported By Global Foundation