**NEW FIVE-YEAR PLAN**

We’re working hard for our future. By listening and focusing on our customers, Honeywell is positioned to exceed our long-term targets.

**Sales (in Billions)**

- **2010**: $10.5B
- **2011**: $11.0B
- **2012**: $11.5B
- **2013**: $12.0B

**Segment Profit/Margin**

- **2010**: 13.2%
- **2011**: 12.5%
- **2012**: 13.9%
- **2013**: 14.9%

**Free Cash Flow**

- **2009**: $2.4B
- **2010**: $3.0B
- **2011**: $3.6B
- **2012**: $3.8B
- **2013**: $4.0B

**Earnings Per Share Proforma**

- **2010**: $2.93
- **2011**: $3.75
- **2012**: $4.48
- **2013**: $5.23

**CONTACT INFORMATION**

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Vice President of External Communications
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**WE'RE ADDRESSING SOME OF THE WORLD'S TOUGHEST CHALLENGES**

**Expanding Global Wealth Per Capita**

The global middle class is expected to grow from 1.8 billion to almost 5 billion people by 2030. This large group of consumers will drive demand for small home and building automation as more people drive cars, travel by air, own homes, and enjoy higher standards of living.

**Safety & Security**

At home, at work or traveling, safety and security are always a priority. Honeywell's personal protective equipment and security technologies can help keep an emergency from turning into a tragedy. Our security solutions for buildings, airports, businesses, and residential defense protect us from emerging threats.

**Energy Efficiency**

With nearly half of our product portfolio linked to energy efficiency, Honeywell is well positioned to address the world's energy challenges.

**Clean Energy Generation**

Traditional energy sources are finite. But the demand for energy is expected to double by 2030. Honeywell solutions enable the transition to cleaner, safer, and more cost-effective power generation.

**Customer Productivity**

Honeywell helps our customers to do their jobs faster, safer, and more efficient. Our solutions effectively manage human comfort and productivity in remote locations, helping passengers to travel on time, protect workers from injuries, and provide employees in the field with the tools that will help them work smarter.

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Find out what's happening at Honeywell at www.honeywellnow.com
Follow us at HoneywellNow
Honeywell’s “Great Position” in both financial performance and growth has been a major driver of our portfolio development. In each decade, we have added more than $11 billion in sales, which today stands on an absolute basis more than $25 billion. These increases have been significantly characterized by changes in the portfolio of the company. We validate the “Discipline of Opportunity” across all businesses, which helps us to hone in on any product, geography, or industry that makes sense in the market today.

### GREAT POSITIONS IN GOOD INDUSTRIES

- **Honeywell Growth** Since 2004, we have added more than $25 billion in sales, which today stands on an absolute basis more than $56 billion. These increases have been significantly characterized by changes in the portfolio of the company. We validate the “Discipline of Opportunity” across all businesses, which helps us to hone in on any product, geography, or industry that makes sense in the market today.

- **Honeywell’s Portfolio** is a broad range of businesses with leading positions in their respective markets. This diversity allows us to capitalize on different growth opportunities and manage risk across different economic cycles.

- **Honeywell’s Growth Strategy** focuses on three key areas: innovation, investment in market leadership, and cost leadership.

- **Honeywell’s Financial Performance** has been strong, with earnings per share growing at a compound annual rate of 8% from 2010 to 2013, and sales growth of 7%.

- **Honeywell’s Segment Margin** has increased from 17.6% in 2010 to 19.8% in 2013, demonstrating the company’s ability to improve profitability.

### ENABLERS

- **Honeywell’s Operating System** (HOS) drives sustainable improvements in manufacturing operations to generate exceptional performance in quality, delivery, cost, and productivity.

- **Honeywell’s Product Development Strategy** is focused on delivering customer value by aligning all of the functions necessary to successfully launch new products (R&D, manufacturing, marketing, and sales) to ensure we deliver the right products at the right time.

### HONEYWELL USER EXPERIENCE

- **Honeywell’s User Experience** is a platform designed to help in developing products and services that are easier to use, more intuitive, and more valuable for customers and employees.

### HONEYWELL CULTURE

- **Honeywell’s Culture** is characterized by integrity, respect, and a commitment to our values.

### PORTFOLIO

- **Portfolio by End Markets** (Sales): includes Aerospace, Automation and Control Solutions, Transportation Systems, and Defense and Space.

### AUTOMATION AND CONTROL SOLUTIONS

- **Honeywell’s Operational Controls**: rely on safety, security, monitoring, and delivery solutions, as well as building management systems and environmental control systems.

- **Honeywell’s Commercial Solutions**: include a range of products and services for various industries, including retail, healthcare, education, and government.

### TRANSPORTATION SYSTEMS

- **Honeywell Transportation Systems**: provides technical and financial assistance to support auto manufacturers and suppliers in the development of advanced technologies.

- **Honeywell’s Sustainable Solutions** include initiatives such as improving fuel efficiency, reducing emissions, and enhancing safety in transportation.

- **Honeywell’s Advanced Fiber and Composite Technologies**: include innovations in high-performance materials for aerospace and automotive applications.

### PERFORMANCE MATERIALS AND TECHNOLOGIES

- **Honeywell’s Performance Materials**: include products such as advanced fibers, advanced polymers, and advanced composites.

- **Honeywell’s Advanced Polymers**: include products such as advanced fibers, advanced polymers, and advanced composites.

- **Honeywell’s Advanced Composites**: include products such as advanced fibers, advanced polymers, and advanced composites.

### AEROSPACE

- **Honeywell Aerospace**: is a global leader in aerospace technology and solutions, offering products and services that help airlines and aerospace manufacturers improve efficiency, reduce costs, and enhance safety.

- **Honeywell’s Aerospace Solutions**: include a range of products and services for various industries, including aviation, defense, and space.

### PERFORMANCE MATERIALS AND TECHNOLOGIES

- **Honeywell’s Aerospace Technologies**: include products such as advanced fibers, advanced polymers, and advanced composites.

- **Honeywell’s Aerospace Composites**: include products such as advanced fibers, advanced polymers, and advanced composites.

- **Honeywell’s Aerospace Materials**: include products such as advanced fibers, advanced polymers, and advanced composites.
Honeywell is a global leader in technology and innovation, with a strong focus on improving the quality of life and the world around us. The company is committed to driving sustainable improvements in its operations and in the products and services it offers. Honeywell’s culture is fundamental to who it is, allowing it to be more productive, efficient, and intuitive in its operations.

Honeywell has built a robust “One Honeywell” culture that is centered around the company’s 5 Initiatives and 12 Behaviors. This culture is the Honeywell Operating System (HOS) for the company, and it drives sustainable improvements in every aspect of the company’s operations. HOS is used across multiple functions necessary to successfully launch new solutions, including Research and Development, Sales, Marketing, and Purchasing — standardizing the way we work, reducing costs, and improving service quality.

Honeywell’s culture is also reflected in its approach to social responsibility and sustainability. The company is committed to reducing its environmental impact and improving social outcomes. Honeywell is a leader in sustainability and has set ambitious targets to reduce its carbon footprint and improve its energy efficiency. The company’s sustainability efforts are guided by its HOS and are integrated into all aspects of its operations.

Honeywell’s culture is also reflected in its approach to innovation and technology. The company is committed to driving innovation and developing new technologies that improve people’s lives and the world around them. Honeywell’s technology products and solutions are used in a wide range of industries, from aerospace and defense to energy and safety.

Honeywell’s culture is also reflected in its approach to diversity and inclusion. The company is committed to creating a diverse and inclusive workplace where all employees feel valued and respected. Honeywell’s diversity and inclusion efforts are guided by its HOS and are integrated into all aspects of its operations.

Overall, Honeywell’s culture is fundamental to who it is, allowing it to be more productive, efficient, and intuitive in its operations. This culture is reflected in all aspects of the company’s operations, from its approach to sustainability and social responsibility to its approach to innovation and technology.
Honeywell is a global leader in technologies and services that deliver safe, efficient, productive, and comfortable experiences worldwide. Key technologies include:

- Air Traffic Management
- Precision guidance
- Runway safety
- Temperatures and controls
- Cold chain logistics
- Energy Management
- Ozone friendly refrigerants
- Microbial and chemical detection
- Electronic materials and circuits
- Electromechanical and electromechanical components
- Optical materials and devices
- Precision electronics and software
- Compressed gas and liquid propellant
- Remote health monitoring
- Airframe and engine health management

Honeywell Aerospace mechanical and electrical product offerings are engineered as an integrated, very-critical, and defense-oriented aircraft platform. We invest and integrate thousands of products and services that deliver safe, efficient, productive, and comfortable experiences worldwide.

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Factsheet published March 5, 2014. For the latest Investor information, please visit www.honeywell.com/investor.
**WE'RE ADDRESSING SOME OF THE WORLD'S TOUGHEST CHALLENGES**

**Energy Efficiency**
- Honeywell helps our customers to better, faster, and more efficient. Our solutions effectively manage home comfort and security technologies can help keep an emergency from becoming a tragedy. Our security solutions for buildings, industrial facilities, and national defense protect us from emerging threats.
- Addressing Some of the World's Toughest Challenges

**Clean Energy Generation**
- Honeywell helps our customers to better, faster, and more efficient.

**Safety & Security**
- Honeywell helps our customers to better, faster, and more efficient.

**Customer Productivity**
- Honeywell helps our customers to better, faster, and more efficient.

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www.honeywellnow.com
**Performance Track Record**

Sales

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<td>$11.1B</td>
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<td>$11.6B</td>
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</table>
| Free Cash Flow
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<td>$2.4B</td>
<td>$2.69</td>
<td>$3.00</td>
<td>~50% to Growth</td>
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| Segment Profit/Margin
<table>
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<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>13.2%</td>
<td>13.9%</td>
<td>14.7%</td>
<td>16.3%</td>
<td>14.2%</td>
</tr>
</tbody>
</table>

**Cash Deployment (2010–2014E)**

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<th>2012</th>
<th>2013</th>
<th>2014E</th>
<th>2018T</th>
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<td>$39.1</td>
<td>$40.3</td>
<td>$46–51</td>
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</tr>
</tbody>
</table>
| Sales (in Billions)

**Earnings Per Share Proforma**

<table>
<thead>
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<th>2013</th>
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<tbody>
<tr>
<td>$2.69</td>
<td>$3.00</td>
<td>~50% Returned to Shareowners</td>
<td></td>
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</tr>
</tbody>
</table>

**New Five-Year Plan**

We’ve worked on our Future. By leading smart and focusing on Sustained execution, Honeywell is positioned to meet our new long-term targets.

**Sales (in Billions)**

<table>
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**Energy Efficiency**

With nearly half of our product portfolio linked to energy efficiency, Honeywell is well-positioned to address the world’s energy challenges.

- Demand response
- Energy Supply Performance Contracts
- Turbogenerators
- Low-global-warming potential refrigerants
- Programmable thermostat and remote home management

**Clean Energy Generation**

Traditional energy sources are finite, but the demand for energy is expected to double by 2030. Honeywell solutions can help reduce global emissions and address global climate change.

- Zero traffic for transportation, power and heat
- Nuclear fuel processing technology and equipment

**Safety & Security**

With a mission to create a safer, more secure world, Honeywell is focused on developing personal protective equipment and security technologies that can help stop an emergency before it happens. Our security solutions for buildings, airports, hospitals, offices, and schools defend people from fire and security threats.

- Personal protective equipment
- Fire and gas detector systems
- Access control and fire alarm systems
- Home and business security systems
- Security service, security technology, and solutions that support growing infrastructure and improve public safety

**Expanding Global Wealth Per Capita**

The global middle class is expected to grow from 1.8 billion in 2010 to 3.7 billion by 2018 (projected to 2014). The increasing demand for adequate growth and development will drive global economic growth across all segments of society, from emerging to developed economies.

- Air Traffic Management
- Turbogenerators
- Refining and petrochemical production technologies
- Critical Infrastructure Protection

**Customer Productivity**

Honeywell helps our customers to be safer, faster and more efficient. Our solutions effectively manage home comfort and security, improve workforce productivity, help passengers to travel smarter, keep employees safe, and provide engineers in the field with the tools that will help them work smarter.

- Distributed utility control systems in industrial facilities
- Safety systems and productivity solutions
- Software
- Marine solutions