Energy
Fast-efficient turbochargers are reducing emissions and improving fuel economy. Honeywell’s advanced and smart Bioethanol helps to keep the lights on. Here, cool food systems are keeping the frozen foods and beverages fresh. At the same time, we’re designing high-efficiency, zero-emission EVs using 80% of our portfolio dedicated to energy solutions. Honeywell is leading the change to energy efficiency and clean energy generation.

Safety & Security
Honeywell personal protective equipment and security technologies can help keep an emergency from becoming a tragedy, and our security solutions for buildings, industrial facilities, and national defense protect us from emerging threats. We’re also a leader in advanced in-flight and on-the-ground avionics to keep travelers safe.

Productivity
Honeywell solutions help us all to be better, faster and more efficient, effectively managing home comfort and security; these rarely seen systems keeping passengers in touch everywhere they fly, and providing employees in the field with the tools to help them work smarter.

Growing Global Wealth Per Capita
Honeywell solutions, including air traffic management, vehicle turbochargers and technology, for fuel and petrochemical production, for improving populations and the growing global wealth, are more and more driven by cars, trucks, trains, and airplanes and industries.

CONTACT INFORMATION

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Download the complete Financial Fact Sheet at www.honeywell.com/investor
Honeywell creates solutions that help control the world around us, from the industrial processes that transform raw materials into the products we use every day, to the buildings and homes we live and work in, to the cars and airplanes that take us where we need to be. People are at the heart of everything we do, and we believe that a well-trained, skilled and engaged workforce is the company’s greatest asset. We are committed to building future-ready skills and to helping our employees reach their full potential.

Honeywell’s Global Innovation organization is dedicated to helping our customers solve the tough challenges they face in their everyday work. We are a customer-focused, agile team working side-by-side with our customers and partners to leverage technology and design breakthrough solutions that solve unique problems.

We are an equal opportunity employer. We do not discriminate based on race, color, national origin, gender, gender identity, sexual orientation, age, physical or mental disability, veteran status, or any other characteristic protected by law.

**Great Positions in Good Industries**

Honeywell delivers significant financial results through disciplined execution and investments that enable growth and productivity. We strive to be the industry leader in each of our businesses by driving superior value for our shareholders and customers. Our goal is to deliver 6% revenue growth, 5% organic sales growth, 20% revenue from acquisitions, 15% total productivity realization, and 10% constant-dollar profit margin growth. We believe that these long-term financial goals are achievable and will drive our future success.

**People are our ultimate differentiator.** We have a culture that fosters a diverse and engaged workforce, where everyone can contribute and grow. Our employees are our greatest asset.

**The Honeywell Operating System (HOS)**

The Honeywell Operating System (HOS) is a comprehensive, integrated business operating system that brings together all of the functions of the company in one set of numbers. HOS is optimized, flexible, and customizable, providing a single, system of accountability to reach one set of numbers. HOS Gold focuses on growing sales and becoming more productive, integrating all of our major commercial process solutions into a related business operating system. It is an end-to-end business management process providing for functional transformation and execution, rooted management, standardized approach, and cross-functional engagement.

Honeywell’s Honeywell Operating System (HOS) drives sustainability, quality, delivery, cost, and inventory improvements that have a positive impact on your competitive advantage.

**Strategic Portfolio**

Our strategic portfolio is comprised of three key business areas: Aerospace, Automation and Controls Solutions, and Performance Materials and Technologies. Each of these businesses has a strong position in its respective industry and demonstrates the ability to produce high returns for Honeywell shareholders. We are well positioned to take advantage of attractive growth opportunities and to manage our earnings in challenging environments.

**2014 AT A GLANCE**

**Sales by Segment**

- Aerospace: $9.6B (12% of revenue)
- Automation and Controls Solutions: $10.2B (14% of revenue)
- Performance Materials and Technologies: $12.9B (18% of revenue)

**Sales by Region**

- United States: $15.6B (20% of revenue)
- Other Americas: $3.1B (4% of revenue)
- Europe: $3.7B (5% of revenue)
- Asia: $9.7B (12% of revenue)
- Other: $2.6B (3% of revenue)

**Sales by End Market**

- Aerospace: $13.9B (17% of revenue)
- Automation and Controls Solutions: $15.3B (19% of revenue)
- Performance Materials and Technologies: $15.6B (19% of revenue)

**Performance Materials and Technologies**

- Energy Technologies: $4.7B (6% of revenue)
- Fluorine Products: $2.6B (3% of revenue)
- Resins and Chemicals: $3.1B (4% of revenue)
- Specialty Products: $5.7B (7% of revenue)

**Aerospace**

- Military Aircraft: $2.2B (2% of revenue)
- Commercial Aircraft: $9.8B (12% of revenue)
- Space, Defense & Security: $1.5B (2% of revenue)

**Automation and Controls Solutions**

- Building Control Solutions: $2.5B (3% of revenue)
- Process Solutions: $9.4B (12% of revenue)
- Performance Solutions: $3.1B (4% of revenue)

**Performance Materials and Technologies**

- Fluorine Products: $2.6B (3% of revenue)
- Resins and Chemicals: $3.1B (4% of revenue)
- Specialty Products: $5.7B (7% of revenue)
AEROSPACE

Sales

Gas Turbine

Engine

Avionics

Airframe

Military Aircraft

Space Systems

Aerospace Technology Solutions

Our core competency, reliable, efficient jet engines that improve fuel efficiency and reduce emissions, is ensuring that we are well-positioned to support a wide range of future markets.

Automation and Control Solutions

We offer customers end-to-end solutions for the full spectrum of their challenges, ranging from the design and development of products to their deployment in the field. Our solutions enable companies to stay ahead of the curve by providing them with the tools they need to drive operational excellence.

Performance Materials and Technologies

We deliver high-performance products and solutions that enable our customers to make the world a more sustainable and connected place.

OUR BUSINESSES

Aerospace

Automation and Control Solutions

Performance Materials and Technologies

OUR ENABLER: HOS GOLD

Honeywell’s strong financial position allows us to stay ahead of our competitors and deliver innovative solutions.

GREAT POSITIONS IN GOOD INDUSTRIES

Honeywell creates solutions to skeletal problems that improve quality of life and protect the planet. We are transforming industries with solutions that increase productivity, reduce carbon and improve the quality of products and services.

OUR CULTURE: ONE HONEYWELL

People are our ultimate asset. We have built a model of "One Honeywell," in which we align 70,000 employees around the globe through a comprehensive portfolio strategy, our One Innovation and One Business model that promotes a culture of innovation and excellence.

HOS GOLD focuses on growing sales and increasing more production, integrating all of our major cultural process initiatives into a shared business operating system. It is an end-to-end business management process that focuses on strategy development and execution, risk management, standardized work and cross-functional engagement.

Honeywell Operating System (HOS) drives sustainable, quality, delivery, cost, and inventory improvements that are easier to use, more intuitive, and more reliable.

Our people are the key to our success. Our five Initiatives and 12 Behaviors are the foundation of culture and values that help to create a "Diversity of Opportunity," allowing more businesses to participate in the global economy.

IN GOOD INDUSTRIES

Honeywell’s great financial position is driven by our ability to deliver innovative solutions and protect the planet. Our concentrated focus on innovation, environmental sustainability, and customer satisfaction is our foundation for success, helping us to create a culture focused on our employees, shareholders, and common internal processes. Our people are the key to our success.

Projection:

In 2014, innovations across our businesses improved productivity and reduced carbon emissions by 3%.

In 2015, our focus is on reducing carbon emissions by 5% and improving productivity by 8%.

Honeywell’s vision is to become a leader in sustainable, high-value innovation.

PROJECTED CARBON EMISSIONS REDUCTION

2012: 3%

2015: 5%
WE ARE BUILDING A WORLD THAT IS SAFER AND MORE SECURE, MORE COMFORTABLE AND ENERGY EFFICIENT, MORE INNOVATIVE AND PRODUCTIVE.

Energy
Fast efficient turbochargers are reducing emissions and improving fuel economy. Honeywell’s advanced control and smart technologies help to keep the lights on. Our connected systems are helping to increase Cox, 4% organic CAGR, to nearly 50% of our portfolio dedicated to energy solutions. Honeywell is leading the charge in energy efficiency and clean energy generation.

Safety & Security
Honeywell’s personal protective equipment and security technologies can help keep an emergency from becoming a tragedy, and our security solutions for buildings, industrial facilities, and national defense protect us from emerging threats. We’re also a leader in advanced in-flight and on-the-ground avionics to keep travelers safe.

Productivity
Honeywell solutions help us all to be better, faster and more efficient, effectively managing home comfort and security, enhancing workplaces, keeping passengers in touch everywhere they fly, and providing employees on the field with the tools to help them work smarter.

Growing Global Wealth Per Capita
Honeywell solutions, including air traffic management, vehicle turbochargers, and security technology, help to fuel and protect economic growth, improving populations and the growing global middle class. So more and more people drive cars, own homes, fly, and establish new communities.

CONTACT INFORMATION

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Despite significant currency headwinds and lower global GDP growth, Honeywell delivered strong performance against our first five-year plan ending in 2014, growing sales by 6% on a compounded annual basis and expanding segment margins by 330 basis points. Honeywell is on track to achieve our 2018 financial targets. We expect that improving end markets, new product introductions, penetration in High Growth Regions, and benefits from our HOS Gold initiative will drive both growth and productivity throughout the company.

Additionally, our strong balance sheet will allow us to thoughtfully deploy capital over the five-year horizon to generate an incremental dollar of EPS by 2018.

1 EPS Excludes Pension Mark-to-Market Adjustments.
2 Operating Cash Flow Less Capital Expenditures.
3 Includes Cash Pension Contributions of $0.7B (2010), $1.7B (2011), $1.0B (2012) and $0.2B (2013).

PERFORMANCE TRACK RECORD

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WE ARE BUILDING A WORLD THAT IS SAFER AND MORE SECURE, MORE COMFORTABLE AND ENERGY EFFICIENT, MORE INNOVATIVE AND PRODUCTIVE.

Energy
Fast efficient turbochargers are reducing emissions and improving fuel economy. Advanced sensors, data analytics and Smart Bio-Related technology helps to keep the lights on. More connected systems are helping homeowners save up to 30% on energy bills, and we’re designing smart building solutions that integrate all systems for maximum control and efficiency. 90% of our portfolio dedicated to energy solutions. Honeywell is leading the charge to energy efficiency and clean energy generation.

Safety & Security
Honeywell personal protective equipment and security technologies can help keep an emergency from becoming a tragedy, and our security solutions for buildings, industrial facilities and national defense protect us from emerging threats. We’re also a leader in advanced in-flight and on-the-ground avionics to keep travelers safe.

Productivity
Honeywell solutions help us all to be better, faster and more efficient, effectively managing home comfort and security from remote locations, keeping passengers in touch everywhere they fly, and providing employees in the field with the tools to help them work smarter.

Growing Global Wealth Per Capita
Honeywell solutions, including air traffic management, vehicle turbochargers and technology for fuel and petrochemical production, are critical to address growing populations and the growing global middle class as more and more people drive cars, own homes, fly and establish new communities.

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Honeywell plant names in the document: Honeywell
Honeywell product names in the document: Bio-Related technology
Honeywell brand names in the document: Honeywell, Honeywell Now
Honeywell service names in the document: Honeywell