The power and potential of strategic alliances

Leon Hawkins
Business Development Leader

a place of mind

Honeywell
Honeywell Helps Customers Address Megatrends

<table>
<thead>
<tr>
<th>Aviation &amp; Defense</th>
<th>Automotive &amp; Transportation</th>
<th>Buildings, Construction &amp; Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemicals, Specialty Materials &amp; Fertilizers</td>
<td>Consumer &amp; Home</td>
<td>Efficiency, Energy &amp; Utilities</td>
</tr>
<tr>
<td>Fire Protection &amp; First Responder</td>
<td>Manufacturing</td>
<td>Oil &amp; Gas, Refining, Petrochemicals &amp; Biofuels</td>
</tr>
<tr>
<td>Industrial Process Control</td>
<td>Safety &amp; Security</td>
<td>Scanning &amp; Mobile Productivity</td>
</tr>
<tr>
<td>Healthcare &amp; Medical</td>
<td>Energy, Safety &amp; Security</td>
<td></td>
</tr>
</tbody>
</table>

Honeywell Helps Customers Address Megatrends

Honeywell Proprietary
Honeywell’s Broad Portfolio

- A Fortune 100 company – $35-36B* in sales
- 130,000 employees operating in 100 countries

Diverse Businesses, Technologies and Products

*2011 revenues estimate
Building a Better World in Canada

Aerospace

$444 M
1,450 employees
3 facilities

Transportation

$103 M
678 employees
1 facility

Specialty Materials

$85 M
260 employees
2 facilities

Automation
& Control Solutions

$655 M
2,400 employees
41 facilities

N.B. – CAD Dollars

5,000 Canadians in 10 provinces providing $1.3B of worldwide customer solutions
Starting with ACS

$14.7-15.1 Billion in Sales*  65,000 Employees in over 120 locations

- Safety
- Security
- Comfort
- Convenience
- Productivity
- Energy Efficiency

HOMES  BUILDINGS  INDUSTRIAL

Automations & Controls Solution (ACS) products, solutions and services are in 150 million homes, 10 million buildings, 5,000 industrial facilities & hundreds of utilities worldwide.

*2011 revenues estimate
Automation and Control Solutions (ACS)

Honeywell Building Solutions
- Install and Service Building Control Systems
- Large, Complex, Integrated Projects
- Energy Savings Performance Contracting

Honeywell Environmental and Combustion Controls
- Home Comfort and Energy Solutions
- Building Controls
- Combustion
- Electrical Devices

Honeywell Life Safety
- Fire Alarm Systems
- Gas Detection
- Personal Protective Equipment

Honeywell Scanning & Mobility
- Bar Code Scanners
- Miniature Bar Code Scanning Engines
- Rugged Mobile Computers

Honeywell Security Group
- Burglar Alarm Systems
- Access Control / Video
- Low Voltage Distribution (ADI)
- Cable and Custom Electronics

Honeywell Sensing and Control
- Sensors
- Safety and Limit Switches
- Mission Critical Applications

Honeywell Process Solutions
- Control Systems for Continuous Process Industries
  - Design, Install, Service
- Advanced Solutions
  - Simulation, Optimization
- Field Instrumentation

>70,000 Employees Serving 1 Million Customers
Honeywell Building Solutions (HBS)

Install/Projects
- Building Control, Integrated Systems, Converged Buildings Solutions, Fire Solutions
- Security Services, High-end Security, Critical Infrastructure Protection

Service
- Life Cycle Management
  - Remote Services
  - M&E Maintenance, Automation Maintenance, Fire and Security Services

Energy Services
- Energy Retrofit
- Energy Management Services, Performance Contracts
- Renewable Energy
- Demand Response/Smart Grid, Utility Services

Airports Business
- Landside: Terminal
  - Airside: Control & Monitoring, Surface Movement, Airfield Lighting, Video Docking
- Perimeter: Protection

Serving Education, Offices, Government, Healthcare, Life Sciences, Transportation, Universities, Stadia, Retail

Serving Offices, Education, Healthcare/Hospitals, Government, Industrials, Pharmaceuticals, Airports

Serving Schools, Universities, State, Local, Municipal and Federal Government, Utilities Healthcare

Serving Airports:
- Full portfolio of solutions to increase throughput without capital infrastructure
HBS: What We Do

Honeywell Building Solutions helps:

- Design, Install, Service & Maintain, Retrofit solutions your building to enhance productivity
- Integrate your building’s various subsystems, controls & equipment
- Access data quicker, more effectively
- Provide measurement & verification & mechanical engineering
- Provide Energy and Security audits & services
- Manage energy consumption & patterns
More than 50% of Honeywell’s portfolio offers energy efficiency benefits.

By immediately and comprehensively adopting existing Honeywell products, the United States could reduce energy consumption by 20 to 25 percent.
A Leader in Technology & Innovation

Developing solutions for the world’s toughest challenges and building on Honeywell’s Great Positions in Good Industries

• Research, Development and Engineering is the growth engine for Honeywell
• 19,000 scientists and engineers worldwide
• 97 research and engineering facilities
• Honeywell Technology Solutions in India, China and Europe
• More than 30,000 patents or patents pending worldwide
Honeywell Initiatives and Behaviors

5 Initiatives

- Growth
- Productivity
- Cash
- People
- Enablers

Enablers:
- Honeywell Operating System
- Functional Transformation
- Velocity Product Development™

12 Behaviors

- Growth and Customer Focus
- Leadership Impact
- Gets Results
- Makes People Better
- Champions Change
- Fosters Teamwork and Diversity
- Global Mindset
- Intelligent Risk Taking
- Self-Aware/Learner
- Effective Communicator
- Integrative Thinker
- Technical or Functional Excellence
The Enablers

Honeywell Operating System

Processes for safety, quality, delivery, cost and inventory excellence, which can provide a 20-year competitive advantage

Functional Transformation

Standardizes the way we work, reducing waste and helping us to do things better and faster at a lower cost

Velocity Product Development™

Integrated strategies, processes, tools and culture that help us bring profitable products that customers want, and are willing to pay for, to market faster
Velocity Product Development

Cross Functional Execution Teams

- Project Evaluation
- Customer Needs Identification
- Concept
- Planning
- Design Product & Process
- Product Implementation
- Market Introduction

Defined at Phase 4 Exit

PG
ExecPAC

PG
ExecPAC

PG
ExecPAC

PG
ExecPAC

Review/PG
ExecPAC
Providing Solutions to Address Customers’ Needs

Wireless Technology

- Applications enhance productivity and safety
- Enabling new market opportunities

Bio Renewables Process Technology

- Honeywell Green Diesel™ and Honeywell Green Jet Fuel™
- Conversion of waste plant materials to fuels

Smart Grid

- Integrates energy efficiency systems
- $100 million U.S. Department of Energy grants
- Recent acquisitions: Akuacom and E-Mon
Providing Solutions to Address Customers’ Needs

Low-Global-Warming-Potential Fluids
- LGWP for refrigeration, air conditioning and insulating foam
- Regulations driving acceptance of HFO-1234yf for auto air conditioning

New Air Traffic Management and Flight Safety
- Increasing flight efficiency
- Flight safety enhancements

Turbochargers
- Lower emissions
- ~20% better fuel economy
- Expanded adoption on gasoline engine platform
Partnerships

- Procurement
- Collaborative
- Risk Transfer
- Research

Academic Campus
+ University Town

Researchers

Students

Operators

Residents

Partners
Surrey Memorial Hospital

- Honeywell
  - Facilities Partner
  - Transfer of Risk
    - Schedule
    - Cost
    - Integration
    - Life Cycle

- Net Benefit to BC
  $31 Million
Vancouver 2010 Perimeter Security

• Honeywell
  – Implementation Partner
  – Deploy 1200 Cameras across 27km of venue perimeter
  – Delivery Risk
  – Project Management
  – Systems Integration

• Safe and Secure Games
Centre for Interactive Research on Sustainability

• Technology Partner
  – Controls
  – Digital Video
  – Fire Alarm
  – Systems Integration
  – Energy Management

• Testing New Technologies
Intersection of Operations and Research

Operations

Known

Known + Innovation

Research + Knowledge

Enabling Technology

Development
To This… Wembley Stadium
We are building a world that’s safer and more secure....
More comfortable and energy efficient....
More innovative and productive.
We are Honeywell.