Strategic review and 2012 outlook

October 12, 2011
Johnson Controls

- Three world-class growth businesses
- Track record for sustainable, profitable growth
- Long-term focus driven by core values

- Global market leadership positions in Building Efficiency, Automotive Experience, Power Solutions
- Expanding offerings, geographic footprint, vertical integration
- Year-over-year revenue growth in 64 of the last 65 years
- Earnings growth in 20 of the last 21 years
- Integrity, customer satisfaction, employee engagement and leadership development, innovation, continuous improvement, quality, sustainability, global growth, shareholder value

Consistent financial results
Johnson Controls
Factors driving sustainable, profitable growth

- Global diversification
- Global opportunities
- Aligned with global mega-trends
  - Energy/fuel efficiency
  - Sustainability
  - Emerging markets
- Innovation
- Ability to invest
Reflections on 2011
Highlights of a record year

- Record sales and earnings
- Market share gains
  - All three businesses improved faster than the broader global markets
- Strengthened emerging market position
- Investments
  - Capital investments – organic
    - $1.4 billion in capital expenditures
  - Metals acquisitions – strategy
    - $1.1 billion for CRH Hammerstein and Keiper / Recaro
  - Innovation
Reflections on 2011  
Highlights of a record year

Building Efficiency
- Double-digit top-line growth in slow growth market
- Record backlogs
- Strong emerging market growth

Automotive Experience
- Secured $2.3 billion in new business
- Progress on improving European containment costs

Power Solutions
- Accelerated investments for AGM capacity
- Significant progress on vertical integration strategy
- China growth
- Repositioned advanced battery opportunity
**FY 2011 forecast results**

Record sales and earnings

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consolidated net sales</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$35B</td>
<td>$40.7B</td>
<td>+14%</td>
</tr>
<tr>
<td><strong>Earnings per share</strong></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>$1.99</td>
<td>$2.43</td>
<td>+22%</td>
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</tbody>
</table>

*Excluding non-recurring and acquisition-related items*
Johnson Controls
Continuing our long track record of profitable growth

**Revenue**

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (billion)</th>
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</thead>
<tbody>
<tr>
<td>FY09</td>
<td>$15.7</td>
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<tr>
<td>FY10</td>
<td>$16.7</td>
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<tr>
<td>FY11E</td>
<td>$17.9</td>
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<tr>
<td>FY12</td>
<td>$19.3</td>
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<td>FY13</td>
<td>$21.6</td>
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<tr>
<td>FY14</td>
<td>$24.6</td>
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<td>FY15</td>
<td>$27.5</td>
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<td>FY16</td>
<td>$32.2</td>
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<tr>
<td>FY18</td>
<td>$38.1</td>
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<tr>
<td>FY19</td>
<td>$40.7</td>
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**Net Income**

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Income (million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY09</td>
<td>$438</td>
</tr>
<tr>
<td>FY10</td>
<td>$525</td>
</tr>
<tr>
<td>FY11E</td>
<td>$535</td>
</tr>
<tr>
<td>FY12</td>
<td>$572</td>
</tr>
<tr>
<td>FY13</td>
<td>$622</td>
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<tr>
<td>FY14</td>
<td>$729</td>
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<tr>
<td>FY15</td>
<td>$857</td>
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<tr>
<td>FY16</td>
<td>$1,028</td>
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<tr>
<td>FY17</td>
<td>$1,252</td>
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<tr>
<td>FY18</td>
<td>$1,402</td>
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<td>$1,7</td>
</tr>
</tbody>
</table>

*Excludes one-time and restructuring charges*
Entering FY 2012
Mixed macro environment

- Recent uncertainty regarding pace of global recovery
  - Associated with low consumer confidence
- Modest growth estimates for developed markets balanced by strong growth in BRIC countries
- Auto production outlook in North American and European auto markets still positive
- Flattish improvements in North America and Europe building markets
  - Mature market recovery to traditional levels expected in 2014
- AGM market demand remains strong in Europe
  - Initial demand in U.S. and China as expected

Johnson Controls is expected to deliver double-digit earnings growth in 2012

- Benefits of growth investments
- Entering the year with record backlogs
- Underlying strength of battery aftermarket
- Operational / quality improvements
Sustainable, profitable growth
Investing for organic growth and margin expansion

Generating new platforms for growth while improving profitability

- Increasing battery manufacturing capacity and advanced battery capabilities
- Capacity and footprint expansion in emerging markets
- Supporting increased level of Automotive Experience new business awards
- Vertical integration
- Information technology

Other key areas for investment

- Engineering
- Innovation
- Building Efficiency sales force / service providers

$1.7 Billion (est.)

Expansion, Equipment, Capabilities

Infrastructure

Maintenance

71% of 2012 capital expenditures are in support of growth and margin expansion initiatives

2012 Capital Expenditures

2012 Capital Expenditures

2012 Capital Expenditures

2012 Capital Expenditures

2012 Capital Expenditures

2012 Capital Expenditures

2012 Capital Expenditures
Building Efficiency
What to listen for in today’s presentation

Focus around four growth platforms …

- Systems & Services
- Emerging Markets
- Energy Solutions
- Technology Innovation

... to drive above-market growth and extend our global leadership position

- Market share gains
- Margin expansion
- Differentiation and competitive advantage through new technology

Positioned to deliver sustainable, double-digit growth with higher margins
Automotive Experience
What to listen for in today’s presentation

Building on our core strengths …

- Global reach
- Vertical integration
- Cost leadership
- Emerging market footprint
- Component excellence
- Technology

…while continuing to de-risk the business

Further margin expansion associated with vertical integration investments
Power Solutions
What to listen for in today’s presentation

Aggressive investments targeted around three growth platforms... ... leveraging our competitive advantages

Seizing an expanding set of market opportunities
2012 Outlook

Consolidated net sales

Approx. $44B  +9%

Earnings per share

$2.85 - $3.00  Approx. +20%

…based on key assumptions you will hear in detail today
Sustainable, profitable growth
Our long-term growth objectives are unchanged

- Organic growth greater than twice the rate of our underlying industry / market growth
- Continued margin expansion
- Minimum annual net earnings growth of 10-15%
- 15% after-tax ROIC

Disciplined, sustained investment
- Continuing to make substantial investments to drive organic growth
- We will consistently generate new platforms for growth while improving profitability
Today’s agenda

**Business unit presentations**
- Dave Myers  
  President, Building Efficiency
- Beda Bolzenius  
  President, Automotive Experience

  — Break —

- Alex Molinaroli  
  President, Power Solutions

**Financial outlook**
- Bruce McDonald  
  Executive Vice President and Chief Financial Officer

- Questions and Answers
- 12:30 – 1:30 lunch
Closing comments
Johnson Controls
Continuing our long track record of profitable growth

### Revenue
**$ billions**

<table>
<thead>
<tr>
<th>Year</th>
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</thead>
<tbody>
<tr>
<td>FY99</td>
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**$ millions**

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<tr>
<td>FY12E</td>
<td>$2.0</td>
</tr>
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*Excludes one-time and restructuring charges
Johnson Controls, Inc.
Sustainable, profitable growth

Committed to providing best-in-class total returns to shareholders

- Sustainable organic sales and earnings growth
- ROIC improvement
- Margin expansion
- Growth investments
- Increasing dividends

Sustained, above average sales and earnings growth for Johnson Controls
Building Efficiency

Dave Myers
Vice President & President, Building Efficiency
Johnson Controls Building Efficiency
Profile

Johnson Controls makes buildings in 125 countries more comfortable, productive, and safe.

- Our offerings are necessary to provide a comfortable indoor environment at the lowest operating cost.
- Working with Johnson Controls delivers a payback: reduced energy and improved operational costs.
- Service team has the largest number of technicians, the most branch locations, the broadest capabilities.
  - 1,000+ LEED certified professionals.

2011E Revenues
$15B

- Residential
- Non-Residential
- 90%

- North America
  - 48%
- Europe
  - 28%
- Asia & ME
  - 14%
- LA & ME

New Construction
Service and recurring revenues
83%

Global
North America
Residential
Who is Johnson Controls Building Efficiency?

Every Day…

- 60,000 employees are dedicated to energy efficiency and sustainability in more than 150 countries
- 20,000 GWS employees help manage 1.5 billion sq. ft. of real estate
- 15,000 employees meet with customers to help them achieve their goals
- 3,900 service requests are resolved by technicians
- 2,100 HVAC products ship to our customers around the globe
- 162 customers put their faith in us by signing new contracts
Building Efficiency
Global platform – branches and manufacturing locations

N.A. $7.4B
Branches: 258
Mfrg: 13

Europe $4.2B
Branches: 226
Mfrg: 5

2011 $15B

Asia $2.2B
Branches: 161
Mfrg: 5

Middle East $0.6B
Branches: 21
Mfrg: 3

Latin America $0.7B
Branches: 28
Mfrg: 5

We have over 650 branch offices to serve customers globally
We have over 3,600 distribution partners around the world.
Building Efficiency
Global platform – customer sites

- N.A. $7.4B
  - Branches: 258
    - Mfrg: 13
    - Distributors: 744

- Europe $4.2B
  - Branches: 226
    - Mfrg: 5
    - Distributors: 1,310

- 2011 $15B

- Americas $0.6B
  - Branches: 226
    - Mfrg: 5
    - Distributors: 1,310

- Latin America $0.7B
  - Branches: 28
    - Mfrg: 5
    - Distributors: 499

- Middle East $0.6B
  - Branches: 21
    - Mfrg: 3
    - Distributors: 79

- APAC GWS Customer Sites 6,409
  - Branches: 161
    - Mfrg: 5
    - Distributors: 1,001

- Asia $2.2B

We serve customers at over 29,000 Global Workplace customer sites. In total, we have over 33,000 locations of direct customer contact every day.
Market overview
Emerging markets – opportunity from commercial building stock growth

- There is ~400 billion sq. ft. of commercial building space globally.
- Over the next 10 years, over 110 billion additional square feet will be built, 80%+ in emerging markets.

The majority of commercial building stock growth over the next decade is in Asia focused on China.

Middle East is also prominent because of the high spend per square footage.
Market overview

Energy legislation

United States
- American Jobs Act
  - Repair or modernize 35,000 schools
- “Better Buildings Challenge”
  - Reduce commercial building energy use by 20% over the next decade
- Executive Order 13514
  - Starting in 2020, all new Federal buildings must be able to achieve net-zero energy by 2030

Europe
- 20-20-20 goal – 20% renewable portfolio, 20% better efficiency & 20% less GHG by 2020

China
- China’s Special Plan for Energy Conservation
- Increased focus on bldg efficiency in 11th 5-yr plan

All of this legislation drives growth in the market.

Rather than benefitting one technology, it will take a holistic approach to the building to deliver required results.
Market overview
North America

Market
- Non-residential forecast continues to deteriorate due to weaker than expected spending across most sectors
- Office and Commercial are down significantly with slow recovery
- Institutional and Industrial show declines, but lead the improvement

US Non-Residential Construction

Energy Solutions Forecast
- North America: forecasting a 12% CAGR led by institutional and Federal sectors
- Asia market is continuing to develop -- Australia, Singapore, and China are major drivers
Market overview

Asia

Market

- Construction in Japan and Southeast Asia driven by Japan and New Zealand reconstruction from earthquakes
- India growth steady in short-term with acceleration in 3-5 years
- China has been weaker in most sectors as global demand slowed and concern over inflation

Asia has not been immune to the downturn in the economy and the world construction markets
Market overview
Rest of the world

Market
- Western Europe had already been forecasted to have flat growth based on underlying economic weakness
- Russia is up based on sustained oil prices fueling spending for Eastern Europe

<table>
<thead>
<tr>
<th>Year</th>
<th>Western Europe</th>
<th>Eastern Europe</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>$700B</td>
<td>$200B</td>
</tr>
<tr>
<td>2010</td>
<td>$750B</td>
<td>$250B</td>
</tr>
<tr>
<td>2015</td>
<td>$800B</td>
<td>$300B</td>
</tr>
</tbody>
</table>

Market
- Sustained oil prices continue to support growth in Saudi Arabia and UAE – the two countries which account for the majority of Middle East growth
- Brazil is the major source of growth in Latin America with depressed Mexico market already factored in

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</table>
Market overview
Integrated Building Solutions and Connectivity

Building integration and connectivity:

- Contracting chain is changing
  - More design/build projects
- Service moving from event driven to ongoing and energy-focused
- Remote services evolving

Evolution of our customer base:

- CIOs and CFOs are becoming more involved in the decision making process
  - IT networks as the backbone of an integrated building systems
  - Partnerships and relationships with leading IT companies is key to gain access to the CIOs

Increased integration of building system to achieve greater energy and operational efficiency
Value to our customers

What Building Efficiency does
Value to our customers
What they are asking for

We interviewed hundreds of customers around the globe.

They told us they are asking for:

- Partnership
- Innovation
- Human achievement

We will win more often and more profitably by delivering on those critical needs. Our major strategies flow from these specific customer needs.
Value to our customers
Partnership

We continue to invest in the quantity and quality of customer relationships

**Sales force**
- 4,000 sales people globally
- 3,600 distribution partners

**Service force**
- 15,000+ systems & service technicians to locally serve our customers
- 20,000 GWS employees serving customers directly in their facilities

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We continue to invest in all stages and levels of customer relationships to be their partner, helping them navigate the lifecycle of their building
Value to our customers

Innovation

- Our customers primary focus is to be efficient at what they do
- They have told us that their most critical needs are:
  - Energy
  - Operations
  - Assets
  - Comfort and safety

- We are investing in the key technologies to help them solve their problems

Energy Management

Most Efficient HVAC Equipment

Enterprise Work Order Management

Integrated Systems
Value to our customers
Innovation

Our customers want to implement technologies that will help them save money

**EnergyConnect – new acquisition**
- Ready-made grid demand response technology
- Real-time energy information and access to energy markets

**Central Plant Optimization™**
- Helps reduce energy consumption in central water plants
- Up to 60 percent energy savings

**Next Generation Building Performance and Energy Management Platform**
- Complements Metasys ® and competitors’ systems
- Provides capability for new bundled offerings across all BE businesses
- Improves building performance and energy efficiency
- Pay-as-you-go makes purchase easy and flexible

Johnson Controls Building Efficiency has the data on how buildings are actually built and operated. This gives us a clear advantage to drive improvement for our customers
Value to our customers
Human achievement

- We are able to help our customers achieve more by knowing how they use their buildings to achieve their goals.
- On October 4th we launched a new system platform that will redefine how buildings are used to help customers’ organizations perform better.
The Panoptix™ platform
Technology trends

By combining new IT technologies with our proven expertise in building systems, we will leverage market trends to deliver improved building performance and business outcomes to our customers.
**The Panoptix™ platform**
Launched Oct. 4th: Data management platform, applications, services, community

<table>
<thead>
<tr>
<th>Customer facing applications</th>
<th>Acquired capabilities</th>
<th>New and future capabilities</th>
<th>Partner and 3rd party capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hosted in the cloud</td>
<td>Site Manager Appliance</td>
<td>Smart Equipment</td>
<td></td>
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</table>

- Mission critical control algorithms to run the building and Open Integration Platform (OIF) for connectivity and data management
- Control logic and algorithms to run the equipment
The Panoptix™ platform
Building Automation System vs Panoptix™
The Panoptix™ platform
How are buildings managed?

Today

Single building → Multiple computer stations for different systems → Complex, non-intuitive screens

- Temperature
- Security
- Energy Management

Panoptix provides the platform to make high performance buildings, reducing operating costs by up to 9%
The Panoptix™ platform
How is energy managed?

Today

Utility bills - 30-90 days after the fact
System query to find the issue
Service technician must fix the issue
Another 30-90 days to see the results, follow up required
Meter trend shows higher monthly usage - someone must login to see the problem

Real time benchmarks to show building performance
Prioritized fixes based on continuous diagnostics
Closed-loop verification to show that the suggested fix actually brought results
JCI service team to assist with the fix

By leveraging the Panoptix platform, we can deliver energy savings of up to 15% on a typical building
The Panoptix™ platform
A new approach that makes it easier than ever

Building Efficiency Apps
(Open platform, extensible system)

Panoptix™ Connected Community

Live Guide™ Support

Building & Energy Services

Panoptix
BY JOHNSON CONTROLS
Panoptix™ applications
Optimized energy usage, healthier environments, sustainability solutions

Carbon and Energy Reporter
Insight to reduce energy usage and carbon footprint

Measurement and Verification Monitor
Measure savings of energy efficiency projects, identify key usage drivers and unanticipated changes

Continuous Diagnostics Advisor
Monitor energy consumption, identify equipment issues, reduce operating costs

Custom Analyzer
Trend analysis to diagnose problems, compare energy usage across buildings, export for reporting
Growth path
How does JCI win?

Market
- Improving share despite slow recovery in North America & Europe
- Leading market position in emerging markets for short-term and long term growth
- Expanding energy retrofit capabilities ahead of competitors

Growth of relationships
- 33,000 points of customer contact every day
- Long-term relationships with major customers and new ones are added every day
- Continued investment in field force for quantity and quality

Competitive advantages
- New platform to deliver the future of building management
- Leading efficiency across all offerings
- Holistic capabilities to solve our customers’ challenges and deliver quantifiable results

We believe we can grow and expand margins even in this challenging economic environment
Revenue growth path

Outlook

- **Energy Solutions**
  - Continued growth in energy retrofit and renewables projects

- **Global Workplace Solutions**
  - Significant new contract wins convert to revenue expansion

- **Emerging Markets**
  - Continued, but slower growth in Asia, Middle East
  - Brazil wins from World Cup

- **Systems**
  - Share gain in North America from offering expansion and cost competitive offerings

- **Service**
  - Recovery in replacement projects
  - Growth in service contracts

- **Residential**
  - Distributor conversions and cost reductions take full effect
  - Slow market recovery

15% Growth

9% - 11% Growth for FY12E
10% - 15% Growth Through 2016E

Above Market Growth
Expand margin and leverage scale
Major investments to drive margin expansion

Products and engineering
- Panoptix and smart equipment platforms
- Next generation HVAC equipment
- System selection tools

Business systems
- Technical service delivery
- Space and facilities management platform
- Global ERP

We are investing in key technology investment to drive standardization and continuous improvement
Expand margin and leverage scale

Key initiatives

**Short-term 2012-2013**
- Pricing and margin expansion
  - Service pricing
  - Energy solutions value

**Long-term 2013 and beyond**
- Evolution of business models
  - Selling software as service
  - Technology-enabled service
- Standardization of tools

**Extended initiatives: 2012 and further**
- Continuous Improvement and Best Business Practices
- Manufacturing and purchasing excellence
- G&A optimization
Summary – Strategic objectives
Strategies for profitable growth

Strategic summary

- We are positioned for 10-15% annual growth through 2016
- We are investing in the people and technology that differentiate us and drive growth
- We are focused on several initiatives to drive margin expansion
Automotive Experience

Dr. Beda Bolzenius
Vice President & President, Automotive Experience
Automotive Experience
Profitable growth

Profitable growth through product & process excellence, by transforming into a technology company and by leveraging our global capabilities

Key levers for profitable growth
- Systematically elevate our operational performance
- Drive vertical integration and leverage our recent acquisitions
- Increase technology competency within our current product portfolio
- Expand our position in the emerging markets, primarily in China

Increase mid-term profitability target to 7%-8% vs. 6%-7%
Automotive Experience
Competitive advantage

Leading global provider of systems and components for seats, overhead systems, doors, cockpits and electronics

- Global presence
- Total interior capability
- Components
  - Strong market position through acquisition strategy recognized in industry
  - Enhanced vertical integration
- Investment in technology and advanced development
- Global leadership team
- Financial strength to invest in growth opportunities

2011 Sales (est.)
$20.0 B*

- Seating 80%
- Interiors 14%
- Electronics 6%
- North America 37%
- Asia 12%
- Europe 51%

* Excludes $3.5B unconsolidated revenue in China
Automotive Experience
No. 7 in worldwide OEM supplier ranking – No 1. in automotive interiors domain

Top 10 Global OEM Suppliers
Ranked on 2010 global OEM sales

<table>
<thead>
<tr>
<th>Company</th>
<th>Ranking</th>
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<td>1</td>
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<tr>
<td>Denso</td>
<td>2</td>
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<tr>
<td>Continental</td>
<td>3</td>
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<tr>
<td>Aisin Seiki</td>
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<td>Magna</td>
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<tr>
<td>Faurecia</td>
<td>6</td>
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<td>JCI AE</td>
<td>7 (6)*</td>
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<td>ZF</td>
<td>8</td>
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<td>LG Chem.</td>
<td>9</td>
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<td>Hyundai Mobis</td>
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Leadership position in Complete Seating & Seating Components

Complete Seating

- JCI
- Lear
- Faurecia
- Magna

Metals & Mechanisms

- JCI
- Faurecia
- Brose

Foam

- JCI
- Woodbridge
- Grammer
- Fehrer

Fabric

- JCI
- Aunde
- Sage
- Guilford

Source: Automotive News 2010 Ranking (June 2011), Company filings

* Including 2011 acquisitions

Source: Company filings & presentations, JCI Estimates
Automotive Experience
Incremental sales backlog 2012-2014

$4.2B of incremental sales backlog
- Further strengthened diversified customer portfolio
- Increased vertical integration content
- Profits align with quoting discipline
- Interiors backlog gains due to global Mercedes interiors business award

Incremental Sales Backlog* (in $B)

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<thead>
<tr>
<th>Year</th>
<th>Sales Backlog</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-13</td>
<td>$4.0</td>
</tr>
<tr>
<td>2012-14</td>
<td>$4.2</td>
</tr>
</tbody>
</table>

* Includes $1.2B of non-consolidated sales in 12-14 backlog

By region
- Europe: 53%
- Asia: 34%
- N. America: 13%

By product
- Seating: 73%
- Electronics: 17%
- Interiors: 10%
Automotive Experience
Top new wins for the 2012 – 2014 period

- **Mini Paceman**
  - Seating
  - W. Europe

- **Mercedes Benz C-Class**
  - Interior
  - Worldwide

- **PSA DS4/ DS5**
  - Seating
  - China

- **Volkswagen Multiple Programs**
  - Front/ Rear Structure
  - Europe

- **Fiat**
  - Interior & Seating
  - E. Europe

- **BMW**
  - Multiple Programs
  - Electronics
  - Europe & N. America

- **Ford**
  - Multiple Programs
  - Multi Function Display
  - Global

- **Chevrolet Impala/Malibu**
  - Interiors & Electronics
  - N. America

- **Dodge**
  - Seating, Interiors & Electronics
  - N. America

- **Buick**
  - Seating, Interiors & Electronics
  - China
Despite economic concerns no signs of production slow-down.
Automotive Experience
Market drivers and our response

End-consumer
- Growing demand for smaller vehicles
- Rising environmental awareness
- Increased quality and safety expectations
- Connectivity

OEM Strategy
- Upgrade of interiors
- Differentiate through innovation
- Ongoing trend toward component sourcing
- Sustainability focus
- Cost reduction through standardization
- Increase of globalization of platforms
Automotive Experience
Levers for growth & margin improvements

We’re well positioned to respond to the market drivers

Levers for growth & margin improvement

1. Operational excellence
2. Vertical integration
3. Technology and advanced development
4. Emerging markets, focus on China

Automotive Experience will participate in a ~$300B market by 2016

Development of automotive component market
2010-2016 (in B USD)

<table>
<thead>
<tr>
<th>Component</th>
<th>2010</th>
<th>2012</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Powertrain</td>
<td>~770</td>
<td>~860</td>
<td>~1,050</td>
</tr>
<tr>
<td>Chassis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exterior</td>
<td>~220</td>
<td>~250</td>
<td>~300</td>
</tr>
<tr>
<td>Automotive Interior*</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

CAGR
2010-2016

- Powertrain: 5.4%
- Automotive Interior*: 4.7%
- Exterior: 4.7%
- Chassis: 5.7%

* Incl. Automotive Electronics
Source: Roland Berger, 2011, Strategic Analytics 2010, JCI Estimates
Automotive Experience

1. Operational excellence drives margin improvements

Reinforce our processes and tools to foster our leading position, ... with special focus on Europe

- Foster world-class quality organization
  - Overall 300 resources added globally, including 60 Six Sigma Black Belts

- Improve launch performance
  - Significant improvement by first pass yield and on-time delivery
  - 60 program management experts added

- World-class cost base through Continuous Improvement & Best Business Practice
  - $350M gap closure & savings

- Enhance Business Process Improvement approach to full value chains
  - Tooling: process time reduction by 50%

European return on sales 2008 - 2012

ROS

2008 2009 2010 2011F 2012F
Automotive Experience

2. Vertical integration

**Build a world-class component capability to differentiate through technology**

- Response to OEM sourcing patterns
- Component excellence as enabler for complete seating growth
- Identify new profit pools
- Technology in components is a differentiator

Synergy Seat Next Generation
Automotive Experience
Technology and advanced development

While competing in a more technically driven business environment, Technology and Advanced Development helps to...

- Create a unique selling proposition
- Improve our profit margin
- Balance customer tailored products with standardization
- Identify new business fields
- Create entry barriers

Nissan Global Supplier Innovation Award, 2011
JCI Nissan Elgrand Seat Development Team was awarded for the development of an integrated Ottoman system which offers occupants better seating comfort, improve and sustain health.

Acquisitions add new innovations to metals and mechanisms portfolio

From 2000 to 3000 - KEIPER Taumel 3000®
- Weight (-25%)
- Price (best-in-class)
- Increased load class/capacity

Modular front seat structure
1st project featuring JCI, CRH & Keiper technology

Benchmark in lightweight construction
- Weight (-4.0-6.4kg)
- Slim package design
Automotive Experience

Science-based approach delivers new products and processes

Technology domains

- Metals forming and joining
  New adhesive technology for dissimilar materials

- Structural composites
  Fiber-reinforced composites for light-weight solutions

- Foam
  - Hot cure foaming process reduce weight by up to 50%
  - RenuTec - Natural Oil Polyol has organic content derived from soy, castor or palm oil

Multi-Material Rear Seat Structure
- Weight reduction potential: 34%
- Maintaining all safety requirements

Modular Rear Seat Structure Composite Concept
- Up to 30% weight reduction
- New design possibilities for complete seat
- One shot technology

RenuTec – Natural Oil Polyols
- Meets or exceeds OEM product performance specifications
- Reduces the carbon footprint
Automotive Experience

Enhanced technology portfolio through acquisitions

Metal seat components, structures and mechanisms, special seats
Keiper / RECARO*

Seat structures, tracks and height adjuster
C. Rob. Hammerstein

Textiles and integrated trim
Michel Thierry

Slush skins
Benoac Fertigteile

Leather wrapping of interior parts
Seton Group

*) RECARO acquisition does not include child & aircraft seats
Automotive Experience

Technology – margin driver in component business

Technology: margin driver in component business ($1B backlog)

Synergies from…

- Building world-class component capability through vertical integration
- Enhancing our technology portfolio through acquisitions
- Supporting our efforts to improve internal technology management

… lead to improved profitability targets: 7%-8%
Automotive Experience

Emerging Markets – Focus on BRICs

Sales in BRICs are steadily increasing

- **Brazil**
  - Solid position
  - >30% market share in seating
  - Grow interiors & electronics

- **Russia**
  - Strong leadership in St. Petersburg
  - Carefully exploring additional opportunities

- **India**
  - #1 in complete seat/ JIT
  - Drive interiors & electronics growth
  - Expand engineering footprint
  - Focus on global OEMs

- **China**
  - Undisputed #1 in seating

---

### JCI sales share of BRICs

<table>
<thead>
<tr>
<th>Year</th>
<th>BRIC</th>
<th>Non-BRIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>10.3%</td>
<td>99.7%</td>
</tr>
<tr>
<td>2011</td>
<td>19.8%</td>
<td>80.2%</td>
</tr>
<tr>
<td>2016</td>
<td>27.2%</td>
<td>72.8%</td>
</tr>
</tbody>
</table>

Size of pie represents market volume of the regions

AE Sales in B USD, @ 100% incl. unconsolidated sales
We have put our largest focus on China to position ourselves to participate in attractive growth opportunities

- 2011 China revenues: $4.0 B (mostly uncons.)
- Market leader in seating (>44%)
- #2 in interiors and niche player in electronics
- Diversified customer base
  - First seating awards with PSA & Toyota
  - Expand share with Chinese, European and Japanese brands
- Leveraging acquisitions to increase verticalization
- Full engineering and development capabilities
Automotive Experience

Growth in China

AE China Manufacturing Footprint
Status August 2011

- More than 50 plants and 28 JVs
- 45 major launches in 2012
- >20,000 employees (2010: 18,000)
- Balanced presence with global customers
  and Chinese customers

* Some cities have multiple plants
Automotive Experience

Summary

We will accelerate our growth and improve our margins

Profitability
Short-term: Ensure operational excellence
Long-Term: Strive for technology leadership

Growth
Short-term: $4.2B Backlog
Long-Term: – Drive vertical integration
  – Expand position in emerging markets

Increase mid-term profitability target to 7%-8% vs. 6%-7%
The world’s largest provider of battery power solutions for the vehicle original equipment and aftermarket

- World-class customer base in the automotive aftermarket
- Original equipment (OE) batteries for the top automakers worldwide
- Leader in advanced battery technologies
  - AGM batteries for Start-Stop vehicles
  - First-to-market provider of Li-Ion batteries for hybrid applications
- 30 manufacturing facilities
- Over 13,000 employees

2011 sales ~$6 B

Global Market Share: 36%
Mission

Be the global leader providing battery power solutions for the vehicle original equipment and aftermarket and a leading global provider of advanced energy storage systems.
About Our Customers
OEMs & aftermarket

- Long-term relationships with strategic customers
  - Original Equipment manufacturers (OEs)
  - Branded distribution channels
  - Key private label partners

- Strong mix
  - 20% OE
  - 80% Aftermarket

- Differentiated relationships and services
  - Warranty support, category management, core returns
Market Dynamics
A few key trend lines from 1990 through 2011…

...accelerating change and opportunity in vehicle energy storage
Vehicle Energy Storage Market Evolution
Power Solutions perspective

<table>
<thead>
<tr>
<th>Year</th>
<th>Target MPG for New Vehicles</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>20-31</td>
</tr>
<tr>
<td>2015</td>
<td>35-45</td>
</tr>
<tr>
<td>2020</td>
<td>45-55</td>
</tr>
<tr>
<td>2025</td>
<td>60-?</td>
</tr>
</tbody>
</table>

- **Predominant Vehicle Configuration**
  - Internal Combustion Engine
    - High Efficiency ICE w/Start-Stop
      - HEV
    - PHEV
    - EV

- **Enabling Energy Storage Technology**
  - Lead-Acid
  - Advanced Lead Acid
  - Li-Ion
Competitive Landscape
Leadership requirement for advanced battery

Critical Success Factors

- Product & Process Technology
- Energy Storage R&D
- OE Sales & Program Management
- Vehicle Systems Expertise
- Global Footprint
- Investment Capacity
- Collection & Recycling Infrastructure
- Aftermarket Access & Brands

Ability to Manufacture Performing Technology @ Scale

Regional SLI Battery Providers

Adjacent Market Players (i.e. industrial & stationary)

Technology Players (alternate chemistries)

Automotive Expertise
Power Solutions
Our growth roadmap

Aggressive investments across three diversified growth platforms...

... leveraging our competitive advantages

Delivering shareholder value over the long term
Core Business
A growth business …for decades

Batteries for Starting, Lighting and Ignition (SLI)

- Design
- Engineering
- Manufacturing
- Distribution
- Collection
- Recycling

Unprecedented scale
Vertical Integration
Opportunity

- Increasing internal capacity from 15% to 50% of requirements for North America
  - Garcia, Mexico facility
    - Start of Production in 2011
  - Florence, SC in 2012
- Invest in other markets as core collection systems develop
- Ensure access and minimize price volatility for lead
- …additional 100 basis points of margin improvement in FY2012
Emerging Markets
Growth strategy focus

- Expand network to support Eastern Europe market leadership
- Leverage current leadership position to grow as market develops
- Become the market leader in China
China
Recent developments in Shanghai

- September - Suspended production in Shanghai plant after achieving annual quota on lead usage

- We are working with our customers and employees to maintain product availability
  - Temporarily importing batteries from other regions
  - Accelerating Changxing facility ramp-up

- Some Chinese media have incorrectly linked our plant to lead contamination in the community
  - We stand by our data that the plant is operating in full compliance with Chinese regulations and to the world class standards Johnson Controls applies to all of our battery plants globally

- This action does not impact our other facilities or strategy for China
Fuling County, Chongqing Municipality
- Western China Region
- 133,000 square meters
- Engineering design complete
- Key permits obtained
- Foundation under construction

**Changxing Facility -- Production Launching Now**

**Future Capacity**
- Changxing Plant
- Chongqing Plant
- China Plant #4
- China Plant #5

**Building Our China Network**
$1 Billion invested by 2016

**Committed to expansion and long-term market leadership in China**
Battery Technology
Growth strategy

- Maintain & grow leadership position
- Investments in core business
- Continue innovations in product design and manufacturing process
- Focus on cost and quality

- Maintain & grow leadership position
- Innovations for Advanced Start-Stop functions
- Expand capacity as market grows
- Focus on differentiation, performance and quality

- Leverage current Li-Ion technology to serve short-term xEV program introductions
- Launch new technologies for next generation platforms
Shifting Battery Requirements
OE forecasted programs

Our pipeline with OE Customers indicates strong emphasis on AGM
Seizing the Opportunity
Johnson Controls investment in AGM

AGM Global Capacity Plan
- Represents annual production level given timing of expansions
- Leverages unique IP and best practice manufacturing approaches
- Includes 2.4M in China
- …80% of planned capacity committed

Investing over $520M globally over the next four years to serve conventional and Start-Stop vehicles
Advancing Technology for the Future
Unlocking the full potential of Start-Stop

- Maximize Start-Stop system potential with AGM technology
  - Operating temperature range, improve charge acceptance, process improvement and new manufacturing equipment
  - Number, size and placement of batteries
  - New chemistries and components

- Assess complementary and alternative technologies
  - System design alternatives
  - Capacitors and other complementary components combined with batteries
  - Low voltage Li-ion and alternate chemistries

- Collaboration to support growth of industry
  - Testing methodologies
  - Standard-setting
  - Policy making
Seizing the Opportunity
Acquisition of Johnson Controls-Saft joint venture

- $145 million purchase price
- JCI gains perpetual license to use key Saft Li-Ion technologies
- JCI retains government grants
- Provides flexibility to broaden R&D, partnerships, and market participation within and beyond automotive energy storage
- Revenue expectations: $500M by 2016

Johnson Controls committed to market leadership in the evolving advanced battery industry
Seizing the Opportunity
A snapshot of Li-ion commercial wins

<table>
<thead>
<tr>
<th>Company</th>
<th>Model</th>
<th>Program Duration</th>
<th>Start of Production</th>
<th>Systems per Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Azure Dynamics</td>
<td>Azure E450 Balance PHEV</td>
<td>4 Year Program</td>
<td>March, 2012</td>
<td>2,000 systems</td>
</tr>
<tr>
<td></td>
<td>Azure F550 Super Duty PHEV</td>
<td>5 Year Program</td>
<td>March, 2013</td>
<td>1,400 systems</td>
</tr>
<tr>
<td>Odyne</td>
<td></td>
<td>5 Year Program</td>
<td>Start of Production 2012</td>
<td>500 systems</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Hybrid propulsion &amp; stationary PTO for utility trucks &gt;14,000 lbs</td>
</tr>
<tr>
<td>Geely</td>
<td>Geely EK-2 EV</td>
<td>5 Year Program</td>
<td>January 2013</td>
<td>3,000 units</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Iron Phosphate EV Battery System (China)</td>
</tr>
</tbody>
</table>
Power Forward
Power Solutions

- **Accelerating market dynamics – expanding opportunity**
  - Emerging market expansion, tightening environmental standards, technology evolution

- **Power Solutions positioned for leadership – today and tomorrow**
  - Unique competitive advantages: quality, cost, scale & footprint
  - Track record of delivering to Customers and Shareholders
  - Technology portfolio leadership: from lead, to advanced lead, to Li-Ion chemistries

- **A diverse set of near term growth platforms**
  - Vertical integration
  - Over $1 billion investment in China
  - Aggressive plans to bring both AGM and Li-Ion technologies to market

Power Solutions: A growth business – at both the top and bottom lines
Financial outlook

R. Bruce McDonald
Executive Vice President and Chief Financial Officer
Fiscal 2012 key assumptions

<table>
<thead>
<tr>
<th>Automotive build *</th>
<th>2012*</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>13.7m</td>
</tr>
<tr>
<td>Europe</td>
<td>20.1m</td>
</tr>
<tr>
<td>China</td>
<td>16.5m</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Construction spending</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-residential – U.S.</td>
<td>+1.5%</td>
</tr>
<tr>
<td>Non-residential – Europe</td>
<td>+1.8%</td>
</tr>
<tr>
<td>– Asia, Middle East &amp;</td>
<td></td>
</tr>
<tr>
<td>Latin America</td>
<td>+6.5% to +7.5%</td>
</tr>
</tbody>
</table>

* October 1, 2011 – September 30, 2012
### Fiscal 2012 key assumptions

#### Euro
- $1.35 in 2012 (vs. $1.40 in 2011)

#### Tax rate
- 19% in 2012
  - Improved profitability overseas
- Low 20% range in 2013 and 2014

#### Retirement plan - expense / funding
- ($0.05) / share headwind due to discount rate and market performance
- Discretionary funding of approximately $250 million

#### Commodities
- Minimal exposure
  - Copper hedges
  - Indexing in Automotive Experience
- Lead - $2,500/MT
  - 2011 average lead: $2,503/MT

#### Consolidation of hybrid battery business
- Approx. ($0.04) / share negative impact
## Fiscal 2012 outlook

<table>
<thead>
<tr>
<th>Description</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consolidated net sales</strong>&lt;br&gt;Approx. $44.2B (up 9%)</td>
<td>- Building Efficiency: slight global market improvement and share growth&lt;br&gt;- Modestly higher vehicle production; full-year impact of FY11 acquisitions&lt;br&gt;- Conversion of record backlogs to revenue&lt;br&gt;- Growth in emerging markets across all three businesses</td>
</tr>
<tr>
<td><strong>EPS</strong>&lt;br&gt;$2.85 - $3.00 / share (up approx. 20%)</td>
<td>- Higher volumes in all businesses&lt;br&gt;- Cost savings initiatives &amp; quality improvement&lt;br&gt;- Incremental contribution from 2011 acquisitions&lt;br&gt;- Investments in innovation and emerging markets</td>
</tr>
<tr>
<td><strong>Segment income margin</strong>&lt;br&gt;Up 60 - 80 bps</td>
<td>- Earnings expansion across all three business units</td>
</tr>
<tr>
<td><strong>Net financing charges</strong>&lt;br&gt;Approx. $210 - $220 million</td>
<td>- Higher average debt levels to fund 2011 acquisitions</td>
</tr>
<tr>
<td><strong>Capital expenditures</strong>&lt;br&gt;Approx. $1.7 billion</td>
<td>- Capacity expansion in emerging markets&lt;br&gt;- Vertical integration and AGM capacity expansion in Power Solutions&lt;br&gt;- Automotive new business launches</td>
</tr>
<tr>
<td><strong>Net debt-to-capitalization</strong>&lt;br&gt;Approx. 25%</td>
<td>- Free cash flow generation of approximately $900 million&lt;br&gt;- Capacity to increase investment in growth initiatives and strategic acquisitions</td>
</tr>
</tbody>
</table>

* Excluding one-time items
Automotive Experience
2012 financial outlook

Sales up approximately 6%
- Modestly higher volumes in North America and Europe
- Growth in emerging markets
  - Largely via unconsolidated joint ventures
- Higher y/y backlog launch level
  - 2012: $1.4 billion vs. 2011: $1.1 billion
- Negative impact of Euro
  - Up 9% at constant currency

Margin: 5.3% - 5.5%
- Operating leverage (+)
  - Higher volume
  - Acquisitions
- Operational improvements (+)
  - Quality improvement initiatives
  - Manufacturing efficiencies
- Europe / China launch (-)
  - Significant launch activity
- R&D expense (-)
  - Increased investment in engineering and product development
Automotive Experience
Mid-term outlook (through 2016)

Sales growth: 2-3% over industry
- Backlog growth
- Continued growth in Asia

Margin target:
- Increased to 7 – 8% (vs. 6 - 7%)
- Annual expansion of 50 – 70 bps
- Vertical integration
- New business quoting disciplines
- Increasing global production

Key margin drivers
- Production volume
- Vertical integration
- R&D / Launch
- Operating improvements

2011
Mid-term target
7-8%
Power Solutions
2012 Financial outlook

**Sales up 11% - 13%***
- Higher volumes across all regions
- Market share growth
- Full-year impact of the Changxing, China plant
- Short-term impact of Shanghai plant closure
- Increased production of AGM batteries
  - Higher revenues per unit vs. traditional SLI
- Consolidation of hybrid business

**Margin: 13.5% - 13.9%***
- Operating leverage (+)
  - Higher volume
- **Product mix shift (+)**
  - Volume beginning to shift toward higher margin AGM
- **Operational improvement** (+)
  - Vertical integration (Impact of Mexico / South Carolina recycling facilities)
  - Manufacturing efficiencies
- **R&D expense** (-)
  - Fully consolidated hybrid business

* Assumes average lead price of $2,500 / metric ton
Power Solutions
Mid-term outlook (through 2016)

Sales growth: 10-12%
- Market share gains
- Growth in China and other emerging markets
- AGM technology

Annual margin expansion: 100 bps (excluding lead)
- Improved product mix
- Manufacturing improvements
- Vertical integration

Key margin drivers
- R&D expense
- Operating leverage
- Operating improvement
- Product mix

Mid-term target 16-17%
Building Efficiency
2012 Financial outlook

Sales up 9% - 11%
- Launch of record backlog, especially in the emerging markets and Energy Solutions
- Strong emerging market growth; slow growth in mature markets
- Moderate recovery in service
- GWS contract wins

Margin: 5.6% - 5.8% (7.3% - 7.5% excluding GWS)
- Operating leverage (+)
  - Benefits of global volume growth
  - Recovery in technical service business
- GWS: faster than segment growth is dilutive to BE ROS (-)
- R&D, SG+A expense (-)
  - Investments in growth opportunities
- Sales, service, IT
- Emerging market infrastructure
Building Efficiency
Mid-term outlook

Sales growth: 10-15%
- Growth in Energy Solutions
- Expansion in emerging markets
- Market share gains
- Late-cycle market recovery

Annual margin expansion: approx. 50 bps
- Continuous improvement and supply chain management
- Service pricing / solutions value
- Business model changes (software as a service, etc.)
- G&A optimization
- Emerging markets
- Infrastructure investment

Key margin drivers

*10% excluding GWS
Organic investments

Capital investment trend

- 09A: $650 M
- 10A: $800 M
- 11O: $1.3 B
- 12P: $1.7 B
- 13 - 16P: $1.4-1.6 B
Organic investments

Lithium-ion Hybrid
$300 million - 5 years

Geographic Expansion
$550 million - 5 years

AGM (Start-Stop)
$375 million - 4 years

Vertical Integration
$250 million - 3 years

Automotive Launches
$400 million – 3 years

I.T. Capital Investments
$550 million - 4 years
Capital allocation

**Cash flow deployment**
- Capital expenditures to increase organic growth
- Tuck-under acquisitions
- Discretionary pension funding
- Dividend payments

**Dividends**
- Consecutive dividends paid since 1887
- Intend to increase payout ratio to 30% over time
  - November Board of Directors meeting
Strategic review and 2012 outlook

October 12, 2011
Johnson Controls
Continuing our long track record of profitable growth

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue ($ billions)</th>
<th>Net Income ($ millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY09</td>
<td>$15.7</td>
<td>$438</td>
</tr>
<tr>
<td>FY10</td>
<td>$16.7</td>
<td>$525</td>
</tr>
<tr>
<td>FY11</td>
<td>$17.9</td>
<td>$535</td>
</tr>
<tr>
<td>FY12</td>
<td>$19.3</td>
<td>$572</td>
</tr>
<tr>
<td>FY13</td>
<td>$21.6</td>
<td>$622</td>
</tr>
<tr>
<td>FY14</td>
<td>$24.6</td>
<td>$729</td>
</tr>
<tr>
<td>FY15</td>
<td>$32.2</td>
<td>$857</td>
</tr>
<tr>
<td>FY16</td>
<td>$34.6</td>
<td>$1,028</td>
</tr>
<tr>
<td>FY17</td>
<td>$34.3</td>
<td>$1,252</td>
</tr>
<tr>
<td>FY18</td>
<td>$34.7</td>
<td>$1,402</td>
</tr>
<tr>
<td>FY19</td>
<td>$38.1</td>
<td>$1,356</td>
</tr>
<tr>
<td>FY20</td>
<td>$40.7</td>
<td>$2,031</td>
</tr>
</tbody>
</table>

*Excludes one-time and restructuring charges
Johnson Controls, Inc.
Sustainable, profitable growth

Committed to providing best-in-class total returns to shareholders

- Sustainable organic sales and earnings growth
- ROIC improvement
- Margin expansion
- Growth investments
- Increasing dividends

Sustained, above average sales and earnings growth for Johnson Controls
Strategic review and 2012 outlook

October 12, 2011