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.
Key Messages

**Highlights**
- 1Q 2016 EPS At High End Of Guidance
- 2Q On Track, Contemplates Strong June As Expected
- Newly Created COO Role Focused On Organic Growth, HOS Gold

**Capital Allocation**
- Plan To Spin Off Resins And Chemicals Business To Shareowners
- Integrating Eight Acquisitions – All On Track / Ahead Of Plan
- Continued Opportunistic Share Repurchases

**Positioned To Outperform**
- Differentiated Software And Connectivity Offerings Across Portfolio
- HOS Gold And Other Initiatives Provide Sales And Margin Runway
- Seed Planting Benefits From High ROI CapEx, HGRs, New Products

Consistent Business Model That Generates Results
Recent Highlights

**Satcom1**

*Empire Aviation Enhances Its In-Flight Wi-Fi Services*

- Providing Full Suite Of GoDirect Connectivity Services And Products
- Services The Entire Global Fleet Managed By Empire Aviation Group
- Satcom1 Technologies Will Enhance Productivity And Boost Passenger Entertainment

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**HPS**

*Digital Transformation Business Unit*

- New Business Unit Helps Customers Benefit From Industrial Internet Of Things (IIoT)
- Enables Manufacturers To Make Operations More Reliable, More Efficient, And Safer
- IIoT Expertise In Hardware, Data Consolidation, Diagnostics, And Software

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**UOP**

*Additional MTO Capacity In China*

- Expands Production Capacity Of Advanced Methanol-To-Olefin (MTO) Catalysts
- Allows China/Others To Tap Abundant, Low-Cost Coal Resources To Meet Demand For Plastics
- UOP Has Licensed Eight MTO Units In China In Last Three Years
Key Responsibilities Of Chief Operating Officer

**Build On Strong Foundation**

- Performance Matters
- 5 Initiatives / 12 Behaviors
- Customer Focused
- One Honeywell
- Innovation Mindset

- Great Positions In Good Industries
- Acquisitions And Divestitures Upgrade Growth Portfolio
- Globalization Continues

**Execute Strategic Plans**

**Accelerate Organic Growth**

- Drive HOS Gold Business Enterprise Breakthrough Strategies
- New Adjacencies, Markets And Products
- Enhance Software Focus
- Growing Industrial Internet of Things (IIoT)
- Enhance Growth Culture

** Maintain Productivity Rigor**

- Leverage HOS Gold Toolkit
- Improve Organizational Capability

COO Enhancing Growth Culture
Resins And Chemicals Spin-Off

| Overview | • Tax-Free Spin-Off Into Standalone Publicly-Traded Company, AdvanSix  
• Leading Manufacturer Of Nylon 6, Caprolactam, Ammonium Sulfate And Acetone  
• Vertically Integrated Business – Significant Scale, Lowest Global Cost Position |
|----------|-------------------------------------------------------------------------------------------------------------------------------------|
| Strategic Rationale | • Allows HON To Focus More On Differentiated Technologies & Software Capabilities  
• Allows R&C Flexibility To Make Capital Investment Decisions As Standalone Entity  
• R&C Better Positioned For Growth And Executing Strategic Plans  
• Transaction Enhances Margin Profile Of Both PMT And HON |
| Transaction Closing | • Expected To Close By Early 2017  
• Subject To Assurance Of Tax-Free Spin-Off To HON Shareowners And SEC Review  
• No Impact To Financial Guidance At This Time |

~$1.3B Annual Sales

Lowest Cost Position Globally

More Focused Business

Aligning HON Portfolio Around Great Positions In Good Industries
What We’re Seeing

Aerospace
- **Commercial Aviation**: Strong ATR Flight Hours Growth, Slower Biz Jet
- **Defense & Space**: Services And Commercial Helicopter Weakness

Automation And Control Solutions
- **Security And Fire**: Products And Distribution Outperformance
- **Sensing & Productivity Solutions**: Headwinds As Expected

Performance Materials And Technologies
- **UOP**: Backlog Up, Expect Strong 2Q Orders Growth On Easier Comp
- **HPS**: Continued Project Conversion, Field Products Orders Decline
- **Adv Mat**: FP Solstice Strength, R&C Pricing Headwinds