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.

Definition Of Core Organic

Throughout this presentation, core organic sales growth refers to reported sales growth less the impacts from foreign currency translation, M&A and raw materials pass-through pricing in the Resins & Chemicals business of PMT. The raw materials pricing impact is excluded in instances where raw materials costs are passed through to customers, which drives fluctuations in selling prices not tied to volume growth. A reconciliation of core organic sales growth to reported sales growth is provided in the Appendix.
Key Messages

- **Positioned To Outperform**
  - Strong 1Q 2016 Performance – EPS At High End Of Guidance
  - Differentiated Technologies Across Portfolio, M&A Momentum

- **HOS Gold**
  - Key Priority As COO, Driving Breakthrough Growth Strategies
  - Focused On Continuing To Build Software Capabilities

- **Runway For Margin Expansion**
  - Opportunity To Grow Margins, Runway To Longer Term Targets
  - Flawless Integration Execution

- **Portfolio Update**
  - Plan To Spin Off Resins And Chemicals Business To Shareowners
  - Further Aligning Portfolio Around Great Positions In Good Industries

Reaffirming 2Q And Full-Year 2016 Guidance
Background - President & COO

President & Chief Operating Officer (COO)

− Priorities: Accelerating Organic Growth While Maintaining Productivity Rigor

President & CEO Of Performance Materials And Technologies (PMT)

− 300+ bps Margin Expansion In The Face Of Challenging Oil & Gas Environment

President Of Honeywell Process Solutions (HPS)

− Dramatic Operational Turnaround, ~200 bps Margin Expansion Per Year

President Of Honeywell Scanning & Mobility (HSM)

− Doubled Size Of Business, Increased Profitability, Built Solid Position In New Market

Prior To HON

Metrologic, CEO (Acquired By HON In 2008)
Ingersoll Rand, Multiple General Management Leadership Positions
Booz Allen Hamilton, Consultant
General Electric, Electrical/Computer Engineer

Darius Adamczyk
Education

• M.B.A. – Harvard University
• Master’s Computer Engineering – Syracuse University
• Bachelor’s Electrical And Computer Engineering – Michigan State University
• GE Edison Engineering Program
• Background In Software Engineering
1Q 2016 Performance

Sales

<table>
<thead>
<tr>
<th>($M)</th>
<th>1Q15</th>
<th>1Q16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Organic Sales</td>
<td>$9.2B</td>
<td>$9.5B</td>
</tr>
</tbody>
</table>

Highlights

- Core Organic Sales **Up 1%**
  - Strength in Comm’l Aviation Aftermarket, Security and Fire, Process Solutions, and Fluorine Products

- **+80 bps** Operational Segment Margin Expansion
  - Funded ~$40M in New Restructuring Projects

- EPS At High End of Guidance, **Up 9%**

- Raised Low End of 2016 EPS Guidance by **10c**

- **Over $1B** Shares Repurchased, ~$1B in M&A

- Acquisition Integrations On Track

Sales Above Guidance, Earnings At High End Of Range
## Reaffirming 2Q16 Guidance

<table>
<thead>
<tr>
<th>Aero</th>
<th>Sales</th>
<th>Margin Change (bps)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flat - 1%</td>
<td>Flat - 1% Core Organic</td>
<td>Up 60 - 80</td>
<td>• Comm’l Spares Strength, R&amp;O Growth</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Flat 80 - 100 ex-M&amp;A</td>
<td></td>
</tr>
<tr>
<td>ACS</td>
<td>9% - 11%</td>
<td>Down (20) - Flat</td>
<td>• Strong Gas Turbo Volume</td>
</tr>
<tr>
<td></td>
<td>(1%) - 1% Core Organic</td>
<td>Up 50 - 70 ex-M&amp;A</td>
<td>• OEM Incentives Headwind</td>
</tr>
<tr>
<td>PMT</td>
<td>(3%) - (4%)</td>
<td>Down (10) - (30)</td>
<td>• D&amp;S Tough International Comp</td>
</tr>
<tr>
<td></td>
<td>(3%) - (4%) Core Organic</td>
<td>Down (20) - Flat ex-M&amp;A</td>
<td></td>
</tr>
<tr>
<td>HON</td>
<td>2% - 4%</td>
<td>Down (10) - Up 10</td>
<td>• China, India Double-Digit Growth</td>
</tr>
<tr>
<td></td>
<td>(2%) - Flat Core Organic</td>
<td>Up 40 - 60 ex-M&amp;A</td>
<td>• Continued Americas Distribution Growth</td>
</tr>
</tbody>
</table>

2Q16 EPS Guidance Of $1.61-$1.66, Up 7% - 10% YoY
## 2016 Financial Guidance Summary

### Total Honeywell

<table>
<thead>
<tr>
<th>Sales</th>
<th>Segment Margin</th>
<th>Sales</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>$40.3 - $40.9B</td>
<td>18.9% - 19.3%</td>
<td>$15.4B - $15.6B</td>
<td>21.7% - 22.1%</td>
</tr>
<tr>
<td>Up 4 - 6%</td>
<td>Up 10 - 50 bps</td>
<td>1% - 2%</td>
<td>Up 60 - 100 bps</td>
</tr>
<tr>
<td>1 - 2% Core Organic</td>
<td>80 - 110 bps ex-M&amp;A</td>
<td>1% - 2% Core Organic</td>
<td>Up 80 - 120 bps ex-M&amp;A</td>
</tr>
</tbody>
</table>

### By Segment

- **Aero**
  - Sales: $15.4B - $15.6B
  - Margin: 21.7% - 22.1%
  - Segment: 1% - 2% Core Organic
- **ACS**
  - Sales: $15.6B - $15.9B
  - Margin: 16.3% - 16.6%
  - Segment: 11% - 13%
- **PMT**
  - Sales: $9.3B - $9.4B
  - Margin: 20.8% - 21.1%
  - Segment: Flat - 2% (1%) - 1% Core Organic

### EPS

- $6.55 - $6.70
- Up 7 - 10%

### FCF

- $4.6 - $4.8B
- Up 5 - 10%

*EPS, V% Exclude Pension Mark-To-Market Adjustment**

---

**Reaffirming EPS Guidance Of $6.55 - $6.70**

**Continued Aftermarket Momentum**

**Double Digit Growth In ACS China**

**FP Double Digit Growth On Solstice Ramp**
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

Consistent Business Model That Generates Results
HOS Gold

**Our Enabler: HOS Gold**

**Why It Is Different**

- **Consolidates All Operational Best Practices** (i.e. HOS, VPD, HUE, FT)
  - Raise Bar On VPD And HOS Performance

- **Drives Initiatives At Enterprise Level** (64 Gold Business Enterprises)
  - Develop Bench Of New Business Leaders

- **Deeper Focus On Growth Vector Changing Breakthrough Initiatives**
  - Deliver Strong Core Organic Growth And Profitability
  - Inflect From Historical Growth Rates
  - Software A Key Driver

- **Greater Emphasis On Commercial Excellence**

- **Blends Small Cap Speed And Agility With Large Cap Scale And Expertise**
Growth And Productivity Focus

Broadening Software Offerings

- % Of Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Product Embedded</th>
<th>Stand Alone</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>56%</td>
<td>3%</td>
</tr>
<tr>
<td>2020</td>
<td>55%</td>
<td>8%</td>
</tr>
<tr>
<td>2020</td>
<td>63%</td>
<td>8%</td>
</tr>
</tbody>
</table>

High Growth Region Penetration

- % Of Sales

<table>
<thead>
<tr>
<th>Census</th>
<th>2003</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>~18,000</td>
<td>10%</td>
<td>23%</td>
</tr>
<tr>
<td>~55,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Margin Expansion Runway

- Commercial Excellence, HUE
- Higher Margin New Products
- Improved Plant Performance
- Sourcing Effectiveness
- Functional Transformation
- Funded Restructuring Pipeline

- CMMI Level 5 Across Company
- 77% Of HOS Gold Breakthroughs
- Standalone Software Provides Growth Platform
- Becoming The Chinese Competitor (BCC)
- East-For-East And Rest
- One Honeywell Culture

Driving Profitable Growth
## 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 |

---

Aligning HON Portfolio Around Great Positions In Good Industries

~$1.3B Annual Sales

Lowest Cost Position Globally

More Focused Business
AdvanSix Overview

• Global Leader In Manufacturing Of Nylon 6 Intermediate
  - Used To Produce Carpets, Sports Apparel, Automotive And Electronic Components, And Many Other Applications
  - Largest Single-Site Producer Of Caprolactam
  - Diverse Revenue Sources From Sale Of Fertilizer, Acetone And Other

• Low Cost Position Creates Competitive Advantage
  - Favorable Geographical Location
  - Integrated Manufacturing Footprint And High Utilization Rates
  - Cost Advantage Enhanced By North America Natural Gas Infrastructure

• Global Reach And Technical Know-How
  - ~1,100 Employees

• 2015 Financials
  - Sales $1.3B, Income Before Taxes $107M, Net Income $68M

Favorably Positioned To Continue Achieving Global Growth
Summary

- **Honeywell Performance Continues**
  - Strong Q1
  - Reaffirming 2016 Guidance

- **HOS Gold Enables Continued Outperformance**
  - Accelerated Growth Via Breakthrough Initiatives
  - Raise Bar On Productivity

- **Software Key Growth Focus – IoT**

- **Balance Sheet Enables Portfolio Optimization**
Appendix

Reconciliation of non-GAAP Measures to GAAP Measures
Reconciliation of Segment Profit to Operating Income and Calculation of Segment Profit and Operating Income Margins

<table>
<thead>
<tr>
<th>($)</th>
<th>1Q15</th>
<th>2Q15</th>
<th>2015</th>
<th>1Q16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aerospace</td>
<td>$752</td>
<td>$777</td>
<td>$3,218</td>
<td>$798</td>
</tr>
<tr>
<td>Automation and Control Solutions</td>
<td>516</td>
<td>567</td>
<td>2,313</td>
<td>530</td>
</tr>
<tr>
<td>Performance Materials and Technologies</td>
<td>503</td>
<td>509</td>
<td>1,935</td>
<td>441</td>
</tr>
<tr>
<td>Corporate</td>
<td>(50)</td>
<td>(50)</td>
<td>(210)</td>
<td>(49)</td>
</tr>
<tr>
<td>Segment Profit</td>
<td>$1,721</td>
<td>$1,803</td>
<td>$7,256</td>
<td>$1,720</td>
</tr>
<tr>
<td>Stock Based Compensation (1)</td>
<td>(52)</td>
<td>(39)</td>
<td>(175)</td>
<td>(53)</td>
</tr>
<tr>
<td>Repositioning and Other (1, 2)</td>
<td>(139)</td>
<td>(137)</td>
<td>(576)</td>
<td>(131)</td>
</tr>
<tr>
<td>Pension Ongoing Income (1)</td>
<td>100</td>
<td>103</td>
<td>430</td>
<td>150</td>
</tr>
<tr>
<td>Pension Mark-to-Market Adjustment (1)</td>
<td>-</td>
<td>-</td>
<td>(67)</td>
<td>-</td>
</tr>
<tr>
<td>OPEB (Expense) Income (1)</td>
<td>(9)</td>
<td>(11)</td>
<td>(40)</td>
<td>9</td>
</tr>
<tr>
<td>Operating Income</td>
<td>$1,621</td>
<td>$1,719</td>
<td>$6,828</td>
<td>$1,695</td>
</tr>
<tr>
<td>Segment Profit</td>
<td>$1,721</td>
<td>$1,803</td>
<td>$7,256</td>
<td>$1,720</td>
</tr>
<tr>
<td>+ Sales</td>
<td>$9,213</td>
<td>$9,775</td>
<td>$38,581</td>
<td>$9,522</td>
</tr>
<tr>
<td>Segment Profit Margin %</td>
<td>18.7%</td>
<td>18.4%</td>
<td>18.8%</td>
<td>18.1%</td>
</tr>
<tr>
<td>Operating Income</td>
<td>$1,621</td>
<td>$1,719</td>
<td>$6,828</td>
<td>$1,695</td>
</tr>
<tr>
<td>+ Sales</td>
<td>$9,213</td>
<td>$9,775</td>
<td>$38,581</td>
<td>$9,522</td>
</tr>
<tr>
<td>Operating Income Margin %</td>
<td>17.6%</td>
<td>17.6%</td>
<td>17.7%</td>
<td>17.8%</td>
</tr>
</tbody>
</table>

(1) Included in cost of products sold and selling, general and administrative expenses.
(2) Includes repositioning, asbestos, environmental expenses and equity income adjustment.
Reconciliation of Core Organic Sales Growth

<table>
<thead>
<tr>
<th></th>
<th>1Q16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reported Sales Growth</td>
<td>3%</td>
</tr>
<tr>
<td>Less: Foreign Currency Translation,</td>
<td>3%</td>
</tr>
<tr>
<td>Acquisitions, Divestitures and Other</td>
<td></td>
</tr>
<tr>
<td>Less: Raw Materials Pricing in R&amp;C</td>
<td>(1%)</td>
</tr>
<tr>
<td>Core Organic Sales Growth</td>
<td>1%</td>
</tr>
</tbody>
</table>

Throughout this presentation, core organic sales growth refers to reported sales growth less the impacts from foreign currency translation, M&A and raw materials pass-through pricing in the Resins & Chemicals business of PMT. The raw materials pricing impact is excluded in instances where raw materials costs are passed through to customers, which drives fluctuations in selling prices not tied to volume growth.
Reconciliation of Cash Provided by Operating Activities to Free Cash Flow

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Provided by Operating Activities</td>
<td>$5,454</td>
</tr>
<tr>
<td>Expenditures for Property, Plant and Equipment</td>
<td>(1,073)</td>
</tr>
<tr>
<td>Free Cash Flow</td>
<td>$4,381</td>
</tr>
</tbody>
</table>
Reconciliation of EPS to EPS, Excluding Pension Mark-to-Market Adjustment

<table>
<thead>
<tr>
<th></th>
<th>2015&lt;sup&gt;(1)&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPS</td>
<td>$6.04</td>
</tr>
<tr>
<td>Pension Mark-to-Market Adjustment</td>
<td>0.06</td>
</tr>
<tr>
<td>EPS, Excluding Pension Mark-to-Market Adjustment</td>
<td>$6.10</td>
</tr>
</tbody>
</table>

<sup>(1)</sup> Utilizes weighted average shares of 789.3 million. Mark-to-market uses a blended tax rate of 36.1%.