



# EMPLOYEE GUIDE



**Collins Aerospace**

COLLINS AEROSPACE PROPRIETARY INFORMATION

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# WELCOME AND INTRODUCTION

- Welcome from Kelly and Dave
- UTC overview
- UTC values
- Our heritage
- Collins Aerospace structure
- Collins Aerospace profile
- Get started checklist

# WELCOME FROM KELLY AND DAVE

Team,

Welcome to Collins Aerospace! We're creating a powerful new company that will be innovative, well-positioned for growth, and above all else, a valued partner to our customers. It will be an organization unlike anything the industry has ever seen – and we are excited about the unique contributions each member of our team will bring.

As an employee, you are central to our success, and that's why we are firmly committed to making Collins Aerospace a great place to work. So we've designed this guide to provide you with information to help navigate our first days as a new company. This is among the first of many communications you will receive throughout the integration process as we build Collins Aerospace together.

We believe every day is an opportunity to make a positive difference in our business and around the world. Starting today, we have a unique ability with our scale, intelligent solutions and industry relationships to do more for our customers – and each other – as we redefine aerospace.

Kelly Ortberg  
CEO, Collins Aerospace

Dave Gitlin  
President & COO,  
Collins Aerospace





# UTC OVERVIEW

United Technologies is the world's leading provider of high-technology systems and services for the aerospace and building industries.

We invent new and better ways to keep people safe, comfortable, productive and on the move. By combining a passion for science with precision engineering, we create the smart, sustainable solutions the world needs.

And to do these things, we hire the world's smartest, most dedicated people. We're so glad you're here and part of our team!



## Collins Aerospace

Collins Aerospace brings together the complementary capabilities of Rockwell Collins and UTC Aerospace Systems. A global leader in the design, manufacture and service of intelligent solutions for global aerospace and defense customers



## Pratt & Whitney

A leader in the design, manufacture and service of aircraft engines and auxiliary power units



## Otis

The world's leading maker and maintainer of elevators, escalators and moving walkways – moving 2 billion people each day through urban landscapes



## UTC Climate, Controls & Security

A global provider of building technologies – with fire safety, security, building automation, heating, ventilating, air-conditioning and refrigeration systems and services

Visit [UTC.com](https://www.utc.com) for org structure

## UTC VALUES

What we do is critical, and how we act matters.

At United Technologies, we are united by our core values. These values mean that we act with integrity and treat every employee, customer and supplier with trust and respect. Acting with integrity also means we comply with all laws, rules and regulations. Our values serve as the foundation of our culture:

**TRUST** – We relate to others with openness, transparency and empathy.

**INTEGRITY** – We put honesty, accountability and ethics first.

**EXCELLENCE** – We deliver on the merits of our products and services, with urgency and flawless execution.

**INNOVATION** – We constantly seek to develop, improve and sustainably grow.

**RESPECT** – We treat others the way we want to be treated.

Please visit [unitedbyvalues.utc.com](https://unitedbyvalues.utc.com) to hear from Greg Hayes, UTC Chairman and CEO, about our commitment to our values.

# SO WHAT ABOUT OUR HERITAGE?

It tells us who we are, and what we've done ... and it points us to our future.

Whether our heritage begins with the dreams of a boy named Arthur Collins in Iowa – who built his own radio and sent his voice on its waves across oceans ... Or whether it begins with a teen dreamer named Hamilton who dropped out of high school to design and fly seaplanes, we've been there. And we've earned our place in history.



- We fueled Lindbergh's Spirit. (And propelled and rolled it, too.)
- And kept Rear Admiral Byrd close on the shortwave when he journeyed to the South Pole.
- We invented new autotuning radios that kept Allied flyboys' communications secure from enemy ears.

- When the Comet started flying commercial, our fuel controls were onboard – and an industry was born.
- We got in on the ground floor of intelligence satellites, helping nations sense and see threats.



- We pioneered the GPS technology that gets you where you're going.
- And thanks to our synthetic vision system with head-up display, pilots keep their eyes in the sky as they sail through the clouds.

And who do you think suited up the **first U.S. astronauts** for the **Space Race**? (We've been their stylists ever since.)

When Armstrong landed, our communications gear relayed that his "**one small step**" was really "**one giant leap.**"



And that's just a taste of where we've been. Still, we keep going, spreading our wings with systems on nearly every major platform in the air – and above.

## SO WHAT'S IN A HERITAGE?

It's a glorious past ... a deep ancestral foundation ... it's full of depth and pride. And now is our time. Today is our day. It's our opportunity to build upon it, stand on one another's giant shoulders to reach higher – and spread our arms wide to reach further – together.

## AND THE FUTURE?

Beginning today, we are combining the strength of our collective heritage to become a single company – Collins Aerospace. Together, we are redefining aerospace.

# COLLINS AEROSPACE STRUCTURE

CEO

President & COO



Kelly Ortberg  
Palm Beach County, FL



Dave Gitlin  
Palm Beach County, FL

Aerostructures



Marc Duvall  
Chula Vista, CA

Avionics



Kent Statler  
Cedar Rapids, IA

Aftermarket  
Services



Ajay Agrawal  
Charlotte, NC

Customer  
& Account  
Management



Henry Brooks  
Palm Beach County, FL

Digital  
Technology



Brian Galovich  
Charlotte, NC

Interiors



Dave Nieuwsma  
Winston-Salem, NC

Mechanical  
Systems



Samir Mehta  
Charlotte, NC

Engineering  
& Technology



Mauro Atalla  
Charlotte, NC

Finance



Patrick Allen  
Palm Beach County, FL

Human  
Resources



Doug Balsbough  
Palm Beach County, FL

Mission Systems



Phil Jasper  
Cedar Rapids, IA

Power & Controls



Tim White  
Windsor Locks, CT

Office of the  
General Counsel



Christoph Feddersen  
Palm Beach County, FL

Operations  
& Quality



Paolo Dal Cin  
Charlotte, NC

Strategy,  
Development &  
Communications



Jeff Standerski  
Palm Beach County, FL



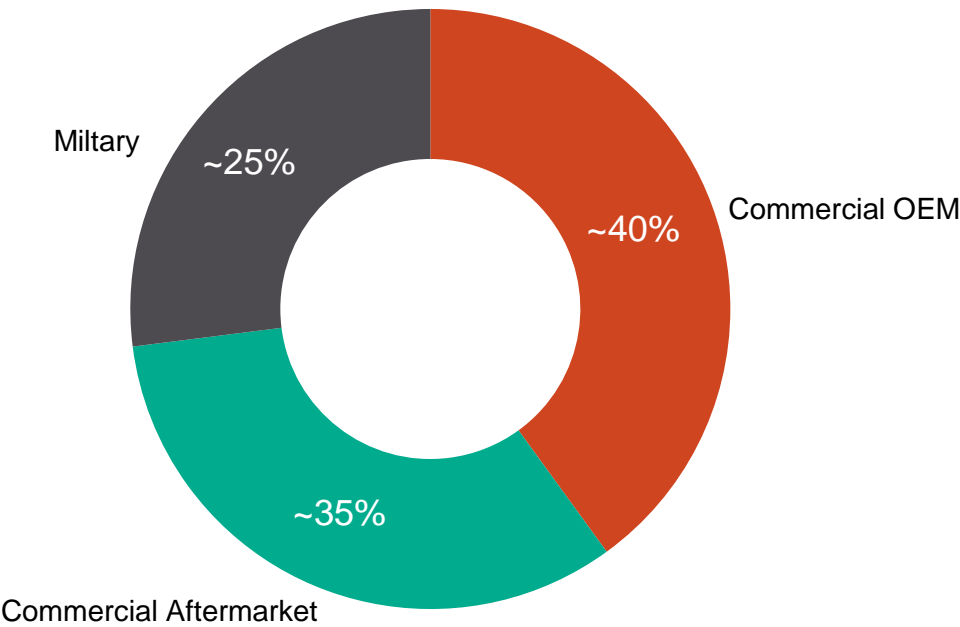
# COLLINS AEROSPACE STRUCTURE

Here is a snapshot of our six Strategic Business Units (SBUs) including product lines.

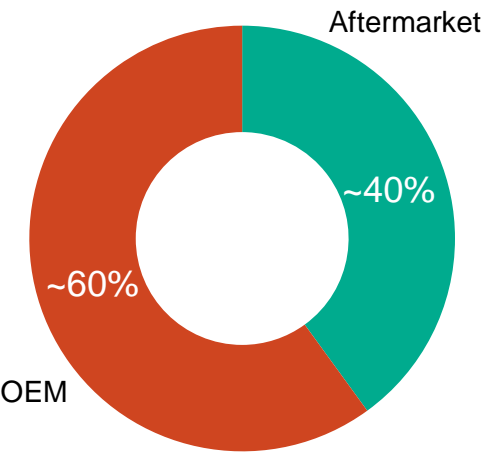
|                    |   |                         |  |  |   |
|--------------------|---|-------------------------|--|--|---|
| Aerostructures     | Nacelle Systems   | Flight-control Surfaces | Tailcones                              | Acoustic Materials, Coatings and Structures          | Naval Composites                              |
| Avionics           | Commercial Avionics                                       | Military Avionics       | Information Management Services        | Rosemount Sensors                                    | Kidde Fire Protection                         |
| Interiors          | Seating   | Interior Systems        | Evacuation/Lighting Seating/Veneers    | Goodrich De-icing                                    | Potable Water Systems                         |
| Mechanical Systems | Landing Systems   | Actuation               | Propellers and Flight Controls         | Hoist and Winch                                      | Cargo   |
| Mission Systems    | Military Communication, Navigation and Electronic Warfare | Simulation/Training     | Mission Products and Strategic Systems | Intelligence, Surveillance, Reconnaissance and Space | Simmonds Fuel Systems and AIS Missile Systems |
| Power & Controls   | Electric Systems  | Engine Controls         | Engine Accessories                     | Fuel Systems   | Air Management                                |

# COLLINS AEROSPACE PROFILE

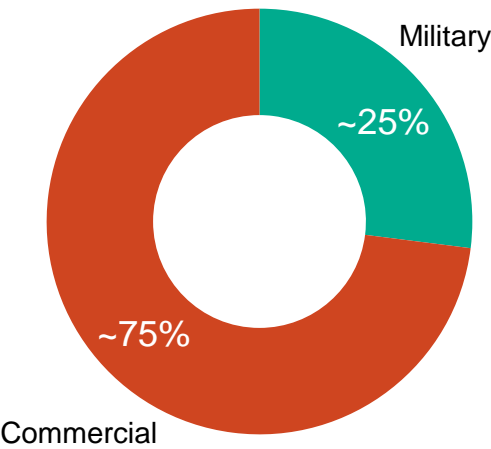
Sales Mix



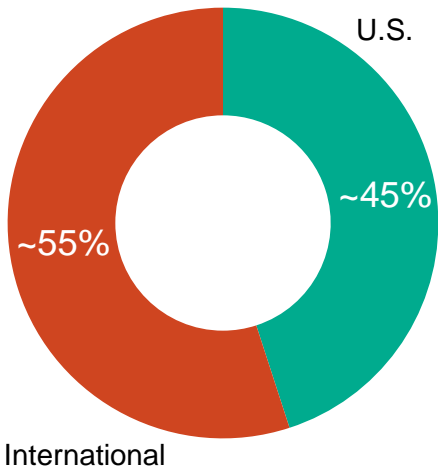
SALES BY TYPE



SALES BY SEGMENT



SALES BY GEOGRAPHY



Pro Forma Collins Aerospace (2017E)  
Total sales = ~\$23 billion

# GET STARTED CHECKLIST

A woman is shown in profile, wearing a headset and looking at a computer monitor. The monitor displays a simulation interface with various parameters and controls. In the background, another person is visible wearing a flight helmet. The setting appears to be a flight simulator or a control room.

1. Check the new integration site called iHUB regularly for the latest and greatest info.
2. Visit the Brand Center on the iHUB to learn how to update your email signature from heritage names.
3. Keep an eye out for updates from your Strategic Business Unit (SBU) or functional leaders over the next weeks and months as we continue building our new team together.

# DAY 1

- Culture and Day 1 integration expectations
- Overview of Day 1 changes
- Employee badging
- Environment, Health and Safety (EH&S): Cardinal Rules and expectations
- Digital Technology: What changes and what doesn't





# CULTURE AND DAY 1 INTEGRATION EXPECTATIONS

## CULTURE

Working at Collins Aerospace isn't just a job. It's contributing to something – bigger than all of us – that will move the world forward. It's belonging to a team of innovators, makers and doers. It's feeling valued and productive within a welcoming environment. Culture in its simplest form is who we are. And it's absolutely critical to our success as a company, so we're committed to getting it right.

Day 1 is about respecting the past and building a new culture – together. We have created integration expectations to guide our initial interactions with each other based on your input on what matters most. We also have the UTC values, which serve as the foundation for the broader culture across the entire UTC family.

## DAY 1 INTEGRATION EXPECTATIONS: THE COLLINS 3 Cs

You told us what is important to you, so we put your thoughts in 3 words to guide us in these early days. Here are the 3 Cs for getting started:

**CUSTOMER:** Maintain customer focus

**COLLABORATE:** Work together

**CHANGE:** Embrace new ideas

## OVERVIEW OF DAY 1 CHANGES

### WHY SOME THINGS **WILL** CHANGE ON DAY 1:

- We have a new organizational structure.
- We want to begin Collins Aerospace as one team.
- As a UTC company, we adhere to UTC policies.
- We will require accounting conformity across Collins Aerospace.

### WHY SOME THINGS **WON'T** CHANGE ON DAY 1:

- Our customer commitments cannot and will not change.
- Similar and effective processes are in place that do not require immediate change: they can be harmonized in the future.
- We want to ensure business continuity across Collins Aerospace.

# OVERVIEW OF DAY 1 CHANGES

AS WE EMBARK ON OUR JOURNEY AS COLLINS AEROSPACE, HERE IS A SUMMARY OF THE CHANGES YOU WILL NOTICE ON DAY 1 AND THINGS THAT WILL NOT CHANGE RIGHT AWAY

## CHANGES ON DAY 1

### EMPLOYEES

- New company name and brand
- New company structure
- New email addresses
- Begin phase-in of new employee badging
- Environmental, Health and Safety (EH&S) Cardinal Rules
- New integration intranet site called iHUB

### CUSTOMERS

- Begin to experience the new look and feel (branding) of customer-facing marketing and communications materials

### BUSINESS CONTINUITY

- Delegation of authority and approval policies

## DOESN'T CHANGE ON DAY 1

### EMPLOYEES

- Payroll and benefits
- How you interact with the HR team
- Foreign national work visa arrangements
- Existing IT systems
- Dress code
- Cell phone policies
- Charitable donations matching
- Tuition reimbursement
- Policies for hiring, job changes/promotions, intern/co-op programs, etc.

### CUSTOMERS

- Customer portals (links, logins, access, information provided)
- Sales and technical support contacts
- Heritage UTAS and Heritage RC 24/7 Customer Support Center phone numbers and the products they support
- Legal entities, contract verbiage, terms and conditions
- Invoices and payment information
- Outstanding customer proposals
- Existing terms and conditions remain the same

### BUSINESS CONTINUITY

- Legal entities
- Purchasing, shipping and receiving
- Commercial and Government Entity (CAGE) codes
- Supplier setup or certifications
- Airworthiness certificates
- Quality Management System (QMS)

# EMPLOYEE BADGING

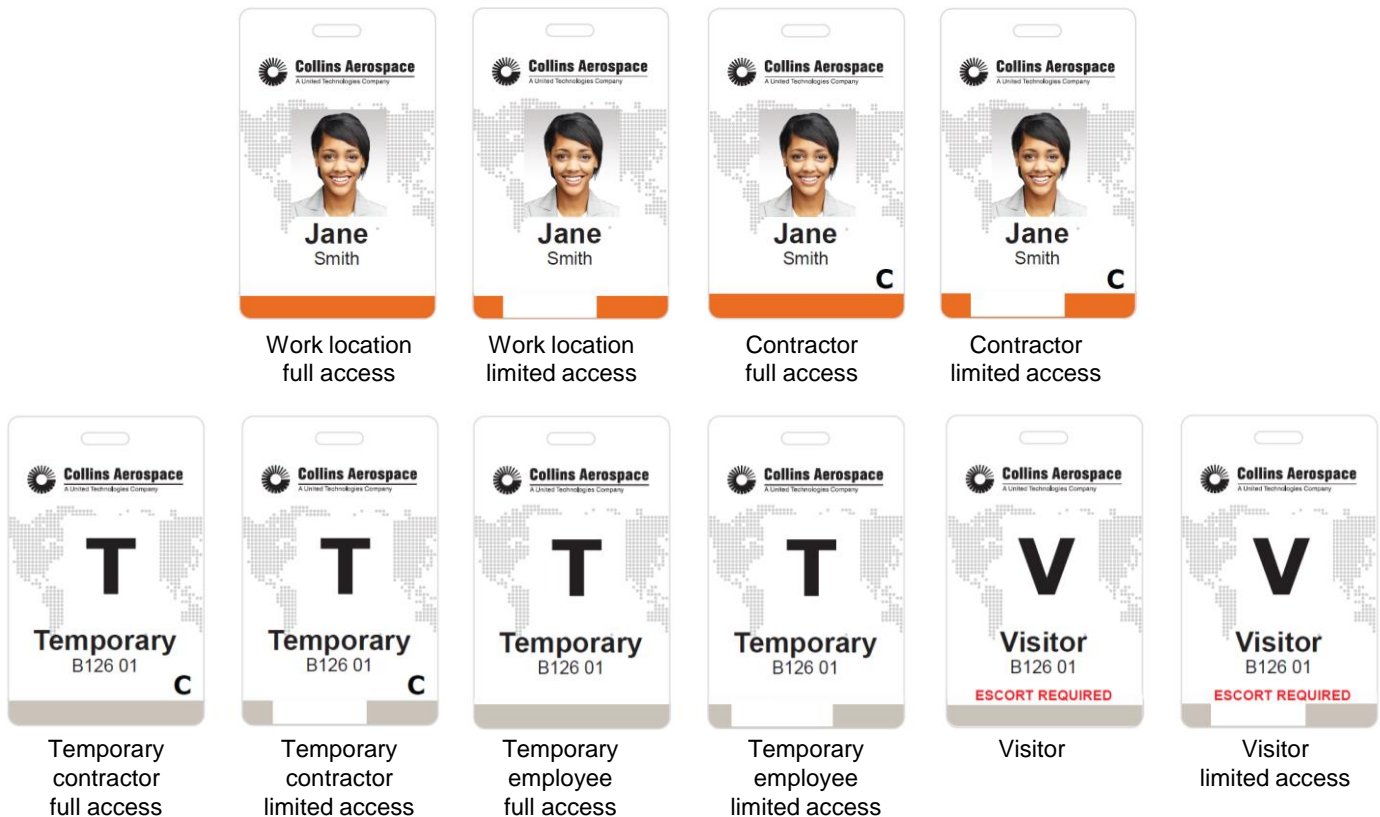
## NEW BADGES WILL DISPLAY THE NEW COMPANY NAME AND BRAND

*Our badges play a critical role in safeguarding employees and valuable company assets.*

## OVERVIEW

- The goal is to have all new badges distributed to employees within 100 days of our Collins Aerospace launch, so you may not receive your new badge on Day 1.
- We will have various badge designs that make it easy to identify employees, contractors and visitors (see examples below).
- For our safety and the safety of our products and services, every individual inside a Collins Aerospace facility must display a badge.
- Each country or region will display a different color bar at the bottom of the badge to indicate country work location and access level. The first row below represents badges for the United States.

## EXAMPLE BADGES





# ENVIRONMENT, HEALTH AND SAFETY (EH&S): CARDINAL RULES

OUR CARDINAL RULES HELP AVOID SITUATIONS THAT HAVE THE POTENTIAL FOR CAUSING A FATALITY OR SERIOUS INJURY

We all want a safe and healthy work environment at Collins Aerospace, and we also want every employee, contractor and visitor who comes through our doors to have a safe and pleasant experience. UTC developed a set of Cardinal Rules that are an important part of our corporate culture. Whether you know them already, or these are familiar concepts in a different format – or if this is all new to you – please be sure you are thoroughly familiar with our Cardinal Rules. You are an important part of our company, and we want you – and everyone around you – to stay safe.

Environment, Health & Safety

## Cardinal Rules

Follow all Collins Aerospace EH&S Cardinal Rules. It's a way of life.



### Confined Space



Identify confined spaces and follow written confined-space entry procedures.

### Fall Protection



Use fall protection when working at heights of 6 feet / 2 meters or higher.

### Electrical Safety



Use Ground Fault Circuit Interrupters – GFCIs – on all portable tools and electrical devices when exposure to wetness or damage to equipment is possible.

### Hazardous Energy



Before working on machines or equipment, isolate all forms of hazardous energy, secure them with locks and tags and then verify Zero Energy State.

### Machine Guarding



Do not tamper with or disable machine or equipment guarding.

Because of their serious nature, EH&S Cardinal Rules must be followed by all UTC employees, contractors and visitors, regardless of position, location or job title.

## ENVIRONMENT, HEALTH AND SAFETY (EH&S): EXPECTATIONS

### GUIDELINES FOR STAYING SAFE FROM DAY 1 FORWARD

- UTC Cardinal Rules start on Day 1 to keep Collins Aerospace colleagues safe. These are the rules related to confined spaces, fall protection, electrical safety, hazardous energy control and machine safeguarding.
- Strive to maintain a compliant and a safe work environment for all.
- Recognize hazards in your work environment, use identified controls and report any issues to your management team.
- Seek prompt medical attention for any injured colleague.
- Report serious injuries, significant environmental releases, and non-compliance within 24 hours of event.
- Follow UTC minimum operating requirements at all times; acquired sites have one year to comply.
- Business and site leaders are responsible for EH&S performance.
- EH&S colleagues report directly to business and site leadership.
- EH&S goals are important performance measurements of all business units and sites.

### ADDITIONAL EH&S GUIDELINES

- No construction work begins until key elements of the contractor safety program are implemented.
- Work that requires a permit will not be performed until a permit appropriate to the operation is available.
- Until you have received formal Cardinal Rule Training, please do *not*:
  - Work in confined spaces
  - Work at heights that require fall protection
  - Work with electrical equipment where there is a risk of exposure to wetness or damage
  - Work with machinery with risk of exposure to hazardous energy
  - Use unguarded machinery/equipment

# DIGITAL TECHNOLOGY: WHAT CHANGES AND WHAT DOESN'T

Digital Technology (DT) drives business efficiency – and enhances both the employee and customer experiences – by connecting our technologies, our people, our information and our processes. So why do we call it DT instead of IT? It's simple! Our IT (information technology) foundation is a crucial piece of our expanded vision, but it doesn't give the full picture. DT reflects our expanded scope to achieve connected, software-enabled interactions across our customer, employee and product platforms.

## CHANGES ON DAY 1

- Your new email address will be [firstname.lastname@collins.com](mailto:firstname.lastname@collins.com). But don't worry, your existing email address will still work and mail for both addresses will be delivered to your inbox. If your name conflicts with an existing name, you will be notified by the DT team.
- For heritage UTC Aerospace Systems, the iHUB will be your new default homepage. For heritage Rockwell Collins, the iHUB will open as a second tab.

## DOESN'T CHANGE ON DAY 1

- Existing systems for heritage UTC Aerospace Systems and Rockwell Collins
- "Help desk" access and processes
- Device standards at your location (laptops, mobile devices and workstations available for use). Device standards will be harmonized in the future.

# WE ARE COLLINS



THANK YOU.



**Collins Aerospace**



COLLINS AEROSPACE PROPRIETARY INFORMATION