

# GROWTH

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## HOW DO YOU GROW A COMPANY PROFITABLY?

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By finding growth opportunities in existing businesses and making strategic acquisitions that complement the portfolio and lead to long-term profitability. We are pursuing growth on both fronts.



Pratt & Whitney and Rolls-Royce have agreed to restructure their participation in IAE International Aero Engines, which provides the V2500 engine for the Airbus family of aircraft, and to form a joint venture to develop engines for the next generation of midsize aircraft.

### BUILDING SOLUTIONS

Canada's BMO Financial Group is piloting an innovative building management system by Automated Logic, a business of UTC Climate, Controls & Security, that will use our integrated cooling, heating and security systems.



### MAKING TRANSFORMATIONAL DEALS

In 2011, we announced transformational deals — the agreement to acquire Goodrich Corp. and the agreements with Rolls-Royce to purchase its share of IAE International Aero Engines to become the majority shareholder in the consortium with partners Japanese Aero Engines Corporation (JAEC) and MTU Aero Engines AG (MTU).

Our proposed \$18.4 billion acquisition of Goodrich will bring complementary products of two great companies together to offer more intelligent, fully integrated systems for our aerospace customers. The agreements with Rolls-Royce position Pratt & Whitney, JAEC, MTU and IAE to better serve their airline and leasing customers by offering more competitive, flexible and cost-effective engine solutions for the Airbus A320 aircraft family. The new structure also will provide customers world-class support for the IAE V2500 engine and the Pratt & Whitney PW1100G-JM series of engines being developed for the A320neo aircraft.

### ORGANIZING AROUND CUSTOMER NEEDS

During the year, we announced a new organizational structure that will enable us to better serve customers and maximize our investments in technology. UTC Climate, Controls & Security, which includes Carrier and UTC Fire & Security, will provide customers with advanced commercial and technical solutions, including fire safety, security, building controls, heating, ventilating, air conditioning and refrigeration. UTC Propulsion & Aerospace Systems, which includes Hamilton Sundstrand and Pratt & Whitney, positions us to develop integrated propulsion and aircraft systems for next-generation aircraft.