



Rockwell Collins

ROCKWELL COLLINS
400 Collins Road NE
Cedar Rapids, IA 52498 USA
Tel: (319) 295-1000 Fax: (319) 295-5429
www.rockwellcollins.com

Employment: 14,500

Officers:

President and CEO Clayton M. Jones
Executive VP and COO-Commercial Systems Robert M. Chiusano
Executive VP and COO-Government Systems Gregory S. Churchill

Aerospace Organization/Products:

Rockwell Collins:

Designs, produces and supports aviation and communications for government and commercial customers. **Commercial Systems** (Cedar Rapids, IA, USA): Provides avionics systems, products and support to airlines, airframe manufacturers, regional airlines and turbine-powered business aircraft. Avionics products include Collins Pro Line 21 flight deck; Pro Line Continuum, communication, navigation, situational awareness, display and automatic flight control systems; Integrated Information System (I²S); and Rockwell Collins Flight Dynamics head-up guidance system (HGS) and surface guidance system (SGS) technology. Also makes cabin management and inflight entertainment systems. **Government Systems** (Cedar Rapids, IA, USA): Supplies defense electronics products and systems; offers open modular avionics with

smart displays and advanced situational awareness. Provides solutions for digital technology implementation for the military through involvement with the US Army Common Avionics Architecture System (CAAS) and joint tactical radio system JTRS Cluster 1 programs. Provides products including Flight2 avionic systems, projection displays technology, head-up guidance systems, SIGINT and surveillance solutions, GPS receivers, data links, flight management systems, communications systems and aviation electronics systems.

Joint Ventures:

Collins Aviation Maintenance Services Shanghai Ltd., partner: China Eastern Airlines (China). **Data Link Solutions LLC**, partner: BAE Systems (UK). **Rockwell Scientific Co. LLC**, partner: Rockwell Automation (USA). **Vision Systems Inc.**, partner: Elbit (Israel).

FINANCIALS (\$ MILLIONS)*:

	2002†	2003	% Change
Operating Revenues	2,492	2,542	2%
Operating Expenses	2,256	2,284	1%
Net Profits	236	258	9%
Debt to Equity Ratio	12%	5%	(58%)

*Fiscal year ends on September 30.
† Values updated from 2003 Source Book.



Rolls-Royce

ROLLS-ROYCE plc
65 Buckingham Gate
London, SW1E 6AT UK
Tel: (44-207) 222-9020 Fax: (44-207) 227-9178
www.rolls-royce.com

Employment: 36,000 (25,000 aerospace)

Officers:

Chairman Euan Baird
Chief Executive Sir John Rose
Director, Finance Andrew Shilston

Aerospace Organization/Products:

Civil Aerospace (Derby, UK):

Airlines (Derby, UK): Produces RB211 high-bypass turbofan engine family, Tay engine, Trent engine family and V2500 (with IAE partners). **Corporate & Regional Aircraft** (Dahlewitz, Germany and Indianapolis, IN, USA): Builds AE 3007, BR710/715 and Williams-Rolls FJ44. **Defense Aerospace** (Filton, Bristol, UK and Indianapolis, IN, USA): Builds Adour turbofan (with Snecma/Turbomeca), AE 2100 turbofan, EJ200 (for Eurofighter, with Eurojet partners), Gem and Gnome turboshafts, Model 250 turboshaft, MTR 390 turboshaft (with MTR partners), Pegasus turbofan, RB168-807 (with FiatAvio and MTU), RTM322 turboshaft (with Snecma/Turbomeca), T406 turboshaft, T800 turboshaft (with Honeywell) and Viper. **Rolls-Royce Repair and Overhaul** (Derby and East Kilbride, both UK): Provides maintenance, engineering and support for Rolls-Royce commercial and military engines.

Subsidiaries:

Rolls-Royce Brasil (Sao Bernard de Campo, Brazil): Maintains and overhauls aircraft turbine engines. **Rolls-Royce Canada Ltd.** (Lachine, Quebec, Canada): Builds gas turbines, accessories; repairs and overhauls aircraft engines.

Joint Ventures:

Data Systems & Solutions, partner: Science Applications International Corp. (USA). **Eurojet Turbo GmbH**, partners: FiatAvio SpA (Italy), Industria de Turbo Propulsores SA (Spain) and MTU (Germany). **Hong Kong Aero Engine Services Ltd.**, partners: Hong Kong Aircraft Engineering Co. (Hong Kong, PRC) and SIA Engineering Co. (Singapore). **IAE International Aero Engines AG**, partners: Fiat Avio (Italy), Japanese Aero Engines Corp. (Japan), MTU (Germany), and UTC/Pratt & Whitney (USA). **Industria de Turbo Propulsores SA**, partner: Turbo 2000 SA (Spain). **International Engine Components Overhaul Pte. Ltd.** partner: SIA Engineering Co. (Singapore). **Light Helicopter Turbine Engine Co. (LHTEC)**, partner: Honeywell (USA). **MTU, Turbomeca, Rolls-Royce GmbH (MTR)**, partners: MTU (Germany) and Snecma/ Turbomeca (France). **Rolls-Royce Engine Services Ltd.**, partner: Philippines Aerospace Development Corp. (Philippines). **Rolls-Royce Turbomeca Ltd.**, partner: Snecma/ Turbomeca (France). **Singapore Aero Engine Services Ltd.**, partners: HAESL (Hong Kong) and SIA Engineering Co. (Singapore). **Texas Aero Engine Services**, partner: American Airlines (USA). **Turbo-Union Ltd.**, partners: Avio (Italy) and MTU (Germany). **Williams-Rolls Inc.**, partner: Williams International (USA).

FINANCIALS (\$ MILLIONS)*:

	2001†	2002	% Change
Operating Revenues	9,185	9,289	1%
Operating Expenses	—	—	—
Net Profits (underlying)	689	409	(41%)
Debt to Equity Ratio	24%	29%	21%

*AW&ST conversion based on rates available on 12/31/01 and 12/31/02.
† Values updated from 2003 Source Book.