



United Technologies
 UNITED TECHNOLOGIES CORP.
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Employment: 155,000

Officers:

Chairman & CEO George David; **Vice Chairman & CFO** Stephen Page; **President, Pratt & Whitney** Louis Chênevert; **President, Hamilton Sundstrand** Ronald F. McKenna; **Chairman, Sikorsky Aircraft** Dean Borgman **President, Sikorsky Aircraft** Stephen Finger

Aerospace Organization/Products:

Flight Systems:

Hamilton Sundstrand (Windsor Locks, CT, USA): Produces aerospace systems, subsystems and components, and performs systems integration. Individual systems and components include electric power generating, distribution, management and control systems; fuel and special fluid pumps; engine control systems; gearboxes; actuation systems; ram air turbine emergency systems; auxiliary power units; environmental control systems; propeller systems; torpedo propulsion systems; launch vehicle hydraulic power units and electronic controls and components. Also the prime contractor for NASA's space suit/life support system. Produces environmental control, life support and thermal control systems for international space programs. **Sensor Systems** (Pomona, CA, USA): Produces specialized instruments for the space, defense and industrial markets, including subsystems for the International Space Station and for nuclear submarines. Other products detect chemical/biological contaminants. **Sikorsky Aircraft** (Stratford, CT, USA): Builds rotorcraft, including CH- and MH-53E (238 delivered), RAH-66 Comanche (2 delivered), S-70/UH-60 family (2,791 delivered), S-76 (540 delivered), S/H-92 (first flight 12/98, 4 completed), SH-60 family (327 delivered). All deliveries as of November 1, 2003. **Space Flight Systems Div.** (Huntsville, AL, USA): Unmanned space shuttle research, commercial spaceport in Australia (developmental).

Pratt & Whitney:

Pratt & Whitney Canada (Longueuil, Quebec, Canada): Small- and medium-size gas turbines for business, regional, utility and military aircraft and helicopters, including JT15D, PT6, PW100, PW200, PW300, PW500, PW600 series, PW900 series. Also offers a global Service Center Network with engine repair and overhaul capabilities on six continents. **Pratt & Whitney Engine Services:** Operates major overhaul centers in Singapore and in Cheshire, CT, and Columbus, GA, both USA. Also operates a network of component repair operations in Ireland, Singapore, Taiwan and the USA. **Pratt & Whitney Large Commercial Engines** (East Hartford, CT, USA): Builds medium-to-large turbofans, including JT3D (Joint-STARS), JT8D (727, DC-9-50, MD-80, MD-90), JT9D (747, 767, A300, A310, DC-10-40), PW2000 (757, II-96M), PW4000 (747, 767, 777, A300, A310, A330, MD-11), PW6000 (A318). **Pratt & Whitney Military Engines** (East Hartford and Middletown, CT, Columbus, GA, North Berwick, ME, Oklahoma City, OK, and San Antonio, TX, all USA): Gas turbine engines, spare parts and services for military aircraft. Engines include the F119-PW-100 for the F-22 Raptor; F135-PW-100/400/600 for the F-35 Joint Strike Fighter; F117-PW-100 for the C-17 Globemaster 3; F100 series for F-15 and F-16; JT8D-219 for B707 Joint-STARS; J52 for EA-6B; TF33 for B-52H,

C-141B, E-3A/B, KC-135; and TF30 for F-14A and F-111. **Pratt & Whitney Space Propulsion** (San Jose, CA, and West Palm Beach, FL, both USA): Large and small solid, electric and hypersonic space and missile propulsion engines and systems. Programs include: Minuteman solid rocket motors, Theater High-Altitude Area Defense (THAAD) booster-stage motors, Mk-72 booster-stage motors, Russian RD-180 booster engines, RL10A, RL10B and RL60 liquid upper-stage engines, and advanced high-pressure turbopumps and booster separation motors for the space shuttle. Solid rocket propulsion operations located at San Jose, CA, USA. Liquid rocket propulsion, hypersonics and RD AMROSS LLC. (RD-180 development) located at West Palm Beach, FL, USA.

United Technologies Research Center (East Hartford, CT, USA):

Basic and applied research in electronics, aerodynamics and jet engines.

Subsidiaries:

UTC Fuel Cells (South Windsor, CT, USA): Develops fuel cells and produces fuel cell powerplants in the space shuttle orbiter fleet.

Joint Ventures:

Aeronautical Maintenance Tooling, partner: Empresa Nacional Santa Barbara (Spain). **Asia Surface Technologies**, partners: Praxair Surface Technologies and SIA Engineering Co. (both Singapore). **EADS/UTC**, partner: EADS (The Netherlands). **FAST**, partner: SIA Engineering Co. (Singapore). **GE-Pratt & Whitney Engine Alliance Hamilton**, partner: General Electric (USA). **Hamilton Sundstrand European Pneumatic Component O&R**, partner: KLM Royal Dutch Airlines (The Netherlands). **Hamilton Sundstrand-Nauka**, partner: Nauka (Russia). **Hydrogen Source**, partner: Shell (South Windsor, CT, USA). **IAE International Aero Engines AG**, partners: FiatAvio (Italy), Japanese Aero Engines (Japan), MTU (Germany) and Rolls-Royce (UK). **Pratt & Whitney-Paton Research Center**, partner: E.O. Paton Electric Welding Institute (Ukraine). **PWA International Ltd.**, partner: Airmotive Ireland (Ireland). **Samsung United Aerospace Co.**, partner: Samsung Aerospace Industries Ltd. (South Korea). **Sundstrand Customer Support Center**, partner: Malaysian Airlines (Malaysia). **TEC International**, partners: Aviadvigatel (Russia), MTU (Germany) and Perm Motors (Russia). **Toshiba International Fuel Cells**, partner: Toshiba (Japan). **Turbine Overhaul Services Pte. Ltd.**, partner: Singapore Technologies Aerospace (Singapore). **Western Aerospace Specialty Alloys**, partner: Western Aerospace Specialty Alloys (Australia).

FINANCIALS (\$ MILLIONS):

	2001	2002	% Change
Operating Revenues	27,897	28,212	1%
Operating Expenses	25,090	24,936	(1%)
Net Profits	1,938	2,236	15%
Debt to Equity Ratio	37%	—	—