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- ▶ **Sustaining our world:** An investment in sustainability is smart business. Our Global Sustainability Team reduces our carbon footprint through energy efficiency, saving millions of dollars in operating costs. Global waste disposal projects have led to stronger community relationships and cost savings. Projects to lessen water consumption in our manufacturing process have reduced usage by 10 million gallons per year.

We're also creating technologies to help our nation's air traffic system meet future demands while ultimately reducing aviation's environmental footprint. The NextGen system will allow aircraft to fly more efficient routes, saving fuel and reducing emissions.

Others have noticed our efforts. We're honored that, in 2012, the Dow Jones Sustainability North America Index included Rockwell Collins for the fourth consecutive year.

- ▶ **Building our communities:** We consider our support of science, technology, engineering and math (STEM) education to be an investment in our own future workforce. That's why we invest \$2.25 million in education each year, along with the countless volunteer hours our employees contribute to young people's growth.

One of our primary ways of supporting STEM education is through our sponsorship of *FIRST*®, a global organization dedicated to inspiring young people's interest and participation in science and technology. It's a significant investment, but we believe the results will be significant, too. To better measure this impact, we're co-sponsoring a five-year study by Brandeis University and *FIRST* to help us better understand how our support can best reap long-term rewards for students participating in *FIRST*.

- ▶ **Empowering our team:** Widely different experiences bring different perspectives, which then become a springboard for innovative thinking. That's the foundation of our diversity and inclusion journey, and we see its rewards in Rockwell Collins' strong global community and innovative solutions. We're also proud that our journey has been recognized by DiversityInc, which included Rockwell Collins among its Top 50 Companies for Diversity for the second consecutive year.

As Rockwell Collins continues to grow domestically and globally, we pledge to maintain the highest ethical, environmental and social standards. Because it's right. Because it's smart. And because it's how a successful company — one committed to building trust every day — conducts itself now and far into the future.



Clayton M. Jones
Chairman and Chief Executive Officer