

Rockwell Collins

Building trust every day



2015 ANNUAL REPORT

At-a-glance

Rockwell Collins is a pioneer in the development and deployment of innovative communication and aviation electronic solutions for commercial and government applications. Our expertise in flight deck avionics, cabin electronics, mission communications, simulation and training, and information management services is delivered by a global workforce committed to building the trust of our customers every day.

Our solutions

Our hardware, software and services offerings encompass **cabin management, communications, displays and surveillance systems; flight controls; information management services; integrated avionics; integrated mission and training solutions; navigation and global service and support.**

Our people

Nearly 20,000 Rockwell Collins employees worldwide work together every day to create the most trusted source of communication and aviation electronic solutions. Our teams are guided by the core values of **teamwork, integrity, innovation, customer focus and leadership.**

Our innovations

Innovation is the lifeblood of what we do, and delivering innovation is the passion of our engineers and scientists — some of the most talented minds in the industry. This year we again invested nearly \$1 billion in research and development.

Our footprint

We operate a global service and support network that crosses more than 150 countries. Our manufacturing, engineering, customer support, sales and marketing teams help build local market understanding and customer intimacy.

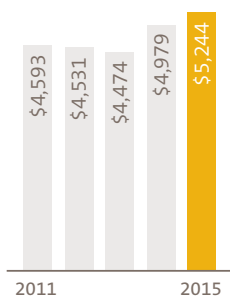
Selected financial data

The following selected financial data should be read in conjunction with the consolidated financial statements and notes thereto included in Item 8 of our Form 10-K. The Statement of Operations, Statement of Financial Position and other data have been derived from our audited financial statements. The Company operates on a 52/53-week fiscal year ending on the Friday closest to September 30. Fiscal year 2014 was a 53-week fiscal year, while 2015, 2013, 2012 and 2011 were 52-week fiscal years. Certain prior data have been reclassified to conform to the current year presentation and to reflect the results of discontinued operations.

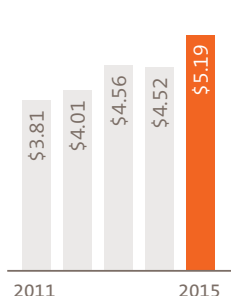
(dollars in millions, except per share amounts)	Years Ended September 30				
	2015 ^(a)	2014 ^(b)	2013 ^(c)	2012 ^(d)	2011 ^(e)
Statement of Operations Data:					
Sales	\$ 5,244	\$ 4,979	\$ 4,474	\$ 4,531	\$ 4,593
Cost of sales	3,630	3,469	3,103	3,168	3,263
Selling, general and administrative expenses	606	594	495	530	515
Income from continuing operations	694	618	630	589	595
Income (loss) from discontinued operations, net of taxes	(8)	(14)	2	20	39
Net income	686	604	632	609	634
Net income as a percent of sales	13.1%	12.1%	14.1%	13.4%	13.8%
Diluted earnings per share from continuing operations	5.19	4.52	4.56	4.01	3.81
Statement of Financial Position Data:					
Working capital ^(f)	\$ 1,089	\$ 1,006	\$ 1,113	\$ 1,347	\$ 1,394
Property	964	919	773	773	754
Goodwill and intangible assets	2,607	2,551	1,067	1,071	1,088
Total assets	7,389	7,063	5,400	5,314	5,389
Short-term debt	448	504	436	—	—
Long-term debt, net	1,680	1,663	563	779	528
Shareowners' equity	1,875	1,884	1,618	1,259	1,523
Other Data:					
Capital expenditures	\$ 210	\$ 163	\$ 120	\$ 138	\$ 152
Depreciation and amortization	252	225	177	170	155
Dividends per share	1.26	1.20	1.20	1.08	0.96
Stock Price:					
High	\$ 99.37	\$ 84.06	\$ 75.25	\$ 61.46	\$ 67.29
Low	72.35	65.76	52.24	46.37	43.82

- (a) Income from continuing operations includes a \$22 million income tax benefit from the retroactive reinstatement of the previously expired Federal Research and Development Tax Credit and a \$16 million income tax benefit related to the remeasurement of certain prior year tax positions.
- (b) Income from continuing operations includes \$18 million of restructuring, pension settlement and ARINC transaction costs (\$25 million before income taxes). Approximately \$18 million of the pre-tax expense was recorded in selling, general and administrative expenses, \$4 million was included within cost of sales and \$3 million was classified as interest expense. Income from continuing operations also includes a \$9 million gain (\$10 million before income taxes) resulting from the sale of the KOSI business. On December 23, 2013, we acquired ARINC for \$1.405 billion. This acquisition was funded through a combination of new long-term debt and short-term commercial paper borrowings.
- (c) Net income includes a \$19 million income tax benefit related to the retroactive reinstatement of the previously expired Federal Research and Development Tax Credit. Short-term debt includes commercial paper borrowings incurred to fund a portion of our share repurchase program and also includes \$200 million related to debt that matured in December 2013.
- (d) Net income includes \$38 million of net restructuring and asset impairment charges (\$58 million before income taxes), primarily related to employee severance costs and certain customer bankruptcy charges. Approximately \$38 million of the pre-tax charge was recorded in cost of sales, \$25 million was included within selling, general and administrative expenses and \$5 million was classified as a gain within Other income. Net income also includes a \$19 million income tax benefit related to the favorable resolution of certain tax matters in 2012.
- (e) Income from discontinued operations includes a \$17 million gain (\$27 million before income taxes) resulting from the sale of the Rollmet business. In addition, income from continuing operations includes \$17 million of restructuring and asset impairment charges (\$27 million before income taxes) primarily related to real estate lease and contract termination charges, asset impairment charges and employee severance costs. \$26 million of the pre-tax restructuring and asset impairment charge was recorded in cost of sales and the remaining \$1 million was included in selling, general and administrative expenses. Net income also includes a \$16 million income tax benefit related to the retroactive reinstatement of the previously expired Federal Research and Development Tax Credit.
- (f) Working capital consists of all current assets and liabilities, including cash and short-term debt.

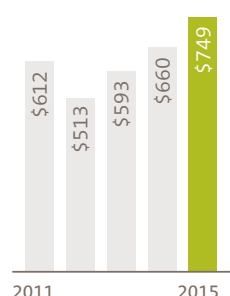
Sales from continuing operations* (\$ in millions)



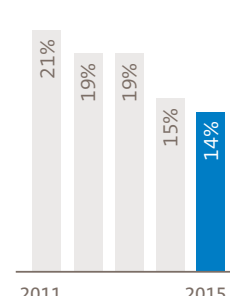
Diluted earnings per share from continuing operations* (in dollars)



Cash provided by operating activities from continuing operations* (\$ in millions)



Return on invested capital^{(a)(b)} (percent)*

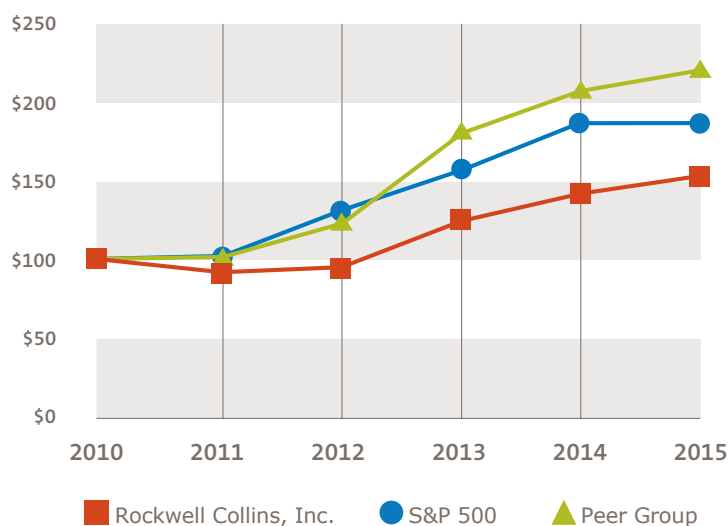


*Restated to reflect the results of discontinued operations.

Shareowner return performance^(c)

(including dividend reinvestment)

Fiscal year ended September 30



Fiscal 2015 performance data

↑ 15%

Earnings per share from continuing operations

↑ 13%

Operating cash flow from continuing operations

↑ 12%

Income from continuing operations

Cumulative total returns

	2010	2011	2012	2013	2014	2015
Rockwell Collins, Inc.	\$100.00	\$ 91.70	\$ 95.12	\$123.98	\$142.10	\$153.22
S&P 500	\$100.00	\$100.70	\$131.11	\$157.41	\$186.97	\$189.28
Peer Group	\$100.00	\$101.00	\$123.10	\$180.42	\$207.43	\$220.64
Closing market price of COL at fiscal year end	\$ 58.51	\$ 52.76	\$ 53.64	\$ 68.59	\$ 77.35	\$ 82.24

Safe harbor statement

This Annual Report contains statements, including certain projections and business trends, that are forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995. Actual results may differ materially from those projected as a result of certain risks and uncertainties, including, but not limited to, those detailed herein, in our Form 10-K and from time to time in our other Securities and Exchange Commission filings. These forward-looking statements are made only as of the date hereof.

(a) The company calculates return on invested capital (ROIC) as net income from continuing operations excluding after-tax interest expense, divided by the average of invested capital at the beginning and end of the fiscal year. Invested capital is calculated as the sum of total shareowners' equity (excluding defined benefit pension accounting adjustments impacting accumulated other comprehensive loss) and total debt, less cash and cash equivalents.

(b) Fiscal year 2014 and 2015 ROIC were impacted by debt that was issued to finance the acquisition of ARINC.

(c) The cumulative total return table and adjacent line graph compare the cumulative total shareowner return on the company's Common Stock against the cumulative total return of the S&P Aerospace and Defense Select Industry Index (Peer Group) and the S&P 500 Composite Index (S&P 500) for the five-year period ended October 2, 2015. In each case a fixed investment of \$100 at the respective closing prices on October 2, 2009, and reinvestment of all dividends.

A portrait of Robert K. (Kelly) Ortberg, Chairman, President and Chief Executive Officer, smiling. He is wearing a dark suit, white shirt, and a green patterned tie. The background is a light gray with faint geometric patterns and numbers.

Message to our shareowners

Robert K. (Kelly) Ortberg
Chairman, President and Chief Executive Officer

Last year I was pleased to announce Rockwell Collins' return to growth after several years of challenging market dynamics.

In fiscal year 2015 we capitalized on that momentum, executing according to plan across our three businesses and accelerating growth in ways that continue to enhance our long-term outlook.

Record-setting revenue and outstanding operating performance

This fiscal year Rockwell Collins reached a new high, with total revenue growing by 5 percent to \$5.24 billion. We also demonstrated outstanding operating performance: Earnings per share from continuing operations grew 15 percent to \$5.19, compared with \$4.52 in the prior year, while operating cash flow increased by \$89 million, or 13 percent, to \$749 million. Profitability remained strong, with total segment operating margins of 21.1 percent.

Contributing to our overall topline growth, Commercial Systems sales increased 6 percent to more than \$2.4 billion, due to 9 percent growth in original equipment manufacturer (OEM) sales and 3 percent growth in aftermarket sales.

On a pro-forma basis, revenue for our Information Management Services business grew 8 percent to \$623 million, driven by double-digit sales growth in commercial and business aviation services.

Sales for Government Systems declined 1 percent on an as-reported basis to \$2.2 billion. While we benefited from strong sales growth in both tanker/transport and in rotary wing systems, unfavorable currency impacts related to a strong U.S. dollar reversed what otherwise would have been a slight gain year over year.

Market trends hold potential for growth

Looking ahead, we believe the fundamentals and trends in most of our markets continue to remain positive over the long term.

The air transport segment remains in a sustained up-cycle, and the travel needs of an increasingly global economy and growing middle class worldwide should help continue that momentum.



ABOVE: Our new TruNet™ software defined network communications solution ensures secure connectivity between ground and airborne elements. **RIGHT:** Dassault's new Falcon Jet 5X and 8X will feature our advanced cabin management and HD entertainment system.



Similarly, we foresee increasing demand for information management and connectivity solutions across air transport, business aviation and government/military segments, driven by the need for enhanced safety, operational efficiency and a desire for continuous high-speed connectivity.

In the government and military sector, indicators show the industry is beginning to improve after a long down-cycle, due to greater U.S. budget stability along with international growth from countries investing in defense and border security solutions.

While each of those segments shows positive prospects, the business aviation marketplace continues to experience economic uncertainty, leading to weaker-than-expected demand. Additionally, some OEM production cuts are expected to impact our revenues in the coming months.

What do these trends mean to Rockwell Collins? In the near term, the strengths of most segments will drive growth in fiscal year 2016, despite business aviation's challenges.

Longer-term, I continue to be confident that our outlook for accelerating growth remains positive for these three reasons: Our strong market positions, our ability to capitalize on aviation's information age and our prospects for global growth.

Strong market positions fuel future

Through our innovation, close partnerships and proven reliability, Rockwell Collins has become a partner of choice for aircraft manufacturers and others throughout the industry. This drives long-term revenue from committed programs and sets the path for sustained growth far into the future.

For instance, with its selection of Rockwell Collins to provide avionics for the 777X, we now have flight deck positions on Boeing's entire fleet of next-generation airplanes. And the A350's debut marked the most Rockwell Collins content ever on an Airbus platform. Together, those crucial wins pave the way for substantial revenue opportunities for years to come.

That also applies to business aviation, where our Pro Line Fusion® integrated avionics system remains a segment leader. With Textron's selection of the system for its Beechcraft King Air family, Pro Line Fusion is now the avionics system of choice for 18 announced new platforms — including business, rotary wing and military tanker transport aircraft — either currently in service or scheduled to enter service. And we are pleased that Dassault chose our cabin management and entertainment system for the new Falcon Jet 5X and 8X, preserving our role as its sole cabin management system supplier.

The same traits that led to our strong commercial aircraft manufacturer positions — innovation, collaboration and reliability — are also helping us win additional government and military business. For instance, in fiscal year 2015 we secured a four-year contract to provide ARC-210 advanced airborne software-defined radios to Naval Air Systems Command; an agreement with Sikorsky to provide avionics and mission equipment for the U.S. Air Force Combat Rescue Helicopter; and a new FAA contract for oceanic data link services — all wins based in part on our previous superior performance.

We're capitalizing on aviation's information age

Today we are in the midst of aviation's information age, where the delivery of the right information at the right time is more critical than ever. Rockwell Collins' growing portfolio of systems and services makes us a leader in information management, providing enhanced efficiency and safety to our customers and their passengers.

At the heart of this portfolio are our powerful and secure air-to-ground and ground-to-ground networks, which convey millions of mission-critical messages every day. Today we're strengthening those networks through increased capacity, enhanced security and a broader global footprint. We are also driving new uses: This year we unveiled our ARINC MultiLinkSM flight tracking service, offering airlines a comprehensive and cost-effective global flight tracking solution. And in February, Hong Kong Airlines turned to us to enable live credit card authorizations, significantly reducing the danger of credit card fraud.

But it's not just flight crews and airlines that require constant connectivity. Passengers expect a connected experience in the air that is as fast and powerful as the one they have on the ground. Inmarsat's imminent launch of its new Global Xpress[®] high-speed network is expected to meet that need, opening significant revenue streams for Rockwell Collins as a value-added reseller.

High-speed connectivity has even broader impact to our portfolios. Those broadband speeds are matched by faster and smarter connectivity solutions in both the cabin and flight deck — empowered in part by our acquisition of the International Communications Group (ICG). In air transport, we are offering airlines a whole new level of passenger engagement by pairing faster speed with the enhanced wireless capabilities we gained from our acquisition of Pacific Avionics. And in business aviation, those speeds will enhance customers' Internet access throughout their journeys.

We're growing globally

Early this decade we set our goal to increase international sales to roughly 50 percent of our total revenues by 2020, and we continue to make good progress toward that goal across all three of our businesses. In fiscal year 2015, 43 percent of our sales were to customers outside the United States — 12 points higher than fiscal year 2010.

This year those sales included the selection of Rockwell Collins avionics for a wide variety of airlines — including carriers in Kuwait and India — and six different Chinese airlines, and cabin

solutions for customers in France and the Middle East. We also welcomed contracts for our border management solution in the Dominican Republic, Vietnam and Colombia and new airport systems for Hong Kong, Rwanda and beyond.

Much of our projected growth in Government Systems sales will come internationally, and we have positioned our portfolios accordingly. For example, our successful implementation of Pro Line Fusion on the KC-390 tanker/transport — which celebrated its first flight in February — led Brazil's Embraer to also select Rockwell Collins for a critical cargo handling and aerial delivery control system for the same aircraft.

Additionally, as part of our long-term growth strategy, we also continue to make significant investments in military solutions tailored for international audiences, including this year's announcement of our integrated TruNet[™] networked communications solution and a new, wearable version of our FireStorm[™] integrated targeting system.

Finally, we continue to seek cooperative relationships that deepen our insights into the countries and customers we serve, including this year's simulation and training alliance with India's Zen Technologies and our memorandum of agreement with Advanced Military Maintenance Repair and Overhaul Center (AMMROC) to collaborate on services for military avionics across the Middle East, South Asia and North Africa.

Positive growth, positive outlook

Today when I meet employees in the hallways of our facilities or in my travels around the world, there's a clear sense of excitement: They know we are heading in the right direction.

That's because opportunities for innovation and long-term growth are all around us — and through insightful strategy, a dedication to quality and a passion for innovation, we are ready to make the most of those opportunities at every turn.

And ultimately, through that insight, dedication and passion, we will drive increased revenue and enhanced shareowner value far into the future.



Kelly Ortberg
Chairman, President and Chief Executive Officer

Compelling solutions, powerful wins: Our expanded collaboration with Boeing

Creating commonality across flight decks reduces development and operating costs while optimizing pilot training time.

Our relationship with Boeing goes back decades. But it reached a turning point with our development of some of the most advanced systems ever deployed on an aircraft for the 787 Dreamliner. That success led to exponential growth of Rockwell Collins' positions on the upcoming 737 MAX and 777X. Our partners at Boeing trust us to deliver performance and value. And they benefit from commonalities across flight decks that make maintenance, upgrades and even piloting easier.

When the 737 MAX enters service in 2017 and the 777X enters service in 2020, Rockwell Collins will have substantial standard flight deck positions on Boeing's entire fleet of next-generation airplanes. Strong orders for these platforms mean Rockwell Collins anticipates significant revenue into the next decade and beyond.



- Large-format displays
- Optional head-up guidance system
- Flight control systems

**1.5X MORE
CONTENT**
than on the 737NG



Our exponential growth in standard content across Boeing's next-generation commercial fleet paves the way for substantial revenue opportunities.



777X

- Large-format displays
- Optional head-up guidance system
- Flight control module
- Integrated surveillance system
- Select flight control systems
- Avionics gateway secure server

**2X MORE
CONTENT**
than on the 777



787 Dreamliner

- Large-format displays
- Dual head-up guidance system
- Integrated surveillance system
- Crew alerting system
- Pilot controls
- Core network

**MOST
CONTENT**
of any commercial aircraft



Pro Line Fusion: Powerful avionics system expanding across platforms and markets

There's a reason that the list of aircraft featuring our award-winning Pro Line Fusion® integrated avionics system is so broad: We engineered it from the ground up with flexibility in mind.

Its scalable architecture, intuitive decision-making tools and advanced situational awareness capabilities enhance safety and efficiency. And with available features such as the industry's first touch-control primary flight displays, eyes-forward technologies and powerful weather threat detection, Pro Line Fusion is well equipped to continue to win positions on platforms into the future, from business jets to rotary wing aircraft.



Image provided courtesy of Bombardier Inc.

Business jets

Pro Line Fusion is perfectly designed for the business aviation market, and today it's available on platforms ranging from turboprops like the Beechcraft King Air 350 — where its touch-screen interface allows tablet-like graphical flight planning — to larger aircraft like Bombardier's entire Global family. And Pro Line Fusion is integrated with game-changing technologies like our synthetic and enhanced vision on a head-up display, today found on the Embraer Legacy 450 and 500.



Regional jets

Pro Line Fusion's large-format 15-inch customizable displays and precision navigation capabilities are welcome features on regional jets like Bombardier's CSeries, AVIC's MA-700 and the Mitsubishi Regional Jet. And its integration with technologies like our MultiScan ThreatTrack™ weather radar and Head-up Guidance System (HGS™) provides pilots with unprecedented situational awareness.

Projected Pro Line Fusion platforms in service

New platform positions captured and growing far into the future.

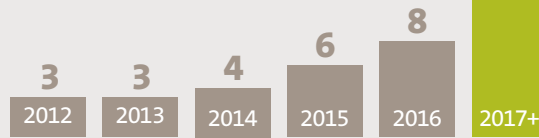


Image provided courtesy of Embraer

Military transport and tankers

The ability to leverage technologies developed in our commercial business for military applications is central to our business strategy. When Embraer looked for an intuitive avionics system for their new KC-390 tanker/transport for the Brazilian Air Force, they turned to Rockwell Collins, making it our first Pro Line Fusion win for a military platform — one soon followed by Piaggio Aero’s selection of our avionics for their Multirole Patrol Aircraft (MPA).



Rotary wing

Pro Line Fusion addresses civil and military rotary wing pilots’ desire for the highest levels of situational awareness at every moment of their mission, no matter the flight conditions. Our touch-screen displays can be configured for specific operational scenarios, and the system can be integrated with our HeliSure™ flight situational awareness solutions. Which is why AgustaWestland selected our avionics for the world’s first civilian tilt rotor aircraft, the AW609, which combines the flexibility of a helicopter with the speed and range of a fixed-wing aircraft.

The go-to solution for tanker aircraft

Rockwell Collins is now the primary avionics provider for all U.S. Air Force tankers.

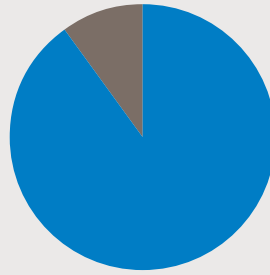
From modernizing the KC-135 and KC-10 legacy platforms to installing high-performance systems on next-gen tankers like the U.S. Air Force's KC-46 and Brazil's KC-390, Rockwell Collins is the supplier of choice for an array of mission-critical technologies. Our robust presence across multiple tanker programs for the United States and its allies is expected to generate significant revenue opportunities for years to come.



Large-format displays and 3-D technologies for the KC-46

More efficient and more capable than its predecessors, this wide-body Boeing 767 variant is the U.S. tanker platform of the future. Its cockpit features four large-format Rockwell Collins displays — built on proven technology from the commercial Boeing 787 program — that deliver significantly higher levels of reliability and safety. We also provide the KC-46's innovative Remote Vision System (RVS), a combination of 2-D and 3-D technologies that permit aerial refueling operations virtually any time, under any lighting conditions.

Rockwell Collins technologies are found on more than **90%** of the world's military tankers.



Global tanker fleet

■ Tankers with Rockwell Collins content



Image provided courtesy of Embraer

Modernizing an Air Force workhorse

For generations, the C/KC-135R has been the primary tanker platform for the U.S. military. In 2011, Rockwell Collins completed the 419th and final upgrade of the Air Force's C/KC-135R fleet to allow the aircraft to operate seamlessly between restricted military and commercial airspace worldwide — a program delivered on time and on budget. That success led to our selection for the ensuing Block 45 upgrade, which is adding a state-of-the-art autopilot system and full-color engine instrument displays.

New applications for trusted commercial technologies

A key differentiator for Rockwell Collins is our ability to leverage commercial avionics technologies for military platforms. For its KC-390, Brazilian manufacturer Embraer Defense and Security selected Pro Line Fusion for its outstanding situational awareness and operational efficiency capabilities. Later, they also selected Rockwell Collins to provide the Cargo Handling and Aerial Delivery System for the platform, demonstrating the trust Embraer has in our company.

Information management: Putting information to work

In today's interconnected aviation ecosystem, the right information at the right time can lead to ever-higher levels of safety, efficiency and engagement.

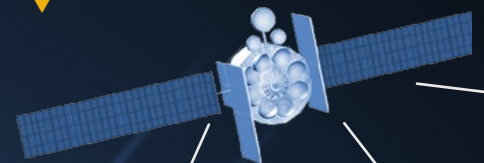
That's why we've invested in a robust portfolio of systems and services that deliver a seamless, secure and integrated experience — from information-enabled avionics and cabin systems to global communications networks and services and airport information solutions.

And that integration is leading us down exciting new paths of growth, developing applications and services that leverage that global portfolio to bring new value to our customers by improving safety, maintenance, flight operations and more.

Rockwell Collins' satellite connectivity offerings include Inmarsat's new Global Xpress network, which offers high-speed connectivity for business jets and air transport aircraft, enabling connected office and entertainment in the sky like never before.

New aircraft mandates, including FANS-1/A and ADS-B Out, are leading to on-board upgrades and enhanced use of our air-to-ground network for business and air transport aircraft alike.

Our new onboard subscription-based media streaming solution for corporate and private aircraft cabins enables passengers to wirelessly access media — including Hollywood movies, TV shows and real-time news, sports and weather forecasts — from an onboard server.



By 2030, the number of active air transport and business aircraft is expected to grow to nearly **85,000** – with **80 percent** of those equipped with new information-enabled systems.

We are collaborating with Inmarsat and Hawaiian Airlines to evaluate the effectiveness of using SwiftBroadband satellite services to relay voice and crucial data links, potentially adding an additional option for transmitting mission-critical data.

In-flight credit card sales are an important source of revenue for airlines, but fraudulent transactions cost airlines millions each year. Our live credit card authorizations — launched with Hong Kong Airlines this year — can reduce risk of fraud while enhancing efficiency and passenger satisfaction.

The combination of the high-speed connectivity of Inmarsat's GX network and our PAVES™ Wireless cabin offers flexible and fast browsing for air transport passengers around the globe. Jazeera Airways selected this solution for their fleet of Airbus A320s, to be launched in December 2016.

Our new ARINC MultiLink™ flight tracking service brings together multiple data sources to reliably report the location of an aircraft anywhere in the world.

More than 50 million ACARS data-link messages travel over our ARINC GLOBALink™ air-to-ground network each month. This year we announced expansion and upgrades of our network to increase capacity throughout Europe, the Middle East and Africa.

Rockwell Collins' private global ground-to-ground networks effectively and efficiently manage the delivery of crucial data, from air traffic control messages to passenger reservations.

Rockwell Collins' wide range of airport solutions for air traffic control, passenger processing, and airport operations and communications can be found at more than 125 airports around the world, including seven of the 10 busiest in the world. This year Hong Kong International Airport selected Rockwell Collins to deploy 120 common use self-service-bag drop systems, making one of the largest such projects in the world.

Our ARINCDirect™ flight support services provide business jet operators with a suite of tools and services, from flight planning and following to up-to-the-minute weather data. And we were ranked No. 1 for Best International Trip Support in the 2015 *Professional Pilot* PRAISE Survey.

Directors and officers

Board of Directors

Robert K. Ortberg
Chairman, President and
Chief Executive Officer
Rockwell Collins, Inc.

Anthony J. Carbone
Retired Vice Chairman of the Board
and Senior Consultant
The Dow Chemical Company

Chris A. Davis
Former General Partner
Forstmann Little & Co.

Ralph E. Eberhart
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Armed Forces Benefit Association

John A. Edwardson
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Chief Executive Officer
Cytec Industries Inc.

Andrew J. Policano
Director, Center for Investment and
Wealth Management
Chaired Professor and Former Dean,
The Paul Merage School of Business
University of California — Irvine

Cheryl L. Shavers
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Jeffrey L. Turner
Former President and Chief Executive Officer
Spirit AeroSystems Holdings, Inc.

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Chief Executive Officer

Patrick E. Allen
Senior Vice President and
Chief Financial Officer

Tatum J. Buse
Vice President, Finance and
Corporate Controller

Philip J. Jasper
Executive Vice President and Chief Operating
Officer, Government Systems

Bruce M. King
Senior Vice President, Operations

Jeffrey D. MacLauchlan
Senior Vice President, Corporate Development

Colin R. Mahoney
Senior Vice President, International
and Service Solutions

Nan Mattai
Senior Vice President, Engineering
and Information Technology

Martha L. May
Senior Vice President, Human Resources

Robert J. Perna
Senior Vice President, General Counsel
and Secretary

Jeffrey A. Standerski
Senior Vice President,
Information Management Services

Kent L. Statler
Executive Vice President and Chief Operating
Officer, Commercial Systems

Douglas E. Stenske
Vice President, Treasurer and
Risk Management

Robert A. Sturgell
Senior Vice President, Washington Operations

Committees

Audit Committee
Chris A. Davis, Chairman
David Lilley
Andrew J. Policano

Compensation Committee
Ralph E. Eberhart, Chairman
John A. Edwardson
Jeffrey L. Turner

Executive Committee
Robert K. Ortberg, Chairman
Anthony J. Carbone
Chris A. Davis
John E. Edwardson

**Board Nominating and
Governance Committee**
Andrew J. Policano, Chairman
David Lilley
Cheryl L. Shavers
Jeffrey L. Turner

**Corporate Strategy and
Finance Committee**
John A. Edwardson, Chairman
Chris A. Davis
David Lilley
Jeffrey L. Turner

**Technology and
Cybersecurity Committee**
Cheryl L. Shavers, Chairman
Ralph E. Eberhart
John A. Edwardson

Corporate information

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www.rockwellcollins.com

Investor Relations

Securities analysts should call:
Ryan D. Miller
Vice President, Investor Relations
319.295.7575

Corporate Public Relations

Members of the news media should call:
319.295.0591

Annual Meeting

The company's annual meeting of shareowners will be held on Thursday, February 4, 2016, near its World Headquarters at:

The Cedar Rapids Marriott
1200 Collins Road NE
Cedar Rapids, IA 52402

A notice of the meeting and proxy material will be made available to shareowners in late December 2015.

Independent Auditors

Deloitte & Touche LLP
111 South Wacker Drive
Chicago, IL 60606

Transfer Agent and Registrar

Wells Fargo Shareowner Services
P.O. Box 64874
St. Paul, MN 55164-0874
888.253.4522 or 651.450.4064

1110 Centre Pointe Curve, Suite 101
Mendota Heights, MN 55120
888.253.4522 or 651.450.4064

Shareowner Services

Correspondence about share ownership, dividend payments, transfer requirements, changes of address, lost share certificates and account status may be directed to:

Wells Fargo Shareowner Services
P.O. Box 64874
St. Paul, MN 55164-0874
888.253.4522 or 651.450.4064
www.shareowneronline.com

Shareowners wishing to transfer stock should send their written request, stock certificate(s) and other required documents to:

Wells Fargo Shareowner Services
1110 Centre Pointe Curve, Suite 101
Mendota Heights, MN 55120
888.253.4522 or 651.450.4064

Shareowners needing further assistance should call: 319.295.4045

For copies of the annual report, Forms 10-K and Forms 10-Q, please call: Rockwell Collins Investors Relations at 319.295.7575

Shareowner Service Plus PlanSM

Under the Wells Fargo Shareowner Service Plus Plan, shareowners of record may elect to reinvest all or a part of their dividends, to have cash dividends directly deposited in their bank accounts and to deposit share certificates with the agent for safekeeping. These services are provided without charge to the participating shareowner.

In addition, the plan allows participating shareowners at their own cost to make optional cash investments in any amount from \$100 to \$100,000 per year or to sell all or any part of the shares held in their accounts.

Participation in the plan is voluntary, and shareowners of record may participate or terminate their participation at any time. For a brochure and full details of the program, please direct inquiries to:

Wells Fargo Shareowner Services
Investment Plan Services
P.O. Box 64856
St. Paul, MN 55164-0856
888.253.4522 or 651.450.4064

Stock Exchange

Common Stock (Symbol: COL)
New York Stock Exchange

Corporate governance

Our corporate governance documents are available on our website at www.rockwellcollins.com. These documents include our Restated Certificate of Incorporation, By-Laws, Board of Directors Guidelines on Corporate Governance, Committee Charters, Board Membership Criteria, Code of Ethics, Categorical Standards and Policy for Director Independence, and Related Person Transaction Policy. The Certifications of our CEO and CFO pursuant to Rule 13a-14(a) under the Securities Exchange Act of 1934, as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002, have been filed as exhibits to our Form 10-K for the fiscal year ended October 2, 2015, and the CEO's annual certification regarding our compliance with the NYSE's corporate governance listing standards has been timely submitted.



Rockwell Collins

Building trust every day

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319.295.1000
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