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.
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.

### Statement of Operations Data:

<table>
<thead>
<tr>
<th></th>
<th>2015(a)</th>
<th>2014(b)</th>
<th>2013(c)</th>
<th>2012(d)</th>
<th>2011(e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>$ 5,244</td>
<td>$ 4,979</td>
<td>$ 4,474</td>
<td>$ 4,531</td>
<td>$ 4,593</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>3,630</td>
<td>3,469</td>
<td>3,103</td>
<td>3,168</td>
<td>3,263</td>
</tr>
<tr>
<td>Selling, general and administrative expenses</td>
<td>606</td>
<td>594</td>
<td>495</td>
<td>530</td>
<td>515</td>
</tr>
<tr>
<td>Income from continuing operations</td>
<td>694</td>
<td>618</td>
<td>630</td>
<td>589</td>
<td>595</td>
</tr>
<tr>
<td>Income (loss) from discontinued operations, net of taxes</td>
<td>(8)</td>
<td>(14)</td>
<td>2</td>
<td>20</td>
<td>39</td>
</tr>
<tr>
<td>Net income</td>
<td>686</td>
<td>604</td>
<td>632</td>
<td>609</td>
<td>634</td>
</tr>
<tr>
<td>Net income as a percent of sales</td>
<td>13.1%</td>
<td>12.1%</td>
<td>14.1%</td>
<td>13.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>Diluted earnings per share from continuing operations</td>
<td>5.19</td>
<td>4.52</td>
<td>4.56</td>
<td>4.01</td>
<td>3.81</td>
</tr>
</tbody>
</table>

### Statement of Financial Position Data:

<table>
<thead>
<tr>
<th></th>
<th>2015(a)</th>
<th>2014(b)</th>
<th>2013(c)</th>
<th>2012(d)</th>
<th>2011(e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working capital(f)</td>
<td>$ 1,089</td>
<td>$ 1,006</td>
<td>$ 1,113</td>
<td>$ 1,347</td>
<td>$ 1,394</td>
</tr>
<tr>
<td>Property</td>
<td>964</td>
<td>919</td>
<td>773</td>
<td>773</td>
<td>754</td>
</tr>
<tr>
<td>Goodwill and intangible assets</td>
<td>2,607</td>
<td>2,551</td>
<td>1,067</td>
<td>1,071</td>
<td>1,088</td>
</tr>
<tr>
<td>Total assets</td>
<td>7,389</td>
<td>7,063</td>
<td>5,400</td>
<td>5,314</td>
<td>5,389</td>
</tr>
<tr>
<td>Short-term debt</td>
<td>448</td>
<td>504</td>
<td>436</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Long-term debt, net</td>
<td>1,680</td>
<td>1,663</td>
<td>563</td>
<td>779</td>
<td>528</td>
</tr>
<tr>
<td>Shareowners’ equity</td>
<td>1,875</td>
<td>1,884</td>
<td>1,618</td>
<td>1,259</td>
<td>1,523</td>
</tr>
</tbody>
</table>

### 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 2013.

(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.
Shareowner return performance\(^{(k)}\)
(including dividend reinvestment)
Fiscal year ended September 30

Cumulative total returns

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rockwell Collins, Inc.</strong></td>
<td>$100.00</td>
<td>$91.70</td>
<td>$95.12</td>
<td>$123.98</td>
<td>$142.10</td>
<td>$153.22</td>
</tr>
<tr>
<td><strong>S&amp;P 500</strong></td>
<td>$100.00</td>
<td>$100.70</td>
<td>$131.11</td>
<td>$157.41</td>
<td>$186.97</td>
<td>$189.28</td>
</tr>
<tr>
<td>Peer Group</td>
<td>$100.00</td>
<td>$101.00</td>
<td>$123.10</td>
<td>$180.42</td>
<td>$207.43</td>
<td>$220.64</td>
</tr>
<tr>
<td>Closing market price of COL at fiscal year end</td>
<td>$58.51</td>
<td>$52.76</td>
<td>$53.64</td>
<td>$68.59</td>
<td>$77.35</td>
<td>$82.24</td>
</tr>
</tbody>
</table>

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

Message to our shareowners

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.
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 authori-
zations, 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
depthen 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.

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

777X

787 Dreamliner

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

2X MORE CONTENT than on the 777

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.

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.
New platform positions captured and growing far into the future.

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.

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 ecosphere, 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.

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.
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  
Chairman and President  
Armed Forces Benefit Association

John A. Edwardson  
Former Chairman and Chief Executive Officer  
CDW Corporation

David Lilley  
Retired Chairman and  
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  
Chairman and Chief Executive Officer  
Global Smarts, Inc.

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

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

Executive Officers

Robert K. Ortberg  
Chairman, President and  
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
Corporate information

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World Headquarters
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319.295.1000
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 PlanTM
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.