

***Rockwell
Collins***

Building trust every day

COLL

2013 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, information management, and simulation and training is delivered by a team of employees around the globe, working to build trust every day.

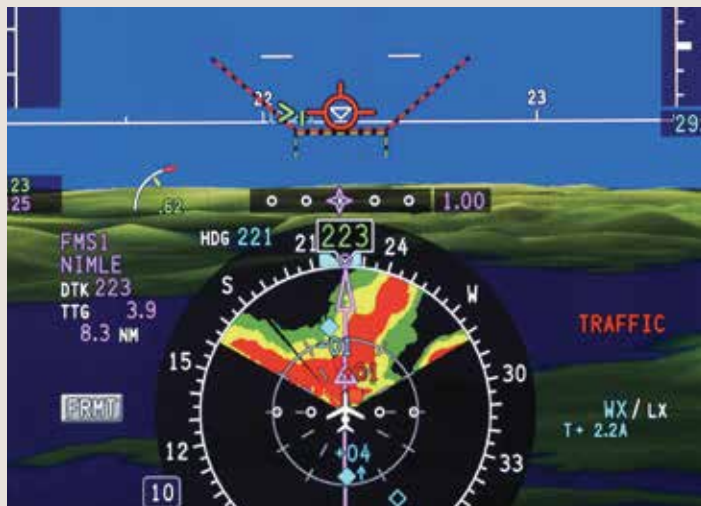
Vision

Working together creating the most trusted source of communication and aviation electronic solutions

Global reach

Our service and support network crosses

27
countries



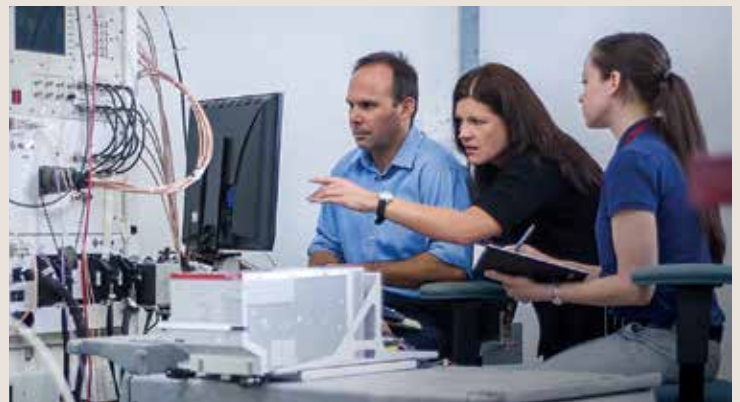
Core competencies

- Cabin management
- Communication
- Flight control
- Information management
- Integrated systems for mobile platforms
- Navigation
- Simulation
- Situational awareness
- Services



Core values

- Teamwork
- Integrity
- Innovation
- Customer focus
- Leadership



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 on 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. Each of 2013, 2012, 2011, 2010 and 2009 were 52-week fiscal years.

(\$ in millions, except per share amounts)	Years ended September 30				
	2013 ^(a)	2012 ^(b)	2011 ^(c)	2010 ^(d)	2009 ^(e)
Statement of operations data:					
Sales	\$ 4,610	\$ 4,726	\$ 4,806	\$ 4,631	\$ 4,428
Cost of sales	3,224	3,324	3,427	3,353	3,118
Selling, general and administrative expenses	506	543	533	476	457
Income from continuing operations	632	609	615	557	589
Income from discontinued operations, net of taxes	—	—	19	4	5
Net income	632	609	634	561	594
Net income as a percent of sales	13.7%	12.9%	13.2%	12.1%	13.4%
Diluted earnings per share from continuing operations	4.58	4.15	3.94	3.50	3.70
Statement of financial position data:					
Working capital ^(f)	\$ 1,113	\$ 1,347	\$ 1,394	\$ 1,237	\$ 1,003
Property	773	773	754	707	719
Goodwill and intangible assets	1,067	1,071	1,088	1,072	964
Total assets	5,400	5,314	5,389	5,064	4,645
Short-term debt	436	—	—	24	—
Long-term debt, net	563	779	528	525	532
Shareowners' equity	1,618	1,259	1,523	1,482	1,292
Other data:					
Capital expenditures	\$ 120	\$ 138	\$ 152	\$ 109	\$ 153
Depreciation and amortization	180	174	159	167	151
Dividends per share	1.20	1.08	0.96	0.96	0.96
Stock price:					
High	\$ 75.25	\$ 61.46	\$ 67.29	\$ 68.04	\$ 51.37
Low	52.24	46.37	43.82	47.19	27.67

(a) 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 maturing in December 2013.

(b) 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.

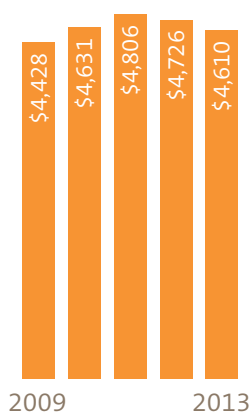
(c) Income from discontinued operations includes a \$17 million gain (\$27 million before income taxes) resulting from the sale of the Rollmet business. In addition, income from continuing operations includes \$17 million of restructuring and asset impairment charges (\$27 million before income taxes) 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.

(d) Net income includes a \$20 million income tax benefit related to the favorable resolution of certain tax matters in 2010.

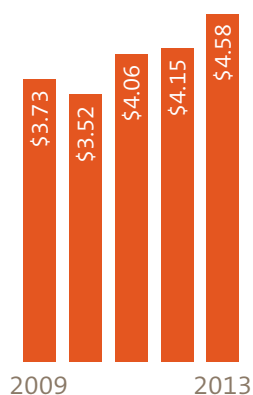
(e) Net income includes \$14 million of restructuring and asset impairment charges primarily related to reductions in workforce and decisions to implement certain facility rationalization actions (\$21 million before income taxes). Approximately \$19 million of the pre-tax charge was recorded in cost of sales, and the remaining \$2 million was included in selling, general and administrative expenses.

(f) Working capital consists of all current assets and liabilities, including cash and short-term debt.

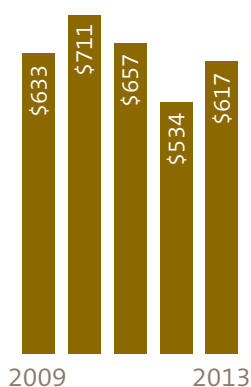
Sales
(\$ in millions)



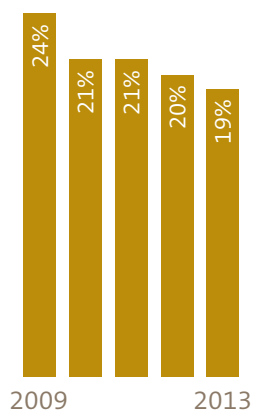
Earnings per share
(in dollars)



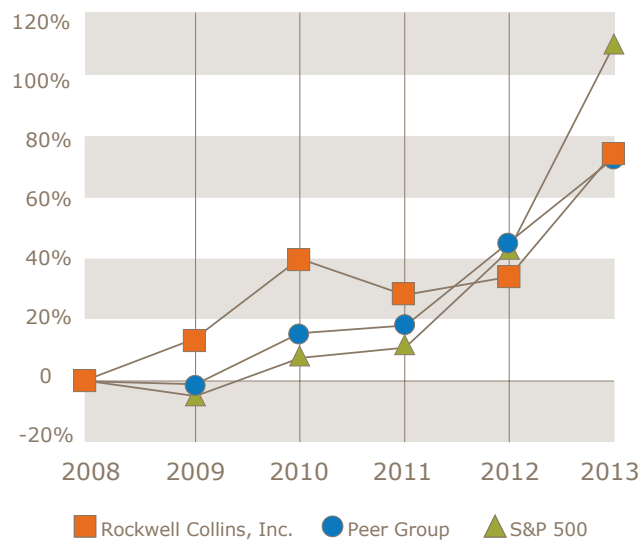
Cash provided by
operating activities
(\$ in millions)



Return on
invested capital^(a)
(percent)



Shareholder return performance^(b)
(including dividend reinvestment)
Fiscal year ended September 30



Cumulative total returns

	2009	2010	2011	2012	2013
Rockwell Collins, Inc.	13.63%	40.47%	28.81%	33.63%	74.17%
Peer Group	-1.76%	14.96%	17.57%	44.68%	73.70%
S&P 500	-4.23%	8.74%	11.09%	43.29%	110.02%
Closing market price of Rockwell Collins stock at fiscal year-end	\$48.15	\$58.51	\$52.76	\$53.64	\$68.59

(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) 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 500 — Aerospace and Defense Index (Peer Group) and the S&P 500 — Composite Stock Index (S&P 500) for the five-year period ended September 27, 2013, in each case a fixed investment of \$100 at the respective closing prices on October 3, 2008, and reinvestment of all cash dividends.

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.



Robert K. (Kelly) Ortberg
CEO and President

Dear Shareowners:

“With these market dynamics – coupled with our firm strategic direction and balanced business model – we expect Rockwell Collins to return to growth in fiscal year 2015, with accelerating gains in the years to follow.”

When I took the reins of Rockwell Collins as chief executive officer and president on August 1, 2013, I told shareowners and employees that my top priority is to accelerate our company’s return to growth. This letter and annual report will illustrate why, today, I feel more confident than ever that we will accomplish that goal.

In fiscal year 2013, Rockwell Collins delivered strong operating performance despite a challenging market. The measures we implemented to respond to those uncertainties allowed us to retain 21 percent total segment operating margins while improving operating cash flows by 16 percent to \$617 million. Earnings per share grew 10 percent, from \$4.15 to \$4.58, as we continued to return capital to shareowners through our share repurchase program.

Total revenue came within our original guidance for the year but, as anticipated, declined slightly to \$4.61 billion. A 4 percent increase in Commercial Systems revenue – driven by robust air transport sales – partially offset the 8 percent decline in Government Systems, which reflected the impacts of sequestration and sluggish domestic defense spending.

Looking forward, fiscal year 2014 will mark a critical juncture in Rockwell Collins' return to growth. Air transport revenue will continue to rise as Boeing 787 Dreamliner production increases and the Airbus A350 XWB enters the market. Growth in the light end of the business aviation market will likely remain slow, but we anticipate continued strength in our positions on larger business aircraft. While we expect 2014 to mark the bottom of the domestic defense cycle, we still see an opportunity to gain share in key international markets.

\$921 million

invested in R&D in 2013



Photo courtesy of Airbus

The Airbus A350 XWB features a comprehensive package of our information management, communication, navigation, electromechanical and avionics data network systems.

Longer term, the outlook improves even further: Continued growth in air transport and a market recovery in business aviation; a leveling and return to growth in U.S. defense budgets; and increased opportunities internationally. With these market dynamics – coupled with our firm strategic direction and balanced business model – we expect Rockwell Collins to return to growth in fiscal year 2015, with accelerating gains in the years to follow. Looking to the future, I believe we are well positioned to increase operating earnings, generate even stronger cash flow and deliver improved shareowner value. Here's how:

Enhance and expand our addressed markets

We're dedicated to serving our core markets through exceptional execution of current commitments, while leveraging that performance to gain new business opportunities. This year marked the first flight of the A350 and the continuing production ramp-up of the 787 – both important platforms for success – and significant new wins including additional A350 content and the large-format flight displays on the Boeing 737 MAX.

In the business and regional aviation segment, our Pro Line Fusion® integrated avionics system reached a landmark 100 aircraft in service. The first flight of the Bombardier *CSeries* was the latest in a wave of

more than 15 new Pro Line Fusion-equipped aircraft – from turboprops to helicopters – scheduled to enter service by 2017.

We remain focused on delivering increased value and capability across the entire Government Systems portfolio. For example, as part of our ongoing commitment as the primary avionics provider for all U.S. Air Force tanker programs, this year we achieved on-time development of equipment for the KC-46 tanker program. We also attained similar strong results for the Brazilian Embraer KC-390 tanker transport program. And at the Paris Air Show in June, we introduced the HeliSure™ family of rotary wing situational awareness products, including the HeliSure synthetic vision and terrain awareness and warning system that was selected by AgustaWestland for their AW149, AW189, AW101 and AW169 platforms.

Beyond organic growth, we continue to look for smart ways to enhance Rockwell Collins' overall value by expanding our addressed markets. The ARINC acquisition positions us as a leader in a sector with tremendous growth and revenue potential, broadening the scope of our information management capabilities to encompass the entire aviation ecosystem and beyond through ARINC's communications network, systems integration, rail solutions and critical infrastructure security solutions.

“Last year, 36 percent of our sales were outside of the United States... we project that we will reach about 50 percent by the end of the decade.”

Grow our international business

International growth – in 2014 and beyond – will play an important role in Rockwell Collins’ growth strategy. Last year, 36 percent of sales were outside of the United States, and that number continues to increase: We project that we will reach about 50 percent by the end of the decade. Among the fiscal year 2013 highlights:

- We expanded upon our 40-year commitment to **Brazil** in recent years, increasing our workforce to support business development, systems engineering, program management and the ongoing development of Pro Line Fusion for the Brazilian Air Force’s KC-390 tanker/transport aircraft – including in-country production of displays – as well as the fiscal year 2013 selection of the Talon™ airborne radio as the standard for Army Aviation communication.
- In the **Middle East**, we enhanced a customer’s forward air command capabilities through a \$40 million contract for the FireStorm™ integrated targeting system. And in **Australia**, we were honored for “Excellence in Project Management” on the Patrol Persistent Surveillance System for the Australian Defence Forces.
- We celebrated 30 years in **China** in fiscal year 2013, highlighting our long ties with this important and growing market. This year we added to Rockwell Collins’ joint venture pursuits by signing a Memorandum of Agreement to establish a joint venture with Blue Sky Aviation to design, manufacture and market commercial aviation flight simulators. We also continue to partner with the Civil Aviation Administration of China as it refines its roadmap for head-up displays on all in-service airline fleets by 2025.

Maintain our strong commitment to innovation

Innovation is at the heart of how we best serve our customers, and Rockwell Collins annually dedicates roughly 20 percent of its annual revenue to investment in research and development – \$921 million in fiscal year 2013. This drives the innovations necessary to bring new aviation developments to market on platforms like the 737 MAX and the KC-46 next-generation tanker. This also allows us to gain the essential competitive advantage in emerging technologies such as software-defined radio enhancements and high-integrity communications necessary to integrate unmanned aircraft systems (UAS) into the shared civil airspace.

And these investments have yielded results: This year we saw the first flight of Pro Line Fusion with a touch screen primary flight display, while our advances in the Tactical Targeting Network Technology (TTNT) allowed the U.S. Navy to successfully land a UAS on the deck of an aircraft carrier.



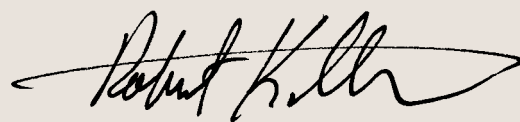
HeliSure™ combines 3D visualization, displays, sensors and databases together to provide unprecedented situational awareness for helicopters.

Full speed ahead

I’m proud of Rockwell Collins’ performance in fiscal year 2013: We achieved a number of key business goals, and were proactive in planning our business and controlling costs to sustain profitability and enhance shareowner value, even in challenging times. But more importantly, as we’ve discussed and examined the strategies necessary to accelerate our return to growth, employees around the globe have come to embrace a phrase that has become nearly a mantra within our company: *Full speed ahead.*

Those words embody a spirit crucial to this company’s path forward: We are dedicated to delivering on our promises. We share a determination to take full advantage of growth opportunities. We are aligned in our view of the road ahead and the bright future to follow. And we strive to live up to the values that have made Rockwell Collins an industry leader for the last 80 years – the same values that allow us to build trust, every day.

Thank you for your continued confidence in our company.



Kelly Ortberg
CEO and President

Q: Rockwell Collins is very focused on accelerating its return to growth. As you look ahead, what solutions and trends will best help your pursuit of that goal?

Kent Statler: In our commercial business we see a robust, opportunity-rich marketplace that can drive expansion for Commercial Systems in the years to come. In addition to maintaining our historically high capture rate for airline-selectable equipment, today we're benefitting from manufacturers' standardization of systems across the newest aircraft fleets. So when we secure a win on a new platform, it creates predictable, positive revenue benefits for years to come. We see that in the Boeing 787 Dreamliner and the Airbus A350 XWB, along with this year's displays win for the Boeing 737 MAX, which already has more than 900 orders. And, notably, Pro Line Fusion®, our integrated avionics suite targeted toward the business and regional aviation market, has been selected for more than 15 platforms that have yet to enter service, which will more than offset the continued weakness in the light-jet market.

Phil Jasper: As for Government Systems, it's no secret that in the last few years there has been a softening of domestic demand in the U.S. government sector. But what is exciting are the opportunities we see internationally; in fact, we see the bulk of the growth in Government Systems over the next five years coming from international customers. As geopolitical conditions continue to evolve, governments around the world are facing increased security challenges. And they have a greater appetite for technologies that address those challenges. So when we develop new solutions, we make sure that we are not working solely to satisfy a domestic

military market; we are also designing them to be exportable, so they can be tailored to satisfy the needs of a growing global defense market. In terms of growth drivers, we see strong customer interest in our FireStorm™ integrated targeting system; in networked communications, including airborne radios; and in avionics for helicopters and fixed-wing aircraft.

Q: Certainly, much of the company's future growth will come from overseas markets. But many of your competitors must be thinking the same thing. How can Rockwell Collins position itself for success?

Colin Mahoney: What's especially important is to align the organization so we can create a higher level of customer affinity – and in so doing we gain what we call “privileged insight.” It is an approach that helps us gain a deeper understanding of customer needs, requirements and expectations. To do this, we employ a methodology that brings together essential business development elements to create a diverse but unified team that can share and leverage information and expertise. We not only want to understand unique market and customer requirements, but we also strive to partner in establishing critical capability requirements as customers move toward a purchase decision.

Q: Where has that approach proved beneficial?

Colin Mahoney: We have targeted several emerging markets as key focus areas of growth, and we are working to implement our business development strategies in these markets today. Brazil

A focus on the customer

Business unit leaders dive into their strategies for growth, the how-tos of increasing international customer affinity and the value of trust in the marketplace.

From left to right:

Phil Jasper, EVP and COO, Government Systems
Colin Mahoney, SVP, International and Service Solutions
Kent Statler, EVP and COO, Commercial Systems

offers an excellent example of our methodology at work and how it can create greater customer affinity. Our long history of excellent commercial performance for Embraer was key to our Pro Line Fusion® KC-390 win. We have further strengthened our relationship with Brazil's military forces with a new contract for the Talon airborne radio, which will be on a variety of rotary-wing aircraft. Today, as the armed forces in Brazil look to revamp their entire communications network, we are very well-positioned to expand those relationships going forward.

Q: Rockwell Collins always talks about “building trust every day.” How do you go about actually putting that into practice, and why is trust essential to strong, long-term customer relationships?

Kent Statler: Earning trust means delivering reliable systems and services on time, every time, but it also goes much further. We have seen a rapid escalation in customers' need for connectivity, for information management, for big data and the ability to manage that seamlessly, within the aircraft and between the aircraft and ground operations. A good example is Airbus' choice of our Information Management Onboard solution for the A350, providing a platform and information gateway that enables real-time airline flight operational logistics, aircraft maintenance diagnostics and airline software applications hosting. The demand trajectory for those kinds of solutions is going to continue, and customers are seeking partners with the expertise to securely, reliably and efficiently manage that information flow. Our major investments in integrated software solutions and integrated and synchronized aircraft information

management systems and services, like our pending ARINC acquisition, are designed to address that need. And, as these new technologies prove themselves through deployment, we will further build our legacy of trusted performance.

Phil Jasper: When you think about the technologies and systems we offer, many of them are mission critical – they make it possible for pilots to fly and land safely or for military personnel in the field to communicate effectively. In that context, reliability and safety are paramount. Customers want to know that our solutions are reliable and secure and that we will be there to stand by our products and continue to improve them over the long term. And they need to see us as a trusted partner that fully understands their needs and operational requirements.

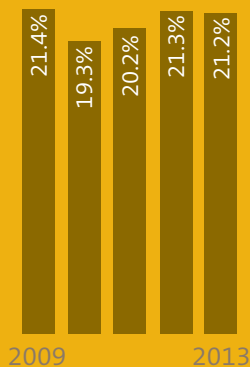
Colin Mahoney: Building trust internationally, specifically in emerging markets, takes on a little different meaning. All the tenets that have made us successful in developed markets obviously still hold, but with the added dynamic of the emerging markets' more limited history with our company. In some emerging countries that experience is more episodic and in others, such as China, more sustained. Our focus is on ensuring that we execute flawlessly on all commitments, understand the right networks and relationships to be successful and implement our strategies at an appropriate pace.



Balanced approach, reliable



Consistent operating margins (percent)



Even in a challenging market, Rockwell Collins' balanced business model and dedication to Lean principles has helped us consistently retain total segment operating margins among the best in the industry.

Core processes: strong and flexible

We extract maximum value from our balanced business model by ensuring that every company activity that does not touch the customer is centralized and runs in a core process. Common engineering tools are deployed in a technically consistent manner. This means that an engineer can readily move from a commercial project to a government project and back again – and function productively in each assignment from day one. Such flexibility means that not only can we deploy talent where it is needed most, but also hone employee skills by executing diverse and challenging assignments.

Consistent processes also enhance the efficiency of our manufacturing operations. Unlike many of our industry peers, Rockwell Collins' commercial and government products are manufactured in the same facilities. Because of this unified manufacturing approach, when demand increases in one business or declines in another, we can quickly reallocate manufacturing capacity to where it is needed most.

performance

Rockwell Collins' balance between commercial and government business has been at the heart of what we do since the first shares of COL were traded in June 2001. This balance – unique to our industry – has repeatedly proven its value:

- **Robust cash generation:** Ongoing investments in the development of advanced technologies are necessary to meet and drive customer requirements and fortify our competitive advantage. Our balanced approach helps to generate the strong cash flow necessary to fuel those R&D investments. We annually invest about 20 percent of our yearly revenue in R&D, more than \$900 million in fiscal year 2013.
- **Shared innovation:** Our balanced business model allows us to leverage those innovations in multiple markets and iterations. Technologies and even products – like our Pro Line Fusion® avionics – migrate between Commercial and Government Systems, extending the value of our R&D investment and providing customers with industry-leading innovations that meet the value expectations of today's competitive marketplace.

- **High efficiency:** Across Rockwell Collins, common processes, facilities and resources – developed through our company's dedication to Lean principles – enable the cross-leveraging of technologies, products and capabilities for efficient use of our assets. Integration at the product and system level means lower development costs and faster time to market, and our shared services model centralizes key internal functions for further efficiencies.
- **Strong operating margins:** Our balanced business model has been an essential contributor to Rockwell Collins' industry-leading high operating margins. It is balance that makes it possible to leverage talent and intellectual capital – and to scale resources to match market opportunities. This helps support strong returns on invested capital.



< Balance in action: Pro Line Fusion and the AW609 TiltRotor

The Pro Line Fusion integrated avionics system was designed to work across a wide variety of platforms and hardware configurations, from Bombardier's Global Express 5000 to Embraer's KC-390 tanker. That flexibility will be amplified yet again in AgustaWestland's upcoming AW609 TiltRotor, an aircraft targeted for both commercial and government applications. It marks the system's first European customer and the first application in a forward-tilt aircraft. AW609 crews will benefit from touch-control primary flight displays, enhanced graphics capabilities and integrated synthetic vision – exceptional capabilities available in a space-constrained cockpit.



Innovation as a

Large-format displays on the Boeing 737 MAX



< **Adam Evanschwartz**
Director of marketing

Initially, Boeing was not seeking larger displays for the 737 MAX. However, after receiving our unsolicited proposal, they became intrigued by the prospect that we could provide much greater capability, with less weight and at a dramatically lower cost, than previous systems.



< **Eric Anderson**
Principal systems engineer

The ambitious targets we set for the project required the team to consider and explore opportunities for innovative solutions, not just in what we did but how we did it: Updated LCD technology; a major reduction in parts counts throughout the system; and a more collaborative relationship than ever with Boeing, to make sure application development met their requirements.

team sport

Our industry grows more globalized and competitive each year, so maintaining a competitive advantage requires a commitment to innovating new solutions and refreshing existing products. Good ideas are abundant, but progressing from concept to successful product launch requires a disciplined innovation process – one that links customer requirements with a clearly defined market strategy.

At Rockwell Collins, our team approach incorporates much more than engineering expertise. It marries marketing, program management and manufacturing with engineering to create a comprehensive pooling of ideas and perspectives. Each multidisciplinary team starts by asking fundamental questions: What capability is the customer looking for? How much are they willing to pay? Can we produce the product profitably? How do we create a solution clearly differentiated from our competitors? What is the best way to reduce size, weight and cost? The answers to these questions guide development decisions at every step, from concept to prototype to testing to product launch.

The clear benefits of this team approach can be found in Boeing's 2013 selection of Rockwell Collins large-format cockpit displays for the upcoming 737 MAX. The effort required extraordinary coordination among team members seeking to displace the previous provider of displays for the 737, the largest-selling airliner in history.



“By investing in innovative, leading-edge solutions, we solve our customers’ problems and also introduce new capabilities and technology solutions that bring increased performance, reliability and efficiency while improving customers’ cost of ownership.”

< **Nan Mattai**
Senior vice president,
Engineering and Technology

By leveraging Lean ElectronicsSM techniques, the team set – and met – aggressive goals, reducing build and test times by 33 percent while significantly lowering costs. When the 737 MAX enters service in 2017, on board each aircraft will be four 9-by-12-inch Rockwell Collins displays, providing pilots with higher graphics capability compatible with future advances in air traffic control and awareness technology. This win solidifies Rockwell Collins as Boeing's preferred provider of flight deck displays for years to come. For their work, the 737 MAX Large Format Displays Capture team was recognized with the coveted Rockwell Collins 2013 Chairman's Team Award.



< **Rob Kishiue-Koval**
Principal operations product
transition manager

Using Lean – along with frequent interaction between Operations, Engineering and Program Management – we were able to achieve significant design breakthroughs. One key development was the consolidation of two circuit boards into one, reducing cost, weight and the need for active cooling.



< **John Schneider**
Principal program manager

There is a quiet confidence on this team that we are going to continue to meet customers' expectations during the development and production phases of the program. It carries over from the original program pursuit, and I know that we will deliver a high-value solution that will make both our team and our customers very proud.

Building relationships

Rockwell Collins has been building relationships with customers and suppliers around the globe for generations: In addition to decades in Europe, this year we celebrated 30 years in China, and we're quickly approaching 40 years in Brazil. It's an important investment: we project half of Rockwell Collins' sales will be generated outside the United States by 2020.



Photo courtesy of COMAC

COMAC C919



PAVES™ On-demand



HGS™ Flight app for iPad®



FireStorm™ targeting system

Asia

- In June 2013 we celebrated the grand opening of the AVIC Leihua Rockwell Collins Avionics Company, a joint venture between Rockwell Collins and China Leihua Electronic Research Institute, that will develop, manufacture and deliver integrated surveillance system products for the C919 in China.
- Rockwell Collins' latest version of our in-flight entertainment system for single-aisle aircraft, PAVES™ On-demand – featuring high-definition, seat-back touch screens – will debut on Sichuan Airlines' Airbus A319, A320 and A321 aircraft.
- Korea Aerospace Industries selected Rockwell Collins' HF-9000 high-frequency radio system for the Republic of Korea Marine Helicopter program.

- Rockwell Collins' HGS™ Flight app for the iPad®, which allows users to experience our Head-up Guidance System (HGS) with synthetic vision, is now available with a Mandarin language option, an important development as China seeks to place head-up displays and enhanced vision systems on all aircraft where offered by 2025.
- Pilatus Aircraft Ltd. selected Rockwell Collins to provide simulation and training products and systems, including EP®-8000 and EP®-80 image generators and SpectraView™ displays, for customers in Asia and the Middle East.

Middle East

- This year, we provided a Middle East customer with next-generation forward air command capabilities via a \$40 million contract for our FireStorm™ integrated targeting system.

- Rockwell Collins completed the first year of a five-year agreement with Emirates Airline to be the exclusive provider of image generation and projection systems for the air carrier's fleet of full-flight simulators.
- Data Link Solutions (DLS), Rockwell Collins' joint venture with BAE Systems, is the largest supplier of MIDS-LVT Link 16 terminals in the Middle East region.

Australia

- Rockwell Collins developed and recently delivered the Patrol Persistent Surveillance System to assist the Australian Defence Forces with their constant monitoring of threats against military bases, forward observation posts and other secure facilities.

around the globe



EP®-8000 image generator



Image courtesy of Bombardier

Bombardier *CSeries*



Talon™ airborne radio



Image courtesy of Embraer

Embraer KC-390

Europe

- Airbus celebrated the first flight of the A350 XWB over France in June. Rockwell Collins led system integration for the A350, which includes a comprehensive package of our information management, communication, navigation, electromechanical and avionics data network systems.
- Rockwell Collins unveiled a new simulation and training Center of Excellence in Burgess Hill, West Sussex, U.K., which will design, develop, manufacture and deliver high-fidelity, high-contrast display and projector systems.
- Since its debut in 2009, Rockwell Collins' Explosion Resistant GPS Receiver has become the standard GPS sensor for vehicles in the German army. It was selected for the German navy and is the standard GPS for all Danish vehicles and ships.

North America

- Bombardier celebrated the first flight of the *CSeries* in the skies over Montreal in September, the latest aircraft to feature Rockwell Collins' Pro Line Fusion® integrated avionics system, along with our Primary Flight Control Computer.
- In April, Rockwell Collins marked the delivery of its 20,000th MultiScan™ Threat Detection Weather Radar System with a ceremony with United Airlines in Chicago.
- In an historic test of the next-generation GPS system, Rockwell Collins' M-Code GPS Receiver was used to successfully navigate an unmanned aerial system (UAS) through the skies above Holloman Air Force Base in New Mexico.
- Rockwell Collins announced a \$35 million award for satellite communication services from the U.S. Army Communications — Electronics Command at Aberdeen Proving Ground in Maryland in November.

Brazil

- The KC-390 program — featuring the first application of Pro Line Fusion on a military platform — met a significant milestone in February with the completion of a successful Critical Design Review at the Embraer facility in São José dos Campos, Brazil.
- The Brazilian Army Aviation Command selected Rockwell Collins' Talon™ airborne radio for a variety of its rotary wing aircraft in April.
- Embraer Executive Jets celebrated its first flight of the Legacy 500 mid-size business jet in November, featuring Rockwell Collins' Pro Line Fusion avionics and MultiScan weather radar.

Directors and officers

Board of Directors

Clayton M. Jones

Non-Executive Chairman of the Board
Former President and Chief Executive Officer
Rockwell Collins, Inc.

Robert K. Ortberg

Chief Executive Officer and President
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

General, USAF (Retired)
Chairman and President
Armed Forces Benefit Association

John A. Edwardson

Former Chairman of the Board
CDW Corporation

David Lilley

Retired Chairman and Chief Executive Officer
Cytec Industries Inc.

Andrew J. Policano

Former Dean, current Dean's Leadership Circle
Professor and Director, Center for Investment
and Wealth Management,
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.

Executive Officers

Robert K. Ortberg

Chief Executive Officer and President

Barry M. Abzug

Senior Vice President,
Corporate Development

Patrick E. Allen

Senior Vice President and
Chief Financial Officer

John-Paul E. Besong

Senior Vice President,
eBusiness

Tatum J. Buse

Vice President,
Finance and Controller

Gary R. Chadick

Senior Vice President,
General Counsel and Secretary

Philip J. Jasper

Executive Vice President and
Chief Operating Officer,
Government Systems

Bruce M. King

Senior Vice President,
Operations

Colin R. Mahoney

Senior Vice President,
International and Service Solutions

Nan Mattai

Senior Vice President,
Engineering and Technology

Martha L. May

Senior Vice President,
Human Resources

Kent L. Statler

Executive Vice President and
Chief Operating Officer,
Commercial Systems

Douglas E. Stenske

Vice President,
Treasury and Risk Management

Robert A. Sturgell

Senior Vice President,
Washington Operations

Board Committees

Audit Committee

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

Compensation Committee

Anthony J. Carbone, Chairman
Ralph E. Eberhart
John A. Edwardson
Jeffrey L. Turner

Technology Committee

Cheryl L. Shavers, Chairman
Ralph E. Eberhart
John A. Edwardson

Board Nominating and Governance Committee

Andrew J. Policano, Chairman
David Lilley
Cheryl L. Shavers
Jeffrey L. Turner

Executive Committee

Anthony J. Carbone, Chairman
Chris A. Davis
Clayton M. Jones
Robert K. Ortberg

Corporate information

Rockwell Collins, Inc.

World Headquarters
400 Collins Road NE
Cedar Rapids, Iowa 52498
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 6, 2014, near its World Headquarters at:

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

A notice of the meeting and proxy material will be made available to shareowners in late December 2013.

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
MAC N9173-010
Mendota Heights, MN 55120
888.253.4522 or 651.450.4064

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 September 27, 2013, and the CEO's annual certification regarding our compliance with the NYSE's corporate governance listing standards has been timely submitted.

Shareowner services

Correspondence about share ownership, dividend payments, transfer requirements, changes of address, lost stock 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
P.O. Box 64874
St. Paul, MN 55164-0874
888.253.4522 or 651.450.4064
www.shareowneronline.com

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 Investor Relations at 319.295.7575

Shareowner Service Plus PlanSM

Under the Wells Fargo Shareowner Service Plus PlanSM, 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 and social responsibility

At Rockwell Collins, we believe that trust and responsibility go hand-in-hand. That trust can be earned only through responsible stewardship of our most valuable resources — our employees, our communities and our environment.

To learn more about Rockwell Collins' corporate and social responsibility initiatives and performance, please visit: <http://www.rockwellcollins.com/csr/>.

Rockwell Collins

Building trust every day

World Headquarters
400 Collins Road NE
Cedar Rapids, Iowa 52498
319.295.1000
www.rockwellcollins.com

147-1560-000
© 2013 Rockwell Collins

All rights reserved. Printed in USA.
All logos, trademarks, or service marks
used herein are the property of their
respective owners.

