

FIVE-YEAR SUMMARY

(Dollars in millions, except per share amounts)

	2011	2010	2009	2008	2007
FOR THE YEAR					
Net sales	\$ 58,190	\$ 54,326	\$ 52,425	\$ 59,119	\$ 54,876
Research and development	2,058	1,746	1,558	1,771	1,678
Restructuring costs	336	443	830	357	166
Net income	5,374	4,711	4,179	5,053	4,548
Net income attributable to common shareowners	4,979	4,373	3,829	4,689	4,224
Earnings per share:					
Basic:					
Net income attributable to common shareowners	5.58	4.82	4.17	5.00	4.38
Diluted:					
Net income attributable to common shareowners	5.49	4.74	4.12	4.90	4.27
Cash dividends per common share	1.87	1.70	1.54	1.35	1.17
Average number of shares of Common Stock outstanding:					
Basic	892	908	917	938	964
Diluted	907	923	929	956	989
Cash flow from operations	6,590	5,906	5,353	6,161	5,330
Capital expenditures	983	865	826	1,216	1,153
Acquisitions, including debt assumed ⁴	372	2,797	703	1,448	2,336
Repurchases of Common Stock	2,175	2,200	1,100	3,160	2,001
Dividends paid on Common Stock ¹	1,602	1,482	1,356	1,210	1,080
AT YEAR END					
Working capital	\$ 7,142	\$ 5,778	\$ 5,281	\$ 4,665	\$ 4,602
Total assets ⁴	61,452	58,493	55,762	56,837	54,888
Long-term debt, including current portion ²	9,630	10,173	9,490	10,453	8,063
Total debt ²	10,260	10,289	9,744	11,476	9,148
Total debt to total capitalization ²	31%	32%	32%	41%	29%
Total equity ²	22,820	22,332	20,999	16,681	22,064
Number of employees ^{3, 4}	199,900	208,200	206,700	223,100	225,600

Note 1 Excludes dividends paid on Employee Stock Ownership Plan Common Stock.

Note 2 The increase in the 2008 debt to total capitalization ratio, as compared to 2007, reflects unrealized losses of approximately \$4.2 billion, net of taxes, associated with the effect of market conditions on our pension plans, and the 2008 debt issuances totaling \$2.25 billion. The decrease in the 2009 debt to total capitalization ratio, as compared to 2008, reflects the reversal of unrealized losses in our pension plans of approximately \$1.1 billion, the beneficial impact of foreign exchange rate movement of approximately \$1.0 billion, and the reduction of approximately \$1.7 billion of total debt.

Note 3 The decrease in 2011, as compared with 2010, includes the impact of divestitures primarily within the UTC Fire & Security and Carrier segments, as well as headcount reductions associated with restructuring actions across UTC.

Note 4 The increase in 2010, as compared with 2009, includes the impact of acquisitions across the company, most notably the 2010 acquisition of the GE Security business within the UTC Fire & Security segment. The increase in the number of employees in 2010 associated with acquisition activity was partially offset by headcount reductions associated with restructuring actions across UTC.