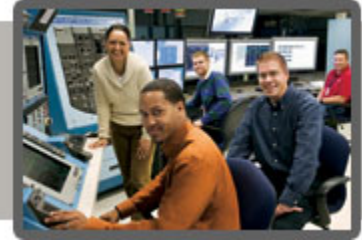


**PEOPLE**

*UTC is committed to treating employees fairly respecting their interests and providing safe working conditions and open communications.*

**Employees Given Opportunity to Pursue Higher Education***Program Covers All Costs and Offers Graduation Awards*

UTC Chairman George David aims to have “the best educated work force on the planet.” To accomplish this, UTC established its Employee Scholar Program (ESP) in 1996.

Through December 2008, UTC has spent \$584 million on tuition, books, and fees and \$197 million on stock awards. There have been 26,533 degrees earned and 5,206,318 shares have been awarded (split-adjusted). The value of these shares at \$54.95/share is \$286 million.

But the ESP is more than just a story based on numbers. It is about the investment that UTC makes in its people as a way of attracting and retaining a motivated and fulfilled workforce. All global full-time and part-time UTC employees are eligible. Currently there are 15,197 employees participating in ESP from 54 countries.

ESP pays 100 percent of academic costs, including registration, tuition, fees and books. Tuition is paid up front, directly to the institution and students receive up to three hours of paid time off for studying per week. Employees who lose their jobs due to workforce reductions or work relocation continue receiving ESP benefits for a minimum of one year to a maximum of four years when the work relocation is more than 50 miles away.

As an added bonus, UTC rewards employees upon graduation with either company stock or stock options.