



United Technologies



ORGANISATION FOR ECONOMIC
CO-OPERATION AND DEVELOPMENT

**WORKSHOP ON
ENVIRONMENTAL INNOVATION
AND GLOBAL MARKETS**

Paul Vitello

Director, Environmental Programs

September 20, 2007

UNITED TECHNOLOGIES

\$47.8B Revenues; Seven Business Units



Carrier

A United Technologies Company



Heating, ventilating, cooling & refrigeration systems



UTC Power

A United Technologies Company

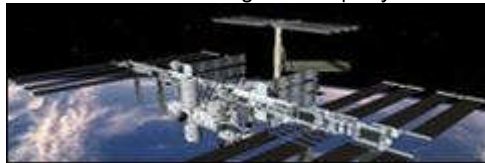


Clean power, cooling / heating solutions



Hamilton Sundstrand

A United Technologies Company



Industrial & aerospace systems



Pratt & Whitney

A United Technologies Company



Aircraft engines, gas turbines & space propulsion systems



Sikorsky

A United Technologies Company



Helicopters



Otis

A United Technologies Company



Elevators, escalators, moving walkways, people movers & horizontal transportation systems



UTC Fire & Security

A United Technologies Company



Security & fire protection services

SUSTAINABILITY

“Sustainability is doing things efficiently to preserve resources and minimize environmental impacts. Not everyone broadens the definition to include human capital but I would....

UTC is absolutely committed to sustainability. Five themes are essential for us including:

- energy efficiency of our products in service;
- environment, health and safety impacts in our own operations;
- productivity in its conventional sense (more broadly doing more with less);
- opportunities for employees to develop themselves; and
- legal compliance and high ethical standards”.



George David
Chairman and CEO,
United Technologies

ENVIRONMENT, HEALTH & SAFETY

2010 EH&S Goals

Factory & Operations Metrics

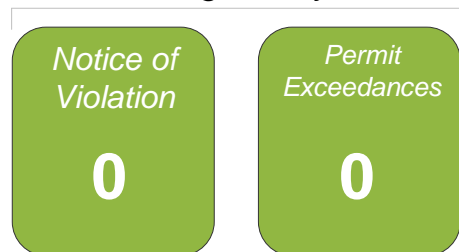


Supplier Metrics

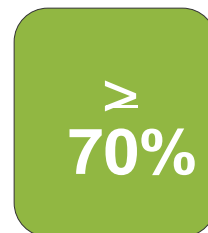
Critical Suppliers



Regulatory



Assurance Review Score



Product Metrics

Minimum requirements for Passport and design review certification



Materials of Concern

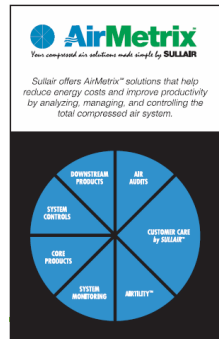


Safety



ENERGY & ENVIRONMENT

Energy efficiency – UTC products



Sullair AirMetrix
Your compressed air solutions made simple by SULLAIR

15-35% lower energy consumption
through a systems approach



Carrier Evergreen® Chiller
40% improvement over standard



Otis Gen2® Elevator
75% lower
power consumption



PureCell™ System
80% efficient
2.7x grid efficiency



PureComfort™ System
90% efficient
3x grid efficiency



**Zero-emission
hybrid-electric fuel cell
powered buses**



UTCFS Onity Intellity
Intelligent energy saving
device for lodging

WBCSD: ENERGY EFFICIENCY IN BUILDINGS



World Business Council for Sustainable Development

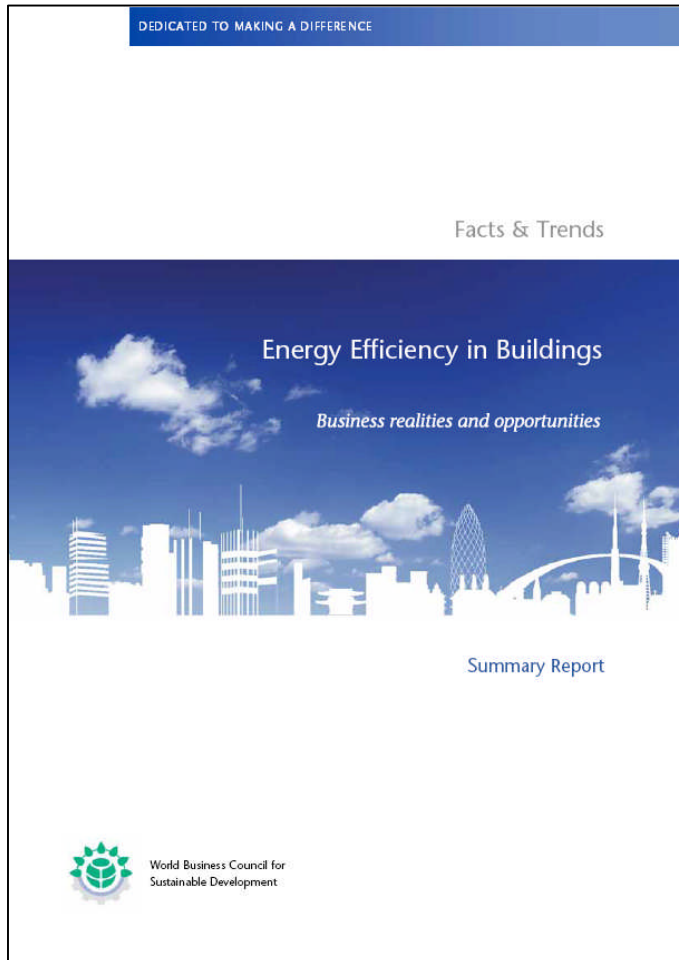
Objectives:

A phased ***action plan on which the industry agrees and commits to act*** prioritizing building process and technology for ***six key regions*** towards reaching zero net energy use.



- **May 2007:** Define and communicate the current state and business of the building market and industry and present the existence of business opportunities towards zero net energy solutions;
- **May 2008:** Benchmark and profile barriers that inhibit zero net energy buildings. Using scenario analysis develop, communicate, and promote an action plan that substantiates the market potential to close gaps;
- **June 2009:** Gain Project and then Industry commitment through stakeholder engagement and promotion; and, monitor and highlight early adopter actions to showcase impact and promote our validated final action plan.

FACTS & TRENDS: KEY FINDINGS



MARKET PERCEPTIONS

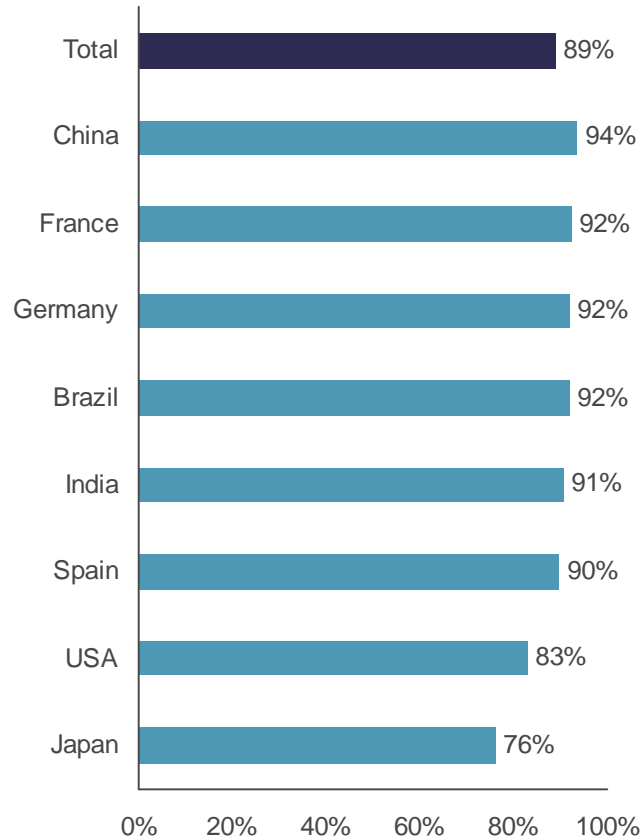
- Low awareness of environmental impact & cost of green
- Low leadership actions, Sector is complex & fragmented
- Know-how and experience is lacking

BUSINESS LEVERS

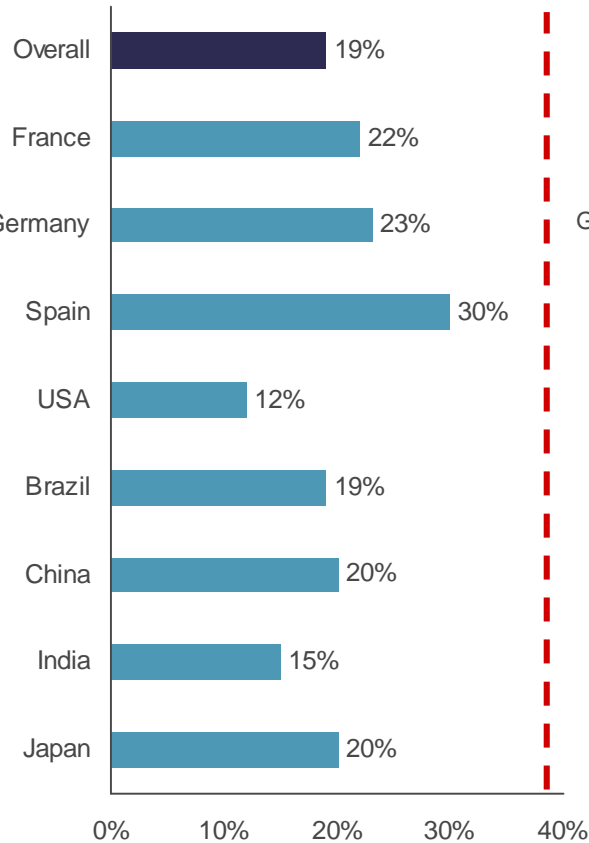
- Holistic approach is key
- Lack of financial instruments
- Energy efficiency is not an investment criteria
- Behavior and cultural lifestyles are factors

AWARENESS

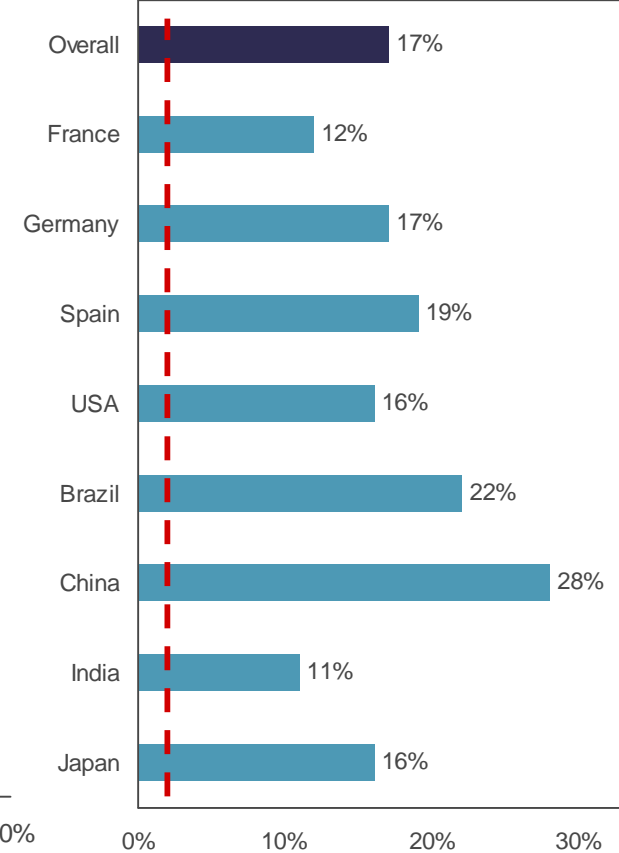
Q3. How important do you think green/ sustainable buildings are in helping to protect the environment?



Q10. What percentage of CO2 emissions do you think buildings give rise to (directly and indirectly)?



Q9. How much do you think a certified sustainable building would cost to build relative to a normal building?



Source: WBCSD EEB Market Research, 2007

Q&A

