



GO BEYOND

DELIVER FINANCIAL TARGETS



with David Porter, Pratt & Whitney CFO

- Deliver profitable sales in high single digits
- Think about every dollar we spend

What do you want employees to know about Delivering Financial Targets?

- We have an achievable 2020 plan and we will meet our commitment of growing sales and growing operating profit and Return on Sales (ROS).
- We will grow profits faster than sales and generate more cash through effective cost management and continued alignment.
- We must flawlessly execute our growth plan and accelerate our efforts in increasing efficiency and productivity across the entire company.
- We must all be innovative and actively contribute to efforts that will secure our financial success and maximize our returns on investment.

How can all employees help accomplish this Must-Do?

- Embrace your role in making this company financially successful. Our challenge of profitable sales with high single-digit ROS in 2020 and 15% by 2025 is not going to be done by a small group of people.
- Every employee needs to think about every dollar they spend like it is their own. For example, if all ~40,000 employees reduce spending by \$25 a year, we could save \$1M annually. Speak up and share your ideas on reducing costs.
- Execute flawlessly – our cost of poor quality is too high and we must meet every delivery date. If not, we pay fees, disappoint customers and miss shareholder commitments.
- Do what is in the best interest of Pratt & Whitney's overall financial success. We are one company and we need to make decisions with that in mind.

What does our success look like?

- High single-digit ROS in 2020, with a plan to get to 15% ROS by 2025.
- Consistently meeting our financial and customer commitments.
- Satisfied shareholders, customers and employees.
- Consistently being the preferred aerospace investment.