

State of Connecticut



Hartford

DENISE L. NAPIER
TREASURER

August 28, 2009

Louis Chênervert
President and CEO
United Technologies Corporation
One Financial Plaza
Hartford, CT 06103

Dear Mr. Louis Chênervert:

Recently, a wide-array of officials from our State, including the Governor, our U.S. Senators, all our Members of Congress, the Constitutional Officers and other elected officials, wrote to David Hess imploring Pratt & Whitney to go the extra mile to not close the Cheshire Engine Center and the Connecticut Airfoil and Repair Operations in East Hartford.

I write today, not only as an elected official, but as a shareholder of UTC. As the principal fiduciary of the Connecticut Retirement Plans and Trust Funds, representing 165,000 beneficiaries and their families throughout Connecticut and on their behalf as an owner of UTC (374,000 shares of stock and bonds with a current market value totaling \$23.5 million), I ask for your personal attention to and consideration of the economic impact on this State if Pratt moves forward with its closure plans.

Additionally, I have a growing list of concerns regarding corporate governance practices at UTC and would like the opportunity to initiate discussions with you and others on these important matters: independence of corporate directors, the number of corporate boards that a number of your board members have responsibilities to, and executive compensation issues. As a long time active shareholder, I know that there is a strong relationship between good corporate governance at the board level of a company and sound decision-making throughout an organization and its divisions.

I ask for this consideration by UTC as a good corporate citizen of this state, a large employer and as you and Board Chair, George David, have said on the UTC Corporate Responsibility webpage:

"Along with profitability and operational excellence, corporate responsibility is an essential priority at UTC.

"As our statement of values says, 'Successful businesses improve the human condition. We maintain the highest ethical, environmental and safety standards everywhere, and we encourage and celebrate our employees' active roles in their communities.'"

Louis Chênervert

August 28, 2009

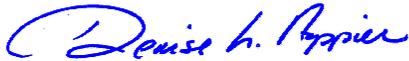
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As a shareholder of UTC, I am certainly not asking UTC to sacrifice profitability. But you and I both know that working with the International Association of Machinists and the State of Connecticut can be a formula for achieving returns for your shareholders and living the words embodied in your statements about corporate citizenship and ethical responsibility.

I look forward to your answer to my requests and fruitful discussions with UTC. I believe firmly that our company can do well and good at the same time.

Sincerely,



Denise L. Nappier  
State Treasurer

cc: George David, Chair of the Board of Directors  
David Hess, President Pratt & Whitney