

United Technologies Corporation  
United Technologies Building  
Mail Stop: 524  
Hartford, CT 06101  
(860) 728-7809



Kevin J. O'Connor  
Vice President, Global Ethics & Compliance

January 22, 2015

The Honorable Charles E. Grassley  
Chairman, Committee on the Judiciary  
United State Senate  
224 Dirksen Senate Office Building  
Washington, DC 20510

The Honorable Patrick J. Leahy  
Ranking Member, Committee on the Judiciary  
United States Senate  
437 Russell Senate Bldg.  
Washington, D.C. 20510

Dear Chairman Grassley and Ranking Member Leahy:

I write in support of the nomination of United States Attorney Loretta Lynch to be our nation's next Attorney General. I have had the pleasure of serving in the Department of Justice in many different capacities (including as Associate Attorney General and United States Attorney for Connecticut) and have developed a tremendous appreciation and respect for the important mission of the Department as well as the hard work and faithful pursuit of justice by the thousands of prosecutors and public servants who are privileged to work there. These dedicated men and women deserve to work for an Attorney General who understands the need for and is willing to promote the independent, effective and fair enforcement of the law. Ms. Lynch, in her two stints as United States Attorney for the Eastern District of New York, has clearly demonstrated that she possesses these traits, and her experience, independence, judgment and temperament make her uniquely qualified to serve as Attorney General.

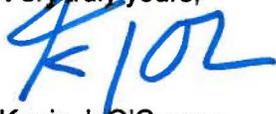
Additionally, as the chief ethics and compliance officer of a large, global company based in the United States, I fully appreciate the need for an Attorney General who will employ a balanced, open-minded approach to enforcing the law against all parties, whether they be corporations or individuals. Based on her proven record of being tough but fair, I have full confidence that, should she be confirmed as Attorney General, Ms. Lynch will do just that.

Finally, while I have only met Ms. Lynch on a few occasions, she has always impressed me for both her substance and her style. For starters, she is incredibly modest considering her many accomplishments. She is also kind, courteous and respectful to everyone she meets – whether in the courtroom or in the community.

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For these reasons, I respectfully request that the Judiciary Committee favorably recommend Ms. Lynch to be the next Attorney General of the United States.

Very truly yours,

A handwritten signature in blue ink, appearing to read "KJO", is written over the typed name.

Kevin J. O'Connor