



Nearly a year ago we changed the way we live and work in order to protect ourselves against COVID 19. A few months later, we experienced both peaceful and violent protests challenging racial injustice in our communities. Through all of this, you showed up every day to provide the essential services our businesses need to make Textron successful. By serving our businesses, each of you has enabled and supported great accomplishments across the enterprise, such as:

- Overall positive year-end results despite global disruption;
- Bell's down-selection success on the FLRAA and FARA programs;
- Textron Aviation's SkyCourier's first flight and introduction of the CJ4Gen2 to the Citation line;
- Textron Systems' wins for ATAC's Marine and Navy fighter programs and the completion of the builder's and acceptance trials for the Ship to Shore Connector;
- Stronger business results at TSV, including the capture of new golf fleet contracts, the building of the Tracker fleet and launch of the 2021 Arctic Cat lineup; and
- The advancement of battery and hybrid programs at Kautex

As corporate employees you ensured our people received necessary health and well-being services, filled open positions and trained teams, achieved financial results, remained connected and told our success stories to investors and customers.

In addition, you established employee resource groups and held events, such as the Colors of Textron meeting celebrating Black History Month in February and this month's Women in Network's kickoff of the International Women's Day's Choose to Challenge, that have enabled us to talk with each other, share experiences and acknowledge the contributions of women and people of color to our company and society. By working together and supporting one another, you made these amazing things happen.

I know I have said this before, but I believe it is worth repeating—your strength and resilience has inspired me to be better. Your survey feedback identified areas in which we could improve, including career, recognition, leadership and inclusion. I am committed to actively listening, providing information and access to career opportunities, including more perspectives as we make decisions and improving communications around those decisions as well as recognizing your efforts as we push the boundaries of what's possible.

So, on National Employee Appreciation Day, I want to close by thanking you for your hard work, dedication and continued drive for success!

Stay healthy,

Julie