

# TEXTRON

2023 FACT BOOK

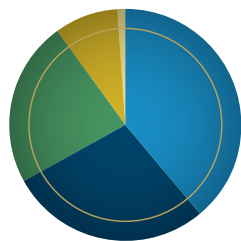


# TEXTRON

TEXTRON INC. is a \$13.7 billion multi-industry company with approximately 35,000 employees. The Company leverages its global network of aircraft, defense, industrial, and finance businesses to provide customers with innovative products and services. Textron is known around the world for its powerful brands such as Cessna, Beechcraft, Bell, Textron Systems, Pipistrel, E-Z-GO, Arctic Cat, TUG Technologies, Jacobsen, Kautex, and Lycoming.

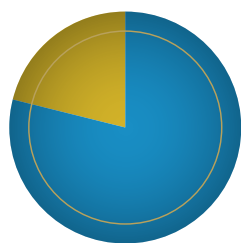
## FINANCIAL HIGHLIGHTS

### 2023 TEXTRON REVENUES BY SEGMENT



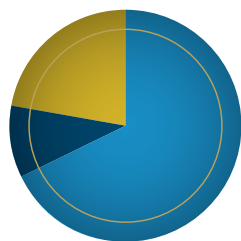
- Textron Aviation 39%
- Industrial 28%
- Bell 23%
- Textron Systems 9%
- eAviation and Finance 1%

### 2023 TEXTRON REVENUES BY CUSTOMER



- Commercial 79%
- U.S. Government 21%

### 2023 TEXTRON REVENUES BY REGION



- U.S. 68%
- Europe 10%
- Other 22%

(Dollars in millions, except per share data)

	2023	2022	Change
Revenues	\$13,683	\$12,869	6%
International revenues %	32%	32%	—
Segment profit <sup>(1)</sup>	\$ 1,327	\$ 1,136	17%
Income from continuing operations—GAAP	\$ 922	\$ 861	7%
Adjusted income from continuing operations—Non-GAAP <sup>(1)</sup>	\$ 1,127	\$ 956	18%
Manufacturing Group debt <sup>(2)</sup>	\$ 3,526	\$ 3,182	11%
Shareholders' equity	\$ 6,987	\$ 7,113	(2)%
Manufacturing Group debt-to-capital (net of cash) <sup>(2)</sup>	17%	15%	13%

### COMMON SHARE DATA

Diluted EPS from continuing operations—GAAP	\$ 4.57	\$ 4.01	14%
Adjusted diluted EPS from continuing operations—Non-GAAP <sup>(1)</sup>	\$ 5.59	\$ 4.45	26%
Dividends per share	\$ 0.08	\$ 0.08	—
Diluted average shares outstanding (in thousands)	201,774	214,973	(6)%

### KEY PERFORMANCE METRICS

ROIC <sup>(3)</sup>	12.6%	11.4%	
Net cash provided by operating activities of continuing operations—			
Manufacturing Group—GAAP <sup>(2,4)</sup>	\$ 1,270	\$ 1,461	(13)%
Manufacturing cash flow before pension contributions—Non-GAAP <sup>(2,4)</sup>	\$ 931	\$ 1,178	(21)%
Manufacturing pension contributions <sup>(2)</sup>	\$ 45	\$ 49	(8)%
Capital expenditures	\$ 402	\$ 354	14%

### NET DEBT

Manufacturing Group debt	\$ 3,526	\$ 3,182	\$344
Finance Group debt	\$ 348	\$ 375	\$(27)
<b>Total debt</b>	<b>\$ 3,874</b>	<b>\$ 3,557</b>	<b>\$317</b>
Less: Consolidated cash and equivalents	\$ 2,181	\$ 2,035	\$146
<b>Net Debt</b>	<b>\$ 1,693</b>	<b>\$ 1,522</b>	<b>\$171</b>

1 Segment profit, Adjusted income from continuing operations and Adjusted diluted EPS from continuing operations are Non-GAAP measures as defined on page 17.

See page 14 for a reconciliation to GAAP for each measure.

2 Our Manufacturing Group includes all continuing operations of Textron Inc., except for the Finance segment.

3 Calculation of return on invested capital ("ROIC") is provided on page 16.

4 Manufacturing cash flow before pension contributions is a Non-GAAP measure as defined on page 17. See page 15 for a reconciliation to GAAP.

(Credit Ratings as of June 29, 2024)

### Textron Inc.

	Short-Term		
	Long-Term Debt	Commercial Paper	Outlook
S&P	BBB	A2	Stable
Moody's	Baa2	P2	Positive

## COMMITMENT TO FUTURE GROWTH

Investing for future growth, organically and through acquisitions, is a key strategy for Textron.

Here are a few notable examples.



### TEXTRON AVIATION

Textron Aviation celebrated the announcement at EBACE of the newest Cessna Citation business jet in the legendary 560XL series—the Cessna Citation Ascend. The Cessna Citation Ascend will offer state-of-the-art Garmin G5000 avionics. In addition, Textron Aviation introduced the Cessna Citation CJ3 Gen 2 at NBAA. Also in the year, Textron Aviation Defense was awarded the Multi-Engine Training Systems (METS) contract by the U.S. Navy. This program, using a modified Beechcraft King Air 260, will provide intermediate and advanced training for student pilots.



### BELL

Bell officially began work in April 2023 as the prime contractor on the U.S. Army's Future Long Range Assault Aircraft program. The team increased activity throughout the year ramping up engineering resources, contracting with key suppliers, and ordering long-lead materials ahead of a Milestone B decision in 2024. Also in the year, Bell was selected for phase 1A of DARPA's Speed and Runway Independent Technologies (SPRINT) X-Plane program. The SPRINT program intends to design, build, and fly an experimental aircraft to demonstrate enabling technologies and integrated concepts necessary for next generation air mobility platforms. Both programs demonstrate Bell's success as the leader in tiltrotor technology.



### INDUSTRIAL

Industrial introduced new products across the portfolio. Textron Specialized Vehicles launched a street-legal variant of the E-Z-GO Liberty. The Liberty LSV builds on the Liberty's reputation as the industry's first vehicle with four forward facing seats. At Kautex, the Pentatonic Battery System won the 2023 Gasgoo Award for innovation in the automotive industry. In the year, Kautex announced the first Pentatonic order from an automotive OEM for a thermoplastic composite underbody battery protection skid plate, establishing Kautex as a supplier to the expanding battery electric vehicle market.



### TEXTRON SYSTEMS

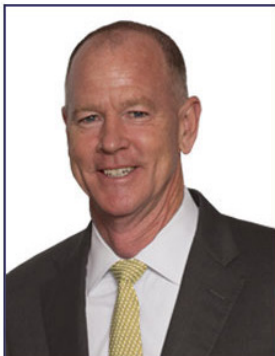
Textron Systems achieved advancements on multiple new program pursuits throughout the year. On the Air side, Systems was awarded option 2 of the Future Tactical Uncrewed Aircraft System program. On the vehicle side, Systems advanced to the next phase of the U.S. Army's XM30 program as part of Team Lynx. Also in the year, Systems was selected to participate in phase 1 of the U.S. Army's Robotic Combat Vehicle program to develop a platform prototype with delivery expected in 2024. These programs represent significant opportunities for growth throughout the portfolio.



### TEXTRON eAVIATION

Textron eAviation began system level integration of the first NUUVA prototype, hybrid unmanned cargo VTOL aircraft, in preparation for its first hover flight in 2024. Also during the year, eAviation commenced wind tunnel testing on the Nexus eVTOL aircraft. Both programs demonstrate Textron eAviation's commitment to developing technologies and products in support of sustainable flight solutions for unmanned cargo, next generation electric aircraft, passenger eVTOL, and general aviation.

# KEY EXECUTIVES



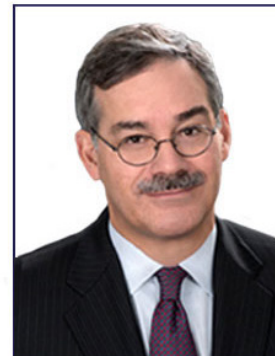
Scott C. Donnelly  
Chairman, President  
and Chief Executive Officer



Frank T. Connor  
Executive Vice President  
and Chief Financial Officer



Julie G. Duffy  
Executive Vice President  
and Chief Human  
Resources Officer



E. Robert Lupone  
Executive Vice President,  
General Counsel, Secretary  
and Chief Compliance Officer



Lisa M. Atherton  
President and CEO  
Bell



Ronald Draper  
President and CEO  
Textron Aviation



Tom Hammor  
President and CEO  
Textron Systems



Robert Hotaling  
President  
Textron Financial



Jörg Rautenstrauch  
President and CEO  
Industrial Segment and Kautex



Rob Scholl  
President and CEO  
Textron Specialized Vehicles



Kriya Shortt  
President and CEO  
Textron eAviation

# TEXTRON AVIATION



Textron Aviation is home to the Beechcraft® and Cessna® aircraft brands and is a leader in general aviation through two principal product lines: aircraft and aftermarket parts and services. Aircraft includes sales of business jets, turboprop and piston aircraft, as well as military trainer and defense aircraft. Aftermarket parts and services includes commercial parts sales and maintenance, inspection and repair service for an installed base of approximately 220,000 aircraft.



## KEY DATA

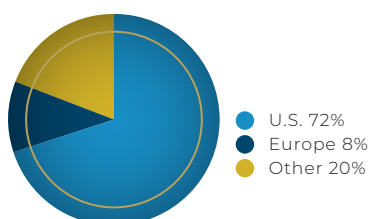
<i>(Dollars in millions)</i>	2023	2022	2021
<b>Textron Aviation</b>			
Units delivered:			
Business jets	168	178	167
King Airs	56	69	71
Caravans	79	71	54
SkyCourier	18	6	—
Piston engine	297	244	254
Backlog	\$7,169	\$6,387	\$4,120
Revenues	\$5,373	\$5,073	\$4,566
Segment profit <sup>(1)</sup>	\$ 649	\$ 560	\$ 349
Segment profit margin	12.1%	11.0%	7.6%
Total assets	\$4,542	\$4,496	\$4,390
Capital expenditures	\$ 138	\$ 138	\$ 115
Depreciation and amortization	\$ 160	\$ 152	\$ 139

## REVENUE DETAILS

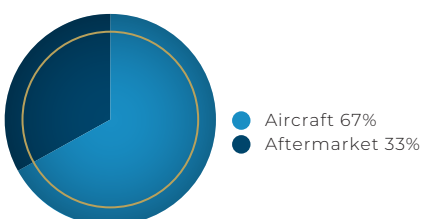
<i>(In millions)</i>	2023	2022	2021
Aircraft	\$3,577	\$3,387	\$3,116
Aftermarket Parts and Services	1,796	1,686	1,450
Total revenues	\$5,373	\$5,073	\$4,566

<sup>1</sup> Segment profit is a non-GAAP measure as defined on page 17. See page 14 for reconciliation to GAAP.

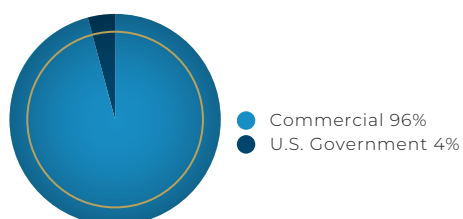
### 2023 REVENUES BY REGION



### 2023 REVENUES BY PRODUCT LINE



### 2023 REVENUES BY CUSTOMER



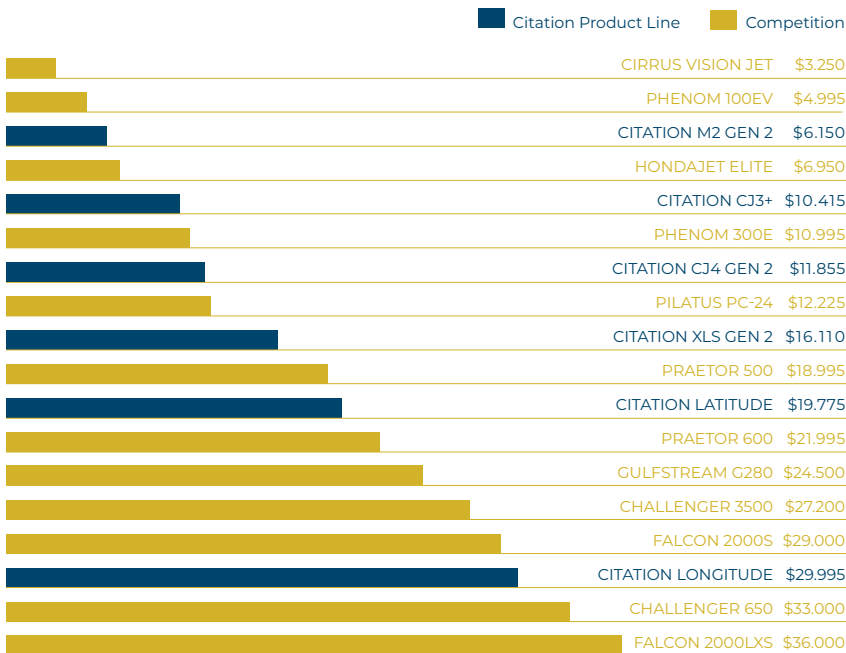
## MAJOR PRODUCTS

	First Delivery	Std/Max Seating Capacity (including pilots)	Maximum Cruising Speed (kts)	Maximum Range (nm) (IFR w/NBAA reserves)	2024 MSRP (in millions)	Engine Manufacturer	Model	Avionics
<b>Cessna Citation Jets</b>								
M2 Gen2	2022	8	404	1,550	\$ 6.150	Williams International	FJ44-1AP-21	Garmin G3000
CJ3+	2014	10	416	2,040	\$ 10.415	Williams International	FJ44-3A	Garmin G3000
CJ4 Gen2	2021	10/11	451	2,165	\$ 11.855	Williams International	FJ44-4A	Collins Pro Line 21
XLS Gen2	2022	11/14	441	2,100	\$ 16.110	Pratt & Whitney Canada	PW545C	Collins Pro Line 21
Latitude	2015	11/11	446	2,700	\$ 19.995	Pratt & Whitney Canada	PW306D1	Garmin G5000
Longitude	2019	10/14	483	3,500	\$ 29.995	Honeywell	HTF7700L	Garmin G5000
<b>Turboprops</b>								
Cessna Caravan	1985	9/14	186	1,070 <sup>(3)</sup>	\$ 2.400	Pratt & Whitney Canada	PT6A-114A	Garmin G1000 NXi
Cessna Grand Caravan EX <sup>(1)</sup>	2012	11/14	185	912 <sup>(3)</sup>	\$ 2.685	Pratt & Whitney Canada	PT6A-140	Garmin G1000 NXi
Beechcraft King Air 260	2021	9/11	310	1,720	\$ 7.780	Pratt & Whitney Canada	PT6A-52	Collins Pro Line Fusion
Beechcraft King Air 360	2020	11/13	312	1,806	\$ 9.255	Pratt & Whitney Canada	PT6A-60A	Collins Pro Line Fusion
Beechcraft King Air 360ER <sup>(2)</sup>	2021	11/13	303	2,539	\$ 9.760	Pratt & Whitney Canada	PT6A-60A	Collins Pro Line Fusion
Cessna SkyCourier Freighter <sup>(4)</sup>	2022	2/2	210	940	\$ 7.962	Pratt & Whitney Canada	PT6A-65SC	Garmin G1000 NXi
Cessna SkyCourier Passenger <sup>(4)</sup>	2023	21/21	210	920	\$ 8.614	Pratt & Whitney Canada	PT6A-65SC	Garmin G1000 NXi
<b>New Product Development</b>								
Beechcraft Denali	TBD	8/11	285	1,600	\$ 6.950	GE Aerospace	Catalyst	Garmin G3000
Cessna Citation CJ3 Gen2	2025	10	416	2,040	\$ 10.990 <sup>(5)</sup>	Williams International	FJ44-3A	Garmin G3000
Cessna Citation Ascend	2025	11/14	441	2,100	\$ 16.725 <sup>(5)</sup>	Pratt & Whitney Canada	PW545D	Garmin G3000
<b>Pistons</b>								
Cessna 172S Skyhawk	1998	4	124	640 <sup>(3)</sup>	\$ 0.499	Textron Lycoming	IO-360-L2A	Garmin G1000 NXi
Cessna Skylane 182T	2001	4	145	915 <sup>(3)</sup>	\$ 0.660	Textron Lycoming	TIO-540-AB1A5	Garmin G1000 NXi
Cessna Turbo Skylane T182T	2001	4	165	971 <sup>(3)</sup>	\$ 0.760	Textron Lycoming	TIO-540-AK1A	Garmin G1000 NXi
Cessna Turbo Stationair T206HD	1998	6	161	703 <sup>(3)</sup>	\$ 0.915	Textron Lycoming	TIO-540-AJ1A	Garmin G1000 NXi
Beechcraft Bonanza G36	2005	6	176	920 <sup>(3)</sup>	\$ 1.200	Continental Motors	IO-550-B	Garmin G1000 NXi
Beechcraft Baron G58	2005	6	202	1,480 <sup>(3)</sup>	\$ 1.840	Continental Motors	IO-550-C	Garmin G1000 NXi
<b>Military</b>								
Beechcraft T-6	1998	2	316	994	N/A <sup>(6)</sup>	Pratt & Whitney Canada	PT6A-68	Esterline CMC 3000
Beechcraft AT-6	2020	2	316	1,725	N/A <sup>(6)</sup>	Pratt & Whitney Canada	PT6A-68D	Esterline CMC 3000

- 1 Grand Caravan EX with Cargo Pod
- 2 Slick configuration
- 3 45 minute fuel reserve
- 4 Aligns with B&CA and includes engine fire extinguishing (freighter only), weather radar, and FIKI
- 5 Pricing based on 2025 MSRP
- 6 Contact Textron Aviation Defense for aircraft and support package pricing

## 2023 BUSINESS JET PRICE POINTS

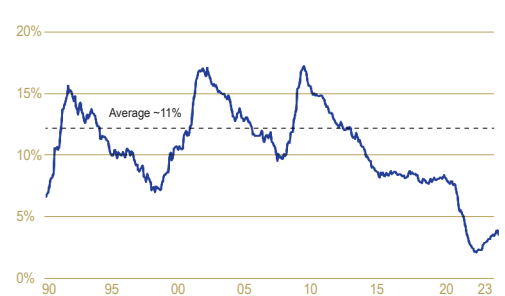
(Dollars in millions)



2023 Source: B&CA 2023 Purchase Planning Handbook edition

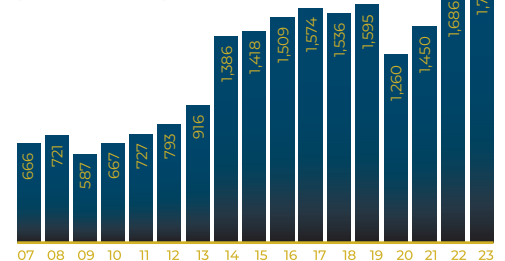
## PRE-OWNED CITATIONS FOR SALE

(As a percent of fleet)



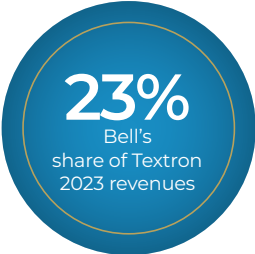
## AFTERMARKET PARTS AND SERVICES SALES

(Dollars in millions)



2023 Source: Textron Aviation Data

# BELL



Bell is a leading supplier of helicopters, tiltrotor aircraft and related spare parts and services. Bell supplies military helicopters and tiltrotors to the U.S. Government and non-U.S. military customers and supplies commercially certified helicopters to corporate, private, law enforcement, utility, public safety, emergency medical and other helicopter operators. Bell provides support and service for an installed base of approximately 13,000 helicopters.

## KEY DATA

<i>(Dollars in millions)</i>	2023	2022	2021
<b>Bell</b>			
Commercial Units Delivered	171	179	156
Backlog	\$4,780	\$4,781	\$3,871
Revenues	\$3,147	\$3,091	\$3,364
Segment profit <sup>(1)</sup>	\$ 320	\$ 282	\$ 399
Segment profit margin	10.2%	9.1%	11.9%
Total assets	\$2,869	\$2,857	\$3,382
Capital expenditures	\$ 119	\$ 80	\$ 92
Depreciation and amortization	\$ 89	\$ 90	\$ 87

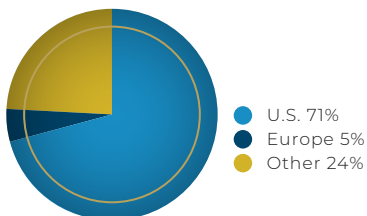
## REVENUE DETAILS

<i>(In millions)</i>	2023	2022	2021
Military aircraft and support programs	\$1,701	\$1,740	\$2,073
Commercial helicopter, parts and services	1,446	1,351	1,291
Total revenues	\$3,147	\$3,091	\$3,364

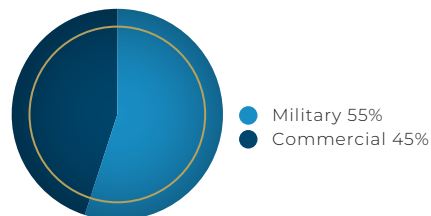
<sup>1</sup> Segment profit is a non-GAAP measure as defined on page 17. See page 14 for reconciliation to GAAP.



### 2023 REVENUES BY REGION



### 2023 REVENUES BY CUSTOMER



## MAJOR PRODUCTS

Description		First Delivery	Seating Capacity (including pilots)	Useful Load (lbs)	Cruising Speed (kts)	Maximum Range (nm)
<b>Light</b>						
505 Jet Ranger X	Light single-engine, five-seat helicopter with fully integrated glass cockpit	2017	5	1,500	125	306
407 GXi	Light single-engine helicopter with fully integrated glass cockpit	2018	7	2,300	133	337
429/429WLG	Light twin-engine helicopter, best-in-class cabin volume	2009	8	2,535	150	411
<b>Medium</b>						
412 EPX	Next evolution of Bell 412 family with upgrades to transmission, engine control and avionics system	2020	15	5,385	123	361
<b>New Commercial Helicopter Development</b>						
525 Relentless	Twin-engine with fly-by-wire flight controls	TBD	20	8,200	160	560
<b>Military</b>						
UH-1Y	State-of-the-art fully integrated utility and combat support helicopter	2006	12	6,675	158	350
AH-1Z	State-of-the-art fully integrated weapons system attack helicopter	2006	2	6,580	160	380
<b>Tiltrotor</b>						
V-22	Military tiltrotor aircraft, being produced with a third-party company	1999	27	25,500	266	1,100
V-280 Valor	U.S. Army Future Long Range Assault Aircraft (FLRAA)	TBD	TBD	TBD	TBD	TBD

## MILITARY PROGRAM AWARDS AND DOWNSELECTS

Bell was awarded the U.S. Army Future Long-Range Assault Aircraft contract in December 2022 and ramped up activity on the program during 2023. Bell has added engineering resources, contracted with key suppliers, ordered long-lead materials and broke ground on a new FLRAA Drive Systems Test Lab to develop a weapon system that can meet the U.S. Army’s mission requirements.

Bell was selected to compete for the Defense Advanced Research Projects Agency (DARPA) Speed and Runway Independent Technologies (SPRINT) X-Plane program, developing an experimental aircraft with the speed and runway independence for the next generation of air mobility platforms. With Bell’s history of producing X-planes such as the Bell X-1 and XV-15 and its investments in High-Speed Vertical Take-off and Landing (HSVTOL) technology and research, Bell will continue to push the boundaries of vertical lift aircraft performance.

Bell delivered four H-1s to the Czech Armed Forces in country during NATO Days 2023 and completed the AH-1Z program of record to Bahrain. The company also gained initial contract authorization for four additional CMV-22s.

## GROWING COMMERCIAL DEMAND

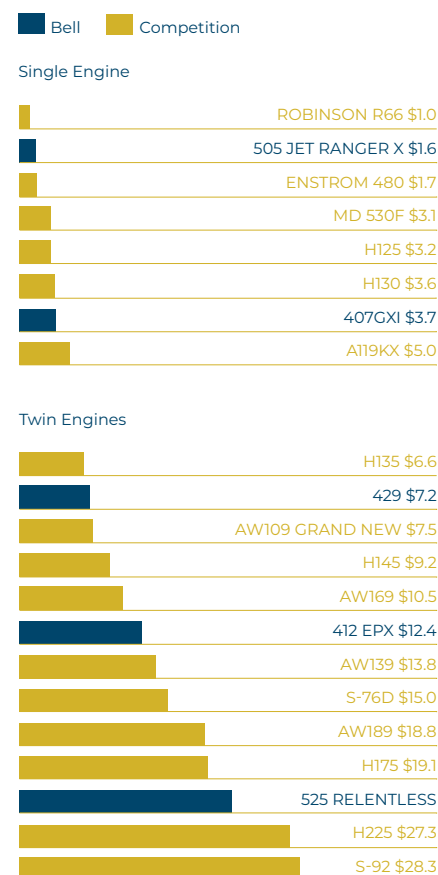
Bell saw robust order demand across its commercial portfolio with multiple contracts that build on its relationships with public safety organizations and air ambulance organizations. Bell expanded its global presence with the first Bell 407GXi purchase agreements into Taiwan and Turkey and purchase agreements for six 407GXi helicopters to the Argentina Air Force and Army and six into Poland, including four to the Polish National Police.

The Bell 505 continued to gain traction globally as a premier military trainer with deliveries into Korea and Jordan. There are seven government agencies worldwide that use the Bell 505 as its helicopter trainer—providing the next generation of pilots with an advanced helicopter training platform. In December, the Bell 505 also achieved a milestone with the 505th delivery of the helicopter.

Bell is positioned well for the launch of the 525. The 525 program made significant progress during the year with the Federal Aviation Administration as it closes in on commercial certification.

## 2023 COMMERCIAL PRODUCT PRICE POINTS

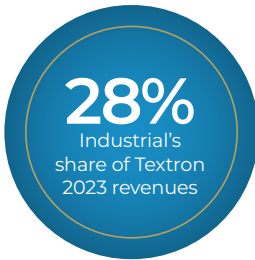
(Dollars in millions)



2023 Source: Helivalues, & Bell Data



# INDUSTRIAL



Our Industrial segment designs and manufactures a variety of products within the Kautex and Specialized Vehicles product lines. Kautex is a leader in designing and manufacturing plastic fuel systems for automobiles and light trucks, along with other automotive systems and components. Specialized Vehicles includes golf cars; off-road utility vehicles; powersports products; light transportation vehicles; aviation ground support equipment; professional turf-maintenance equipment; and specialized turf-care vehicles, designed and manufactured by the Textron Specialized Vehicles business.

## KEY DATA

<i>(Dollars in millions)</i>	2023	2022	2021
<b>Industrial</b>			
Revenues	\$3,841	\$3,465	\$3,130
Segment profit <sup>(1)</sup>	\$ 228	\$ 155	\$ 120
Segment profit margin	5.9%	4.5%	3.8%
Total assets	\$2,520	\$2,555	\$2,529
Capital expenditures	\$ 91	\$ 78	\$ 82
Depreciation and amortization	\$ 89	\$ 93	\$ 99

## REVENUE DETAILS

<i>(In millions)</i>	2023	2022	2021
Fuel Systems and Functional Components	\$1,954	\$1,771	\$1,735
Specialized Vehicles	1,887	1,694	1,395
<b>Total</b>	<b>\$3,841</b>	<b>\$3,465</b>	<b>\$3,130</b>

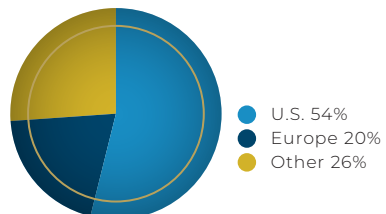
<sup>1</sup> Segment profit is a non-GAAP measure as defined on page 17. See page 14 for reconciliation to GAAP.

**Kautex** is a Top 100 global automotive supplier. The company is a leading developer and manufacturer of blow-molded plastic fuel systems and advanced fuel systems, including pressurized fuel tanks for hybrid applications for cars, light trucks, and all-terrain vehicles, and lightweight, composite Pentatonic battery systems for use in electric vehicles, from hybrid to full battery-powered.

**Specialized Vehicles** products are sold under the E-Z-GO, Arctic Cat, TUG Technologies, Douglas Equipment, Premier, Safeaero, Ransomes, Jacobsen and Cushman brands. These businesses have a diversified customer base that includes golf courses and resorts, government agencies and municipalities, consumers, outdoor enthusiasts, and commercial and industrial users such as factories, warehouses, airports, planned communities, hunting preserves, educational and corporate campuses, sporting venues, and landscaping professionals.



## 2023 REVENUES BY REGION



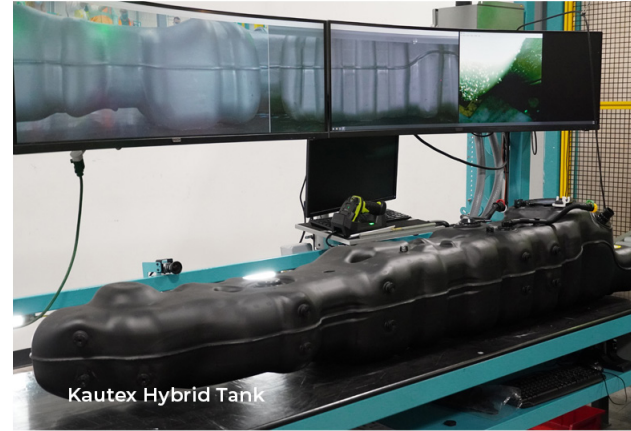
## MAJOR PRODUCTS

### Textron Specialized Vehicles

Consumer	A wide range of powersports vehicles, including side-by-sides and ATVs under the Arctic Cat and Tracker Off Road brands, and personal transportation vehicles (PTVs) and low-speed vehicles (LSVs) under the E-Z-GO brand. PTVs are modified E-Z-GO golf cars used primarily in planned communities and neighborhoods.
Commercial	Commercial utility vehicles used across industries including agriculture, construction, maintenance, manufacturing, and distribution facilities. Models range from commercial electric, gas, and diesel-powered side-by-sides to electrically powered industrial burden carriers and tuggers for indoor use. Vehicles are sold under the Cushman brand.
Golf	Golf car fleets, utility, and hospitality vehicles at golf courses and resorts worldwide. Golf cars are sold under the E-Z-GO brand and the utility and hospitality vehicles are sold under the Cushman brand.
Ground Support Equipment	Ground support equipment for airlines, cargo carriers, and airports worldwide. Product lines include towbarless and conventional aircraft pushbacks, deicing equipment, belt loaders, cargo and baggage tractors, and air-starts. Equipment is sold under the TUG Technologies, Douglas Equipment, Premier, and Safeaero brands and under the Textron Ground Support Equipment brand.
Turf	Professional mowing and turf care equipment for groundskeepers and municipal and institutional turf managers sold under the Jacobsen and Ransomes brands.
Snow	A variety of snowmobiles including trail, crossover, mountain, utility, touring, and youth sleds. All sleds are sold under the Arctic Cat brand.

### Kautex

Lightweight, all-plastic hybrid fuel tank	First to market in 2015, the all-plastic, lightweight pressurized fuel tank is suitable for hybrid applications. The tank is created using Kautex's NGFS® twin sheet technology, adding patented stiffening elements to withstand the pressure/vacuum requirements needed for hybrid applications and eliminating the need for steel support.
Next Generation Fuel Systems (NGFS®)	NGFS® technology, also known as "twin sheet" technology, helps reduce emissions and weight while potentially increasing volume depending on tank design. NGFS® is produced by lowering two sheets of multi-layered parison through the extrusion head of the blow molding machine. The "twin sheet" design allows easy access for components to be integrated directly into the plastic shell, thus eliminating the need for cutting and welding and reducing emissions.
Conventional, co-extrusion fuel systems	A multi-layer extrusion process that includes a series of virgin layers of High Density Polyethylene Extrusion, regrind, and ethylene vinyl alcohol—the "barrier" layer that reduces the emission of hydrocarbons into the atmosphere.
Selective Catalytic Reduction (SCR) Systems	The Kautex SCR system helps eliminate nitrogen oxide (NOx) emissions from diesel fuel systems. The SCR system injects AdBlue®/DEF (Diesel Exhaust Fluid: urea/water solution) into the exhaust system, reducing the harmful NOx emission to water and nitrogen. SCR systems can reduce NOx by approximately 85% (98% less than EU 4/5) and reduce fuel consumption by 8%.
Windscreen, headlamp and camera cleaning systems/solutions	Dirt from muddy roads, dust, frost, snow, and pollution can all affect the performance of the vehicle's windshield, headlights or camera system(s). To help safeguard the full functionality of these components, Kautex Clear Vision Systems (CVS) has created solutions including washer fill & storage, washer fluid management and nozzles for headlights, windshields, camera and ADAS sensors.
Allegro ADAS sensor cleaning systems/solutions	Autonomous driving vehicles require the usage of various cameras and sensors. These sensors need to be clean to ensure proper functionality of the related Advanced Driver Assistance Systems (ADAS).
Pentatonic Battery Systems	Enclosures, underbody protection and thermal management systems, for use in electric vehicles, from hybrid to full battery-powered.



Kautex Hybrid Tank

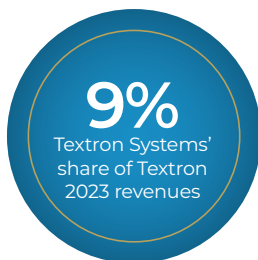


E-Z-GO Liberty ELITE



Textron GSE Endurance

# TEXTRON SYSTEMS



Textron Systems' businesses develop, manufacture and integrate products and services for U.S. and non-U.S. military, government and commercial customers to support defense, homeland security, aerospace and other missions. Product and service offerings include electronic systems and solutions, advanced marine craft, piston aircraft engines, live military air-to-air and air-to-ship training, weapons and related components, unmanned aircraft systems, and both manned and unmanned armored and specialty vehicles.



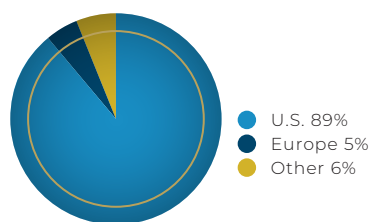
## KEY DATA

(Dollars in millions)

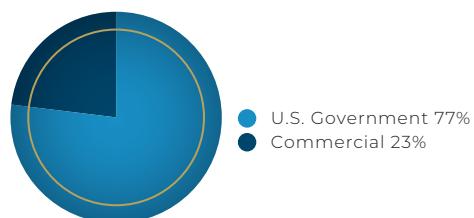
	2023	2022	2021
<b>Textron Systems</b>			
Revenues	\$1,235	\$1,172	\$1,273
Segment profit <sup>(1)</sup>	\$ 147	\$ 132	\$ 178
Segment profit margin	11.9%	11.3%	14.0%
Backlog	\$1,950	\$2,098	\$2,144
Total assets	\$2,008	\$1,989	\$1,980
Capital expenditures	\$ 48	\$ 57	\$ 80
Depreciation and amortization	\$ 41	\$ 49	\$ 45

<sup>1</sup> Segment profit is a non-GAAP measure as defined on page 17. See page 14 for reconciliation to GAAP.

## 2023 REVENUES BY REGION



## 2023 SALES BREAKDOWN BY CUSTOMER



## MAJOR PRODUCTS & SERVICES

Air Systems	Textron Systems' multi-mission-capable uncrewed aircraft systems (UAS) are utilized worldwide. The business's platforms include the vertical-takeoff-and-landing Aerosonde® HQ, and the Aerosonde Small UAS, with its over 650,000 flight hours of service on land and in the maritime environment.
Control Stations and Remote Products	Textron Systems also manufactures variations of command-and-control systems and collaboration technologies to enable Manned Unmanned Teaming (MUMT) to include the Universal Ground Control Station (UGCS), the U.S. Army program of record One System® Remote Video Terminal (OSRVT™), and the new Soldier Portable OSRVT (SPOT).
Sustainment Services and Field Support	The business also provides sustainment efforts for UAS and marine and land vehicles. Crewed and uncrewed service offerings include: curriculum development, technical publications and training, maintenance and operation services. End-to-end logistics support offerings include spares, repairs, provisioning and performance-based logistics. Our Field Service Representatives provide reliability, maintainability, availability, repair and supportability analysis. Textron Systems provides full life cycle support for our products from development through manufacture and after sale support. Textron Systems also provides a robust Contract ISR Fee-For-Service leveraging the Aerosonde UAS which flies over 6000 hours a month in support of Department of Defense (DoD) Land and shipboard sites.
Marine Craft/ Uncrewed Surface Systems and Payload Integration	Textron Systems manufactures the Ship-to-Shore Connector (SSC), the next generation of the Landing Craft, Air Cushion (LCAC) fully amphibious vehicle, offering increased reliability, service life, maintainability and payload for the U.S. Navy and Marine Corps. Our specialty marine craft includes the CUSV®, our Common Unmanned Surface Vehicle CUSV was selected for the U.S. Navy's first USV program of record, based on the larger Unmanned Influence Sweep System (UISS) program. The business is upgrading all low rate production craft to the configuration required to meet Initial Operating Capability, and is uniquely positioned to integrate future USV payloads and provide design, test, and logistical fleet support as systems are deployed.
Land Vehicles	The business designs, manufactures and supports the next generation of armored vehicles for the U.S. military, international militaries, special operations forces, police forces and civilian entities around the globe. The RIPSAN® family of vehicles, known individually as M5 and M3, provides options for a highly configurable and leading uncrewed ground system with speed, endurance, payload capacity, durability and extreme mobility. The family of COMMANDO® 4x4 armored vehicles offers a range of protection, unmatched on-road and off-road mobility, survivability, lethality, versatility, reliability and sustainability for unique multi-mission capabilities. The purpose-built Cottonmouth® Advanced Reconnaissance Vehicle (ARV) competitive prototype offers the United States Marine Corps amphibious mobility, unrivaled versatility, command and control, and electronic warfare capabilities in a design built to organically defeat threats, both directly and beyond line of sight.
Howe & Howe	Howe & Howe, a wholly owned subsidiary of Textron Systems, specializes in rapid research and development of innovative prototypes, both crewed and uncrewed. Howe & Howe also manufactures purpose-built designs of land vehicles that operate in extreme conditions, and is the originator of the RIPSAN® family of vehicles, known around the world for their speed, agility and capability in both crewed and uncrewed configurations. Current models include the commercially available manned F4, M5 and the recently released M3 uncrewed configurations. Its latest advanced robotic land vehicle is the Thermite® family of firefighting robots for first responders, which won the <i>Popular Science</i> 2021 Best of What's New award for being one of the 100 greatest innovations within the category of Security. The business also develops the SWAT-BOT™, a mobile ballistic shield all-terrain robot that provides full body coverage to first responders.
Weapon Systems	Textron Systems offers advanced kinetic and non-kinetic effects for the defense and aerospace industries. Textron Systems is a tier 1 subcontractor responsible for the reentry system to prime contractor Northrop Grumman on the Sentinel missile system program.
Airborne Tactical Advantage Company (ATAC)	Airborne Tactical Advantage Company (ATAC) provides the U.S. Department of Defense with supersonic and subsonic adversary services for the Navy, Marine Corps and Air Force. With more than 25 years of experience, ATAC is a pioneer in commercial tactical airborne training support to the U.S. military and its international allies and partners. ATAC supports flight operations from eight primary locations supporting East and West Coast operations, Hawaii and Japan. ATAC also provides Joint Terminal Attack Controller (JTAC) training for the Navy, Marine Corps and U.S. Special Forces.
Lycoming Engines	Lycoming Engines offers a complete line of Federal Aviation Administration (FAA) Certificated and Experimental category aviation piston engines: horizontally opposed, air-cooled, four-, six- and eight-cylinder aircraft engines; FAA Certificated aerobatic piston and helicopter piston engines; Integrated Electronic Engines (iE2); a high power density, liquid-cooled, jet fuel-burning diesel cycle engine; and a single-cylinder, jet fuel-burning, spark-ignited engine. In addition, Lycoming Engines offers a complete range of product and support services, from engines to spare parts, for flight schools, general aviation and experimental segments.
Electronic Systems	Electronic Systems is a leader in the development and production of innovative, high-technology products and services for commercial, military, and government customers in the U.S. and internationally. It designs and manufactures a broad range of radio frequency, electro-optic, laser, and infrared devices used in training, test/evaluation, and operational applications from the laboratory to the range to the battlefield. This business provides comprehensive end-to-end training solutions for air, land, sea, space, uncrewed and electronic warfare platforms. Electronic Systems also offers advanced geospatial intelligence solutions and services, which enable users to achieve enhanced productivity and geospatial awareness through management, discovery and analysis of the variety and magnitude of data at their disposal. For the defense market, products also include complete maintenance training suites for aircraft, such as the C-17 and F-22, and testing equipment for the F-35.

# TEXTRON eAVIATION

Textron eAviation includes Pipistrel, a manufacturer of light aircraft, along with other research and development initiatives related to sustainable aviation solutions. Pipistrel offers a family of light aircraft and gliders with both electric and combustion engines. Pipistrel's Velis Electro is the world's first, and currently only, electric aircraft to receive full type certification from the European Union Aviation Safety Agency and from the UK Civil Aviation Authority.

## KEY DATA

<i>(Dollars in millions)</i>	2023	2022
Revenues	\$ 32	\$ 16
Segment profit <sup>(1)</sup>	\$ (63)	\$ (24)
Total assets	\$ 287	\$ 278
Capital expenditures	\$ 4	\$ 1
Depreciation and amortization	\$ 7	\$ 2

<sup>1</sup> Segment profit is a non-GAAP measure as defined on page 17. See page 14 for reconciliation to GAAP.

In the second quarter of 2022, we acquired Pipistrel, a manufacturer of electrically powered aircraft and formed a new reporting segment, Textron eAviation. This segment combines the operating results of Pipistrel along with other research and development initiatives related to sustainable aviation solutions.



Pipistrel Velis Electro

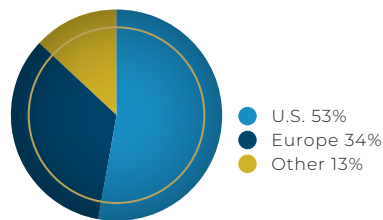


Pipistrel Panthera



Pipistrel Nuuva V300

## 2023 REVENUES BY REGION



NEXUS

# FINANCE

Our Finance segment, operated by Textron Financial Corporation (TFC), is a commercial finance business that provides financing solutions for purchasers of Textron products, including Textron Aviation aircraft and Bell helicopters. For more than five decades, TFC has played a key role for Textron customers around the globe.

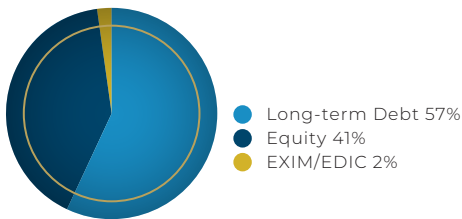
## KEY DATA

<i>(Dollars in millions)</i>	2023	2022	2021
<b>Finance</b>			
Revenues	\$ 55	\$ 52	\$ 49
Segment profit <sup>(1)</sup>	\$ 46	\$ 31	\$ 18
Total finance receivables	\$ 609	\$ 587	\$ 630
60-Day + delinquency	0.66%	0.17%	0.16%
Nonaccrual %	2.46%	7.84%	14.92%
Debt to shareholders' equity	1.43x	1.80x	3.33x
Total assets	\$ 661	\$ 664	\$ 867

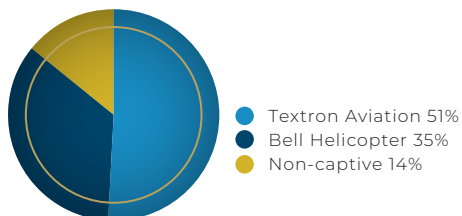
<sup>1</sup> Segment profit is a non-GAAP measure as defined on page 17. See page 14 for reconciliation to GAAP.



## 2023 SOURCES OF FUNDING



## 2023 FINANCE RECEIVABLES



# FINANCIAL DATA 2023-2022

(Dollars in millions, except per share amounts)

	2023					2022				
	Q1	Q2	Q3	Q4	Year	Q1	Q2	Q3	Q4	Year
<b>Revenues</b>										
Textron Aviation	\$1,149	\$1,362	\$1,338	\$1,524	\$ 5,373	\$1,040	\$1,284	\$1,167	\$1,582	\$ 5,073
Bell	621	701	754	1,071	3,147	834	687	754	816	3,091
Textron Systems	306	306	309	314	1,235	273	293	292	314	1,172
Industrial	932	1,026	922	961	3,841	838	871	849	907	3,465
eAviation <sup>(1)</sup>	4	11	7	10	32	-	5	5	6	16
Finance	12	18	13	12	55	16	14	11	11	52
<b>Total Revenues</b>	<b>\$3,024</b>	<b>\$3,424</b>	<b>\$3,343</b>	<b>\$3,892</b>	<b>\$13,683</b>	<b>\$3,001</b>	<b>\$3,154</b>	<b>\$3,078</b>	<b>\$3,636</b>	<b>\$12,869</b>
<b>Segment Profit (Loss)</b>										
Textron Aviation	\$ 125	\$ 171	\$ 160	\$ 193	\$ 649	\$ 110	\$ 149	\$ 131	\$ 170	\$ 560
Bell	60	65	77	118	320	91	54	74	63	282
Textron Systems	34	37	41	35	147	28	38	31	35	132
Industrial	41	79	51	57	228	39	37	36	43	155
eAviation <sup>(1)</sup>	(9)	(12)	(19)	(23)	(63)	—	(7)	(7)	(10)	(24)
Finance	8	12	22	4	46	9	10	7	5	31
<b>Total Segment Profit<sup>(2)</sup></b>	<b>\$ 259</b>	<b>\$ 352</b>	<b>\$ 332</b>	<b>\$ 384</b>	<b>\$ 1,327</b>	<b>\$ 277</b>	<b>\$ 281</b>	<b>\$ 272</b>	<b>\$ 306</b>	<b>\$ 1,136</b>
<b>Segment Profit (Loss) Margins</b>										
Textron Aviation	10.9%	12.6%	12.0%	12.7%	12.1%	10.6%	11.6%	11.2%	10.7%	11.0%
Bell	9.7%	9.3%	10.2%	11.0%	10.2%	10.9%	7.9%	9.8%	7.7%	9.1%
Textron Systems	11.1%	12.1%	13.3%	11.1%	11.9%	10.3%	13.0%	10.6%	11.1%	11.3%
Industrial	4.4%	7.7%	5.5%	5.9%	5.9%	4.7%	4.2%	4.2%	4.7%	4.5%
eAviation	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M	N/M
Finance	66.7%	66.7%	169.2%	33.3%	83.6%	56.3%	71.4%	63.6%	45.5%	59.6%
<b>Total Profit Margin</b>	<b>8.6%</b>	<b>10.3%</b>	<b>9.9%</b>	<b>9.9%</b>	<b>9.7%</b>	<b>9.2%</b>	<b>8.9%</b>	<b>8.8%</b>	<b>8.4%</b>	<b>8.8%</b>
Corporate expenses and other, net	\$ (39)	\$ (21)	\$ (38)	\$ (45)	\$ (143)	\$ (52)	\$ (20)	\$ (21)	\$ (50)	\$ (143)
Interest expense, net for Manufacturing Group	(17)	(16)	(16)	(13)	(62)	(28)	(28)	(21)	(17)	(94)
LIFO inventory provision	(25)	(35)	(26)	(21)	(107)	(12)	(17)	(13)	(29)	(71)
Intangible asset amortization	(10)	(10)	(10)	(9)	(39)	(13)	(13)	(13)	(13)	(52)
Non-service components of pension and postretirement income, net	59	59	59	60	237	60	60	60	60	240
Special charges <sup>(3)</sup>	—	—	—	(126)	(126)	—	—	—	—	—
Income tax expense	(36)	(66)	(32)	(31)	(165)	(39)	(45)	(39)	(31)	(154)
<b>Income from continuing operations—GAAP</b>	<b>\$ 191</b>	<b>\$ 263</b>	<b>\$ 269</b>	<b>\$ 199</b>	<b>\$ 922</b>	<b>\$ 193</b>	<b>\$ 218</b>	<b>\$ 225</b>	<b>\$ 226</b>	<b>\$ 862</b>
LIFO inventory provision, net of tax	19	26	20	16	81	9	13	10	22	54
Intangible asset amortization, net of tax	8	7	8	7	30	10	9	11	10	40
Special charges, net of tax <sup>(3)</sup>	—	—	—	94	94	—	—	—	—	—
<b>Adjusted income from continuing operations—Non-GAAP<sup>(2)</sup></b>	<b>\$ 218</b>	<b>\$ 296</b>	<b>\$ 297</b>	<b>\$ 316</b>	<b>\$ 1,127</b>	<b>\$ 212</b>	<b>\$ 240</b>	<b>\$ 246</b>	<b>\$ 258</b>	<b>\$ 956</b>
<b>Diluted EPS—GAAP</b>	<b>\$ 0.92</b>	<b>\$ 1.30</b>	<b>\$ 1.35</b>	<b>\$ 1.01</b>	<b>\$ 4.57</b>	<b>\$ 0.88</b>	<b>\$ 1.00</b>	<b>\$ 1.06</b>	<b>\$ 1.07</b>	<b>\$ 4.01</b>
LIFO inventory provision, net of tax	0.09	0.13	0.10	0.08	0.40	0.04	0.06	0.04	0.11	0.25
Intangible asset amortization, net of tax	0.04	0.03	0.04	0.04	0.15	0.05	0.05	0.05	0.05	0.19
Special charges, net of tax <sup>(3)</sup>	—	—	—	0.47	0.47	—	—	—	—	—
<b>Adjusted Diluted EPS - Non-GAAP<sup>(2)</sup></b>	<b>\$ 1.05</b>	<b>\$ 1.46</b>	<b>\$ 1.49</b>	<b>\$ 1.60</b>	<b>\$ 5.59</b>	<b>\$ 0.97</b>	<b>\$ 1.11</b>	<b>\$ 1.15</b>	<b>\$ 1.23</b>	<b>\$ 4.45</b>

1 In the second quarter of 2022, we acquired Pipistrel, a manufacturer of electrically powered aircraft and formed a new reporting segment, Textron eAviation. This segment combines the operating results of Pipistrel along with other research and development initiatives related to sustainable aviation solutions.

2 See page 17 for segment profit and other non-GAAP definitions.

3 In the fourth quarter of 2023, we initiated a restructuring plan to reduce operating expenses through headcount reductions at the Industrial, Bell and Textron Systems segments. In connection with this plan, we recorded special charges of \$126 million (\$94 million, net of tax).

# SELECTED FINANCIAL STATISTICS 2023-2021

(Dollars in millions, except where noted and per share amounts)

	2023	2022	2021
<b>Income Statement Data</b>			
Revenues	\$13,683	\$12,869	\$12,382
Segment profit <sup>(1)</sup>	1,327	1,136	1,064
Corporate expenses and other, net	(143)	(143)	(150)
Interest expense, net for Manufacturing Group	(62)	(94)	(124)
Special charges	(126)	—	(25)
LIFO inventory provision	(107)	(71)	(17)
Intangible asset amortization	(39)	(52)	(51)
Gain on business disposition	—	—	17
Non-service components of pension and postretirement income, net	237	240	159
Income tax expense	165	154	126
Effective tax rate	15.2%	15.2%	14.4%
Income from continuing operations	\$ 922	\$ 862	\$ 747
Diluted EPS from continuing operations—GAAP	\$ 4.57	\$ 4.01	\$ 3.30
Special charges, net of tax	0.47	—	0.08
LIFO inventory provision, net of tax	0.40	0.25	0.06
Intangible asset amortization, net of tax	0.15	0.19	0.17
Gain on business disposition, net of taxes	—	—	(0.08)
Adjusted Diluted EPS—Non-GAAP <sup>(1)</sup>	\$ 5.59	\$ 4.45	\$ 3.53
<b>Balance Sheet Data—Manufacturing Group</b>			
Cash and equivalents	\$ 2,121	\$ 1,963	\$ 1,922
Accounts receivable, net	868	855	838
Inventories	3,914	3,550	3,468
Property, plant and equipment, net	2,477	2,523	2,538
Goodwill	2,295	2,283	2,149
Total assets	16,195	15,629	14,960
Total debt	3,526	3,182	3,185
Total liabilities	9,451	8,724	8,320
Total company shareholders' equity	6,987	7,113	6,815
<b>Non-GAAP Cash Flow—Manufacturing Group</b>			
Net cash from operating activities of continuing operations—GAAP	\$ 1,270	\$ 1,461	\$ 1,469
Less: Capital expenditures	(402)	(354)	(375)
Plus: Total pension contributions	45	49	52
Proceeds from the sale of property, plant and equipment	18	22	3
Manufacturing cash flow before pension contributions—Non-GAAP <sup>(1)</sup>	\$ 931	\$ 1,178	\$ 1,149
<b>Cash Flow Items—Manufacturing Group</b>			
Depreciation and amortization	\$ 395	\$ 396	\$ 380
Net cash used in acquisitions	(1)	(202)	—
Net proceeds from business disposition	—	—	38
Net change in debt	341	(32)	(525)
Dividends paid	(16)	(17)	(18)
Purchases of Textron common stock	(1,168)	(867)	(921)
Total number of shares purchased (in thousands)	16,169	13,075	13,533
<b>Key Ratios</b>			
Segment profit margin	9.7%	8.8%	8.6%
Selling and administrative expense as % of sales	9.0%	9.2%	9.9%
Inventory turns (based on FIFO)	2.9x	2.9x	2.8x
Debt-to-capital (net of cash)—Manufacturing Group	17%	15%	15%
<b>Stock-Related Information</b>			
Stock price at year-end	\$ 80.42	\$ 70.80	\$ 77.20
Dividend payout ratio	2%	2%	2%
Dividends declared per share	\$ 0.08	\$ 0.08	\$ 0.08
<b>Other Statistics</b>			
Number of employees at year-end	35,000	34,000	33,000
Average revenues per employee (in thousands)	391	379	390

1 Segment profit, Adjusted diluted EPS from continuing operations and Manufacturing cash flow before pension contributions are Non-GAAP measures that are defined on page 17. A reconciliation of segment profit to GAAP is provided on page 14.



# RETURN ON INVESTED CAPITAL

<i>(Dollars in millions)</i>	2023	2022	2021
<b>ROIC Income</b>			
Income from continuing operations	\$ 922	\$ 862	\$ 747
Interest expense for Manufacturing Group	47	71	94
Gain on business disposition, net of taxes	—	—	(17)
Special charges, net of taxes	94	—	18
<b>ROIC Income</b>	<b>\$ 1,063</b>	<b>\$ 933</b>	<b>\$ 842</b>
Invested Capital at end of year			
Total shareholders' equity	\$ 6,987	\$ 7,113	\$ 6,815
Total Manufacturing Group debt	3,526	3,182	3,185
Cash and cash equivalents for Manufacturing Group	(2,121)	(1,963)	(1,922)
Eliminate gain on business disposition, net of taxes	—	—	(17)
Eliminate special charges, net of taxes	94	—	18
<b>Invested Capital at end of year, as adjusted</b>	<b>8,486</b>	<b>8,332</b>	<b>8,079</b>
<b>Invested Capital at beginning of year</b>	<b>8,332</b>	<b>8,078</b>	<b>7,406</b>
<b>Average Invested Capital</b>	<b>\$ 8,409</b>	<b>\$ 8,205</b>	<b>\$ 7,743</b>
<b>Return on Invested Capital</b>	<b>12.6%</b>	<b>11.4%</b>	<b>10.9%</b>

Return on invested capital (ROIC) is a non-GAAP financial measure that our management believes is useful to investors as a measure of performance and the effectiveness of the use of capital in our operations. We measure ROIC by dividing ROIC income by average invested capital. ROIC Income includes income from continuing operations and adds back after-tax amounts for 1) interest expense for the Manufacturing Group, 2) gains or losses on the sales of businesses or product lines, and 3) special charges.

At the beginning of the year, our invested capital represents total shareholders' equity and Manufacturing Group debt, less its cash and equivalents and any outstanding amounts loaned to the Finance Group. At the end of the year, we typically adjust ending invested capital for significant events unrelated to our normal operations for the year such as special charges and dispositions.

## FORWARD-LOOKING STATEMENTS

Certain statements in this release and other oral and written statements made by us from time to time are "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements, which may describe strategies, goals, outlook or other non-historical matters, or project revenues, income, returns or other financial measures, often include words such as "believe," "expect," "anticipate," "intend," "plan," "estimate," "guidance," "project," "target," "potential," "will," "should," "could," "likely" or "may" and similar expressions intended to identify forward-looking statements. These statements are only predictions and involve known and unknown risks, uncertainties, and other factors that may cause our actual results to differ materially from those expressed or implied by such forward-looking statements. Given these uncertainties, you should not place undue reliance on these forward-looking statements. Forward-looking statements speak only as of the date on which they are made, and we undertake no obligation to update or revise any forward-looking statements. In addition to those factors described in our Annual Report on Form 10-K and our Quarterly Reports on Form 10-Q under "Risk Factors", among the factors that could cause actual results to differ materially from past and projected future results are the following: Interruptions in the U.S. Government's ability to fund its activities and/or pay its obligations; changing priorities or reductions in the U.S. Government defense budget, including those related to military operations in foreign countries; our ability to perform as anticipated and to control costs under contracts with the U.S. Government; the U.S. Government's ability to unilaterally modify or terminate its contracts with us for the U.S. Government's convenience or for our failure to perform, to change applicable procurement and accounting policies, or, under certain circumstances, to withhold payment or suspend or debar us as a contractor eligible to receive future contract awards; changes in foreign military funding priorities or budget constraints and determinations, or changes in government regulations or policies on the export and import of military and commercial products; volatility in the global economy or changes in worldwide political conditions that adversely impact demand for our products; volatility in interest rates or foreign exchange rates and inflationary pressures; risks related to our international business, including establishing and maintaining facilities in locations around the world and relying on joint venture partners, subcontractors, suppliers, representatives, consultants and other business partners in connection with international business, including in emerging market countries; our Finance segment's ability to maintain portfolio credit quality or to realize full value of receivables; performance issues with key suppliers or subcontractors; legislative or regulatory actions, both domestic and foreign, impacting our operations or demand for our products; our ability to control costs and successfully implement various cost-reduction activities; the efficacy of research and development investments to develop new products or unanticipated expenses in connection with the launching of significant new products or programs; the timing of our new product launches or certifications of our new aircraft products; our ability to keep pace with our competitors in the introduction of new products and upgrades with features and technologies desired by our customers; pension plan assumptions and future contributions; demand softness or volatility in the markets in which we do business; cybersecurity threats, including the potential misappropriation of assets or sensitive information, corruption of data or, operational disruption; difficulty or unanticipated expenses in connection with integrating acquired businesses; the risk that acquisitions do not perform as planned, including, for example, the risk that acquired businesses will not achieve revenue and profit projections; the impact of changes in tax legislation; the risk of disruptions to our business and the business of our suppliers, customers and other business partners due to unexpected events, such as pandemics, natural disasters, acts of war, strikes, terrorism, social unrest or other societal or political conditions; and the ability of our businesses to hire and retain the highly skilled personnel necessary for our businesses to succeed.

## NON-GAAP DEFINITIONS

We supplement the reporting of our financial information determined under U.S. generally accepted accounting principles (GAAP) with certain non-GAAP financial measures. These non-GAAP financial measures exclude certain significant items that may not be indicative of, or are unrelated to, results from our ongoing business operations. We believe that these non-GAAP measures may be useful for period-over-period comparisons of underlying business trends and our ongoing business performance, however, they should be used in conjunction with GAAP measures. Our non-GAAP measures should not be considered in isolation or as a substitute for the related GAAP measures, and other companies may define similarly named measures differently. We encourage investors to review our financial statements and publicly filed reports in their entirety and not to rely on any single financial measure. We utilize the following definitions for the non-GAAP financial measures included in this document and have provided a reconciliation of the GAAP to non-GAAP amounts for these measures on pages 14 and 15.

- A. **Segment profit** is an important measure used by our chief operating decision maker for evaluating performance and for decision-making purposes. Beginning in 2023, we changed how we measure our manufacturing segment operating results to exclude the non-service components of pension and postretirement income, net; LIFO inventory provision; and intangible asset amortization. This measure also continues to exclude interest expense, net for Manufacturing Group; certain corporate expenses; gains/losses on major business dispositions; and special charges. The prior periods have been recast to conform to this presentation. The measurement for the Finance segment includes interest income and expense along with intercompany interest income and expense.
- B. **Adjusted income from continuing operations** and **Adjusted diluted earnings per share** exclude special charges, net of tax and gains/losses on major business dispositions, net of tax. We consider items recorded in special charges, such as enterprise-wide restructuring, certain asset impairment charges, and acquisition-related restructuring, integration and transaction costs, to be of a non-recurring nature that is not indicative of ongoing operations. Beginning in 2023, these measures also exclude LIFO inventory provision, net of tax and Intangible asset amortization, net of tax. LIFO inventory provision is excluded to improve comparability with other companies in our industry who have not elected to use the LIFO inventory costing method. Intangible asset amortization is excluded to improve comparability as the impact of such amortization can vary substantially from company to company depending upon the nature and extent of acquisitions and exclusion of this expense is consistent with the presentation of non-GAAP measures provided by other companies within our industry. Management believes that it is important for investors to understand that these intangible assets were recorded as part of purchase accounting and contribute to revenue generation. The prior periods have been recast to conform to this presentation.
- C. **Manufacturing cash flow before pension contributions** adjusts net cash from operating activities (GAAP) for the following:
- Deducts capital expenditures and includes proceeds from an insurance recovery and the sale of property, plant and equipment to arrive at the net capital investment required to support ongoing manufacturing operations;
  - Excludes dividends received from Textron Financial Corporation (TFC) and capital contributions to TFC provided under the Support Agreement and debt agreements as these cash flows are not representative of manufacturing operations; and
  - Adds back pension contributions as we consider our pension obligations to be debt-like liabilities. Additionally, these contributions can fluctuate significantly from period to period and we believe that they are not representative of cash used by our manufacturing operations during the period.

While we believe this measure provides a focus on cash generated from manufacturing operations, before pension contributions, and may be used as an additional relevant measure of liquidity, it does not necessarily provide the amount available for discretionary expenditures since we have certain non-discretionary obligations that are not deducted from the measure.

## BUSINESS DIRECTORY

### WORLD HEADQUARTERS

Textron Inc.  
40 Westminster Street  
Providence, RI 02903  
(401) 421-2800  
www.textron.com

### BELL

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3255 Flight Boulevard  
Fort Worth, TX 76118  
(817) 280-2011  
www.bellflight.com

### TEXTRON SYSTEMS

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124 Industry Lane  
Hunt Valley, MD 21030  
(800) 655-2616  
www.textronsystems.com  
www.howeandhowe.com  
www.textronair.com  
www.lycoming.com

### TEXTRON AVIATION

Textron Aviation  
One Cessna Boulevard  
Wichita, KS 67215  
(316) 517-6000  
www.txtav.com

### TEXTRON FINANCIAL

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Two Cessna Boulevard  
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Wichita, KS 67215  
(800) 660-1260  
www.textronfinancial.com

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Augusta, GA 30906  
(706) 798-4311  
www.ezgo.com  
www.cushman.com  
www.arcticcat.com  
www.textrongse.com  
www.jacobsen.com  
www.ransomesjacobsen.com/europe

### TEXTRON eAVIATION

5701 E Pawnee Avenue  
Wichita, KS 67218  
www.e-aviation.com

## STOCK INFORMATION

### STOCK EXCHANGE LISTING

Ticker Symbol – TXT  
Common Stock  
New York Stock Exchange

### TRANSFER AGENT AND REGISTRAR

Equiniti Trust Company, LLC  
48 Wall Street, 23rd Floor  
New York, NY 10005  
(800) 401-1957  
shareowneronline.com

### CAPITAL STOCK

(as of December 31, 2023)  
Common Stock: par value \$0.125 per share  
500,000,000 shares authorized  
192,898,000 shares outstanding

### DIVIDENDS

Common Stock  
Record dates: March 10, June 9,  
September 15 and December 15, 2023  
Distribution dates: April 1, July 1,  
October 1, 2023 and January 1, 2024

### STOCK SPLITS

Record dates: December 17, 1965;  
August 11, 1967; May 11, 1987;  
May 9, 1997; August 3, 2007.  
Distribution dates: January 1, 1966;  
September 1, 1967; June 1, 1987;  
May 30, 1997; August 24, 2007.

### SHARE OWNERSHIP

(As of December 2023)



This Fact Book is one of several sources of information available to Textron Inc. shareholders and the investment community. To receive a copy of Textron's Forms 10-K, 10-Q, Proxy Statement or Annual Report, visit our website at [www.textron.com](http://www.textron.com) or send your written request to Textron Investor Relations at the address listed above. For the most recent company news and earnings press releases, visit our website at [www.textron.com](http://www.textron.com).

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### LEGAL ENTITIES

Textron Inc. consists of numerous subsidiaries and other operations which may be referred to in this Factbook as Textron businesses, business units, companies, operations or similar terms. The subsidiaries are charged with the day-to-day responsibility for their operations and are separate and distinct legal entities. Textron Inc., through its Corporate Office, provides oversight, broad direction and assistance when necessary to its businesses consistent with legal requirements and sound and generally accepted corporate governance practices.

Bell Textron Inc. ("Bell") is a wholly-owned subsidiary of Textron Inc. Bell consists of a number of subsidiaries and other operations. Textron Aviation Inc., which has various subsidiaries and other operations, is wholly-owned by Textron Inc. The Textron Systems group of businesses includes Avco Corporation ("Avco") which is a wholly-owned subsidiary of Textron Inc.; Textron Systems Corporation, an indirect wholly-owned subsidiary of Avco, which has various subsidiaries and other operations; and Lycoming Engines, an operating division of Avco. Kautex conducts its business through a number of separately incorporated companies and other operations. Textron Specialized Vehicles Inc., which has various subsidiaries, including Arctic Cat Inc. and Textron Ground Support Equipment Inc., is wholly-owned by Textron Inc. as is Textron E-Z-Go LLC. Textron Financial Corporation ("Textron Financial") is a wholly-owned subsidiary of Textron Inc. Textron Financial consists of several subsidiaries.

### PATENTS AND TRADEMARKS

Textron Inc., its subsidiaries' and divisions' names, abbreviations thereof, logos, and product and service names are either the registered or unregistered trademarks or trade names of Textron Inc., its subsidiaries and divisions. Names of other companies, abbreviations thereof, logos and product and service names of other companies are either the registered or unregistered trademarks or trade names of their respective owners.