



TEXTRON

2014 FACT BOOK



Textron Inc. is a \$13.9 billion multi-industry company with approximately 34,000 employees. The company leverages its global network of aircraft, defense and intelligence, industrial and finance businesses to provide customers with innovative solutions and services. Textron is known around the world for its powerful brands such as Beechcraft, Bell Helicopter, Cessna, E-Z-GO, Greenlee, Hawker, Jacobsen, Kautex, Lycoming, Textron Systems, Textron Financial Corporation and TRU Simulation + Training.

KEY EXECUTIVES



Scott C. Donnelly
Chairman, President and
Chief Executive Officer

SCOTT C. DONNELLY

Scott C. Donnelly was named chief executive officer in December 2009 and chairman of the board in September 2010. Donnelly joined Textron as executive vice president and chief operating officer in June 2008 and was promoted to president in January 2009. Prior to joining Textron, Donnelly was president and CEO for General Electric (GE) Aviation.



Frank T. Connor
Executive Vice President
and Chief Financial Officer

FRANK T. CONNOR

Frank T. Connor joined Textron as executive vice president and chief financial officer in August 2009. Connor came to Textron after a 22-year career at Goldman, Sachs & Co. where he was most recently managing director and head of Telecom Investment Banking. Prior to that, he served as Goldman, Sachs & Co.'s chief operating officer of Telecom, Technology and Media Investment Banking.



Scott A. Ernest
Textron Aviation
President and CEO



John L. Garrison Jr.
Bell Helicopter
President and CEO



Ellen M. Lord
Textron Systems Segment
President and CEO

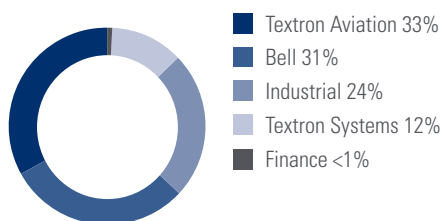


J. Scott Hall
Industrial Segment
President and CEO

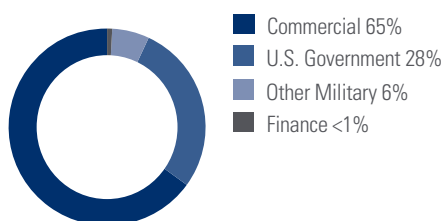


R. Danny Maldonado
Finance Segment
President and CEO

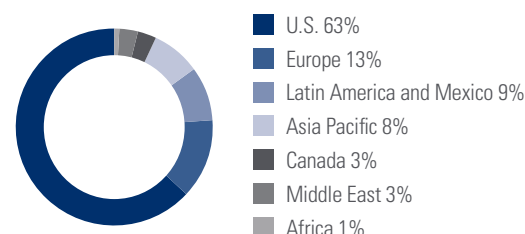
Revenue by Segment



Revenue by Customer Type



Revenue by Geography



FINANCIAL HIGHLIGHTS

(Dollars in millions except per share data)	2014	2013	Change
Revenues	\$ 13,878	\$ 12,104	15%
International revenues %	37%	38%	
Segment profit ¹	\$ 1,214	\$ 963	26%
Income (loss) from continuing operations	\$ 605	\$ 498	21%
Manufacturing group debt ²	\$ 2,811	\$ 1,931	46%
Shareholders' equity	\$ 4,272	\$ 4,384	(3%)
Manufacturing Group debt-to-capital (net of cash) ²	33%	15%	

Common Share Data

Diluted EPS from continuing operations	\$ 2.15	\$ 1.75	23%
Dividends per share	\$ 0.08	\$ 0.08	—%
Diluted average shares outstanding (in thousands)	281,790	284,428	(1%)

Key Performance Metrics

ROIC ³	12.2%	12.7%	
Net cash provided by operating activities of continuing operations—Manufacturing group—GAAP ²	\$ 1,097	\$ 658	67%
Manufacturing cash flow before pension contributions—Non-GAAP ^{2,4}	\$ 753	\$ 256	194%
Manufacturing pension contributions ²	\$ 76	\$ 194	(61%)
Capital expenditures	\$ 429	\$ 444	(3%)

Net Debt

Finance group debt	\$ 1,063	\$ 1,256	\$ (193)
Manufacturing group debt	\$ 2,811	\$ 1,931	\$ 880
Total debt	\$ 3,874	\$ 3,187	\$ 687
Consolidated cash and equivalents	\$ (822)	\$ (1,211)	\$ 389
Net Debt	\$ 3,052	\$ 1,976	\$ 1,076

¹ Segment profit is an important measure used for evaluating performance and for decision-making purposes. Segment profit for the Manufacturing segments excludes interest expense, certain corporate expenses and acquisition and restructuring costs related to the Beechcraft acquisition. The measurement for the Finance segment includes interest income and expense along with intercompany interest income and expense.

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 12.

⁴ Calculations of Manufacturing cash flow before pension contributions are provided on page 11.

COMMITMENT TO FUTURE GROWTH



1. Beechcraft King Air 350ER



2. Cessna Citation Latitude



3. TUG GT110 Pushback



4. Scorpion ISR/Strike/Trainer Aircraft

Investing for future growth, organically and through acquisitions, is a key focus for Textron. Here are a few notable examples from 2014. There are also additional examples within the segment sections.

- Completed the acquisition of Beechcraft Corporation and formed Textron Aviation, which brings together three iconic brands in general aviation. Beechcraft, Cessna and Hawker bring a combined installed base of more than 250,000 airplanes worldwide with a combined fleet exceeding 100 million flight hours.
- Textron Aviation debuted the Citation Latitude mid-size business jet at the 2014 NBAA Convention. The Latitude's all-new fuselage is the widest of any Citation jet. With four aircraft in the certification flight test program, this aircraft is targeted for entry into service in 2015.
- Completed the acquisition of TUG Technologies, a leading manufacturer of aviation ground support equipment, within our Textron Specialized Vehicles business. The acquisition allows Textron to leverage its resources and operational expertise across TUG's diverse product line to drive growth and expansion.
- Continued to make progress with testing of our Scorpion aircraft with more than 120 flights and 275 flight hours through 2014. Discussions with a number of potential international launch customers are under way, and we have begun production of a conforming aircraft as we work toward certification.

(As of February 1, 2015)	Senior Long-Term	Short-Term Commercial Paper
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Textron Inc. Credit Ratings

S&P	BBB	A2
Moody's	Baa3	P3

TEXTRON AVIATION

Textron Aviation is home to the iconic Beechcraft, Cessna and Hawker brands, and continues to lead general aviation through two principal lines of business: aircraft sales and aftermarket. Aircraft sales include business jet, turboprop and piston aircraft, as well as special mission and military aircraft. Aftermarket includes parts sales, and maintenance, inspection and repair services.



Textron Aviation's share of
Textron 2014 revenues

33%

KEY DATA

(Dollars in millions)	2014	2013	2012	2011	2010
Textron Aviation					
Units sold:					
Business jets	159	139	181	183	179
King Airs ¹	113	—	—	—	—
Caravans	94	105	107	93	95
Piston engine ¹	290	223	283	413	261
Backlog, excluding CitationAir	\$1,365	\$1,018	\$1,062	\$1,889	\$2,928
Revenues	\$4,568	\$2,784	\$3,111	\$2,990	\$2,563
Segment profit (loss) ²	\$ 234	\$ (48)	\$ 82	\$ 60	\$ (29)
Segment profit margin	5.1%	(1.7%)	2.6%	2.0%	(1.1%)
Total assets	\$4,085	\$2,260	\$2,224	\$2,078	\$2,294
Capital expenditures	\$ 96	\$ 72	\$ 93	\$ 101	\$ 47
Depreciation and amortization	\$ 137	\$ 87	\$ 102	\$ 109	\$ 106

¹ Reflects deliveries of Beechcraft aircraft after the acquisition closing date of March 14, 2014.

² In 2014, included \$63 million negative impact from fair value step-up adjustments to Beechcraft inventories sold during the year. In 2013, included \$28 million in severance costs. In 2012, included a \$27 million charge related to an award against Cessna in an arbitration proceeding.

FAST FACTS

- At the end of 2014, Textron Aviation had approximately 10,800 employees worldwide.
- Primary manufacturing facilities are located in Wichita and Independence, Kansas; Columbus, Georgia; and Chihuahua, Mexico.
- Textron Aviation companies have delivered over 250,000 aircraft throughout more than 80 years of aviation leadership, culminating with a combined fleet exceeding 100 million flight hours.
- With more than 6,750 aircraft delivered to-date, Cessna Citations represent the largest fleet of business jets in the world and are registered in more than 100 countries.
- Textron Aviation provides customers across the globe with the world's largest general aviation service network made up of 21 company-operated service centers, more than 40 mobile service units and a broad complement of independent authorized service facilities globally.
- In 2014, Beechcraft celebrated the 50th anniversary of the introduction of the business turboprop King Air series, which is one of the best-selling business aircraft families in the world. Since 1964, we delivered nearly 7,300 King Airs with the worldwide fleet having surpassed 60 million flight hours.
- In 2014, Cessna celebrated the first business jet deliveries through the company's joint venture operations in Zuhai, China, with two Citation XLS+ models.

Sales Breakdown

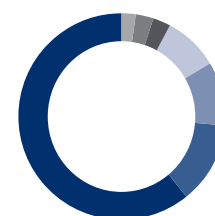
By Customer



By Product Line



Revenue by Geography



STRATEGIC STEPS FORWARD

- Continue to drive synergies from the combination of Beechcraft and Cessna within the new Textron Aviation segment while maintaining our commitment to producing high-quality, innovative aircraft and providing world-class service for our customers.
- Maintain industry leadership through investments in designing, manufacturing and certifying customer-focused, class-leading aircraft throughout the product line.
- Stimulate the market with the certification and delivery of the game-changing, mid-size Citation Latitude.
- Drive growth in the Customer Service organization through program offerings and investments supporting Beechcraft, Cessna and Hawker owners. Examples include expanding ProAdvantage programs to King Air and Hawker operators and partnering with TRU Simulation + Training to provide training solutions to meet customer needs.
- Innovate through automation in our manufacturing processes in order to drive lower costs and higher-quality aircraft.
- Expand capabilities of Special Missions offerings through customer-driven solutions throughout the entire Textron Aviation product line.
- Secure launch customer for Beechcraft AT-6 light attack aircraft while continuing to market the leading Beechcraft T-6 trainer to additional foreign militaries.
- Provide turnkey training aircraft and support services for global military operations and drive penetration of highly effective Intelligence, Surveillance and Reconnaissance capability at a responsible cost to enable global military operations to succeed in today's complex defense mission landscape.

MAJOR PRODUCTS

	First Delivery	Std/Max Seating Capacity (including pilots)	Cruising Speed (kts)	Maximum Range (IFR w/ NBAA reserves)	2015 MSRP (in millions)	Engine Manufacturer	Engine Model	Avionics
Cessna Citation Jets								
Mustang	2006	6	340	1,200	\$3.5	Pratt & Whitney	PW615F	Garmin G1000
M2	2013	8	404	1,540	\$4.7	Williams International	FJ44-1AP-21	Garmin G3000 (Intrinzic™)
CJ3+	2014	8/10	416	2,040	\$8.4	Williams International	FJ44-3A	Garmin G3000 (Intrinzic™)
CJ4	2010	9/11	451	2,170	\$9.4	Williams International	FJ44-4A	Collins Pro Line 21
XLS+	2008	11/14	441	2,100	\$13.1	Pratt & Whitney	PW545C	Collins Pro Line 21
Latitude	2015 ¹	9/11	446	2,700	\$16.5	Pratt & Whitney	PW306D1	Garmin G5000 (Intrinzic™)
Sovereign+	2013	11/14	460	3,190	\$18.3	Pratt & Whitney	PW306D	Garmin G5000 (Intrinzic™)
Citation X+	2014	11/14	528	3,450	\$23.7	Rolls-Royce	AE3007C2	Garmin G5000 (Intrinzic™)

New Jet Development

Longitude First delivery expected in 2017. Currently in development.

Turboprops

Cessna Caravan	1985	9/14	186	1,060 ²	\$2.1	Pratt & Whitney	PT6A-114A	Garmin G1000
Cessna Grand Caravan EX	2013	10/14	185	901 ²	\$2.5	Pratt & Whitney	PT6A-140	Garmin G1000
Beechcraft King Air C90GTx	2010	8/9	271	1,260	\$3.9	Pratt & Whitney	PT6A-135A	Collins Pro Line 21
Beechcraft King Air 250	2011	9/11	310	1,740	\$6.1	Pratt & Whitney	PT6A-52	Collins Pro Line 21
Beechcraft King Air 350i	2010	9/11	312	1,796	\$7.4	Pratt & Whitney	PT6A-60A	Collins Pro Line 21
Beechcraft King Air 350iER	2010	9/11	303	2,455	\$8.5	Pratt & Whitney	PT6A-60A	Collins Pro Line 21

Pistons

Cessna Skyhawk 172S	1998	4	124	640 ²	\$0.4	Textron Lycoming	IO-360-L2A	Garmin G1000
Cessna Turbo Skylane JT-A J182	2015 ¹	4	156	1,360 ²	\$0.5	SMA	SR305-230E-C1	Garmin G1000
Cessna Turbo Stationair T206H	1998	6	164	703 ²	\$0.6	Textron Lycoming	TIO-540-AJ1A	Garmin G1000
Cessna TTx	2013	4	235	1,250 ²	\$0.8	Continental Motors	TSIO-550-C	Garmin G2000
Beechcraft Bonanza G36	2005 ³	6	176	920 ²	\$0.8	Continental Motors	IO-550-B	Garmin G1000
Beechcraft Baron G58	2005 ³	6	202	1,480 ²	\$1.4	Continental Motors	IO-550-C	Garmin G1000

Military

Beechcraft T-6	1998	2	316	1,382	N/A ⁴	Pratt & Whitney	PT6A-68	Esterline CMC 3000
Beechcraft AT-6	TBD	2	316	1,725	N/A ⁴	Pratt & Whitney	PT6A-68D	Esterline CMC 3000

1. Estimate of first delivery. 2. 45-minute fuel reserve. 3. Current configuration with G1000 avionics. 4. Contact Beechcraft Defense Company for aircraft and support package pricing.

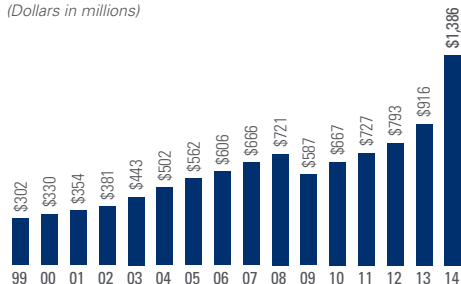
Pre-Owned Citations for Sale

(As a percent of fleet)



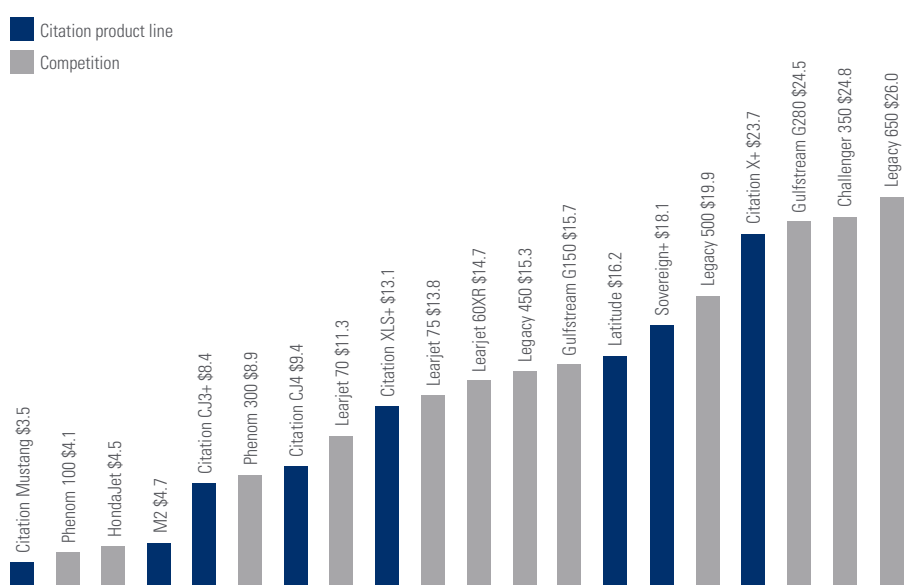
Aftermarket Sales

(Dollars in millions)



2014 Business Jet Price Points

(Dollars in millions)



Source: B&CA 2014 Purchase Planning Handbook edition, and Textron Aviation Data.

BELL HELICOPTER

Bell Helicopter is an industry-leading producer of commercial and military vertical lift aircraft and the pioneer of the revolutionary tiltrotor aircraft. Globally recognized for world-class customer service, innovation and superior quality, Bell Helicopter's global workforce serves customers flying Bell Helicopter aircraft in more than 120 countries.



Bell Helicopter's share of
Textron 2014 revenues

31%

KEY DATA

(Dollars in millions)	2014	2013	2012	2011	2010
Bell Helicopter					
Units sold:					
U.S. Government	71	78	73	78	70
Commercial	178	213	188	125	131
Backlog ¹	\$ 5,524	\$ 6,450	\$ 7,469	\$ 7,346	\$ 6,473
Revenues	\$ 4,245	\$ 4,511	\$ 4,274	\$ 3,525	\$ 3,241
Segment profit	\$ 529	\$ 573	\$ 639	\$ 521	\$ 427
Segment profit margin	12.5%	12.7%	15.0%	14.8%	13.2%
Total assets	\$ 2,858	\$ 2,899	\$ 2,399	\$ 2,247	\$ 2,079
Capital expenditures	\$ 152	\$ 197	\$ 172	\$ 184	\$ 123
Depreciation and amortization	\$ 132	\$ 116	\$ 102	\$ 95	\$ 92

¹ Backlog for 2010 has been revised from the amount previously reported, primarily to correct an error made in the fourth quarter of 2009 when the full value of a V-22 contract was included in backlog rather than Bell's proportionate share.

FAST FACTS

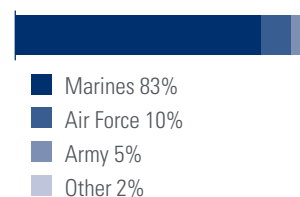
- At the end of 2014, Bell Helicopter had approximately 8,700 employees, of which 22% were located outside the U.S.
- Major facilities are located in Fort Worth, Texas; Amarillo, Texas; Ozark, Alabama; Piney Flats, Tennessee; Lafayette, Louisiana; and Mirabel, Quebec, Canada.
- Approximately 13,000 Bell Helicopter manufactured and licensed aircraft are flying in more than 120 countries.
- Greater than 29% of all helicopters in operation today carry the Bell brand, including both military and commercial applications.
- Worldwide service network of more than 100 Bell Helicopter authorized Customer Service Facilities and eight Bell Helicopter operated service centers, two of which are co-located with Textron Aviation: one in Singapore and one in the Czech Republic.
- Received #1 ranking in two of the aviation industry's most prominent customer surveys: *Aviation International News'* (AIN) 2014 Product Support Survey for the ninth consecutive year and *Professional Pilot's* Helicopter Product Support Survey for the 20th consecutive year.

Sales Breakdown

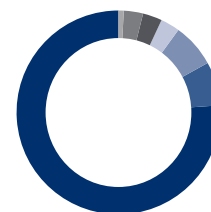
By Product Line



By U.S. Military Branch



Revenue by Region



STRATEGIC STEPS FORWARD

- Unrelenting focus on meeting the mission needs of commercial customers and improving global competitive position.
- Strengthen the commercial product line by upgrading existing products, developing derivatives and introducing new models, including the 525 Relentless™ and 505 Jet Ranger X™.
- Develop Bell Helicopter's global business through increased local presence with a stronger sales and marketing team.
- Continue production of the V-22 for the U.S. Marine Corps and Air Force Special Operations Forces, and market to other U.S. Department of Defense and international customers.
- Continue production of the UH-1Y utility helicopter and AH-1Z attack helicopter, and pursue international opportunities.
- Maintain investment in the upgrade and development of military-focused products including the development of the next-generation tiltrotor technology for future product offerings.
- Continue to grow Bell Helicopter's integrated support and services business through geographic and service offering expansion.
- Strengthen cost competitiveness through continued improvement in worldwide manufacturing productivity and modernizing business systems.

MAJOR PRODUCTS

	Description	First Delivery	Seating Capacity (including pilots)	Useful Load (lbs)	Cruising Speed (kts)	Maximum Range (nm)
Light						
505 Jet Ranger X	Light single-engine, five-seat entry-level helicopter	TBD	5	+1,500	+125	+360
206L-4 Long Ranger	Light single-engine, extended cabin version of the Jet Ranger	1992	7	2,123	112	324
407	Light single-engine, high-performance multi-mission helicopter	1996	7	2,332	133	330
407GX/GT	Light single-engine helicopter with a fully integrated glass cockpit and a commercially qualified armed variant	2011	7	2,262	133	330
429/429WLG	Light twin-engine helicopter, best-in-class cabin volume	2009	8	3,200	142	350
Medium						
412 EP/EPI	Twin-engine with the highest dispatch reliability and the lowest hourly cost	1981	15	4,965	122	356
525 Relentless	Twin-engine with ARC Horizon flight deck system	TBD	18	+7,400	+155	+500
Military						
OH-58D Kiowa Warrior	Armed reconnaissance helicopter for U.S. Army	1986	2	2,200	114	268
TH-67 Trainer	Military training helicopter	1993	3	1,321	115	374
Huey II	Upgrade of U.S. Army and worldwide UH-1H model Huey	1995	15	5,060	106	216
UH-1Y	State-of-the-art fully integrated utility and combat support helicopter	2006	12	6,661	158	350
AH-1Z	State-of-the-art fully integrated weapons system attack helicopter	2006	2	6,300	160	380
Tiltrotor						
Bell-Boeing V-22 Osprey	Military tiltrotor aircraft, being produced in partnership with Boeing	1999	27	25,500	272	1,100
Bell V-280 Valor	Third-generation military tiltrotor, being developed for the Army's Joint Multi-Role (JMR) Technology Demonstrator (TD) Program	TBD	TBD	TBD	280	800

COMMERCIAL BUSINESS

- The Bell 505 Jet Ranger X™ completed its first flight on November 10, 2014, at Bell Helicopter's Mirabel, Quebec, facility. More than 300 letters of intent to purchase this aircraft have been signed since its unveiling at Heli-Expo in February.
- The Bell 525 Relentless™ first flight test vehicle completed electrical power-up of the avionics and flight controls in 2014 as we progressed toward first flight, which is expected in 2015.
- Delivered the 200th Bell 429 to be produced and also celebrated a major milestone in Europe with the delivery of the 50th Bell 429 in that region.
- Introduced the Bell 407 polycarbonate windshield in April, a patent-pending windshield that deflects objects away from the cockpit and significantly decreases the likelihood of objects breaching the windshield upon impact.



Bell 525 Relentless™



Bell Boeing MV-22

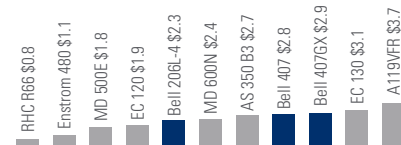
MILITARY BUSINESS

- The U.S. Army selected the V-280 Valor tiltrotor to advance in the Department of Defense Joint Multi-Role Technology Demonstrator program to build and fly a demonstrator aircraft. This is part of a Science & Technology effort with the U.S. Government that precedes and informs the Future Vertical Lift program.
- The Bell Helicopter Final Assembly and Delivery Center in Amarillo, Texas delivered the twelfth and final MV-22 to the United States Marine Corps' Helicopter Squadron One, the unit responsible for Presidential rotary transport. The squadron is now at full operating capability.
- The Bell Boeing V-22 Osprey can now be equipped with forward-firing rockets and missiles, which were successfully demonstrated at the United States Army Proving Ground in Yuma, AZ.
- In 2014, the V-22 fleet of tiltrotor aircraft passed the 250,000 flight hour milestone.

Commercial Product Price Points

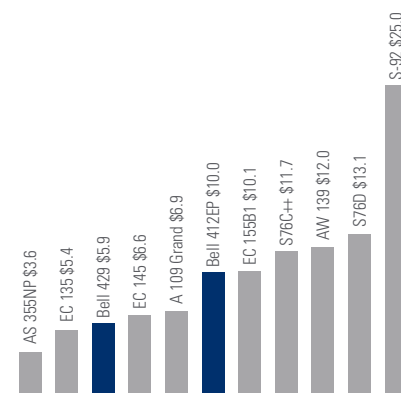
(Dollars in millions)

■ Bell Helicopter
■ Competition



Singles

Source: Conklin & de Decker ACE, 2014, Vol II & estimated price escalations.



Twins

TEXTRON SYSTEMS

Textron Systems' businesses develop and integrate products, services and support for aerospace and defense customers, as well as civil and commercial customers around the globe. Harnessing agility and a broad base of expertise, Textron Systems' innovative businesses design, manufacture, field and support comprehensive solutions that expand customer capabilities and deliver value.



Textron Systems' share of Textron 2014 revenues

12%

KEY DATA

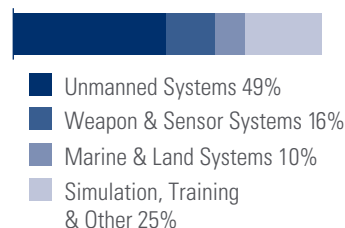
(Dollars in millions)	2014	2013	2012	2011	2010
Textron Systems					
Revenues	\$ 1,624	\$ 1,665	\$ 1,737	\$ 1,872	\$ 1,979
Segment profit	\$ 150	\$ 147	\$ 132	\$ 141	\$ 230
Segment profit margin	9.2%	8.8%	7.6%	7.5%	11.6%
Backlog	\$ 2,790	\$ 2,803	\$ 2,919	\$ 1,337	\$ 1,598
Total assets	\$ 2,283	\$ 2,106	\$ 1,987	\$ 1,948	\$ 1,997
Capital expenditures	\$ 65	\$ 66	\$ 108	\$ 37	\$ 41
Depreciation and amortization	\$ 84	\$ 89	\$ 75	\$ 85	\$ 81

FAST FACTS

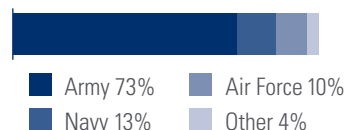
- At the end of 2014, Textron Systems had approximately 4,300 employees.
- Primary manufacturing facilities are located in Tampa, FL; New Orleans, LA; Hunt Valley, MD; Wilmington, MA; Williamsport, PA; Charleston, SC; Austin, TX; Sterling, VA; Notting Hill, Australia; Montreal, Canada; and Hamble, England.
- In late 2014, Textron Systems' Aerosonde® Small Unmanned Aircraft System (SAUS) received a certificate of authorization for operations with the Mid-Atlantic Aviation Partnership (MAAP) near Blackstone, Virginia. MAAP is one of six authorized test sites established by the Federal Aviation Administration as part of its program to integrate unmanned aircraft into the U.S. national airspace system. The Aerosonde system already is being utilized internationally for oil and gas applications.
- Through 2014, Textron Systems has sold nearly 10,000 armored vehicles to the U.S. Army and a growing roster of international customers.
- Sensor Fuzed Weapon (SFW™) is a highly effective smart air-to-ground area weapon designed to defeat moving and fixed targets on land and at sea. More than 7,900 SFWs have been ordered by domestic and international customers, including the U.S. Air Force, Oman, Turkey, United Arab Emirates, India, Republic of Korea and Saudi Arabia.
- The companies that make up TRU Simulation + Training each have over 25 years of experience and have delivered a total of more than 400 flight simulators and training devices for some of the world's largest commercial aircraft OEMs, airlines, general aviation fixed-wing and rotorcraft owners/operators, and flight training academies. TRU's training business supports maintenance training for more than 300 aircraft training devices used by the armed forces, as well as a growing number of aircraft platforms for pilots and technicians.
- With more than 350,000 engines designed and built during Lycoming's 85-plus year history in aviation, and more than 200,000 in operation worldwide, Lycoming powers more than half of the world's piston-powered rotary-wing and fixed-wing general aviation fleet. Lycoming also produces engines for unmanned aerial vehicles.

Sales Breakdown

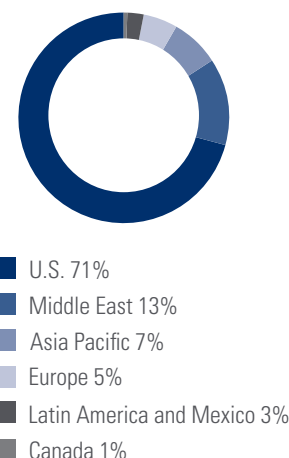
By Product/Service



By U.S. Military Branch



Revenue by Geography



STRATEGIC STEPS FORWARD

- Continue to expand our global presence to address worldwide military demand with an emphasis on leading-edge, affordable and available lines of networked systems.
- Strengthen our position as the global supplier of unmanned aircraft systems (UAS), armored vehicles and associated training, support and services by sustaining and expanding the Shadow® UAS, Aerosonde® SUAS, COMMANDO™ vehicles and ground control technology product lines alongside our expert simulation, training and logistics offerings.
- Expand our role as a provider of affordable and effective smart area attack weapons, networked ground munitions, unattended ground sensors and compliant systems that minimize risk to noncombatants, while continuing to leverage our precision weapons expertise and solutions to meet the demands of today's complex and ever-changing battlefield.
- Establish TRU as the flight simulation and training provider of choice to aircraft OEMs, commercial airlines and defense markets, while expanding the company's training center footprint globally to meet the world's growing demand for skilled flight crews and maintenance technicians.
- Utilize our growing maritime vehicle capabilities, with solutions including the Common Unmanned Surface Vehicle (CUSV™), Ship-to-Shore Connector and related technologies, to address ongoing and emerging domestic and international sea-based requirements.
- Continue to design, build and test aviation engine products with focused efforts on alternative fuels, unmanned platforms and other new applications.

MAJOR PRODUCTS

Product Line	Description
Unmanned Systems	
Unmanned Aircraft Systems; Ground Control Stations; and family of remote products	Multi-mission capable unmanned aircraft systems (UAS) utilized worldwide, including the renowned Shadow® 200 Tactical UAS with nearly one million flight hours, next-generation Shadow M2 Tactical UAS and Aerosonde® Small UAS, and the Common Unmanned Surface Vehicle (CUSV™). Interoperable UAS command-and-control systems such as the Universal Ground Control Station (UGCS), and the family of remote products, including the U.S. Army program of record, One System® Remote Video Terminal (OSRVT™), Remote Tactical Terminal (RT²™) and RT²-B (Bandit) variants.
Support Solutions	Leading provider of UAS and fixed-wing aircraft and vehicle sustainment, sensor integration as well as UAS operations; curriculum development, technical publications and training services; spares, repairs, provisioning, performance-based logistics and supply chain support; field service support; and reliability, maintainability, availability, repair and supportability analysis. Employees are stationed worldwide alongside the customer, supporting a wide range of defense and security equipment.
Marine & Land Systems	
COMMANDO™ family of armored vehicles	Advanced 4x4 wheeled armored vehicles used by U.S. and international customers, which provide exceptional performance across a wide spectrum of military and security operations. Highly mobile, lethal and combat-proven COMMANDO vehicles are survivable, sustainable and offer mission-customized versatility.
Ship-to-Shore Connector	Ship-to Shore Connector, the next generation of the Landing Craft, Air Cushion (LCAC), is in the early stages of production and will provide a modernized means to land at more than 80 percent of the world's shorelines for the next 30 years. LCAC, also produced by Marine & Land Systems, is a cornerstone of the U.S. military's amphibious capability.
Motor Lifeboats	Motor Lifeboats deliver outstanding performance in roles including search and rescue, border patrol, law enforcement and natural disaster relief operations. They are in service with the U.S. Coast Guard, and the governments of Egypt and Mexico.
Weapon & Sensor Systems	
Protection Systems	Real-time distributed networked systems autonomously detect, classify, report and engage threats with man-in-the-loop control. Products include the MicroObserver® unattended ground sensor system and the Spider™ networked munition system.
Smart Weapons	Family of products includes the SFW™ and the next generation of precision guided weapon systems, such as G-CLAW™, Fury™ and BattleHawk™, which provide customers with affordable and effective precision strike capabilities.
Simulation, Training and Other	
TRU Simulation + Training—Flight & Maintenance Training Simulators	For the global aviation market, products range from portable desktop devices and distance-learning courseware to full-motion, high-fidelity flight simulators, such as ODYSSEY™ and FFS X™ for fixed-wing aircraft and ODYSSEY H™ for rotorcraft. TRU products utilize subsystems, such as the REALFeel® control loading system and REALCue™ motion controller. Products also include complete maintenance training suites for aircraft, such as the C-17, F-22 and the Shadow® unmanned systems.
TRU Simulation + Training—Pilot and Maintenance Training	TRU training centers provide initial type-rating and recurrent training for pilots and maintenance training for aircraft technicians. TRU also provides training for U.S. and international military aircraft platforms, such as the C-17, B-1B and Shadow® unmanned systems.
Electronic Systems	High-technology automated test systems; electronic warfare/radio frequency simulation, test and training technologies; and precise, reliable flight line test equipment utilized in simulation labs, training ranges and flight lines for the world's most advanced air, land, sea and space platforms.
Advanced Information Solutions	Custom intelligence solutions, including the iCommand® suite, used globally in support of military operations, counterterrorism, law enforcement and environmental assessment. Leveraging the latest commercial technologies, solutions architects and software engineers design and field tailored solutions to meet the unique operating environments of the Department of Defense, national agencies and civilian organizations.
Geospatial Solutions	Advanced geospatial intelligence solutions and services supporting global and national defense, security, humanitarian assistance, environmental studies, forestry and urban planning. These geospatial data management, visualization and analysis systems enable users to achieve enhanced productivity gains and geospatial awareness through management, discovery and analysis of the variety and magnitude of data at their disposal.
Lycoming Engines	A complete line of aviation piston engines (OEM, rebuilt and overhauled): horizontally opposed, air-cooled, four-, six- and eight-cylinder aircraft engines; the only FAA-certified aerobatic and helicopter piston engines; iE2 Integrated Electronic Engine Platform; a high powered density liquid cooled jet fuel burning diesel engine; a single-cylinder jet fuel burning spark ignited engine. Also a full line of cylinders and spare parts for the general aviation and experimental segment.



COMMANDO™ family of armored vehicles



ODYSSEY™ 10 Level D Full Flight Simulator



Common Unmanned Surface Vehicle (CUSV™)

INDUSTRIAL

Our Industrial segment offers three main product lines: fuel systems and functional components produced by Kautex; specialized vehicles and equipment manufactured by the Textron Specialized Vehicles businesses and Jacobsen; manual and powered professional tools, testing and measurement equipment made by the Textron Tools & Test companies.



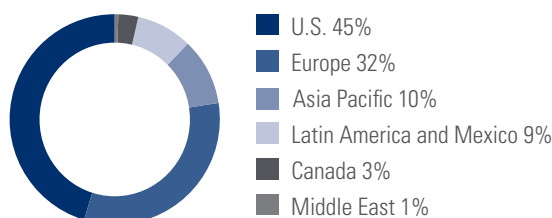
Industrial's share of
Textron 2014 revenues

24%

KEY DATA

(Dollars in millions)	2014	2013	2012	2011	2010
Industrial					
Revenues	\$ 3,338	\$ 3,012	\$ 2,900	\$ 2,785	\$ 2,524
Segment profit	\$ 280	\$ 242	\$ 215	\$ 202	\$ 162
Segment profit margin	8.4%	8.0%	7.4%	7.3%	6.4%
Total assets	\$ 2,171	\$ 1,956	\$ 1,755	\$ 1,664	\$ 1,604
Capital expenditures	\$ 97	\$ 89	\$ 97	\$ 94	\$ 51
Depreciation and amortization	\$ 76	\$ 72	\$ 70	\$ 72	\$ 72

Revenue by Geography



FAST FACTS

- At the end of 2014, Textron's Industrial segment had approximately 9,500 employees.
- Manufacturing facilities are located in 17 countries: Belgium, Brazil, Canada, China, the Czech Republic, Germany, India, Japan, Mexico, Portugal, Romania, Slovakia, South Korea, Spain, Thailand, the United Kingdom and the United States.

STRATEGIC STEPS FORWARD

Kautex is a leading global supplier to the automotive industry. The company develops and manufactures blow-molded plastic fuel systems, selective catalytic reduction systems (SCR), windshield and headlamp washer systems, cast iron engine camshafts and plastic bottles and containers.

- Increase global and local presence through strategic relationships and increase customer base with growth customers in all regions.
- Expand sales in the fast-growing emission reduction related segment with selective catalytic reduction system and carbon canister products.
- Accelerate innovative technology and product development to support alternative powertrain solutions.

Jacobsen offers a comprehensive line of professional turf maintenance equipment and specialized turf-care vehicles for golf courses, sporting venues, airports and municipalities, as well as commercial and industrial users. Brand names include Ransomes, Jacobsen and Dixie Chopper.

- Improve our North American channel to better support our customers before and after the sale.
- Increase presence in municipal sales channels to find more customers for our equipment.
- Expand our global presence, especially in Asia and Latin America.

The **Textron Specialized Vehicles** group of Textron Inc. designs and manufactures golf cars, utility and personal transportation vehicles for commercial and recreational use, and aviation ground support equipment. Textron Specialized Vehicles companies build products under the E-Z-GO®, Cushman®, Bad Boy® Buggies, TUG™ and Douglas™ brands; their vehicles are found in environments ranging from golf courses to factories, airports to planned communities, and theme parks to hunting preserves.

- Continue expansion of product lines to drive growth in key segments and leverage adjacencies, particularly in the consumer, commercial and ground support equipment sectors.
- Accelerate growth of independent dealer and distributor networks to build consumer and commercial distribution.
- Expand worldwide distribution networks to drive international growth.
- Maintain pace of product development and increase domestic and global distribution to drive continued sales growth in the golf sector.

The **Textron Tools & Test** product line includes a group of companies that produce professional-grade tools, test equipment and solutions for the construction, maintenance, telecommunications, data communications, utility and plumbing industries. It is composed of brands such as Greenlee®, Greenlee Communications, Greenlee Utility®, HD Electric Company™, Klauke®, Sherman + Reilly™, Endura® and Rothenberger.

- Expand the presence of Greenlee Communications in the Ethernet and Wi-Fi markets through targeted product development initiatives and leveraging adjacencies.
- Continue development of innovative products for the growing construction prefabrication market that interface across technologies for total cost productivity.
- Increase presence in the utility and mechanical markets through strategic relationships and product expansions within all brands.
- Grow sales in developing economies including Brazil, Mexico, China and India.

FINANCE

The Finance segment provides financing to customers purchasing products manufactured by Textron Inc. Textron Financial Corporation and its consolidated subsidiaries comprise the Finance segment.



Finance's share of
Textron 2014 revenues

<1%

KEY DATA

(Dollars in millions)	2014	2013	2012	2011	2010
Finance					
Finance receivables held for investment ¹	\$ 1,254	\$ 1,483	\$ 1,934	\$ 2,477	\$ 4,213
Finance receivables held for sale ¹	\$ 35	\$ 65	\$ 140	\$ 418	\$ 413
Total finance receivables	\$ 1,289	\$ 1,548	\$ 2,074	\$ 2,895	\$ 4,626
60-Day + delinquency ²	4.55%	5.39%	4.65%	6.70%	9.77%
Nonaccrual % ²	6.46%	7.08%	7.39%	12.96%	20.17%
Debt to shareholders' equity	4.75x	6.01x	4.74x	4.78x	6.41x
Revenues	\$ 103	\$ 132	\$ 215	\$ 103	\$ 218
Segment profit (loss) ³	\$ 21	\$ 49	\$ 64	\$ (333)	\$ (237)
Total assets	\$ 1,529	\$ 1,725	\$ 2,322	\$ 3,213	\$ 4,949
Dividends paid to Textron Inc.	\$ —	\$ 175	\$ 345	\$ 179	\$ 505
Capital contributions paid to Finance group	\$ —	\$ 1	\$ 240	\$ 182	\$ 383

¹ In December 2008, Textron began a process to exit the non-captive portion of its finance business.

² Improvement in delinquency statistics in 2011 was primarily due to the transfer of the remaining Golf Mortgage portfolio from held for investment to the held for sale classification, along with the resolution of several Timeshare accounts.

³ Segment profit (loss) represents the measurement used by Textron for evaluating performance and for decision-making purposes. Segment profit (loss) for the Finance segment includes interest income and expense along with intercompany interest income and expense. In 2011, segment profit (loss) includes a \$186 million initial mark-to-market adjustment for remaining finance receivables in the Golf Mortgage portfolio that were transferred to the held for sale classification.

Sources of Funding



EXIM/EDIC 34%
Long-Term Debt 18%
Subordinated Debt 23%
Equity 17%
Securitization 8%

Finance Receivables

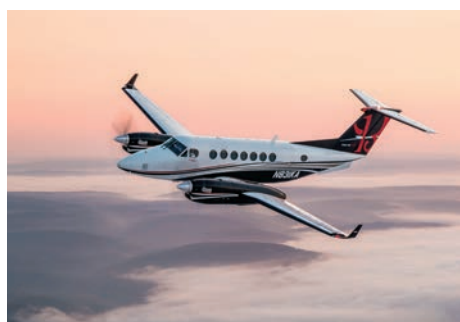


Textron Aviation 60%
Bell Helicopter 19%
Non-Captive 12%
Independent Aviation 8%
Golf Equipment 1%

The Finance segment provides financing to customers purchasing products manufactured by Textron, which includes Textron Aviation aircraft and Bell helicopters, such as those displayed below.



Cessna Citation X+



Beechcraft King Air 350i



Bell 412™

FINANCIAL DATA 2014–2010

	2014					2013					2012	2011	2010
(Dollars in millions, except per share amounts)	Q1	Q2	Q3	Q4	Year	Q1	Q2	Q3	Q4	Year			
Revenues													
Textron Aviation	\$ 785	\$ 1,183	\$ 1,080	\$ 1,520	\$ 4,568	\$ 708	\$ 560	\$ 593	\$ 923	\$ 2,784	\$ 3,111	\$ 2,990	\$ 2,563
Bell	873	1,119	1,182	1,071	4,245	949	1,025	1,162	1,375	4,511	4,274	3,525	3,241
Textron Systems	363	282	358	621	1,624	429	422	405	409	1,665	1,737	1,872	1,979
Industrial	797	894	785	862	3,338	727	801	711	773	3,012	2,900	2,785	2,524
Finance	29	27	25	22	103	42	31	33	26	132	215	103	218
Total Revenues	\$ 2,847	\$ 3,505	\$ 3,430	\$ 4,096	\$ 13,878	\$ 2,855	\$ 2,839	\$ 2,904	\$ 3,506	\$ 12,104	\$ 12,237	\$ 11,275	\$ 10,525
Segment Profit¹													
Textron Aviation ²	\$ 14	\$ 28	\$ 62	\$ 130	\$ 234	\$ (8)	\$ (50)	\$ (23)	\$ 33	\$ (48)	\$ 82	\$ 60	\$ (29)
Bell	96	141	146	146	529	129	135	131	178	573	639	521	427
Textron Systems ³	39	34	27	50	150	38	34	35	40	147	132	141	230
Industrial	66	94	53	67	280	57	79	52	54	242	215	202	162
Finance ⁴	4	7	5	5	21	19	15	13	2	49	64	(333)	(237)
Total Segment Profit	\$ 219	\$ 304	\$ 293	\$ 398	\$ 1,214	\$ 235	\$ 213	\$ 208	\$ 307	\$ 963	\$ 1,132	\$ 591	\$ 553
Segment Profit Margins													
Textron Aviation	1.8%	2.4%	5.7%	8.6%	5.1%	(1.1%)	(8.9%)	(3.9%)	3.6%	(1.7%)	2.6%	2.0%	(1.1%)
Bell	11.0%	12.6%	12.4%	13.6%	12.5%	13.6%	13.2%	11.3%	12.9%	12.7%	15.0%	14.8%	13.2%
Textron Systems	10.7%	12.1%	7.5%	8.1%	9.2%	8.9%	8.1%	8.6%	9.8%	8.8%	7.6%	7.5%	11.6%
Industrial	8.3%	10.5%	6.8%	7.8%	8.4%	7.8%	9.9%	7.3%	7.0%	8.0%	7.4%	7.3%	6.4%
Finance	13.8%	25.9%	20.0%	22.7%	20.4%	45.2%	48.4%	39.4%	7.7%	37.1%	29.8%	(323.3%)	(108.7%)
Total Profit Margin	7.7%	8.7%	8.5%	9.7%	8.7%	8.2%	7.5%	7.2%	8.8%	8.0%	9.3%	5.2%	5.3%
Corporate expenses and other, net	(43)	(38)	(22)	(58)	(161)	(55)	(20)	(34)	(57)	(166)	(148)	(114)	(137)
Interest expense, net for the Manufacturing group	(35)	(36)	(37)	(40)	(148)	(37)	(30)	(29)	(27)	(123)	(143)	(140)	(140)
Acquisition and restructuring costs ⁵	(16)	(20)	(3)	(13)	(52)	—	—	—	—	—	—	—	—
Special charges ⁶	—	—	—	—	—	—	—	—	—	—	—	—	(190)
Income tax (expense) benefit	(38)	(65)	(71)	(74)	(248)	(28)	(49)	(47)	(52)	(176)	(260)	(95)	6
Income (loss) from Continuing Operations	\$ 87	\$ 145	\$ 160	\$ 213	\$ 605	\$ 115	\$ 114	\$ 98	\$ 171	\$ 498	\$ 581	\$ 242	\$ 92
EPS from Continuing Operations – Diluted	\$ 0.31	\$ 0.51	\$ 0.57	\$ 0.76	\$ 2.15	\$ 0.40	\$ 0.40	\$ 0.35	\$ 0.60	\$ 1.75	\$ 1.97	\$ 0.79	\$ 0.30
Effective Income Tax Rate	30.4%	31.0%	30.7%	25.8%	29.1%	19.6%	30.1%	32.4%	23.3%	26.1%	30.9%	28.1%	(6.4%)
Common Stock Information													
Price Range: High	\$ 40.18	\$ 40.93	\$ 39.03	\$ 44.23	\$ 44.23	\$ 31.30	\$ 30.22	\$ 29.81	\$ 37.43	\$ 37.43	\$ 29.18	\$ 28.87	\$ 25.30
Low	\$ 34.28	\$ 36.96	\$ 35.54	\$ 32.28	\$ 32.28	\$ 23.94	\$ 24.87	\$ 25.36	\$ 26.17	\$ 23.94	\$ 18.37	\$ 14.66	\$ 15.88
Dividends declared per share	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.08	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.08	\$ 0.08	\$ 0.08	\$ 0.08
Diluted average shares outstanding (in thousands) ⁷	283,327	282,764	281,030	279,771	281,790	288,978	283,824	281,710	282,707	284,428	294,663	307,255	302,555

¹ Segment profit is an important measure used for evaluating performance and for decision-making purposes. Segment profit for the manufacturing segments excludes interest expense, certain corporate expenses and acquisition and restructuring costs related to the Beechcraft acquisition. The measurement for the Finance segment includes interest income and expense along with intercompany interest income and expense.

² Included amortization of \$12 million, \$33 million, \$10 million and \$8 million for the first, second, third and fourth quarters of 2014, respectively, related to fair value step-up adjustments of acquired inventories sold during the periods. The second quarter of 2013 includes \$28 million in severance costs. For 2012, includes a \$27 million charge related to an award against Cessna in an arbitration proceeding.

³ For 2011, includes a \$41 million impairment charge to write down certain intangible assets and approximately \$19 million in severance costs related to a workforce reduction at the segment.

⁴ For 2011, includes a \$186 million initial mark-to-market adjustment for remaining finance receivables in the Golf Mortgage portfolio that were transferred to the held for sale classification.

⁵ Acquisition and restructuring costs in 2014 are related to the acquisition of Beech Holdings, LLC, the parent of Beechcraft Corporation, which was completed on March 14, 2014. Restructuring charges of \$5 million, \$20 million, \$3 million and \$13 million were recorded in the first, second, third and fourth quarters of 2014, respectively. Transaction costs of \$11 million are also included in the first quarter of 2014.

⁶ In 2010, special charges include restructuring charges of \$99 million primarily related to severance and asset impairment charges and a \$91 million non-cash pre-tax charge to reclassify a foreign exchange loss from equity to the income statement as a result of substantially liquidating a Finance segment entity.

⁷ Diluted average shares outstanding assumes the exercise of stock options, restricted stock units and the issuance of shares that could be issued upon the conversion of our convertible notes and upon the exercise of the related warrants. The company's convertible notes matured on May 1, 2013.

SELECTED FINANCIAL STATISTICS 2014–2010

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

	2014	2013	2012	2011	2010
Income Statement Data					
Revenues	\$13,878	\$ 12,104	\$ 12,237	\$ 11,275	\$ 10,525
Segment profit	1,214	963	1,132	591	553
Corporate expenses and other, net	(161)	(166)	(148)	(114)	(137)
Interest expense, net for Manufacturing group	(148)	(123)	(143)	(140)	(140)
Acquisition and restructuring costs	(52)	—	—	—	—
Special charges	—	—	—	—	(190)
Income tax (expense) benefit	(248)	(176)	(260)	(95)	6
Effective tax rate	29.1%	26.1%	30.9%	28.2%	(6.4%)
Income from continuing operations	\$ 605	\$ 498	\$ 581	\$ 242	\$ 92
Diluted EPS from continuing operations	\$ 2.15	\$ 1.75	\$ 1.97	\$ 0.79	\$ 0.30
Balance Sheet Data – Manufacturing Group					
Cash and equivalents	\$ 731	\$ 1,163	\$ 1,378	\$ 871	\$ 898
Accounts receivable, net	1,035	979	829	856	892
Inventories	3,928	2,963	2,712	2,402	2,277
Property, plant and equipment, net	2,497	2,215	2,149	1,996	1,932
Goodwill	2,027	1,735	1,649	1,635	1,632
Total assets	13,076	11,219	10,711	10,402	10,333
Total debt	2,811	1,931	2,301	2,459	2,302
Total liabilities	9,028	7,044	8,076	8,070	7,933
Total company shareholders' equity	4,272	4,384	2,991	2,745	2,972
Non-GAAP Cash Flow Calculations – Manufacturing Group					
Net cash provided by operating activities of continuing operations – GAAP	\$ 1,097	\$ 658	\$ 958	\$ 761	\$ 730
Less: Capital expenditures	(429)	(444)	(480)	(423)	(270)
Dividends received from TFC	—	(175)	(345)	(179)	(505)
Plus: Total pension contributions ¹	76	194	405	642	417
Proceeds from the sale of property, plant and equipment	9	22	15	17	4
Capital contributions paid to TFC	—	1	240	182	383
Manufacturing cash flow before pension contributions – Non-GAAP ²	\$ 753	\$ 256	\$ 793	\$ 1,000	\$ 759
Cash Flow Items – Manufacturing Group					
Depreciation and amortization	\$ 446	\$ 371	\$ 358	\$ 371	\$ 362
Net cash used in acquisitions	(1,628)	(196)	(11)	(14)	(57)
Net change in debt	880	(321)	299	(288)	(1,199)
Dividends paid	(28)	(22)	(17)	(22)	(22)
Purchases of Textron common stock	(340)	—	(272)	—	—
Total number of shares purchased (in thousands)	8,921	—	11,103	—	—
Key Ratios					
Segment profit margin	8.7%	8.0%	9.3%	5.2%	5.3%
Selling and administrative expenses as % of sales	9.8%	9.3%	9.5%	10.5%	11.7%
Inventory turns (based on FIFO)	2.7x	2.6x	2.8x	2.8x	2.7x
Ratio of income to fixed charges – Manufacturing group	5.43x	6.23x	5.84x	4.22x	3.67x
Debt-to-capital (net of cash) – Manufacturing group	33%	15%	24%	37%	32%
Stock-Related Information					
Stock price at year-end	\$ 42.17	\$ 36.61	\$ 24.12	\$ 18.49	\$ 23.64
Dividend payout ratio	4%	5%	4%	10%	26%
Dividends declared per share	\$ 0.08	\$ 0.08	\$ 0.08	\$ 0.08	\$ 0.08
Other Statistics					
Number of employees at year-end	34,000	32,000	33,000	32,000	32,000
Average revenues per employee (in thousands)	\$ 408	\$ 378	\$ 371	\$ 352	\$ 329

¹ In 2011, we changed the definition of our non-GAAP cash flow measure to exclude all pension contributions. Prior periods have been recast to conform to this presentation.

² We use Manufacturing cash flow before pension contributions as our measure of free cash flow. This measure is not a financial measure under generally accepted accounting principles (GAAP) and should be used in conjunction with GAAP cash measures provided in our Consolidated Statement of Cash Flows. Free cash flow is a measure generally used by investors, analysts and management to gauge a company's ability to generate cash from operations in excess of that necessary to be reinvested to sustain and grow the business and fund its obligations. Our definition of Manufacturing cash flow before pension contributions adjusts net cash from operating activities of continuing operations for dividends received from TFC, capital contributions provided under the Support Agreement and debt agreements, capital expenditures, proceeds from the sale of property, plant and equipment and contributions to our pension plans. We believe that our calculation provides a relevant measure of liquidity and is a useful basis for assessing our ability to fund operations and obligations. This measure may not be comparable with similarly titled measures reported by other companies, as there is no definitive accounting standard on how the measure should be calculated.

RETURN ON INVESTED CAPITAL (ROIC)

(Dollars in millions)	2014	2013	2012	2011	2010
ROIC Income					
Income from continuing operations ¹	\$ 605	\$ 498	\$ 581	\$ 242	\$ 92
Interest expense for Manufacturing group	94	77	90	88	88
Special charges and gain on sale of businesses/product lines	—	—	—	—	153
Operating results of business units in discontinued operations, net of taxes	—	—	8	—	—
ROIC Income	\$ 699	\$ 575	\$ 679	\$ 330	\$ 333
Invested Capital at end of year					
Total shareholders' equity	\$ 4,272	\$ 4,384	\$ 2,991	\$ 2,745	\$ 2,972
Total Manufacturing group debt	2,811	1,931	2,301	2,459	2,302
Loan to Finance group	—	—	—	(490)	(315)
Cash and equivalents for Manufacturing group	(731)	(1,163)	(1,378)	(871)	(898)
Eliminate special charges, net of income taxes	—	—	—	—	153
Invested Capital at end of year, as adjusted	6,352	5,152	3,914	3,843	4,214
Invested Capital at beginning of year	5,152	3,914	3,843	4,061	4,249
Average Invested Capital	\$ 5,752	\$ 4,533	\$ 3,879	\$ 3,952	\$ 4,232
Return on Invested Capital²	12.2%	12.7%	17.5%	8.4%	7.9%

¹ In 2014, included the following pre-tax items: \$63 million of amortization expenses related to fair value step-up adjustments of Beechcraft acquired inventories sold during the period and \$52 million in acquisition and restructuring costs related to the Beechcraft acquisition. 2013 included the following pre-tax items: \$28 million in severance costs in connection with a voluntary separation program at Textron Aviation and \$15 million of charges related to our Unmanned Systems fee-for-service contracts at Textron Systems. 2012 included the following pre-tax items: \$37 million in charges related to our Unmanned Systems fee-for-service contracts at Textron Systems and a \$27 million charge from an unfavorable arbitration award at Textron Aviation. 2011 included the following pre-tax items: \$41 million non-cash impairment charge to write down certain intangible assets, approximately \$19 million in severance costs at Textron Systems and a \$186 million non-cash initial mark-to-market adjustment for remaining finance receivables in the Golf Mortgage portfolio.

² In 2014, we changed our policy for calculating ROIC to include the impact of acquisitions in the year they are acquired. In the past, we excluded both operating income from acquisitions from ROIC income and the cash used for acquisitions from invested capital at end of year. All prior periods have been restated to include these amounts.

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 of 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) special charges, 3) gains or losses on the sales of businesses or product lines and 4) operating results related to discontinued operations.

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 dispositions and special charges.

FORWARD-LOOKING STATEMENTS

Certain statements in this Fact Book 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; 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; difficulty or unanticipated expenses in connection with integrating acquired businesses; and the risk that anticipated synergies and opportunities as a result of acquisitions will not be realized or the risk that acquisitions do not perform as planned, including, for example, the risk that acquired businesses will not achieve revenue and profit projections.

BUSINESS DIRECTORY

WORLD HEADQUARTERS

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

BELL HELICOPTER

Bell Helicopter
P.O. Box 482
Ft. Worth, TX 76101
(817) 280-2011
www.bellhelicopter.textron.com

TEXTRON SYSTEMS

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

TEXTRON AVIATION

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

TEXTRON FINANCIAL

Textron Financial Corporation
40 Westminster Street
Providence, RI 02903
(401) 621-4200
www.textronfinancial.com

INDUSTRIAL

Kautex
Kautexstrasse 52
53229 Bonn
Germany
+49-228-4880
www.kautex.com

Textron Tools & Test
4455 Boeing Drive
Rockford, IL 61109
(815) 397-7070
www.enduratools.cn/index_en.aspx
www.greenlee.com
www.greenleecomunications.com
www.hdelectric.com
www.klauke.com
www.rothenberger-usa.com
www.sherman-reilly.com

Textron Specialized Vehicles
1451 Marvin Griffin Road
Augusta, GA 30906
(706) 798-4311
www.ezgo.com
www.badboybuggies.com
www.cushmanco.com
www.tugtech.com

Jacobsen
11108 Quality Drive
Charlotte, NC 28273
(704) 504-6600
www.jacobsen.com

INVESTORS

Douglas R. Wilburne, CFA
Vice President, Investor Relations
dwilburne@textron.com
(401) 457-3606
(401) 457-2220 (fax)

Robert C. Bridge
Manager, Investor Relations
rbridge@textron.com
(401) 752-5165
(401) 457-2220 (fax)

BANKS AND RATING AGENCIES

Mary F. Lovejoy
Vice President and Treasurer
mlovejoy@textron.com
(401) 457-6009
(401) 457-3533 (fax)

MEDIA

David Sylvestre
Director, Communications
dsylvestre@textron.com
(401) 457-2362
(401) 457-3598 (fax)

STOCK INFORMATION

STOCK EXCHANGE LISTINGS

Ticker Symbol – TXT
Common Stock
New York Stock Exchange

TRANSFER AGENT AND REGISTRAR

American Stock Transfer & Trust Company, LLC
Operations Center
6201 15th Avenue
Brooklyn, NY 11219
(866) 621-2790
www.amstock.com
Email: info@amstock.com

CAPITAL STOCK (as of January 3, 2015)

Common Stock: par value \$0.125 per share
500,000,000 shares authorized
276,582,000 shares outstanding

DIVIDENDS

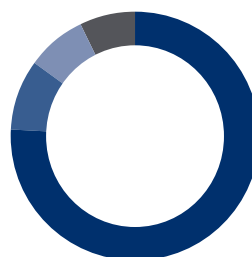
Common Stock
Record dates: March 14, June 13, September 12 and December 12, 2014
Payable dates: April 1, July 1, October 1, 2014 and January 1, 2015

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

(Estimated as of December 31, 2014)



- U.S. Institutions 76%
- Employees, Directors and Officers 9%
- Individual and Other 8%
- Foreign Institutions 7%

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 or send your written request to Textron Investor Relations at the address listed on the outside cover. For the most recent company news and earnings press releases, visit our website at www.textron.com.

LEGAL ENTITIES

Avco Corporation ("Avco") is a wholly owned subsidiary of Textron Inc. Bell Helicopter Textron Inc. ("Bell Helicopter") is a wholly owned subsidiary of Textron Inc. Bell Helicopter consists of several subsidiaries and operating divisions. The Textron Systems group of businesses includes Overwatch Systems Ltd.; Textron Systems Corporation (d/b/a Textron Defense Systems); and AAI Corporation, all of which are subsidiaries of Avco, as well as Lycoming Engines, an operating division of Avco; the Marine & Land Systems Division of Textron Inc.; and TRU Simulation + Training Inc., which is wholly owned by Textron Inc. Beech Holdings, LLC and its subsidiaries, including Beechcraft Corporation, and Cessna Aircraft Company are subsidiaries of Textron Aviation Inc., which is wholly owned by Textron Inc. Kautex conducts its business through a number of separately incorporated companies and other operations. The Greenlee business unit consists of various legal entities, including but not limited to Greenlee Textron Inc., a wholly owned subsidiary of Textron Inc. Textron Specialized Vehicles Inc. is a wholly owned subsidiary of Textron Inc., and E-Z-GO and Jacobsen are both unincorporated divisions of Textron Inc. Textron Financial Corporation ("Textron Financial") is a wholly owned subsidiary of Textron Inc. Textron Financial consists of several subsidiaries and operating divisions.

PATENTS AND TRADEMARKS/TRADENAMES

Aeronautical Accessories; AAI; acAlert; Ascent; Aerosonde; AH-1Z; Ambush; Arc Horizon; AVCOAT; Bad Boy Buggies; Baron; BattleHawk; Beechcraft; Beechcraft T-6; Bell; Bell Helicopter; Bonanza; Bravo; Cadillac Gage; Caravan; Caravan Amphibian; Caravan 675; Cessna; Cessna 350; Cessna 400; Cessna Corvalis TTX; Cessna Turbo Skylane JTA; Cessna Turbo Skyhawk JTA; Citation; CITATION ALPINE EDITION; Citation Encore+; Citation Latitude; Citation Longitude; Citation M2; Citation Sovereign; Citation X; Citation X+; Citation XLS+; CJ1+; CJ2+; CJ3; CJ3+; CJ4; Clarity; CLAW; Commando; Corvalis; Cushman; DataScout; Dixie Chopper; Eclipse; Excel; Extreme; Extreme Ti-METAL; E-Z-GO; Fury; GTS-1930 Saber, G3 Tugger; GatorEye; Gator Grips; GLOBAL MISSION SUPPORT; Grand Caravan; Greenlee; H-1; HDE; Hawker; Huey; Huey II; iCommand; IE2; Instinct; Integrated Command Suite; Jacobsen; Jet Ranger X; Kautex; King Air; King Air C90GTx; King Air 250; King Air 350; Kiowa Warrior; Klauke; LF; Lycoming; M1117 ASV; McCauley; Mechtronix; Millenworks; Mission Critical Support (MCS); MissionLink (IVHM); Mustang; Next Generation Carbon Canister; Next Generation Fuel System; NGCC; NGFS; Odyssey; On a Mission; OPINICUS; Overwatch; PDCue; Power Advantage; Pro-Fit; ProParts; Ransomes; REALCue; REALFeel; Recoil; Relentless; Rothenberger LLC; RT2; RXV; Scorpion; Sensor Fuzed Weapon; ServiceDirect; Shadow; Shadow Knight; Shadow Master; SkyBOOKS; Skycatcher; Skyhawk; Skyhawk SP; Skylane; SkyPLUS; Sovereign; Speed Punch; Spider; Stationair; ST 4X4; Super Cargomaster; Super Medium; SuperCobra; SYMTX; TDCue; Textron; Textron Aviation; Textron Defense Systems; Textron Financial Corporation; Textron Marine & Land Systems; Textron Systems; TRUESET; TRU Simulation + Training; TUG; Turbo Skylane; Turbo Stationair; UH-1Y; V-Watch Connect; VALOR; V-22 Osprey; V-280; 2FIVE; 206; 407; 407GT; 407GX; 412, 429, 505; 525 and 525 Relentless. These marks and their related trademark designs and logotypes (and variations of the foregoing) are trademarks, trade names or service marks of Textron Inc., its subsidiaries, affiliates or joint ventures.

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40 Westminister Street • Providence, RI 02903
(401) 421-2800 • www.textron.com