TEXTRON 2022 Corporate Responsibility Report

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> ❝ Sustainability through product design and improvements in our manufacturing processes is a win for the environment, our customers and our company. ❞

Scott Donnelly Textron Chairman & CEO

Dear Colleagues, Shareholders and Friends,

I am pleased to share our 2022 Corporate Responsibility Report. This report serves as a comprehensive overview of our achievements over the past year to minimize our environmental footprint, support the health, safety and well-being of our employees, and uphold the highest standards of ethics and business conduct throughout our global operations. We believe that progress across our Environmental, Social and Governance (ESG) priorities is critical to our business and creates long-term value for our shareholders.

We continue to make progress on our sustainability journey, showing that we can do the right things for the environment, our customers and our company. In 2022, we took a significant step towards our long-term strategy of sustainable aviation with the acquisition of Pipistrel, an award-winning pioneer and global leader in electrically powered aircraft. Part of our new Textron eAviation business segment, Pipistrel is focused on the development of sustainable aircraft for urban air mobility, general aviation, cargo and special mission roles.

Turning to our operations, our efforts to reduce our greenhouse gas emissions have resulted in a 21% decrease in our carbon footprint across our manufacturing facilities globally, and our innovative waste management practices have resulted in a 17% reduction in waste sent to landfills.

As we press forward with our sustainability initiatives within our facilities, we also continued to innovate with products that help our customers achieve their sustainability goals, including successfully electrifying more of our E-Z-GO, Jacobsen and TUG products with lithium-ion battery technology. At Bell and Textron Aviation, we are capitalizing on opportunities to build sustainability into our products, such as powering our new Beechcraft Denali with a more sustainable engine.

We also continue to place a strong emphasis on the health, safety and development of our people. We recognize that we cannot succeed unless we have a talented, engaged and motivated workforce with the skills necessary for our business to develop and manufacture the products desired by our customers.

As we celebrate our 100th year in business, I want to express my appreciation to our stakeholders—our shareholders, employees, customers, communities, suppliers and industry partners. We remain committed to conducting our business with the highest ethical standards while continuing our focus on sustainable practices, fostering a culture of respect within our workplace and driving innovation as we enter our second century.

Scott C. Donnelly
Chairman and Chief Executive Officer

2022 Highlights

ENVIRONMENTAL	SOCIAL	GOVERNANCE	PROUD TO BE RECOGNIZED

ENVIRONMENTAL

- More than **40%** of Textron's electricity use is sourced from renewable energy
- Greenhouse gas emissions (GHG) intensity has been reduced by **21%**
- Waste generation intensity has been reduced by **17%**

SOCIAL

- **32.3%** of managers in our U.S. operations are diverse employees
- **1,400**+ employees participated in our Education Assistance Program
- **50%** of our 2022 college intern class converted to full-time or second internships in 2023

GOVERNANCE

- Over **95%** of employees who responded to our recent Culture of Compliance survey **agree completely** with the statement that Textron expects them to conduct business with the highest ethical standards
- Our **Ethics and Compliance Helpline** is available to all employees via telephone or via email—confidentially
- **"Live Secure"** is central to our IT security awareness program to keep employees apprised of threats, risks and their role in protecting themselves and our company

PROUD TO BE RECOGNIZED

- Fortune World's **Most Admired Companies**
- Forbes World's **Best Employers**
- Forbes World's **Top Female Friendly Companies**
- Newsweek America's **Most Responsible Companies**
- Handshake's **Early Talent Award**
- **Top Supporter** of Historically Black Colleges & University Engineering Schools
- U.S. Department of Labor **HIRE Vets Gold Medallion Award**

Who We Are

From its beginnings in 1923 as a business that dyed and processed synthetic yarns for the New England textile industry, Textron has evolved to become one of the world's leading aerospace & defense companies. Synthetic yarns may have nothing in common with business jets, tiltrotor aircraft and sophisticated technologies, but the thread that runs through our company's history is innovation. Indeed, it's been the guiding force behind our success throughout our company's 100 years in business.

100 YEARS 1923-2023

PAST
Celebrating Our Heritage

PRESENT
Proud of Our Achievements

FUTURE
Looking Forward

Our Business Segments

We are known around the world for our powerful brands of aircraft, defense and industrial products that provide customers with groundbreaking technologies, innovative solutions and first-class service. During 2022, we conducted our businesses through six operating segments:

TEXTRON AVIATION

Textron Aviation is home to the Beechcraft and Cessna aircraft brands and is a leader in general aviation through two principal lines: aircraft and aftermarket parts and services. Aircraft includes sales of business jets, turboprop and military trainer and defense aircraft and piston engine aircraft. Aftermarket parts and services includes commercial parts sales and maintenance, inspection and repair services.

TEXTRON SYSTEMS

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

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.

TEXTRON eAVIATION

Textron eAviation includes Pipistrel, a manufacturer of electrically powered 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.

INDUSTRIAL

Our **Industrial** segment offers two main product lines: fuel systems and functional components produced by Kautex; and specialized vehicles such as golf cars, recreational and utility vehicles, aviation ground support equipment and professional mowers, manufactured by Textron Specialized Vehicles businesses.

FINANCE

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

Introducing Pipistrel

In 2022, Textron acquired Pipistrel, a global pioneer and leader in electrically powered aircraft, and formed Textron eAviation, a new business segment focused on the development of sustainable aviation solutions.

Pipistrel, based in Slovenia and Italy, manufactures a family of gliders and light aircraft with both electric and combustion engines. Products include the Velis Electro, which in 2020, became the world's first — and currently only — type certified electric powered aircraft.

Taking the lead in Textron's development of sustainably powered flight, Textron eAviation is leveraging the industry-leading product design, certification, manufacturing, and aftermarket solutions from across Textron's businesses, coupled with the expertise of Pipistrel, to pursue our long-term strategy to offer a family of sustainable aircraft for urban air mobility, general aviation, cargo and special mission roles.

Pipistrel's Research & Development Center

Pipistrel's Research & Development Center in Ajdovščina, Slovenia is powered entirely by renewable energy. Opened in 2007, the building's roof is lined with solar panels and designed to capture as much solar radiation as possible according to the building's topographical surroundings and local climate. All heating and cooling functions are enabled through a centralized ground radiation system. Electricity is provided by the building's solar power plant, which receives approximately 107 kW of energy from solar panels. These combined technologies are saving 180,635 kg of CO_2 per year.

Our Values

At Textron, we are guided in all of our business interactions by our four Values: *Integrity, Respect, Trust,* **and** *Pursuit of Excellence.* **These Values are core to Textron's culture and define who we are as an organization. They are intended to help us make the best possible decisions, manage change, and provide a foundation for Textron's future.**

INTEGRITY

Integrity is the quality of being honest and having strong moral principles. We exhibit integrity by valuing honesty and openness, taking responsibility for our actions, respecting others, and demonstrating trustworthiness.

RESPECT

Respect is regard for others. We show respect by demonstrating concern and support for individual differences and by listening when others express their views, even if we disagree.

TRUST

Trust is a belief in the reliability, ability, strength, character, or truth of something or someone. We demonstrate trust and show that we are trustworthy by being honest and reliable, honoring our commitments, admitting when we have made mistakes, and communicating effectively so that others don't misunderstand our intent.

THE PURSUIT OF EXCELLENCE

The Pursuit of Excellence is the drive to do our best. We demonstrate this pursuit by setting high standards, paying attention to the details, measuring what we have accomplished, and striving for improvement.

Environment
Building a Sustainable Future

At Textron, we understand our responsibility to contribute meaningfully toward ensuring a sustainable future for the planet. Our responsibility to the environment starts with our compliance with regulatory requirements and is supported by our Textron Global EHS Policies and Standards which we follow in all countries where we operate. Beyond compliance, we are focused on reducing the energy and natural resource intensity of both our operations and products.

TEXTRON'S 2022 SUSTAINABILITY HIGHLIGHTS: REDUCING OUR ENVIRONMENTAL FOOTPRINT

Surpassed our Achieve 2025 greenhouse gas emissions and waste minimization goals, **reducing ghg emissions intensity by 21% and waste generation intensity by 17% (compared to 2019 baseline year)**

GHG ↓21%   ↓17%

40%+

Over 40% electricity use in 2022 sourced from renewable energy

$2 Million+

Completed **140** sustainability projects aimed at energy, waste or water use reduction **saving over $2 million**

Pipistrel

Acquired Pipistrel, manufacturer of the world's **first electric aircraft** to receive full EASA type certification

Achieve 2025:
Sustainable Operations Goals

In 2020, as part of our Achieve 2025 initiative, we established a new set of sustainability goals to reduce the environmental footprint of our operations specific to the following areas of focus: greenhouse gas emissions, energy use, water use and waste generation. **By the end of 2025, Textron will strive to achieve the following goals compared to the 2019 baseline year:**

↓**20%**

Reduce **greenhouse gas emission** intensity by 20%

↓**10%**

Reduce **energy use** intensity by 10%

↓**10%**

Reduce **water use** intensity by 10%

↓**10%**

Reduce **waste generation** intensity by 10%

These goals were developed with the intent for Textron to become more efficient in its use of natural resources to meet the expectations of our customers, shareholders, employees and other stakeholders and to better the communities in which our businesses operate.

In the sections below we describe our progress toward these important commitments.
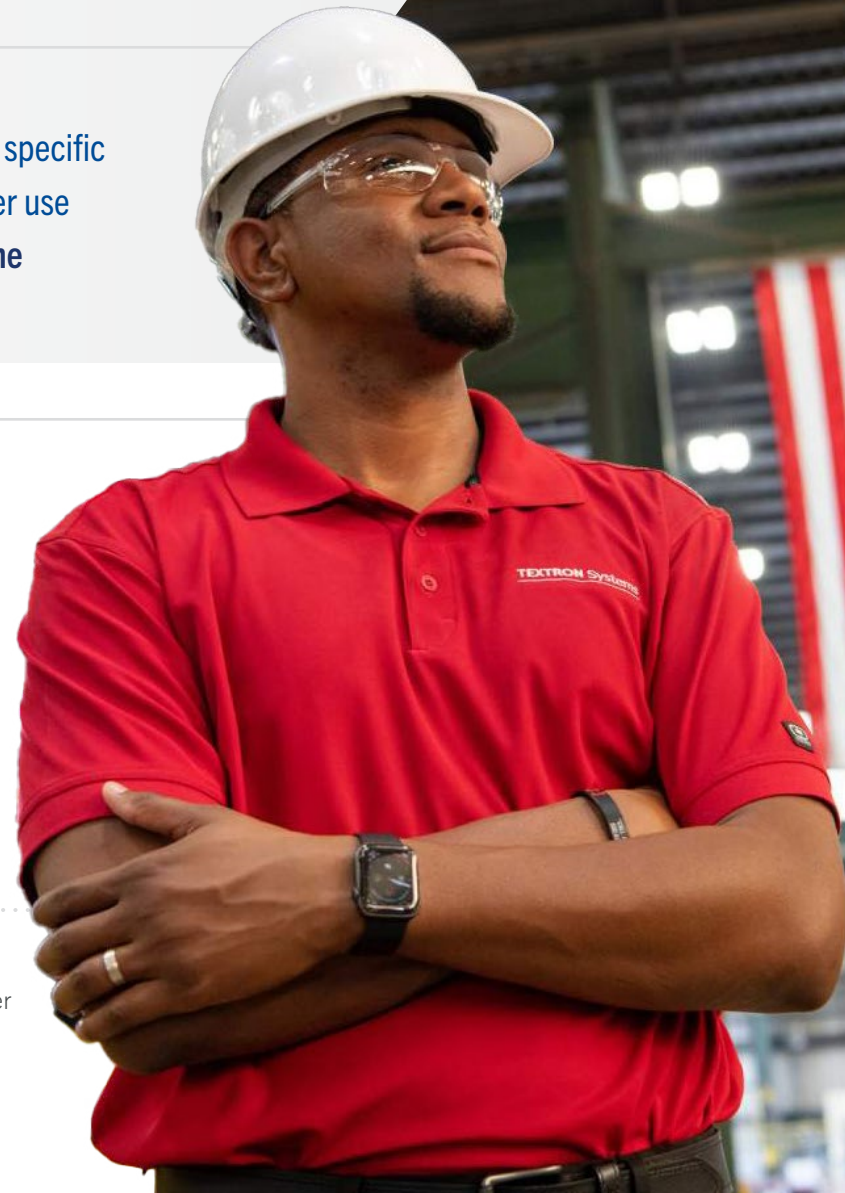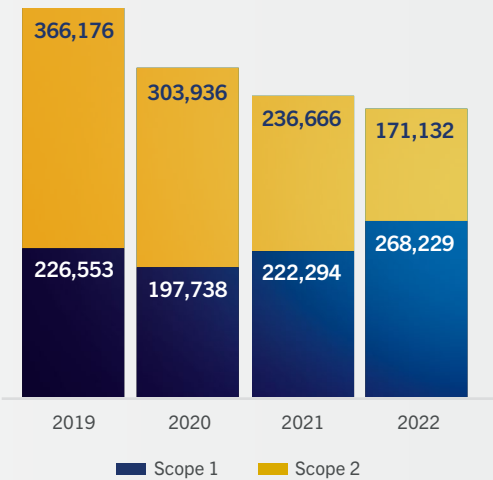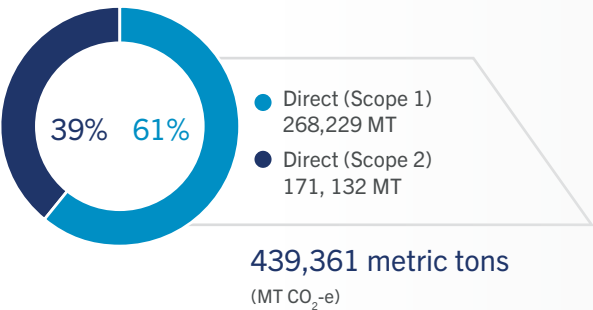
GREENHOUSE GAS (GHG) EMISSIONS

Greenhouse gas (GHG) emissions are determined by following the Greenhouse Gas Protocols of the World Business Council for Sustainable Development and the World Resource Institute. Consistent with these protocols, Textron accounts for direct (Scope 1) and indirect (Scope 2) GHG emissions in terms of CO_2-equivalents. Our greenhouse gas emissions and calculation methodology have been verified by an ANSI-accredited independent third party in accordance with ISO 14064-3.

In 2022, Scope 1 and 2 Greenhouse Gas (GHG) emissions attributable to our facilities were approximately 439,000 metric tons CO_2-e (market-based emissions). 44% of Textron's electricity use was from renewable sources, including 100% of the electricity used at Textron Aviation facilities in Kansas (234,000 MWh) through an agreement with its utility. On an intensity basis, we've reduced our emissions by 21% compared to our Achieve 2025 baseline year, exceeding our 20% reduction goal. Despite having met our 2025 year-end goal, we will continue to drive actions to further reduce emissions over the duration of the measurement period.

4-Year Trend GHG Emissions
(MT CO_2-e)

Year	Scope 1	Scope 2
2019	226,553	366,176
2020	197,738	303,936
2021	222,294	236,666
2022	268,229	171,132

Legend: Scope 1, Scope 2

2022 Greenhouse Gas Emissions

39% / 61%

- Direct (Scope 1)
  268,229 MT
- Direct (Scope 2)
  171, 132 MT

439,361 metric tons
(MT CO_2-e)

4-Year Trend GHG Intensity
(CO_2-e/Revenue)*

Year	Intensity
2019	0.043
2020	0.043
2021	0.037
2022	0.034
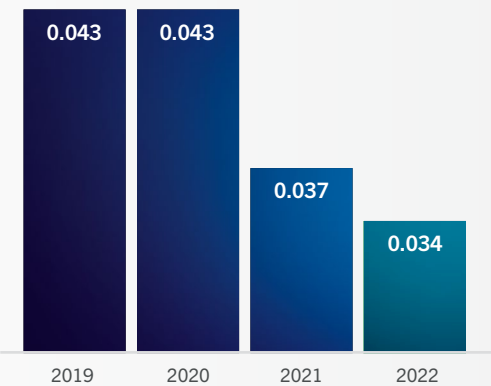
Intensity metrics are normalized to revenue.

ENERGY CONSUMPTION

In 2022, Textron consumed approximately 5,200,000 mmBTUs of energy. This is a 6% reduction in absolute energy use and a 1% reduction in energy intensity from our Achieve 2025 baseline year. On a year-over-year basis, energy intensity remained flat, while absolute energy use increased. The increase in energy consumption compared to 2021 can largely be attributed to increased manufacturing activities at our facilities. A key to meeting

our Achieve 2025 energy reduction commitment is our participation with the Department of Energy's Better Plants Program. We leverage this program to identify and implement energy efficiency projects across our manufacturing facilities and perform energy kaizen events targeted at energy reduction within specific processes and systems like compressed air, heating and cooling, and lighting. In 2022, these energy kaizen events resulted in

more than 100 energy use reduction projects, anticipated to result in energy savings of almost 36,000 mmBTUs and GHG emissions reduction of 15,000MT CO_2-e . Textron has also invested in upgrading energy management systems with energy efficiency technologies that support and promote behavior change. All of our Kautex manufacturing locations in Germany are ISO 50001 certified, an Energy Management System certification.

44%
of electricity consumed from renewable resources

↓6%
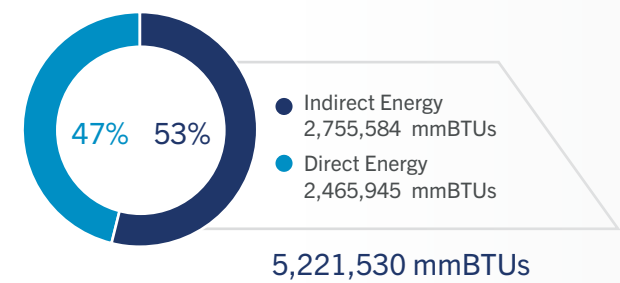reduction in absolute energy use

↓1%
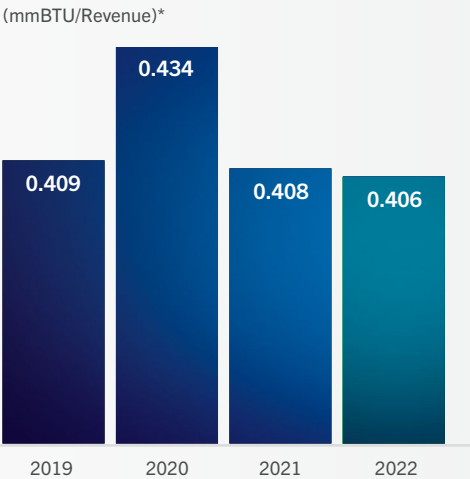reduction in energy intensity from our Achieve 2025 baseline year

100%
of our manufacturing locations in Germany are ISO 50001 certified

2022 Energy and Fuel Consumption

47% 53%

● Indirect Energy
  2,755,584 mmBTUs
● Direct Energy
  2,465,945 mmBTUs

5,221,530 mmBTUs

4-Year Trend Energy Intensity
(mmBTU/Revenue)*

2019	2020	2021	2022
0.409	0.434	0.408	0.406

Intensity metrics are normalized to revenue.

4-Year Trend Total Energy Consumed
(mmBTU)

2019	2020	2021	2022
5,557,622	5,050,763	5,052,292	5,221,530
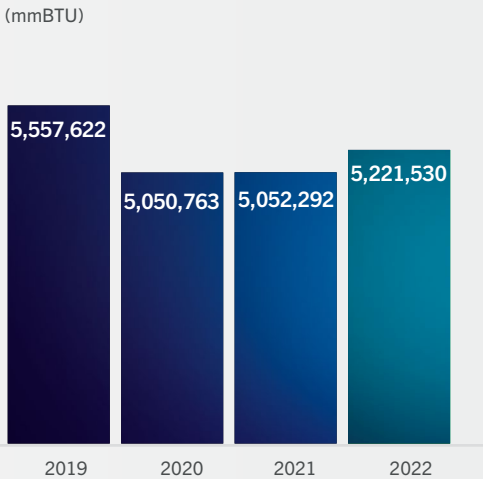
WASTE MINIMIZATION AND RECYCLING

In 2022, Textron facilities generated approximately 50 million pounds of waste, which is approximately 11 million pounds less than the amount of waste generated in our Achieve 2025 baseline year. Waste minimization projects have been implemented at our facilities, resulting in material substitutions, improved manufacturing methods, and increased recycling rates, all of which have contributed to a 13% improvement in our Achieve 2025 Waste Minimization intensity performance, surpassing our 10% reduction target. This includes significant progress in reduction of hazardous waste generation which has decreased 27% from our Achieve 2025 baseline year. We will continue to drive actions to further reduce our waste generation over the duration of the measurement period.

~64 million lbs
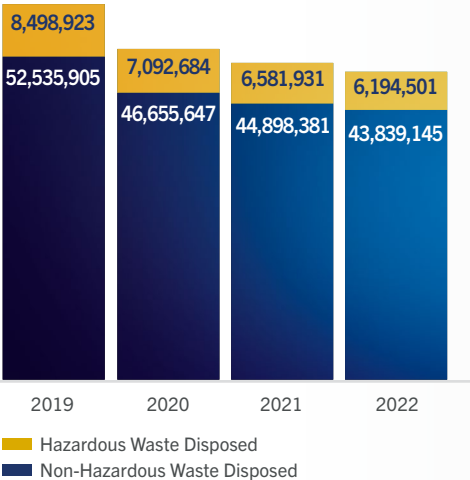of waste by Textron facilities diverted from landfills

↓11 million lbs
reduction from the amount of waste generated in our Achieve 2025 baseline year
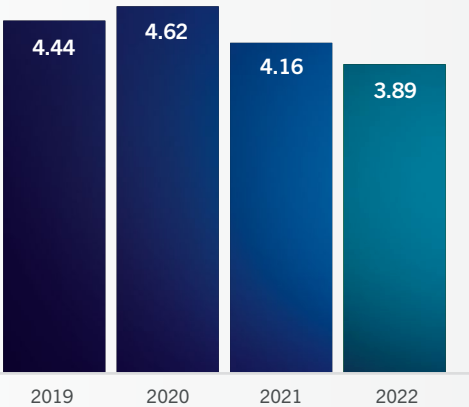
13%
improvement in our Achieve 2025 Waste Minimization intensity performance

↓27%
reduction in hazardous waste from our Achieve 2025 baseline year

Waste Disposed
(Lbs)

Year	Hazardous	Non-Hazardous
2019	8,498,923	52,535,905
2020	7,092,684	46,655,647
2021	6,581,931	44,898,381
2022	6,194,501	43,839,145

Hazardous Waste Disposed
Non-Hazardous Waste Disposed

Waste Intensity
(Lbs/Revenue)*

2019	2020	2021	2022
4.44	4.62	4.16	3.89

Intensity metrics are normalized to revenue.

2022 Waste Profile

Waste Recycled 64,714,333 — 56.4%
Non-hazardous waste disposed 43,839,145 lbs. — 38.2%
Hazardous waste disposed 6,194,501 lbs. — 5.4%
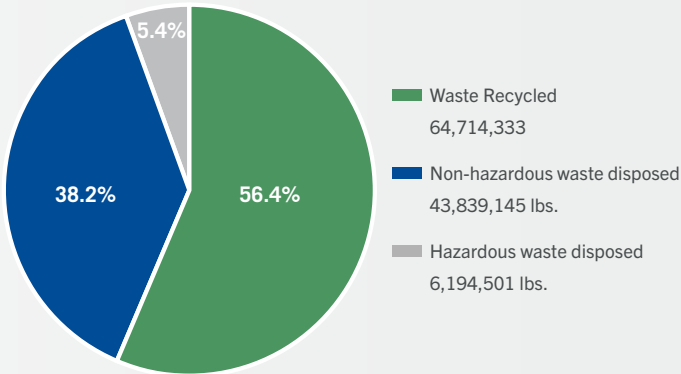
WATER

In 2022, Textron facilities consumed approximately one billion gallons of water. This represents a slight increase in water consumption compared to 2021 and can largely be attributed to increased manufacturing activities at our operations. While we have not yet made significant progress on our Achieve 2025 water use reduction goal, water stewardship continues to be a priority. In 2022, we completed responsible water management projects encompassing approximately 60 million gallons in annual savings that will show benefits in the coming years. We have identified our operations that consume the most water and prioritized projects to reduce consumption at these locations in 2023.

~1 billion GAL

of water consumed
by Textron facilities

~60 million GAL

in annual savings from our responsible
water management projects

Water Intensity
(GAL/Revenue)*

2019	2020	2021	2022
73.57	83.07	79.65	78.61
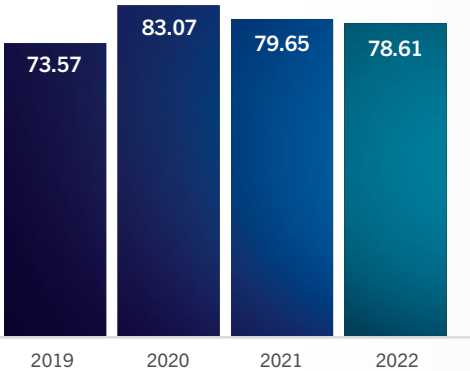
Intensity metrics are normalized to revenue.

Total Water Consumed
(GAL)

2019	2020	2021	2022
1,002,072,140	966,619,341	986,207,962	1,011,594,864
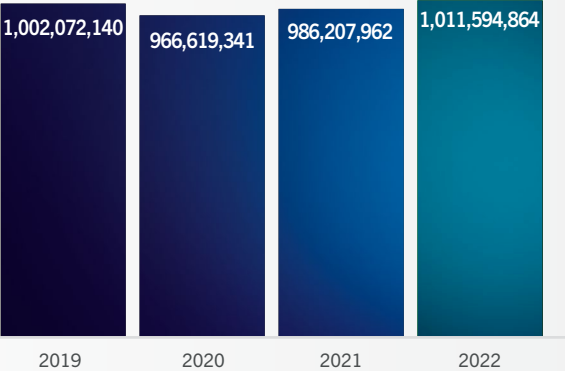
Building Sustainability Into Our Products and Operations

As we forge new paths with innovative products, technologies and solutions, we're focused on sustainability of our products and operations.

Beechcraft Denali

With three flight test articles in the Beechcraft Denali's fight test certification program, this clean sheet single engine, high performance turboprop continues to make great progress. The Denali is the first aircraft powered by the new Catalyst engine, a product of Avio Aero — part of GE Aerospace. The Denali is the first aircraft powered by the new, more efficient engine. The Catalyst engine — a more efficient, FADEC-equipped, 1,300 shaft horsepower (SHP)-rated turboprop engine — eases pilot workload with its single-lever power and propeller control. Like the company's other aircraft, the Denali can also use sustainable aviation fuel.

Adding to our Electric Lineup

Textron Specialized Vehicles (TSV) continues its strategy of developing lithium-powered products across its product lines. Building on the success of the E-Z-GO EliTE Lithium products, TSV introduced in 2022 new zero-emission vehicles from our Cushman, TUG and Jacobsen brands.

A More Environmentally Friendly Way to Keep Aircraft Cool

An electrically driven air conditioning system is now a standard feature on all new production Beechcraft King Air 360 aircraft. It provides cooled air throughout the cabin while the aircraft is on the ground and in flight. The system can be plugged into a ground power unit, offering an environmentally friendly solution by cooling the cabin without the use of the aircraft engines.

> " We believe the Beechcraft Denali will be a game changer in the single-engine, high-performance turboprop segment. "
>
> **Chris Hearne** Senior Vice President, Engineering & Programs, Textron Aviation

Kautex Pentatonic Battery System Honored for Technological Achievement

The Pentatonic battery system is designed as a lightweight thermoplastic composite for partially hybrid or full battery electric vehicles. A key advantage for automotive manufacturers is a reduced carbon footprint — an average reduction of 55% compared to aluminum battery housings.

In 2022, Kautex engineers received a Lingxuan Innovation Award for the Pentatonic battery system at a ceremony in Shanghai, China attended by more than 400 automotive companies from across the country. The Pentatonic battery system was also recognized with an Automotive Division Award from the Internationale Gesellschaft fur Kunststofftechnik, SPE, Central Europe.

> " When we were looking to develop our emergency services fleet, our top priority was choosing an aircraft that is reliable. For us, the Bell 412 EPi exceeds expectations and allows us to complete life-saving missions with certainty. "
>
> **Lieutenant Nenad Dubljevic**
> Bell 412 pilot, Montenegro Air Force

Photo by Stevo Vasiljevic

Battling Wildfires Around the World

Every July, wildfires sweep through Montenegro's forestland, destroying endangered terrain and threatening people's lives. With more than half of Montenegro's ecosystem consisting of vast woodland and mountains, the need for a reliable aircraft to help combat severe wildfires is imperative. For the Montenegro Air Force, that's the Bell 412 EPi.

As the only active in-country operator with aerial firefighting capabilities, the Montenegro Air Force heavily depends on their two Bell 412 EPis to navigate in challenging conditions throughout the country. In the summer of 2022, the Montenegro Air Force spent more than 200 flight hours on firefighting operations.

Montenegro is just one example of how Bell aircraft are pressed into service by local, state and federal agencies for their firefighting missions. Aircraft pilots face incredibly challenging conditions — including heat, turbulence, smoke and low-level flying — so they rely on the stability and reliability of our Bell aircraft for everything from transporting fire crews into difficult, hard-to-reach places to dumping water and fire retardant on the fires.

The Bell Autonomous Pod Transport

Bell continues to invest resources into developing sustainable technology. The all-electric Autonomous Pod Transport (APT) is a completely autonomous eVTOL platform that has flown with 110 pounds of goods over an eight-mile route.

Sustainable Operations

Wind Energy Fulfills Electricity Needs for Kansas-based Facilities

Textron Aviation used 100-percent renewable wind electricity to power all of its Kansas-based facilities. Using clean, renewable wind energy significantly reduces the company's carbon footprint and supports our Achieve 2025 emissions reduction goal.

Textron Aviation-owned Service Centers Recognized for Sustainable Practices

Textron Aviation was recognized by the National Air Transportation Association's Sustainability Standard for Aviation Businesses for its sustainability practices. All of Textron Aviation-owned service centers around the world achieved this certification, making us the first aircraft original equipment manufacturer to receive this certification and the largest company with multiple locations to self-certify each site.

Ground Services Operations Receives NBAA Sustainability Accreditation

The National Business Aviation Association accredited the Wichita Center's ground service operations for its commitment to sustainability. Since 2019, Textron Aviation's Wichita Service Center has consistently decreased its greenhouse gas emissions by more than 15% annually, relying more on electric ground power units (GPUs) instead of diesel or propane GPUs.

"This is an outstanding accomplishment. It demonstrates our company's continued commitment to a more sustainable future for our employees, communities and customers."
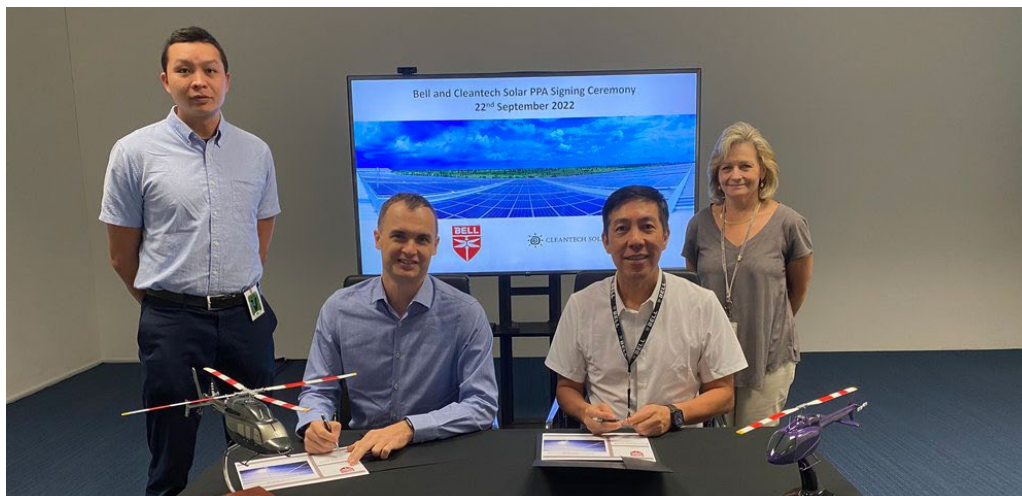
Brad White Senior Vice President, Operations, Textron Aviation

100%
in 2022

"This recognition affirms that we are on the right path towards achieving our sustainability goals."

Brian Rohloff Senior Vice President, Customer Support, Textron Aviation

Bell Signs Agreement for Rooftop Solar in Singapore

Bell signed an agreement with Cleantech Solar to develop a 1.8 MWp rooftop solar photovoltaics (PV) system at Bell's facility in Singapore. The PV system will replace a portion of Bell's electricity consumption with clean energy generated from the facility. It is scheduled to be commissioned in Q3 2023.

During its lifetime, Bell's solar PV system is expected to generate close to 40 GWh of clean energy, which will amount to a reduction of over 16 kilotons of CO_2 emissions. In addition, Cleantech Solar will also install two charging stations to support Bell Singapore employees who drive electric vehicles.

> " At Bell, reducing the amount of energy we use at our facilities forms a key part of our sustainable future and ambitions. Our agreement with Cleantech Solar allows Bell Asia to contribute positively to Bell and Textron's sustainability goals and to the Singapore government's Green Plan 2030. "
>
> **Mark Loh** General Manager, Bell Asia

Kautex Launches Tool for Environmental Impact Measurement

In all industries but particularly the automotive industry, the carbon footprint has become a relevant sourcing criterion for many original equipment manufacturers. Kautex successfully developed and implemented the Kautex Life Cycle Assessment System. This tool determines and visualizes the environmental impact of Kautex products and competitive concepts to help Kautex design its products with the goal of maximum sustainability. By identifying the total carbon footprint and what parts of the design contribute most to this footprint, Kautex engineers can optimize the design and material choices to increase sustainability while meeting the customer's requirements.

For its development of the Life Cycle Assessment System, the Kautex team was awarded a Chairman's Award for Innovation in the Sustainability category. This new category reflects a project, initiative or program that enhances the sustainability goals of Textron.

Resilient Facilities

RESILIENT FACILITIES – ADDRESSING CLIMATE CHANGE RISKS AND ENSURING BUSINESS CONTINUITY

At Textron we define resilient facilities as those that have the people, programs and infrastructure in place to anticipate threats, mitigate risks and respond quickly when incidents occur. For example, our Loss Prevention and Enterprise Risk Management programs provide the foundation for assessing both acute and chronic physical climate change risks, such as an increase in severe weather events and rising sea levels. Our programs are designed to protect our employees and our physical assets and enable us to continue to deliver our products and services to our customers around the globe.

Textron also maintains cross functional crisis management teams tasked with developing plans to address potential risks to our facilities and identify resources that can be utilized in times of crisis. We prepare for a variety of crisis events, including fires, natural disasters, climate-change-related extreme weather events, pandemics, active shooter situations and industrial accidents. Training is conducted on a frequent basis, both live and simulated, to refine our crisis management plans so they meet the needs of our employees and facilities.

People
Our Talent Strategy

Our success is highly dependent on our ability to hire and retain a workforce with the skills necessary for our businesses to develop and manufacture the products desired by our customers. We need highly skilled personnel in multiple areas including, among others, engineering, manufacturing, information technology, cybersecurity, flight operations, business development, strategy and management. In order to attract and retain highly skilled employees, we are committed to ensuring a safe and healthy work environment, offering comprehensive compensation and benefit programs, creating great career opportunities and building an engaging, inclusive environment where all employees are treated with dignity and respect.

Safe Workplaces

We promote a workplace safety culture of continuous improvement, shared responsibility, and individual accountability to strive for our ultimate vision of zero workplace injuries. Our core EHS Operating Principles articulate our expectations for how we approach EHS at our operations around the globe. Our workplace safety program is guided by the Textron EHS Council, whose members include the senior EHS leaders from the Textron corporate office and each Textron business unit.

To achieve our EHS vision we take a management systems approach that applies to all our operations around the globe and aligns with ISO 14001 and 45001 and their Plan-Do-Check-Act approach. At the Enterprise level, our Global Environmental Health and Safety (EHS) Policies and Standards are the foundation of our EHS Management System. Our management system allows us a means to measure the effectiveness of key program elements such as leadership involvement and employee engagement, risk identification, safety committees and near miss reporting. Individual Textron businesses may choose to augment the enterprise program and pursue external Management System certification. For instance, Kautex facilities worldwide are ISO 14001 and 45001 certified.

SAFETY PERFORMANCE

We use an annual goalsetting process to drive injury rate improvements. The injury rate reduction goal is a performance metric that is tracked and reported to senior leadership and the Audit Committee of the Textron Board of Directors.

Textron uses various metrics to evaluate health and safety performance globally. The United States Department of Labor Occupational Safety & Health Administration (OSHA) recordkeeping rules are the guidelines all Textron facilities use for reporting injuries. In 2022, we had a Total Recordable Injury Rate (TRIR) of 1.02 and a Lost Time Injury Rate (LTIR) of 0.27.

OUR EHS OPERATING PRINCIPLES

○ No job or activity is worth risking injury

○ All injuries and environmental incidents are preventable

○ Working safely and in an environmentally responsible manner is a condition of employment

○ Each of us is responsible for the safe behavior of ourselves and others

○ Environmental, Health and Safety is led by senior management, implemented by line management, with each level accountable to the one above and responsible for the one below

○ We will design and integrate Environmental, Health and Safety into our products, our facilities and into our management process

○ All employees will be provided the necessary knowledge, skills and abilities to work safely

○ Strong environmental, health and safety performance is good business

In 2022, our EHS Conference brought together Textron EHS professionals from around the globe for skill building and knowledge sharing.

Our EHS Vision

We are committed to the health and safety of our employees, contractors and communities.

We will actively champion environmentally sound practices and safe behaviors.

We will continuously improve our processes, require individual accountability and demonstrate leadership to strive for zero injuries, eliminate adverse environmental impacts and contribute positively to the communities in which we operate.

Textron's Airborne Tactical Advantage Company (ATAC) was awarded the 2021 Federal Aviation Administration (FAA) William "Bill" O'Brien Diamond Award of Excellence. The award recognizes exemplary dedication to the advancement of aviation safety and a commitment to continuous training within the company.

Health & Well-Being

RECOGNIZING THE IMPORTANCE OF MENTAL HEALTH

In addition to our culture of safety, we also strive to ensure the physical and mental well-being of our employees and their families.

In May 2022, the Textron Enterprise Well-Being team hosted a series of webinars, in-person events and podcasts to underscore the importance of mental health and to share the resources available to our employees and their family members, many of which are available at no cost.

Our enterprise Well-Being team is comprised of an employee representative from each Textron business. The team meets monthly for briefings from Textron vendors related to health and well-being, to discuss issues being experienced by employees at the businesses and to plan initiatives for the enterprise. Representatives also plan events within their individual business units.

Textron Aviation Plane Healthy Wellness Center and Pharmacy

The Plane Healthy Wellness Center and Pharmacy for Textron Aviation employees opened on the west Wichita campus, providing affordable, convenient, comprehensive, quality care for employees and their families. Created for our Textron Aviation employees, this facility offers a personalized experience with on-site services including primary care, urgent care, pharmacy with drive-through access, physical therapy, radiology, mental health services, wellness coaching and condition management.

Many Healthy Returns: Bell Textron Canada Health and Wellness Center

During 2022, Bell Textron Canada opened its Health and Wellness Center at Bell's Mirabel location. This new facility includes a gym with stationary bike, treadmill, free weights and machines, an area for fitness classes and changing rooms with lockers and showers. Health professionals are on site to assist employees with their mental and physical health needs and help them with their nutrition goals. This marks the second Bell health center now in operation – in 2019, Bell opened the Health and Wellness Center, including an on-site pharmacy at its Fort Worth campus.

Compensation and Benefit Programs

At Textron, we are committed to our employees and offer both a competitive salary and a generous benefits package within our markets and industries. Base pay for most employees is influenced by factors including type of role, experience level, job market value, and individual performance. Compensation and benefits for employees who are in roles covered by collective bargained agreements are determined by the respective negotiated agreements. For employees eligible for incentive programs, individual and business performance are key components in determining incentive payouts as part of our "pay for performance" practice.

We offer our U.S.-based employees healthcare benefits, including medical, prescriptions, dental and vision coverage, income protection, retirement benefits, education assistance and more. In addition, we offer various programs and policies designed to support our employees' overall well-being.

THESE INCLUDE

- Employee Assistance Program
- Adoption Assistance
- Parental Leave Policy
- Education Assistance and Scholarship Programs

Talent Development Programs

Our talent development programs are designed to prepare our employees at all levels to take on new career and growth opportunities at Textron. Leadership, professional and functional training courses are tailored for employees at each stage of their careers and include a mix of enterprise-wide and business unit-specific programs.

TEXTRON UNIVERSITY

We're committed to ensuring that our employees have the resources to learn, grow and achieve throughout their careers with a variety of virtual and in-person functional trainings, continuing education programs and individual courses and tools that are offered on demand and through scheduled sessions.

We offer many of these resources through Textron University. An internal corporate function, Textron University provides (i) facilitated face-to-face professional and leadership development programs (ii) web-based general and specialized functional and technical courses and (iii) an online portal to access advanced skills technical training, manage recertification of existing qualifications and other career planning tools and resources.

Our Textron University team works with business unit leaders and employees to design and update topics and lessons plans that will ensure our workforce is prepared to meet our business goals as well as enhance their career development.

TEXTRON UNIVERSITY — BY THE NUMBERS - 2022

1,924 employees

participated in 29 Professional/Leadership programs—in-person and virtual.

23,966 distinct employees

across all levels of our organization engaged in professional and/or technical development opportunities.

215,642

Company-provided technical (job or functional) and/or professional training (online and classroom) courses/learnings completed.

- **Textron Leadership Development Program**
This program provides multi-business experiences for early career professionals through structured learning, on the job training and mentoring during a two-year rotational program at two or more of our businesses. In 2022, approximately 165 employees participated in the Leadership Development Program.

- **Functional Rotational Programs**
Some of our businesses provide early career professionals with exposure to new areas within a function such as Engineering, Integrated Supply Chain, Sales and Human Resources. This accelerates employees' learning as they rotate among different positions within their business.

- **New Leader Programs**
We provide targeted development opportunities for first-level leaders transitioning from an individual contributor role to one who manages others, providing them with insight and practical skills to assist them in becoming a successful leader.

- **Mid-Career Programs**
We provide programs specifically for front line managers to enhance their development in an operations environment as well as targeted development opportunities for mid-career leaders.

- **Leadership Programs**
Textron offers formal learning experiences and programs for experienced leaders, with offerings customized for managers of managers, managers of function and senior executives.

Education Assistance Program

To support their continued growth and development, our Education Assistance Program reimburses employees for expenses of approved degree or certification programs from institutions accredited by the U.S. Department of Education. Eligible expenses (up to $8,000 annually for undergraduate and certificate programs and up to $10,000 annually for graduate programs) include tuition and books as well as other expenses associated with the program.

The Airframe & Powerplant (A&P) technical certification is a two-year program administered by the Federal Aviation Administration and is a requirement to become an aviation maintenance technician. Expenses for the Fast-Track Prep Program, which allows experienced mechanics to get a course refresh prior to testing for the A&P Certificate, have been added to our Education Assistance Program for Textron employees.

Talent Reviews

The current and future talent needs of each of our businesses are assessed annually through a formal talent review process, which enables us to develop leadership succession plans and provide our employees with potential new career opportunities. In addition, leaders from functional areas within each business belong to enterprise-wide councils that conduct annual talent reviews. These processes enable us to fill talent needs by matching employees who are ready to assume significant leadership roles with opportunities that best fit their career path, which may be in other businesses within the enterprise.

EDUCATION ASSISTANCE

In 2022, Textron **reimbursed $6,646,011 to more than 1,400 employees** enrolled in approved degree or certification programs.

INVESTING IN OUR FUTURE WORKFORCE

As we develop and promote our talent internally, another important element of our talent strategy is developing an early-career talent pipeline for the future. We work closely with colleges and workforce development programs to identify talent through internships, apprenticeships and other career development initiatives.

Textron Summer Internship Program

Our annual enterprise-wide summer college internship program is an important component of our long-term talent strategy. In 2022, Textron hosted a summer internship program for approximately 900 college interns, an increase of more than 30% over the previous year. Managers across our businesses provide our interns with meaningful work experiences, enabling them to gain new insights and learn valuable skills. This program not only provides our businesses the chance to work with potential new hires on a trial basis, but offers the perspectives of a new generation of talent. In many cases, we offer our summer interns full-time opportunities at Textron upon completion of their degree.

Slightly more than 50% of our 2022 summer interns converted to full-time positions or second internships in 2023.

Accelerating Success From the (Re)Start: Textron Aviation Launches Returnship Program

In 2022, Textron Aviation announced a Returnship program to provide mid-level professionals with an opportunity to navigate the transition back to full-time employment. The 16-week paid program, with benefits, is offered for qualified individuals who have spent at least one year out of the workforce caring for their children or another family member, volunteering, or for those have taken a break due to pandemic-related reasons or to address physical or mental well-being.

Participants are matched with a team, department or function where they can provide value from their existing skills or be retrained and gain new skills. The goal is to address business needs by providing people with customized opportunities that align with their skills and interests in a way to challenge them and support their growth.

POWERED BY **AOPA**

Reaching Potential through Manufacturing (RPM): A Partnership with the Community

A joint initiative of Textron Specialized Vehicles (TSV) and the Richmond County School System (Georgia), RPM is a unique cooperative learning initiative to help high school students who are at risk of dropping out to earn their diplomas. Through a combination of job training, mentoring and classroom instruction, the students continue their education while gaining valuable employment experience in an environment that is half-schoolhouse, half-manufacturing plant. The students' instructional day includes a paid four-hour shift on a manufacturing floor, where they produce components and subassemblies for E-Z-GO golf cars and Cushman utility vehicles.

In 2022, the program added a welding component, allowing interested student-employees to learn basic skills in the trade from a certified welding instructor, and gain experience toward testing for a welding certification.

Since its inception, there have been more than 325 RPM graduates. Of those graduates, more than half joined TSV as full-time employees with others finding paid employment at other companies or continuing their education.

Textron Supports AOPA's *You Can Fly Initiative*

The aviation industry needs more aviators — from pilots and engineers to those who work in aircraft operations. Working with the AOPA Foundation's You Can Fly Initiative, Textron is helping to ensure that the aviation industry remains vibrant for years to come. In 2022, Textron announced a $1 million gift to the AOPA Foundation to support its aviation STEM curriculum. To date, this program has engaged more than 12,000 high school students in 44 states across the U.S. to learn about rewarding career opportunities in aviation.

The You Can Fly team is especially proud that **40% of students in the program come from minority backgrounds**, 21% are female, and 54% attend mid-to-high-poverty schools. The initiative directly supports AOPA's goal to increase inclusion in aviation.

" As a company with a long history in aviation and a family of iconic aviation brands, we're very excited to be a part of the AOPA Foundation's You Can Fly program and to help expand its reach to even more high school students across the country. "

Scott Donnelly Textron Chairman & CEO
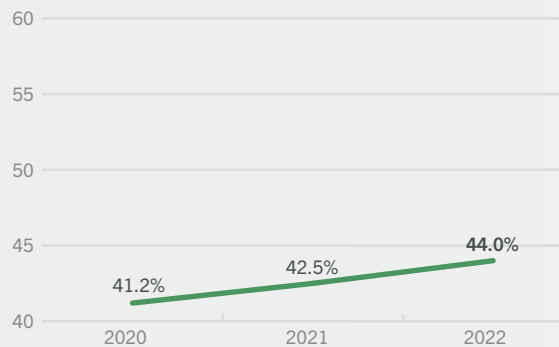
Diversity, Inclusion and Belonging

Textron is committed to having a diverse workforce and inclusive workplaces throughout our global operations. We believe by employing highly talented, diverse employees who feel valued, respected and are able to contribute fully, we will improve performance, innovation, collaboration and talent retention, all of which contributes to stronger business results and reinforces our reputation as leaders in our industries and communities. We strive to build and sustain a culture where inclusiveness is not just an initiative but a way of life.
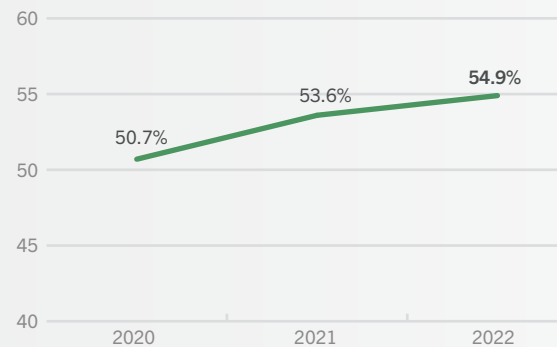
Keeping ourselves on track is important at Textron. The charts below demonstrate our continued progress in building and sustaining a diverse workforce. Diverse employees are defined as people who identify as female or diverse based on race or ethnicity. U.S. executive leadership is defined as employees who are eligible to receive equity-based incentive awards. U.S. management is defined as employees who are managers of people.

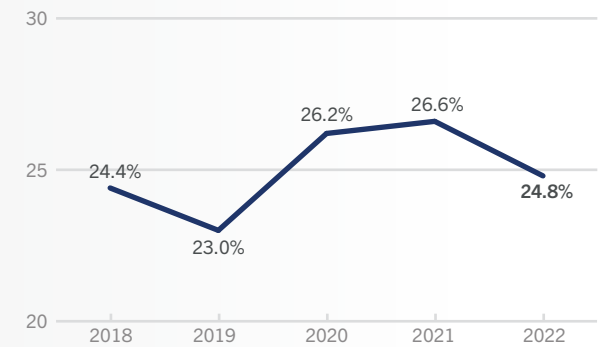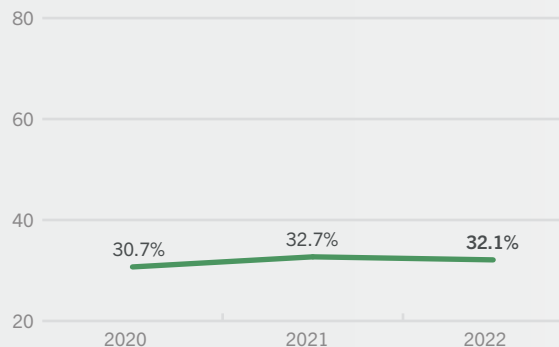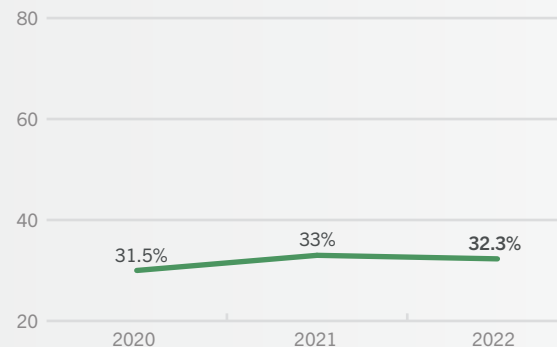## 2022 DIVERSITY METRICS

U.S. Workforce

41.2% (2020), 42.5% (2021), 44.0% (2022)

U.S. Hiring

50.7% (2020), 53.6% (2021), 54.9% (2022)

U.S. Executive Leadership

30.7% (2020), 32.7% (2021), 32.1% (2022)

U.S. Management Employees

31.5% (2020), 33% (2021), 32.3% (2022)

2022 DIVERSE PROMOTIONS

Percentage of Global Promotions to Women

24.4% (2018), 23.0% (2019), 26.2% (2020), 26.6% (2021), 24.8% (2022)

Percentage of U.S. Promotions to Diverse Employees

41.3% (2018), 41.4% (2019), 44.0% (2020), 44.4% (2021), 43.8% (2022)
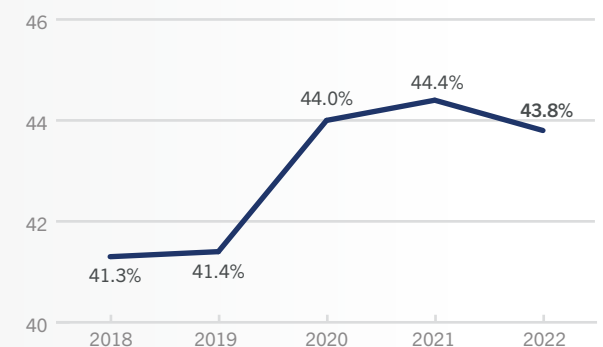
—— Diverse

For over a decade, **Textron has allocated five percent of its annual incentive compensation** for management-level employees toward achievement of diversity goals. Beginning in 2020, we focused these goals specifically on hiring diversity.

This report provides visibility to the reliable data we have based on our U.S. employees' voluntary self-identification but does not reflect the full diversity of our global workforce. Additional U.S. data is provided in our 2021 EEO-1 report, and later this year in our 2022 EEO-1 report, available on Textron.com.

EXPANDING OUR DIVERSE WORKFORCE

Sustaining a diverse workforce is critical to our success. To further build our outreach to diverse candidates, during 2022 we partnered with diverse professional organizations and participated in diversity-focused events, including:

- Black Engineer of the Year Association (BEYA) National Conference
- Great Minds in STEM National Conference

- Society of Asian Scientists & Engineers (SASE) National Conference
- Society of Hispanic Professional Engineers (SHPE) National Conference

- Society of Women Engineers (SWE) National Conference
- HBCU Career Development Marketplace

Textron was included in the 2022 **"Top Supporters of HBCUs"** list published by Career Communications Group.*

In connection with our support of HBCUs, the Textron Charitable Trust provided scholarships to students attending Tuskegee University and North Carolina A&T University.

In addition, Textron continues to partner with DirectEmployers Association, an organization that helps connect us to diverse job seekers via syndication services. This relationship supports Textron's reach to share its open positions with military/veteran networks, diversity and disability job websites.

Through our membership in the Minority Corporate Counsel Association (MCCA), we are developing and expanding our relationships with minority bar associations and other legal diversity organizations to introduce and attract diverse candidates to opportunities throughout our businesses.

Additionally, we sponsor the National Association of Minority and Women Owned Law Firms (NAMWOLF) and participate in the DRI Diversity Conference and EXPO to diversify our outside law firm portfolio. We are also an industry partner and Gold Level sponsor of Advancing Minorities Interest in Engineering (AMIE), a non-profit organization whose purpose is to expand corporate, government, and academic alliances to implement and support programs to attract, educate, graduate and place underrepresented minority students in engineering careers.

*Based on a survey of deans of the 15 ABET-accredited Historically Black Colleges and Universities' engineering programs and the corporate-academic alliance, Advancing Minorities' Interest in Engineering (AMIE), the list recognizes the corporate and government/non-profit organizations that provided the most support to these schools.

Employee Recognition by Professional Organizations and Societies

We are also proud to have employees recognized by various professional organizations and societies for their work in 2022:

- **Three employees** were honored by the Black Engineer of the Year Association

- **Seven employees** were honored by the Society of Asian Scientists and Engineers

TEXTRON'S DIVERSITY, INCLUSION & BELONGING (DIB) COUNCIL

Textron's Diversity, Inclusion & Belonging (DIB) Council plays a leading role in helping us to achieve our goal of ensuring an inclusive and welcoming workplace for all. Comprised of colleagues from each of our business units, the DIB Council provides strategic direction and guidance on actionable steps to support the company's goal of creating a global culture of diversity, inclusion and belonging.

INDIVIDUALS WITH DISABILITIES

As an equal opportunity employer, Textron is committed to a diverse workforce and a barrier-free employment process. Textron provides workplace accommodations, making all our workplaces accessible to individuals of all abilities. We consider each request for accommodation on a case-by-case basis and strive to provide all applicants and employees with reasonable accommodations necessary to apply for and perform the essential functions of their jobs.
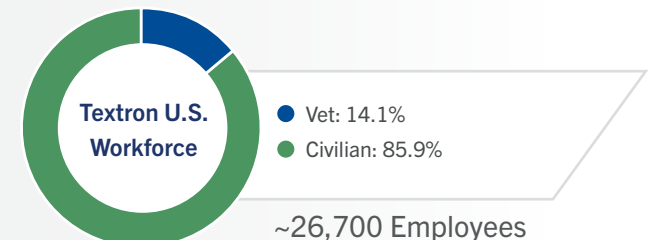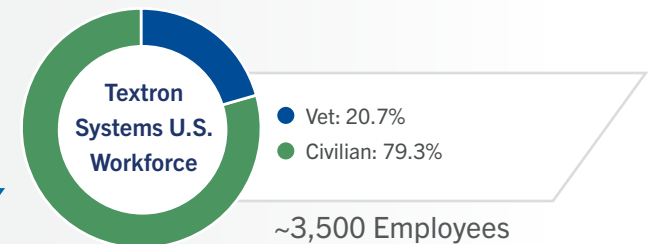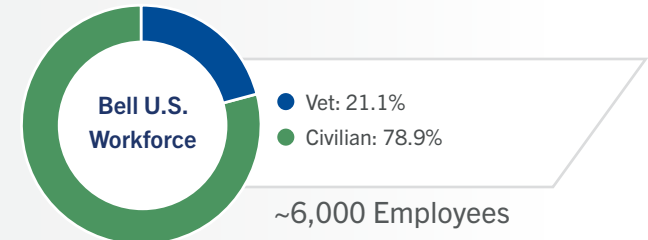

MILITARY VETERANS

Textron's defense businesses develop the products and services that keep our bravest men and women safe while accomplishing their missions. We appreciate the unmatched experience, skills and perspective veterans provide our company. Job-seeking veterans can access a military skills translator tool on our company's careers page to match their military occupation codes or titles to our open positions. Textron actively recruits former military personnel and is a member of the Veterans Jobs Mission, a coalition of more than 200 companies committed to hiring veterans.

Gold Medallion Award

Textron Systems was recognized by the U.S. Department of Labor with a 2022 HIRE Vets Gold Medallion Award—the only federal-level veterans' employment award that recognizes a company's commitment to recruiting, employing, developing and retaining veterans.

Bell U.S. Workforce
- Vet: 21.1%
- Civilian: 78.9%

~6,000 Employees

Textron Systems U.S. Workforce
- Vet: 20.7%
- Civilian: 79.3%

~3,500 Employees

Textron U.S. Workforce
- Vet: 14.1%
- Civilian: 85.9%

~26,700 Employees

EMPLOYEE RESOURCE GROUPS

Building a diverse and inclusive organization begins with creating a culture that embraces and celebrates what make each of us unique. Our Employee Resource Groups, or ERGs, provide opportunities for employees to connect, engage and share their culture and values within the ERG, throughout the business and to the larger community.

ERGs have provided our employees with leadership and volunteer opportunities, offering new ways to engage with colleagues with whom they may have a shared experience but may not otherwise meet. ERGs break down barriers of position, function, and experience level and provide a safe space to come together and make a difference.

ENGAGEMENT SURVEY

22,000, or 70% of our employees, responded to the survey and provided **44,000 comments**

Our Enterprise Employee Engagement Survey is an opportunity to hear from employees and provide leaders with transparent feedback on what's going well within the organization and areas in which we can improve. The results from our 2022 survey provided our leaders with insights that we are using to strengthen our workplaces, enhance the employee experience and drive change to create a more connected and collaborative environment. From these results, managers are working with their teams to hone their action plans and set measurable goals. We are implementing these action plans in 2023 and plan to survey our employees again in 2024.

Product Safety

At Textron, our success in pushing the boundaries of what's possible requires a disciplined and thoughtful approach to the safety and quality of our products.

Because our products are complex and often used in highly demanding environments that are extensively governed by state, federal, and international regulations, our businesses have developed and maintain rigorous processes designed to ensure quality and safety throughout the product lifecycle. This commitment to quality and safety begins with product development, extends through the manufacturing process, and continues throughout the customer's use of our products. Our businesses' quality and safety programs are stringently and consistently reviewed to ensure they meet the specific regulatory guidelines and rules applicable to the products offered by that business.

Textron's aircraft manufacturing businesses, including Textron Aviation, Bell and Pipistrel, design, certify, manufacture and support commercial and military airplanes and vertical lift aircraft. All aspects of these business operations are thoroughly regulated by civil and military airworthiness authorities, as applicable, including the U.S. Federal Aviation Administration, the US Department of Defense, Transport Canada and the European Aviation Safety Agency.

These governmental bodies issue extensive and detailed safety regulations and requirements, and compliance with these regulations is central to the operations of our aviation businesses. The safety regulations and requirements cover not only the design and certification of aircraft, but also continuing airworthiness support after aircraft are delivered.

For their post-production fielded aircraft, our aircraft manufacturing businesses monitor service and production data for their products, identify issues or events that might affect the operational safety of their products, and interface with the Federal Aviation Administration or other applicable aviation authorities. We continually improve our products' reliability, durability and safety through the issuance of Service Letters, Service Bulletins and model specific communiques which are available to owners, operators and repair stations on the companies' respective customer portals.

Textron's defense businesses develop and manufacture products to the specifications and standards established by our U.S. Government customer. Any proposed engineering changes to a product must be submitted to the Government customer as a formal engineering change proposal and must be approved by the Government customer prior to implementation. Military products are subject to rigorous testing, including safety testing, during development and must meet all required specifications before they are accepted by the Government customer upon completion.

Textron Specialized Vehicles (TSV) manufactures products that are governed by various voluntary and mandatory industry standards designed to ensure quality and safety. Additionally, for its consumer products, TSV must comply with the Consumer Product Safety Act and other statutes

and regulations enforced by the U.S. Consumer Product Safety Commission or similar domestic and foreign administrative bodies.

To ensure compliance with these standards and laws, TSV assesses quality and safety throughout the design, manufacturing, and finished product stages, which includes comprehensive testing of product design, components and finished products. When safety or quality issues arise during product development and manufacture, or on products that have already been sold, TSV utilizes a multidisciplinary review process to identify and address product issues, and, when necessary, undertake recalls, field fixes, and public communications to address identified concerns.

Leadership teams across Textron are committed to ensuring that product safety and quality are an essential part of their business. Similarly, through consistent training, a positive safety culture, and rigorous adherence to process, each of our employees is an integral part of our product safety commitment. Finally, when circumstances require, our businesses routinely work with government agencies to evaluate safety incidents and work to incorporate lessons learned into our products and services.

Community

Positively impacting the local communities where we live and do business around the globe is an important part of our corporate mission. We are committed to responsible corporate citizenship and helping to improve the quality of life in communities where we live and work. We support job training programs for people of all ages and backgrounds, invest in educational enrichment programs for youth and support a wide range of non-profit organizations focused on health and human services and arts and culture, among other community needs. We also match dollar for dollar the donations of our employees who give to qualified charitable organizations.

The Textron Charitable Trust and Textron Inc., including its business units, provide philanthropic support for nonprofit agencies that align with our giving focus and involve the volunteer efforts of our employees. In 2022, the Trust and Textron businesses gave nearly $8,121,150 million to support the work these organizations.

Matching Gift Program
$1,626,319

We are proud to support our employees in contributing to those organizations that are important to them. Employee donations to 501c(3) organizations are matched dollar for dollar up to $7,500 per individual per calendar year through the Textron Charitable Trust. In 2022, 1,679 employees made a charitable gift to 1,178 organizations that were matched through the program.

Workforce Development Organizations
$4,262,776

These programs help develop our communities' future workforce, providing educational experiences for people of all ages and socioeconomic backgrounds. They include job training and employment development, educational enrichment and mentoring programs for youth and college/ university assistance.

Healthy Families/ Vibrant Communities
$1,544,192

The focus of these programs is to invest in the quality of life in the communities where do we business. A wide range of organizations fit this description, encompassing arts and culture, community revitalization and/or health and human services.

United Way
$687,962

This amount reflects annual grants to the United Way made by Textron business units and the Textron Charitable Trust. The United Way partners with member agencies to support initiatives in education, employment, health and the creation of strong neighborhoods. In addition, each year, Textron businesses organize United Way giving campaigns to facilitate contributions to non-profit organizations that address local needs within our communities.

Community

Special Olympics Airlift by Textron Aviation

On Saturday, June 4, 2022, more than 120 Textron Aviation aircraft from 28 states across the United States arrived at the Orlando Executive Airport with more than 800 Special Olympics athletes and coaches aboard. The aircraft were part of the eighth Special Olympics Airlift by Textron Aviation that transported teams to and from the 2022 Special Olympics USA Games.

Cessna Citation, Beechcraft and Hawker business jets as well as Beechcraft King Air turboprop aircraft owners donated the use of their aircraft, pilots and fuel to transport the passengers to and from the Games.

This massive undertaking took two years of planning by a core team of 25 Textron Aviation employees across all functions. In addition to coordinating the arrivals and departures of the aircraft, the teams coordinated nearly 30 send-off parties across the country for athletes and trained 400 volunteers to help facilitate the movement of aircraft, athletes, coaches and luggage.

800
Special Olympics
athletes transported

> " This is an extraordinary experience for everyone involved and provides an impressive visual of the power of general aviation as well as the philanthropic side of the aviation industry. "
>
> **Ron Draper** President and CEO, Textron Aviation

$500,000 contributed

Supporting Aviation Opportunities for Indigenous Students

Bell Textron Canada Ltd. contributed $500,000 to the First Nations Technical Institute to support skills development and training resources for its Indigenous flight students. This contribution enabled students to continue flight training across FNTI's three-year advanced diploma program following a fire that destroyed the school's aviation hangar and its fleet of training aircraft at the airfield in Ontario. The FNTI Aviation program is unique in Canada with Indigenous women making up 53% of enrollment.

Data Privacy & Information Security

DATA PRIVACY

Compliance With Global Privacy Laws, Regulations and Standards

Textron, like all businesses, handles data that may include personal, sensitive, confidential or proprietary information about our employees, customers and others. We use this information for valid business purposes only and undertake to collect, process and transfer this information in compliance with all applicable laws and regulations in the U.S. and globally.

Governance, Enforcement and Training

Textron has in place a governance framework and management system which guide the administration of data privacy and the monitoring of compliance throughout the enterprise.

Compliance is enforced via regular privacy risk assessments and audits and regular security audits on our technologies and practices affecting user data. Textron and each of its businesses also conduct regular employee data privacy and security training sessions.

Data Protection Safeguards

Information technology security safeguards have long been in place to protect Textron data, including personal data. Data protection safeguards include technical mechanisms to identify and protect against unauthorized access, use or disclosure, internal restrictions on access and a formal, robust, and auditable IT Risk Assessment process for vetting of new information systems or vendors that may access or process confidential or personal information.

INFORMATION SECURITY

Textron protects information assets and cost-effectively manages risk by creating a culture that designs, communicates and operates securely to reduce the likelihood and impact of security incidents. We achieve this objective by:

- Designing, implementing, and maintaining solutions with appropriate security controls
- Sustaining all solutions with required patching and vulnerability remediation
- Creating and executing controls in support of policy as well as regulatory compliance
- Ensuring that our policies, processes, practices, and technologies proactively protect, shield, defend and remediate cyber threats
- Delivering quality communications and annual training to all stakeholders on cyber awareness and computing hygiene

Textron's Security Culture

Textron has adopted a "Live Secure" approach to our security programs. With this approach, we remind our employees, including those within or outside of the IT function, that their conduct is critical to the success of our information security.

Through our robust security awareness program, we keep our employees apprised of threats, risks and the part that they play in protecting both themselves and the company. One of the key components of this program is conducting regular phishing simulations to increase employee awareness on how to spot phishing attempts, and what to do if they suspect an email to be a phishing attack. In addition, educational communications are published on our intranet regularly, employees are provided compliance training annually, or, depending upon the business, more frequently.

Cybersecurity Talent

Our robust cybersecurity professional talent development program includes a cross-functional, cross-business rotational program to ensure our team is well-rounded and experienced. We invest in regular and frequent training to ensure our team members are up to date on the latest technological advancements and threats.

Security Policy and Compliance

Textron's centrally defined security policies and processes are based on industry best practices and are revisited regularly to ensure their appropriateness based on risk, threats and current technological capabilities. We monitor compliance with these policies and processes through frequent internal audits and a set of robust metrics that assist in protection of our environment.

As a defense contractor, we are additionally obligated to comply with current Department of Defense regulations such as DFARS and are working towards meeting the Cybersecurity Maturity Model Certification (CMMC) guidelines.

Board Oversight

In addition to oversight by executive management, oversight of information security matters is largely conducted by the Audit Committee which has been delegated this duty by the Board of Directors as reflected in the Audit Committee's charter. The Audit Committee annually receives a comprehensive presentation on information security and controls from the Chief Information Officer and, as may be necessary for specific topics, follow up occurs at additional Audit Committee meetings during the course of the year.

### Security Leadership, Collaboration & Sharing Best Practices

Collaboration with our industry partners and government customers contributes to the protection of Textron's computing environment as well as our military stakeholders. Textron is engaged with various industry groups such as Aerospace Industries Association, National Defense Information Sharing & Analysis Center (NDISAC) and our Defense Industrial Base (DIB) colleagues to ensure that we are aware of and addressing the latest adversarial threats. Additionally, we share cyber best practices to make the industry more secure.

Supply Chain Security

Textron has a rigorous process, including a formal IT risk assessment, to assess our suppliers prior to allowing Textron information to be processed, stored or transmitted by third parties. Additionally, we include standardized contractual requirements in each contract where appropriate.

Insider Threat

Protections against insider threat is a critical component of our security strategy, particularly within our defense business units. Processes are designed to evaluate potential insider threats so that appropriate protective measures and responses can be implemented.
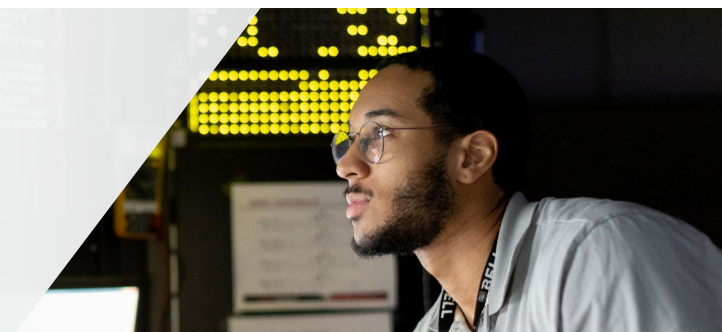
Ethics & Compliance

At Textron, we are guided in all our business interactions by our four values: **Integrity, Respect, Trust,** and **Pursuit of Excellence**. These values are core to Textron's culture and define who we are as an organization. They are intended to help Textron's employees and managers make the best possible decisions, manage change, and provide a foundation for Textron's future. These values are the foundation of Textron's culture of responsible and ethical behavior.

All Textron employees—regardless of position or title—are accountable for safeguarding and furthering the high ethical standards associated with our company in the global marketplace. Adherence to our policies and the laws and regulations of each country within which we conduct business is expected.

For more than 40 years, Textron's Ethics and Compliance Program has provided a roadmap and resources for our employees and has continued to evolve in response to changes in our business and the legal environment in which we operate. The Program requires each of our business units to assess ethics and compliance risks annually and, based upon changes in the business, the operating environment and other factors, prepare annual risk-based

Ethics and Compliance Action Plans which include action steps for risk mitigation. A variety of rigorous processes, including ongoing monitoring, audits to detect violations, self-assessments by Textron's business units, live and computer-based compliance training and other performance checks, ensure we are on the right course. Where appropriate, we incorporate lessons learned from these performance checks into our Ethics and Compliance Action Plans and use them to improve our Program.

BUSINESS CONDUCT GUIDELINES

Textron's Business Conduct Guidelines set a strict standard for business conduct in areas including conflicts of interest, protection of assets, equal opportunity, diversity, environmental protection, health, safety, personal data protection, gifts and entertainment, and anti-corruption. Our Business Conduct Guidelines apply to our Board of Directors and every Textron employee and have been translated into multiple languages and dialects for use by Textron's global workforce. They define our values and our code of conduct and point the way for all of us.

ETHICS & COMPLIANCE OVERSIGHT

Oversight of Textron's Ethics and Compliance Program resides at the highest levels of the organization. The Textron Steering Committee on Corporate Ethics and Compliance Programs is responsible for oversight and review of the Program as well as its implementation and effectiveness. The Committee meets quarterly, and its members include Textron's Chairman and Chief Executive Officer, Executive Vice President and Chief Financial Officer, and Executive Vice President, Human Resources. The Committee is chaired by the Executive Vice President, General Counsel and Chief Compliance Officer of Textron Inc., who also reports to the Audit Committee of the Board of Directors on legal, ethics and compliance matters at each Audit Committee meeting.

GLOBAL ANTI-CORRUPTION COMPLIANCE POLICY

Textron's Global Anti-Corruption Compliance Policy applies to our Board of Directors and every Textron employee. It provides detailed standards and processes related to interaction with government officials and onboarding and monitoring of third-party business partners. The Policy prohibits improper payments to government officials and commercial bribery, and it strictly restricts facilitation payments to extremely limited situations where they are necessary to ensure the safety, health or well-being of Textron employees or their family members. The Policy provides detailed approval processes that govern gifts, entertainment, hospitality and travel expenses for government officials, as well as non-U.S. charitable donations and non-U.S. political contributions. It also requires periodic training, certification, and background checks for employees in high-risk positions.

With respect to third parties, the Global Anti-Corruption Compliance Policy establishes a risk-based due diligence process for the review, approval and appointment of sales agents, representatives, dealers, distributors, consultants, customs brokers, freight forwarders, lobbyists, joint venture partners, offset providers and teaming partners who will act on behalf of Textron outside the U.S. The policy also establishes requirements for the inclusion of specific compliance language in contracts with third parties, mandating specific processes for making payments and for ongoing monitoring and periodic review.

BEHAVIORS

- **Business Conduct Guidelines and Compliance Certifications**
  All new employees are asked to review and acknowledge receipt of Textron's Business Conduct Guidelines (BCGs), which constitute our Code of Conduct. In addition, segments of Textron's workforce annually certify as to the BCGs and, depending upon their role in the organization, to the Global Anti-Corruption Compliance Policy.

- **Compliance Training Modules**
  Training and awareness are an integral part of the Ethics and Compliance Program. Live and/or online compliance trainings are required for employees, including management. More than 160,000 online training modules on various ethics and compliance topics were completed by our employees in 2022, including trainings on anti-corruption, prevention of harassment and IT security awareness. Each of these training topics was available in English and multiple other languages and dialects.

- **Recognizing Our Employees**
  Textron employees who have contributed to improving our compliance program are recognized for their achievements in ethics and compliance in one of three categories—Culture of Compliance, Standards and Procedures, and Communication and Training—through Textron's annual Ethics and Compliance Award for Excellence. Positive reinforcement of best practices encourages our employees to make ethics and compliance a priority.

- **Culture of Compliance Surveys**
  Textron periodically surveys segments of its workforce for purposes of measuring its success in cultivating and sustaining a culture of integrity and compliance. In 2023, Textron conducted a confidential survey of almost 20,000 employees across numerous functional areas to assess our culture of compliance. This survey, like the surveys conducted in the past, asked employees their views on Textron's expectations regarding ethical behavior, management's leadership with respect to compliance, fear of retaliation, level of confidence that compliance concerns will be properly addressed, and whether they feel pressured to compromise on our ethical standards. Over 62% of employees who received the survey responded and, importantly, when asked if Textron expected them to conduct business with high ethical standards and in compliance with all applicable laws and regulations, over 95% of responding employees agreed completely. Textron intends to continue to use these surveys for assessing and shaping our ethics and compliance program.

- **Ethics Helpline**
  Multiple avenues exist to raise issues, ask questions or report violations without fear of retaliation, including through our third-party administered confidential Ethics and Compliance Helpline. Helpline reports may be made online as well as by phone. Telephonic reports are taken by trained professionals and are relayed to Textron's compliance professionals for appropriate resolution. Availability and use of the Helpline to report compliance concerns is promoted on Textron's intranet and on posters displayed in the common areas of each Textron facility.

Human Rights

Textron is committed to respecting fundamental human rights throughout our global operations and our supply chain. For decades, our regard for human rights has been grounded in the values of our Business Conduct Guidelines: **INTEGRITY, RESPECT, TRUST** and **PURSUIT OF EXCELLENCE** in all relationships with **CUSTOMERS, EMPLOYEES, BUSINESS PARTNERS, SUPPLIERS, SHAREHOLDERS,** the **COMMUNITY** and the **ENVIRONMENT.** The **Textron Human Rights Commitment** is a robust document that expresses our commitment to respect and protect human rights and sets forth the principles we expect our businesses and employees, as well as our customers, suppliers and other partners, to uphold.

Key provisions of our Human Rights Commitment address the following topics: Non-Discrimination and Harassment, Work Environment and Compensation, Forced Labor, Child Labor and Human Trafficking, Health and Safety, Privacy, Freedom of Association and Collective Bargaining, Environment and Sustainability, Relationships with Suppliers and Business Partners, Ongoing Supply Chain Management, and Supplier Diversity.

To maintain a culture with respect for human rights, we provide and publicize multiple channels for employees to raise concerns regarding human rights without fear of retribution, including the Textron Ethics HelpLine. Textron strongly encourages any employee to report any potential violation of our Human Rights Commitment.

Read our full Human Rights Commitment here.

FORWARD-LOOKING STATEMENTS

Certain statements in this report are "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements may be identified by the use of words such as "believe," "expect," "plan," "will," "intend," "may," "strategy," "target," "goals," "aim," "strive," "anticipate," "project," "committed" and other similar words, including, without limitation, statements regarding the company's sustainability strategy, talent management strategy, diversity and inclusion strategy and goals, performance targets, new products, services initiatives or programs, product development, environmental goals, and the potential of the industries and markets we serve. 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. Risks and uncertainties that could cause our actual results to differ significantly from management's expectations include, but are not limited to, our ability to achieve reductions in energy use, water, greenhouse gas emissions and other

sustainability goals and objectives; changes in our priorities and changes in the priorities of our customers and suppliers; the amount of our future investments; the accuracy of our estimates and assumptions; the future effect of legislation, rulemaking and changes in policy; the impact of acquisitions or divestitures or other changes in our employee or product and service base; the success of our diversity and inclusion initiatives; the impact of cyber or other security threats; the willingness of suppliers and other third parties to adopt and comply with our programs; and changes in global economic, business, political, social and climate conditions, as well as those factors described in our most recent Annual Report on Form 10-K, our quarterly reports on Form 10-Q and in our other filings with the U.S. Securities and Exchange Commission.

Except where otherwise noted, the information covered in this report highlights the company's performance and initiatives in fiscal year 2022. Calculations and statistics included in this report are in part dependent on the use of estimates and assumptions based on historical levels and projections and are therefore subject to change. Statements regarding our goals, commitments and objectives, including related statistics or metrics, may be based on estimates and assumptions under developing standards that may

change in the future. Likewise, our environmental, social and governance goals, commitments and objectives are aspirational and may change. Statements regarding our goals are not guarantees or promises that they will be met and actual results may differ materially. This report has not been externally assured or verified by an independent third party. Inclusion of information in this report is not an indication that the subject or information is material to our business or operating results. "Material" for the purposes of this report should not be read as equating to any use of the word in our other reporting or filings with the U.S. Securities and Exchange Commission. This report may also contain links to internet sites or references to third parties. Such links or references are not incorporated by reference to this report, and we can provide no assurance as to their accuracy. No part of this report or our website constitutes, or shall be taken to constitute, an invitation or inducement to invest in us or any other entity and shall not be relied upon in any way in connection with any investment decisions.

TCFD Disclosures Index

	TCFD DISCLOSURES	REFERENCES
Governance	Describe the board's oversight of climate-related risks and opportunities	Textron 2023 Proxy Statement: pages 14-16 CDP Climate Change Questionnaire Response: C1.1b
	Describe management's role in assessing and managing climate-related risks and opportunities	Textron 2022 10-K: pages 12 and 16 Textron 2023 Proxy Statement: pages 14-16 CDP Climate Change Questionnaire Response: C1.2 and C2.2
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	CDP Climate Change Questionnaire Response: C2.3a and C2.4a
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	Textron 2022 10-K: pages 12 and 16 Textron 2022 Corporate Responsibility Report: pages 13-16 CDP Climate Change Questionnaire Response: C2.3a, C2.4a, C3.3 and C3.4
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2 Celsius or lower scenario	CDP Climate Change Questionnaire Response: C3.2a
Risk Management	Describe the organization's processes for identifying and assessing climate-related risks	Textron 2023 Proxy Statement: pages 14 and 15 CDP Climate Change Questionnaire Response: C2.1 and C2.2
	Describe the organization's processes for managing climate-related risks	Textron 2023 Proxy Statement: pages 14 and 15 CDP Climate Change Questionnaire Response: C2.2
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	Textron 2023 Proxy Statement: pages 14 and 15 CDP Climate Change Questionnaire Response: C2.2
Metrics and Targets	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	Textron 2022 Corporate Responsibility Report: pages 7-12 CDP Climate Change Questionnaire Response: C4.1b, C4.2b, C9.1 and C-TO9.3/C-TS9.3
	Disclose Scope 1, Scope 2 and if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	Textron 2022 Corporate Responsibility Report: pages 7-12 CDP Climate Change Questionnaire Response: C6.1, C6.3 and C6.5
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	Textron 2022 Corporate Responsibility Report: pages 7-12 CDP Climate Change Questionnaire Response: C4.1b, C4.2b, C4.3, C4.5a and C9.1

SASB Disclosures Index

We have focused on the categories below that best align with available information and data. We intend to continue mapping our progress as we further develop our sustainability strategy and reporting.

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE OR LOCATION
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	RT-AE-130a.1	(1) 5,509,006 GJ; (2) 54%; (3) 23%
Hazardous Waste Management	Amount of hazardous waste generated, percentage recycled	Quantitative	Metric tons (t), Percentage (%)	RT-AE-150a.1	2,809 t
	Number of aggregate quantity of reportable spills, quantity recovered	Quantitative	Number, Kilograms (kg)	RT-AE-150a.2	2, 1,306 kg
Data Security	(1) Number of data breaches, (2) percentage involving confidential information	Quantitative	Number, Percentage (%)	RT-AE-230a.1	Textron considers this information to be confidential
	Description of approach to identifying and addressing data security risks in (1) company operations and (2) products	Discussion and Analysis	n/a	RT-AE-230a.2	See Textron 2022 10-K, page 13 See Textron 2023 Proxy Statement, page 14 See Textron 2022 Corporate Responsibility Report, pages 34-35
Product Safety	Number of recalls issued, total units recalled	Quantitative	Number	RT-AE-250a.1	During 2022, Textron Specialized Vehicles (TSV) voluntarily initiated three consumer product recalls with the U.S. Consumer Product Safety Commission and five consumer product recalls with Transport Canada. These recalls were related to Personal Transportation, Golf Cars and Off-Road Vehicles. Information related to these recalls can be found on the Consumer Product Safety Commission's website or Transport Canada's website.
	Number of counterfeit parts detected, percentage avoided	Quantitative	Number, Percentage (%)	RT-AE-250a.2	Textron's businesses have quality and safety controls in place to ensure that parts are only produced through approved suppliers. With respect to aftermarket parts, post-production counterfeit parts issues are generally managed by the U.S. Federal Aviation Administration (FAA) through the FAA's Suspected Unapproved Parts Program, and related information is publicly available on the FAA's website.

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE OR LOCATION
Product Safety	Number of Airworthiness Directives received, total units affected	Quantitative	Number	RT-AE-250a.3	All Airworthiness Directives related to our Textron Aviation, Bell, Lycoming and Pipistrel aircraft products are publicly available. The most recent information concerning those directives can be found on the appropriate regulatory sites. For more information see: 1) European Aviation Safety Agency-regulated Airworthiness Directives 2) FAA-regulated Airworthiness Directives 3) Transport Canada-regulated Airworthiness Directives See also Textron's 2022 Corporate Responsibility Report, page 31
	Total amount of monetary losses as a result of legal proceedings associated with product safety	Quantitative	Reporting currency	RT-AE-250a.4	Textron considers this information to be confidential
Fuel Economy & Emissions in Use-phase	Revenue from alternative energy-related products	Quantitative	Reporting currency	RT-AE-410a.1	2022 revenue from alternative energy-related products: $922M
	Description of approach and discussion of strategy to address fuel economy and greenhouse gas (GHG) emissions of products	Discussion and Analysis	n/a	RT-AE-410a.2	See Textron's 2022 Corporate Responsibility Report, pages 13-16 See CDP Climate Change Questionnaire C3.4, C-TO9.3/C-TS9.3 and C-TO9.6a/C-TS9.6a
Materials Sourcing	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	n/a	RT-AE-440a.1	See Conflict Mineral Policy and Annual Conflict Minerals Report
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with incidents of corruption, bribery, and/or illicit international trade	Quantitative	Reporting currency	RT-AE-510a.1	Textron considers this information to be confidential
	Revenue from countries ranked in the "E" or "F" Band of Transparency International's Government Defense Anti-Corruption Index	Quantitative	Reporting currency	RT-AE-510a.2	2022 Revenues from Band E Countries - $783M, 2022 Revenues from Band F Countries - $43M
	Discussion of processes to manage business ethics risks throughout the value chain	Discussion and Analysis	n/a	RT-AE-510a.3	See Textron's 2022 Corporate Responsibility Report, pages 36-39 See Textron's Business Conduct Guidelines

ACTIVITY METRIC		CATEGORY	UNIT OF MEASURE	CODE	RESPONSE OR LOCATION
Production by reportable segment		Quantitative	Number	RT-AE-000.A	See Textron's 2022 10-K
Number of employees		Quantitative	Number	RT-AE-000.B	Approximately 34,000

TEXTRON