

TEXTRON

2025 CORPORATE RESPONSIBILITY REPORT



Forward-Looking Statement

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, 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 talent management strategy; 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 2025. 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.

Letter from the Executive Chairman

Dear Colleagues, Shareholders and Friends,

Over the past several years, Textron has made meaningful progress in embedding corporate responsibility into how we operate, innovate and grow. As Executive Chairman, **I remain focused on ensuring that this work continues to be grounded in strong governance, focused execution and a long-term view of value creation.**

The 2025 Corporate Responsibility Report reflects our progress in the areas of sustainability, talent and governance. Under Lisa's leadership, the company will build on this work while maintaining a clear connection to business performance. This alignment is essential, demonstrating that responsible operations and strong financial results go hand in hand.

Textron's approach to environmental stewardship has been shaped over time through practical, measurable actions. Initiatives such as Achieve 2025 have demonstrated that reducing our environmental footprint can be achieved alongside improving efficiency and reducing costs.

Equally important is the continued investment in our workforce. A strong, capable organization depends on attracting, developing and retaining talented people, while maintaining a safe and accountable working environment. These priorities have long been central to Textron's culture and will remain critical as the company moves forward.

Finally, effective governance underpins all of this work. The Board remains actively engaged in overseeing risk, strategy and performance, ensuring that the company stays focused on disciplined execution and long-term growth. This oversight, combined with a clear strategic direction, positions Textron well for the future.



I am confident in the leadership team and in the path ahead. Textron is well positioned to continue delivering for its stakeholders while advancing its commitment to responsible business practices.

Thank you to our employees, shareholders, customers and partners for your continued support.



SCOTT C. DONNELLY
Executive Chairman

Letter from the President & CEO

Dear Colleagues, Shareholders and Friends,

As I step into my first year as Textron's President and Chief Executive Officer, I'm honored to lead this company and build on the strong foundation created by our teams around the world. That legacy is defined not only by performance, but by a **shared commitment to operating responsibly—for our people, our customers and the communities we serve.**

I'm pleased to share our 2025 Corporate Responsibility Report, which reflects the progress we've made over the last year, including surpassing our Achieve 2025 goals. The Report highlights the values of our company that will continue to guide us across our sustainability, talent and governance priorities. At Textron, corporate responsibility is core to how we run our businesses, innovate and deliver for our stakeholders.

Managing our environmental impact remains an important focus across our operations, and sustainability informs our product development. In 2025, we completed our five-year Achieve 2025 initiative, surpassing our goals across each of our targeted areas and further reducing our environmental footprint. Our teams continue to identify opportunities to reduce energy and resource consumption while improving efficiency and cost performance, and we are looking forward to our Mission 2030 goals which we highlight in this Report. During the year, we completed more than 150 projects globally, generating \$3.8 million in annual cost reductions.

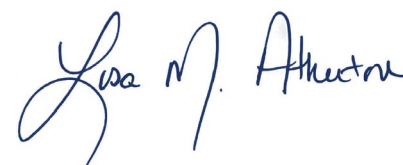
This focus extends beyond our operations into how we develop new products. As customer demand for more sustainable solutions grows, we are continuing to develop products which advance use of electric technologies. At Kautex, for example, we have received orders for the Pentatonic battery system, for use in electric vehicles, from hybrid to full battery-powered. In addition, certifications of our Pipistrel Velis Electro in Canada and South Korea expanded global access to the world's first type-certified electric aircraft, advancing the adoption of electric flight.

Our ability to deliver on our commitments to being good corporate citizens would not be possible without our people. During 2025, we continued to invest in talent development across the organization through training, education and opportunities that support long-term career growth. The health and safety of our employees also remained a core priority, and we continued to strengthen our safety culture by identifying risks, driving accountability and reinforcing shared responsibility across our workplaces.



I want to thank our 34,000 employees for their continued focus and commitment. The work you do every day drives our performance and enables our progress. To our shareholders, customers, suppliers, business partners and communities, we remain committed to delivering innovative solutions, operating responsibly and advancing our core values of integrity, respect, trust and the pursuit of excellence.

As we look ahead, we plan to continue to build on our momentum, strengthening our businesses, investing in our capabilities and delivering long-term value for all our stakeholders.



LISA M. ATHERTON
President & CEO

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2025 Highlights



DRIVING PERFORMANCE THROUGH SUSTAINABILITY

- **Exceeded all four** of our Achieve 2025 **sustainability goals**.
- Completed more than **150 projects** and reduced expenses by **\$3.8 million**.
- **42%** of Textron's electricity used world-wide was from **renewable sources**.



PEOPLE

- **82%** of our interns received an **offer to return** to Textron as a full-time hire or as a returning intern/co-op.
- Through our Education Assistance Program, Textron reimbursed more than **\$7 million** to **more than 1,400 employees** enrolled in approved degree or certification programs.
- Through **Mental Health Awareness Month** initiatives, Textron reinforced awareness of the well-being and mental health resources available to employees and their families.



GOVERNANCE AND TRAINING

- Employees completed more than **112,791 online training modules** and **11,589 live training hours** on various ethics and compliance topics.
- Employees at Textron Aviation, Bell and Textron India Private Limited were recognized with **Textron's Ethics and Compliance Award for Excellence** in the categories of Culture of Compliance, Standards and Procedures and Communications and Training for their contributions to improving our compliance programs.



PROUD TO BE RECOGNIZED BY:

Forbes

- World's Best Employers
- America's Best Employers for Engineers

Newsweek

- America's Most Responsible Companies
- America's Greatest Workplaces for Parents & Families
- America's Greatest Workplaces in Manufacturing

Handshake

- Early Talent Award

RippleMatch

- Campus Forward Award

US News

- Best Companies to Work For

Around the World

Textron is one of the world's best known multi-industry companies, recognized for its powerful brands such as Bell, Cessna, Beechcraft, Pipistrel, Jacobsen, Kautex, Lycoming, E-Z-GO, Textron Systems and many more.

We leverage our global network of aircraft, defense, industrial and finance businesses to provide customers with innovative products and services, operating an extensive network of manufacturing, sales and service facilities in more than 25 countries.



REVENUES

**\$14.8
Billion**



PEOPLE

34,000



COUNTRIES

25+



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 2025, we conducted our businesses through six operating segments:

1



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

2



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

3



Our **Industrial** segment designs and manufactures a variety of products within the **Kautex** and **Textron Specialized Vehicles** businesses. **Kautex** is a leader in designing and manufacturing plastic fuel systems for automobiles and light trucks, along with other automotive systems and components. **Textron Specialized Vehicles** products include golf cars, offroad utility vehicles, light transportation vehicles, aviation ground support equipment, professional turf-maintenance equipment and specialized turf-care vehicles.

4



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

5



Textron eAviation has been focused on research and development initiatives related to sustainable aviation solutions and includes Pipistrel, a manufacturer of light aircraft. Pipistrel offers a family of light aircraft and gliders with both electric and combustion engines. Pipistrel's Velis Electro is the world's first, and currently only, electric aircraft to receive full type certification from the European Union Aviation Safety Agency and from the UK Civil Aviation Authority. In 2024, the FAA granted a light-sport aircraft airworthiness exemption for the Pipistrel Velis Electro, allowing flight training in an electric aircraft within the United States, and, in late 2025, Transport Canada validated the type certificate for the aircraft. (Effective January 4, 2026, the business activities of the Textron eAviation segment were realigned within Textron's other operating segments resulting in the elimination of the Textron eAviation segment as a separate reporting segment.)

6



Our **Finance** segment, operated by Textron Financial Corporation (TFC), is a commercial finance business that provides financing solutions primarily to purchasers of new and pre-owned Textron Aviation aircraft and Bell helicopters. For more than 70 years, TFC has played a key role for Textron customers around the globe.

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

DRIVING PERFORMANCE THROUGH SUSTAINABILITY

From helicopters and aircraft to armored vehicles, much of Textron's portfolio is energy and resource intensive. However, this creates real opportunities to drive meaningful reductions in our environmental footprint. Our commitment to responsible operations begins with our compliance with regulatory requirements and our Textron Global EHS Policies and Standards. From this foundation, we focus on measurable reductions in water use, waste generation, energy use and greenhouse gas emissions across our global operations and product offerings, reinforcing sustainability as a practical business imperative that strengthens efficiency, resilience and long-term performance.



As part of our efforts to reduce the energy and natural resources used in our operations, in 2025 we completed **more than 150 sustainability projects** at our facilities worldwide. These projects are estimated **to save \$3.8 million** on an annual basis.



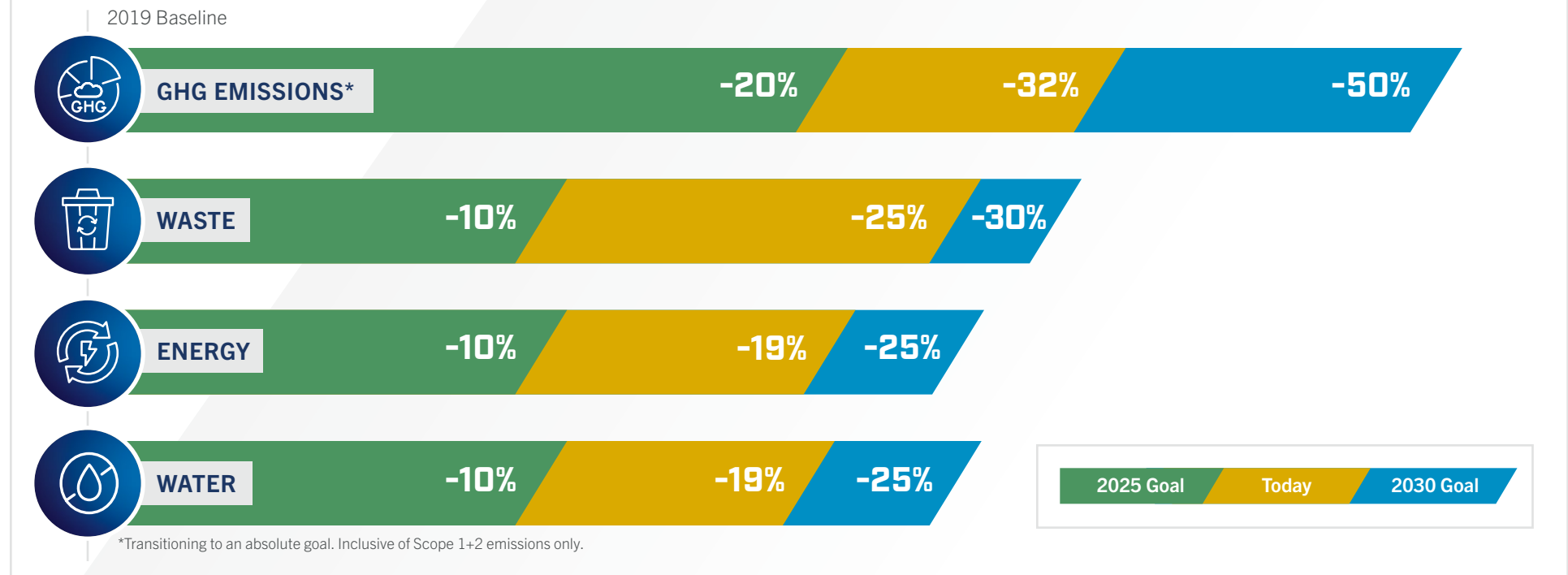
Sustainable Operations Goals

Past, Present, and Future

Our Achieve 2025 initiative delivered strong results. We exceeded all four sustainability goals established in 2020—covering greenhouse gas emissions, energy, waste and water—one year ahead of schedule. But we didn't stop there. Progress continued in each of these areas through 2025, reflecting sustained focus, commitment and execution across the business.

Building on this momentum, we established new 2030 goals, known as Mission 2030, in the same four focus areas. Our new goals further our ambitions in recognition of the value that sustainability brings to our business, challenging us to use resources across our global operations in more efficient ways. They also help us meet the expectations of our customers, shareholders and employees and to better the communities in which our businesses operate around the world.

MISSION 2030 SUSTAINABILITY GOALS



Greenhouse Gas (GHG) Emissions

In 2025, Textron reduced its GHG emissions on a year over year basis and has now reduced emissions by 39% on an intensity basis compared to our Achieve 2025 baseline, exceeding our 20% reduction goal. In absolute terms, this translates to a 32% reduction compared to the 2019 baseline and was accomplished through a combination of energy efficiency and conservation projects, as well as renewable electricity investments. 42% of Textron's electricity use during 2025 was from renewable sources. This is largely a result of Textron Aviation's multi-year agreement to purchase renewable electricity from Soldier Creek Wind Energy Center, a local wind farm, for its Kansas facilities. In 2025, we also began sourcing renewable electricity attributes for Kautex's European operations through a solar

VPPA in Spain that came online in the fall of 2025. Textron also generates renewable electricity from onsite solar and purchases Renewable Energy Certificates for select facilities.

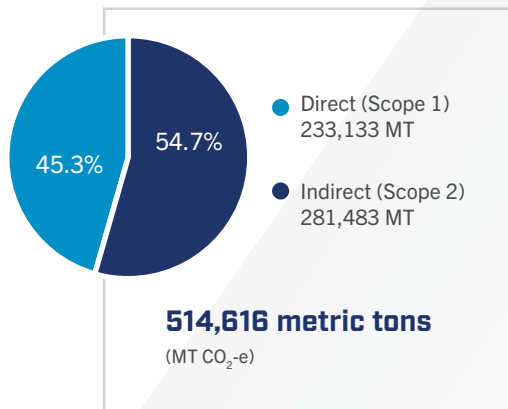
Textron's greenhouse gas emissions are determined by following the Greenhouse Gas Protocols developed by the World Business Council for Sustainable Development and the World Resource Institute. Consistent with these protocols, Textron accounts for Scope 1 and Scope 2 emissions in terms of CO₂-equivalents. Our greenhouse gas emissions and calculation methodology have been verified by an ANSI-accredited independent third party in accordance with ISO 14063-3.

Scaling Renewable Energy to Reduce Emissions

Textron Aviation's wind energy procurement in Kansas has played a central role in reducing Scope 2 emissions, supplying approximately 90% or more of annual electricity demand at our Kansas facilities with renewable wind energy from Soldier Creek Wind Energy Center in Kansas. From 2021–2025, the program delivered more than 1 million MWh of renewable electricity and supported the retirement of a corresponding volume of renewable energy certificates (RECs), contributing to a 30% reduction in Textron's Scope 2 (market-based) emissions from purchased electricity relative to our 2019 baseline. The initiative also generated nearly \$3.7 million in cumulative cost savings. Building on this progress, Textron is expanding its procurement of renewable energy from the project in 2026 to cover 100% of Textron's Kansas operations.

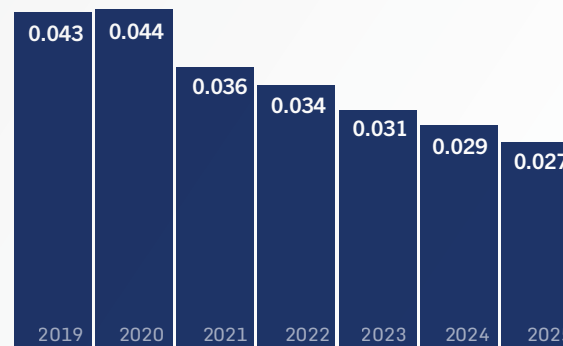
2025 GREENHOUSE GAS EMISSIONS

(Scope 1 and Scope 2 Market-based Emissions)



GHG INTENSITY TREND

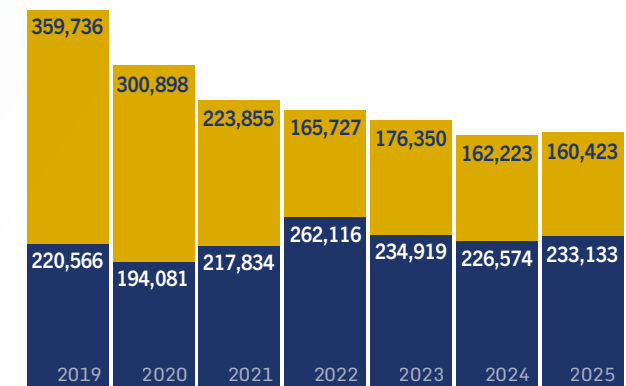
(CO₂-e/Revenue)*



*Intensity metrics are normalized to revenue.

SCOPE 1 AND SCOPE 2 MARKET-BASED EMISSIONS TREND

(MT CO₂-e)



● Scope 1

● Scope 2

Data for 2019–2024 have been restated to reflect the divestiture of Arctic Cat in accordance with global reporting guidelines. Historical results have been adjusted to exclude Arctic Cat operations; therefore, figures may differ from those reported in prior years.

Energy Consumption

In 2025, Textron reduced its energy use by 21% on an intensity basis compared to the 2019 baseline. Through energy kaizens, investments in new equipment and other improvements, our teams across our facilities identified and implemented 73 energy efficiency projects within key processes and systems, including compressed air, heating and cooling and lighting. We also continued to invest in energy management systems upgrades that support and promote behavior change.

Improving Energy Efficiency Through Equipment Upgrades

At its Muskegon, Michigan facility, Kautex improved the efficiency of a key emission control system used in foundry operations, allowing energy use to be adjusted for real-time demand. This improvement is expected to deliver approximately 2 GWh of annual energy savings, reducing both energy consumption and associated GHG emissions. The project demonstrates how targeted equipment improvements can generate meaningful efficiency gains in energy-intensive manufacturing environments.



2025 STATISTICS

21%

reduction in energy use intensity from our Achieve 2025 baseline year

42%

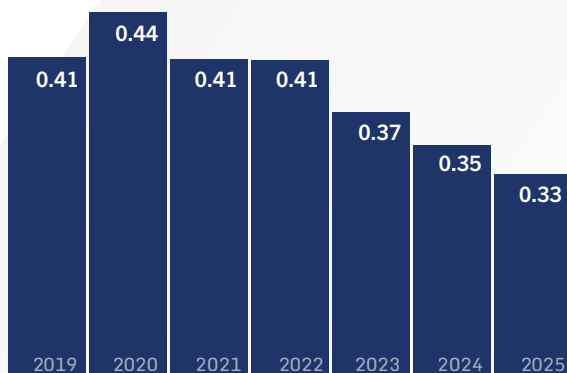
of electricity consumed from renewable resources

100%

of our manufacturing locations in Germany are ISO 50001 certified

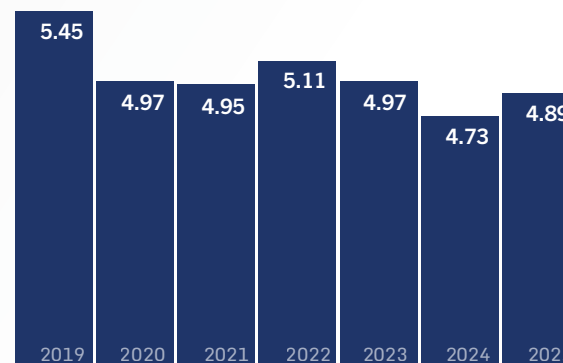
ENERGY INTENSITY TREND

(mmBTU/Revenue)*



TOTAL ENERGY CONSUMED TREND

(millions mmbTU)



*Intensity metrics are normalized to revenue.

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Waste Minimization and Recycling

In 2025, Textron successfully reduced its waste generation on a year-over-year basis and has now reduced waste by 25% on an intensity basis, compared to our Achieve 2025 baseline, exceeding our 10% Achieve 2025 reduction goal. Our waste management programs center around eliminating waste streams through reducing, reusing and recycling materials. This includes replacing current materials and packaging with more recyclable options, identifying reuse opportunities within our own operations and working with external partners to increase the recycling rate of our waste once it leaves the facility.

Golf Car Top Recycling

At its Augusta, Georgia facility, Textron Specialized Vehicles implemented a recycling program for used golf car tops made from high-density polyethylene (HDPE). Previously sent to landfill, approximately 1 million pounds of material per year are now recycled into downstream plastic products. This shift reduces waste, lowers landfill dependence and avoids approximately 440 metric tons of CO₂ emissions annually, while generating cost savings through avoided disposal and material recovery.



2025 STATISTICS

25%

reduction in waste generation intensity
from our Achieve 2025 baseline year

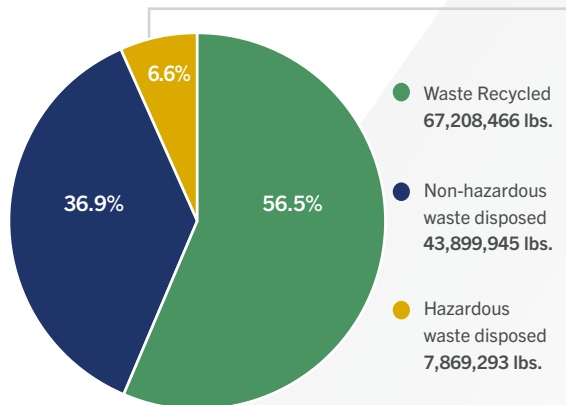
~67 million lbs

of waste by Textron facilities
diverted from landfills

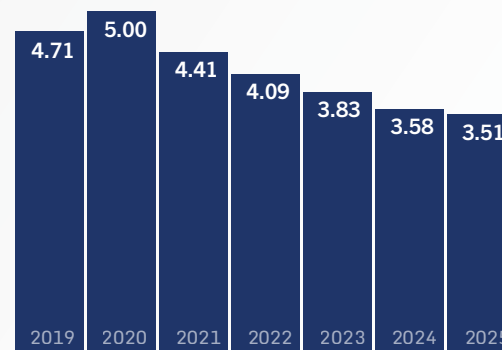
7%

reduction in hazardous waste from
our Achieve 2025 baseline year

2025 WASTE PROFILE

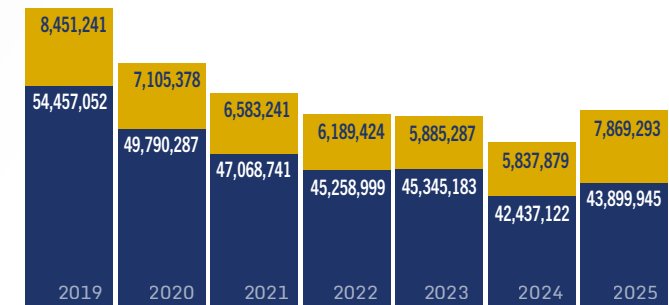


WASTE INTENSITY TREND (Lbs/Revenue)*



*Intensity metrics are normalized to revenue.

WASTE DISPOSED TREND (Lbs)



● Non-Hazardous Waste Disposed ● Hazardous Waste Disposed

Data for 2019–2024 have been restated to reflect the divestiture of Arctic Cat in accordance with global reporting guidelines. Historical results have been adjusted to exclude Arctic Cat operations; therefore, figures may differ from those reported in prior years.

Water

In 2025, Textron successfully reduced its water consumption on a year-over-year basis and has now reduced water use by 19% on an intensity basis compared to our Achieve 2025 baseline, surpassing our 10% reduction goal. Textron's progress can be attributed to an increased focus on water reduction projects across the enterprise. These projects range from upgrading our HVAC equipment and management practices, installing water efficient fixtures and implementing leak management programs.

Reducing Water Use Through Recycling and Reuse

Textron is reducing water consumption across its operations through a combination of recycling technologies and alternative water sourcing. At Textron Aviation's Wichita East facility, closed-loop systems were installed for plating scrubbers, eliminating single-pass city water use and conserving approximately 2.6 million gallons of water annually. Kautex implemented a rainwater recovery system at its Silao, Mexico location, capturing and storing water for reuse in a region where water conservation is critical. Together, these projects demonstrate how targeted solutions—both reducing demand and supplementing supply—can improve water efficiency and strengthen operational resilience.



2025 STATISTICS

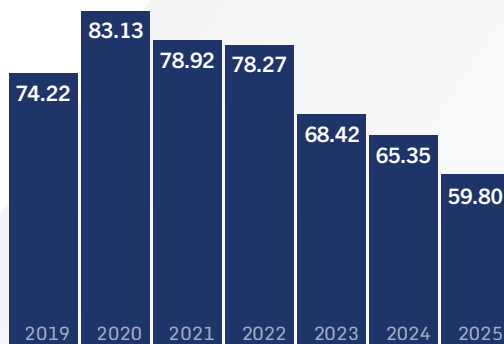
19%

reduction in water use on an intensity basis
from our Achieve 2025 baseline year

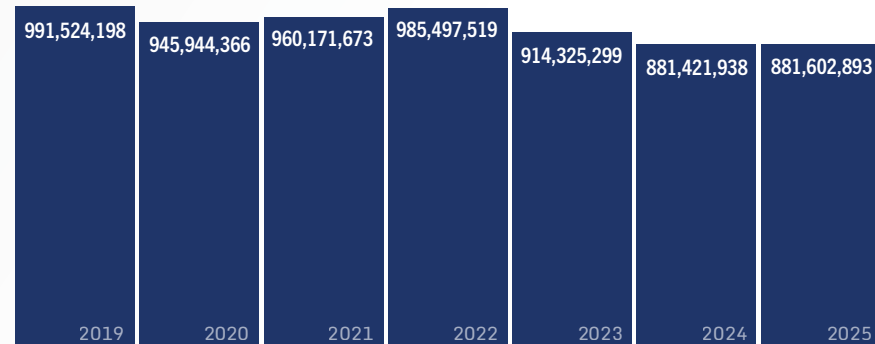
~8 million GAL

reduction in annual water use from water
efficiency projects

WATER INTENSITY TREND
(GAL/Revenue)*



TOTAL WATER CONSUMED TREND
(GAL)



*Intensity metrics are normalized to revenue.

Data for 2019–2024 have been restated to reflect the divestiture of Arctic Cat in accordance with global reporting guidelines. Historical results have been adjusted to exclude Arctic Cat operations; therefore, figures may differ from those reported in prior years.

Sustainable Products and Operations



Expanding electric flight training internationally

In November 2025, Transport Canada validated the type certificate for the Pipistrel Velis Electro, the world's first type-certified electric aircraft. This milestone allows Canadian flight schools to incorporate the Velis Electro into their flight training programs. The Pipistrel Velis Electro offers a lower-cost and zero emissions platform for pilot training. The aircraft's low-noise profile, producing noise levels of only 60 decibels, and user-friendly avionics, make it an ideal solution for flight training with zero carbon emissions. The aircraft achieved EASA type certification in 2020, UK CAA certification in 2022 and subsequent FAA LSA airworthiness exemption in 2024.



Electrifying ground equipment

Across golf courses and commercial grounds, our Textron Specialized Vehicles businesses are expanding the ELiTE line of fully electric equipment, including the Jacobsen Eclipse 2 ELiTE walking mower, Jacobsen HR3 ELiTE rotary mower and Cushman Hauler XL ELiTE utility vehicle. Powered by lithium-ion batteries, these products produce zero direct emissions during operation, reduce noise by up to 60% and eliminate the need for hydraulic oil—minimizing maintenance requirements and the risk of leaks or spills. By replacing small-engine gasoline equipment, the ELiTE platform is helping customers reduce emissions and improve efficiency in daily operations.



Advancing circular materials from research to reality

Kautex is helping advance the circular economy through a three-year initiative, known as the Gabriela research project, which was completed in 2025 and focused on the holistic processing of plastic recycling paths for resource-efficient and recyclable lightweight battery housing. The project demonstrated that closed-loop recycling of Pentatonic casing materials is technically feasible—from collection and processing to reintegration into new products. Nominated for Textron's Chairman's Innovation Award, the Gabriela research project provides a validated pathway for incorporating recycled materials into future production and supports the broader transition toward circular manufacturing in the automotive sector.



Commercialization of Green+ Products

Following the initial launch of Green+ materials in 2024, Kautex advanced its Green+ product portfolio from innovation to commercialization in 2025. The business defines Green+ products as products containing at least 25% recycled material or 20% bio-based content. Production of bio-based plastic fuel tanks is set to begin in 2026 in the United States and Canada, supported by certified manufacturing sites that ensure traceability of materials.

Resilient Facilities

IDENTIFYING AND ADDRESSING RISKS; ENSURING CRISIS PREPAREDNESS

At Textron, we define resilient facilities as those that have the people, programs and infrastructure in place to respond to and rebound quickly from crisis events thereby allowing us to deliver best-in-class products to our customers on a consistent basis. We prepare for all manner of crisis events, including fires, natural disasters, extreme weather events, pandemics, active shooter situations and industrial accidents. Our internal Loss Prevention and Enterprise Risk Management teams, as well as our third-party property loss insurance partner, work together to identify potential risks to our facilities and systematically implement measures to mitigate these risks to minimize the potential impacts on our business.

Our Loss Prevention and Enterprise Risk Management programs provide the foundation for assessing both acute and chronic physical risks, such as an increase in severe weather events and rising sea levels. To stay ahead of a crisis before it occurs, Textron has crisis management teams in place at both the enterprise and individual business unit levels. These cross-functional teams are tasked with developing plans to address potential risks to our facilities and to identify resources that can be utilized in times of crisis. Preparedness is a fundamental part of these crisis management plans, and training is conducted on a frequent basis, both live and simulated, to ensure the crisis management plans meet the needs of both the business unit and Textron management in protecting our employees and facilities.





PEOPLE

OUR TALENT STRATEGY

Our success is highly dependent upon our ability to hire, train 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 and strategy and management. To attract and retain highly skilled employees, we offer comprehensive compensation and benefit programs, career growth and development opportunities and an engaging, inclusive environment where employees are treated with respect.

Safe Workplaces

To maintain and enhance the safety of our employees, Textron promotes a culture of continuous improvement, shared responsibility and individual accountability. This helps us to provide safe workplaces and strive for our ultimate vision of zero workplace injuries. Our core Environmental Health and Safety (EHS) Operating Principles set out clear expectations for how we approach EHS at our operations around the globe. The overall 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 (EHSMS). Our EHSMS 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 EHS Policies and Standards are the foundation of our EHSMS. Business units may choose to augment the Textron program and pursue external Management System certification. For instance, Kautex facilities worldwide are ISO 14001 and 45001 certified. Our management system enables us to measure the effectiveness of key program elements such as leadership involvement and employee engagement, risk identification, safety committees and near miss reporting.

A focus on prevention and risk reduction

Much of the success of our safety program is due to our focus on proactive identification and elimination of hazards in the workplace. Key programs such as

internal auditing and the reporting of “near misses” enable us to maintain this focus. Our EHS internal audit program is managed at the enterprise level and covers all our business units. Each year we use a robust risk-based approach to select a subset of Textron locations to undergo safety audits. Audits are typically performed with a combination of third party and Textron-trained internal auditors. Audits cover both safety-related regulatory compliance and compliance with the Textron EHS Policies and Standards relevant to the operation. Audit findings are tracked to closure using our EHS management software. “Near misses” are incidents or observations in the workplace that could represent a potential hazard. We view near misses as leading indicators for safety and, as such, all our locations have programs to identify near misses and track corrective measures to closure via our internal systems. Our objective is to engage all employees in helping us find and correct potential hazards before an injury or accident occurs.



OUR EHS VISION

- We are committed to the health and safety of our employees, contractors and communities.
- We actively champion environmentally sound practices and safe behaviors.
- We 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.

Safety performance

We use an annual goalsetting process to drive injury rate improvements. The injury rate reduction goal is a performance metric that resides at the highest levels of the organization. Performance to this goal is tracked and reported to Textron's Audit Committee and senior leadership. 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 2025, we had a Total Recordable Injury Rate (TRIR) of 0.97 and a Lost Time Injury Rate (LTIR) of 0.31.



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.



TEXTRON REINFORCES SAFETY CULTURE

In June, employees across the enterprise participated in Safety Month through activities hosted at our facilities around the world. The “Think Safe, Work Safe” campaign reinforced the importance of personal accountability and shared responsibility for safety, both in the workplace and at home. Thousands of employees demonstrated their commitment by signing safety pledges, while sites hosted a range of engaging activities, including training sessions, safety expos, guest speakers, fire extinguisher demonstrations, de-escalation workshops and brain fitness exercises. Together, these efforts strengthened Textron's proactive safety culture and reinforced our ongoing commitment to reducing risk and achieving a zero-injury environment.

Health & Well-Being

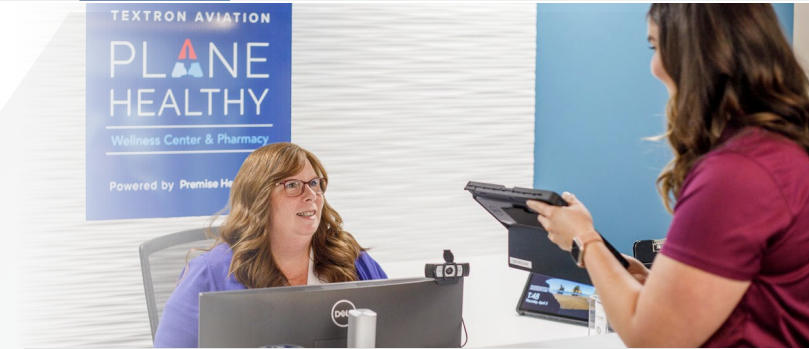
A healthy workforce is essential to our success as a company. At Textron, we foster a culture that encourages employees and their families to adopt and maintain healthy lifestyles. We invest in resources that support overall well-being across physical health, mental wellness and the broader demands of daily life.

Meeting Employees Where They Are

We believe that we are “better together.” Our in-office culture supports greater camaraderie and collaboration – whether through meetings in a conference room or informal conversations with colleagues in the hallway or at lunch. Recognizing that life goes beyond a “9-to-5” schedule, most businesses support work arrangements that include compressed work weeks so employees can have flexibility at work and at home. Our vacation and leave policies ensure that employees can take time to enjoy a healthy work/life balance.

Textron’s Commitment to Mental Health Awareness

At Textron, a broader well-being approach helps increase visibility of mental health resources available to employees and their families, including through Mental Health Awareness Month in May. Our Enterprise Well-Being team coordinates events and learning opportunities year-round to deepen understanding of mental health and support employees and their family members navigating challenges.



Textron Aviation Opens Second Plane Healthy Wellness Center & Pharmacy

Textron Aviation opened its second innovative Plane Healthy Wellness Center & Pharmacy, located at the company’s east headquarters in Wichita, Kansas. A convenient option for employees, the wellness center served more than 2,300 employees and their dependents with access to affordable, convenient, comprehensive and quality health care services, helping to manage healthcare costs and giving them a resource to improve their overall well-being. Textron Aviation opened this facility in 2025 following the success of its first location at its west Wichita campus, which opened in 2022.

Advancing Employee Well-being Through Data-Driven Action

At Kautex Bonn, a data-driven approach was used to support employee health and well-being. Through an analysis of annual well-being survey results, employee feedback and health insurance absenteeism data, the team identified key areas of concern and launched a comprehensive, year-long well-being program.

The program focused on preventive care and accessible health services, offering onsite initiatives such as colon and skin cancer screenings, stroke risk assessments, flu vaccinations and blood donation drives with stem cell typification. Employee engagement was strong, with participation rates exceeding 90% across these offerings.



2025 STATISTICS

11,100+

visits by Bell employees and their family members to the onsite Bell Health and Wellness Center

19,000+

visits by Textron Aviation employees and their family members to the onsite Plane Healthy Wellness Center

Compensation and Benefit Programs

Our compensation and benefits programs recognize and reward employees' hard work and effort. We provide pay and benefits packages that are competitive in our markets and industries and reward our employees for their performance. We use a "pay for performance" philosophy throughout Textron to reward our employees based on individual and business performance. Individual performance impacts base pay, while variable pay depends on individual and business performance.

We offer our U.S.-based employees competitive healthcare benefits, including medical, prescription, dental and vision coverage, income protection, retirement benefits, education assistance and more. In addition, we offer programs and policies designed for the well-being of our employees in general and at specific times in their lives, including onsite clinics to further enhance access for our employees.



OUR BENEFITS INCLUDE:

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



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-specific programs.

Textron University

Textron University provides employees with a broad range of learning resources to support continuous development throughout their careers. Our offerings include virtual and in-person training, continuing education programs and on-demand learning tools. These resources include:

- Facilitated face-to-face professional and leadership development programs
- Web-based general, functional and technical courses
- An online learning portal that enables employees to access advanced technical training, manage recertification of qualifications and utilize career planning tools and resources

The Textron University team partners closely with business leaders and employees to regularly evaluate and update course content and learning plans to ensure our workforce is prepared to meet evolving business goals and enhance their career development.



2025 BY THE NUMBERS

Employee Learning, Development and Technical Training

32,699

distinct employees across all levels of our organization engaged in professional and/or technical training and skills-based development courses.

310,262

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



✓ **Textron Leadership Development Program**

The Textron Leadership Development Program is a key talent pipeline for early-career professionals, offering structured learning, on-the-job training and mentoring through a two-year rotational program across two Textron businesses. In 2025, approximately 184 employees participated in the Leadership Development Program.

✓ **Functional Rotational Programs**

Some of our businesses offer rotational programs that provide early-career professionals with exposure to multiple disciplines within a single function, including Engineering, Integrated Supply Chain, Sales and Human Resources. These programs accelerate learning and broaden functional expertise while supporting long-term career development.

✓ **New Leader Programs**

Our businesses offer targeted development programs for new leaders, equipping them with the knowledge, skills and insights needed to lead individual contributors effectively. Additional programs are available for frontline managers to support leadership development in operational environments.

✓ **Leadership Programs**

We provide formal leadership development experiences for experienced leaders, with programs tailored to managers of managers, functional leaders and senior executives. These programs focus on strengthening leadership capabilities aligned with business and strategic priorities.

Developing the Next Generation of Leaders

At Textron, developing capable leaders is a key priority in supporting employee growth and long-term business success. The Bell New Leader Program is designed to equip new leaders with the tools needed to effectively lead teams, foster engagement and drive performance.

Participants engage in targeted development focused on core leadership capabilities such as communication, feedback, team development and decision-making. By creating opportunities for new leaders to share experiences and learn from one another, the program also strengthens collaboration and builds a support network across the organization.

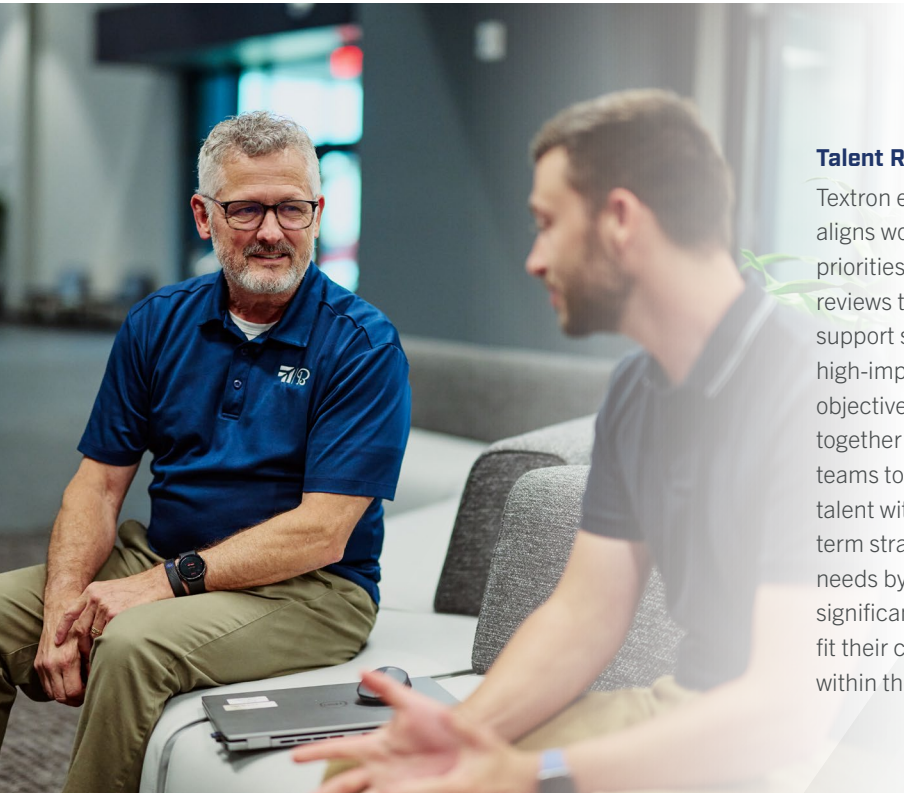
Through this investment in leadership development, Bell reinforces a culture that prioritizes employee growth, strengthens team effectiveness and supports an inclusive work environment.



Expanding Manufacturing Career Paths

In 2025, Kautex introduced the Shopfloor Career Path Model, which provides employees with a clear, structured framework to understand potential career progression, required skills and available development opportunities. The model promotes continued learning by connecting employees with targeted training and development resources aligned to their career goals. Through this approach, Kautex enables its employees to build critical skills and improve engagement and supports internal mobility within its manufacturing workforce.

By investing in accessible career development for manufacturing employees, Kautex reinforces its commitment to creating an inclusive workplace where all employees can grow and succeed.



Talent Reviews

Textron employs a connected talent review model that aligns workforce capability with business and enterprise priorities. Each business conducts structured talent reviews to assess current and future talent needs, support succession planning and identify critical and high-impact talent essential to achieving business objectives. Insights from these reviews are brought together through enterprise forums, enabling leadership teams to identify enterprise-wide talent trends and align talent with opportunities that support Textron's long-term strategy. 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.

Textron Summer Internship Program

Our annual enterprise-wide summer college internship program is an important component of our long-term talent strategy. In 2025, Textron hosted a summer internship program for over 900 college interns. In a survey about their internship experience, 91% agreed that they were given meaningful work and were satisfied with the quality of the projects assigned to them. Our internship program allows interns to gain new insights and learn valuable skills that they take back with them to school. This program also enables our businesses to gain perspectives of a new generation of talent and, in many cases, offer them full-time opportunities at Textron upon completion of their degree.



**In 2025, Textron
reimbursed \$7,047,933
to more than 1,400
employees enrolled in
approved degree or
certification programs.**

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. In addition, Textron offers specialized programs such as an Airframe and Powerplant (A&P) technical certification, a requirement to become an aviation maintenance technician.



Building and Engaging Our Workforce

Textron Employee Resource Groups: Living our Values

Employee Resource Groups (ERGs) are open to all employees, regardless of background, career path or work location. Our ERGs are run locally at our businesses across Textron.

Each ERG is built upon the pillars of:

- Workplace Connections
- Professional Development
- Community Outreach

ERGs serve as an important way for employees to network, volunteer, access tools and resources to grow professionally and find opportunities to make a difference where we work and live. With more than 30 ERGs across our businesses, Textron provides employees with opportunities to build community, share their voices and contribute in meaningful ways.



The chart below shows the types of ERGs that our businesses offer and a summary of their missions.

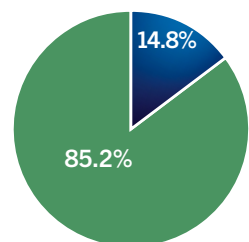
Networking & Skill Development	Strengthen networks, build business acumen and develop skills to advance career growth
Multicultural	Connect employees globally to build cultural awareness and strengthen collaboration
Parents & Caregiver Support	Support parents and caregivers through shared experiences and practical resources for personal and professional success
Health & Wellness	Promote healthy habits and work-life balance for overall employee well-being
Disability & Accessibility	Empower employees of all abilities by removing barriers and advancing an inclusive, accessible workplace
Sustainability	Promote sustainable practices that reduce environmental impact and strengthen community outcome
Veteran Networks	Support and connect military employees and families to meaningful careers and continued community service

Individuals with Disabilities

As an equal opportunity employer, Textron is committed to 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 the reasonable accommodations necessary to apply for and perform the essential functions of their jobs.

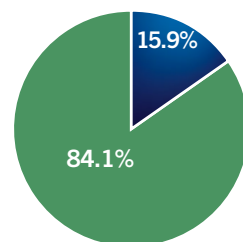
Military Veterans

BELL U.S. WORKFORCE



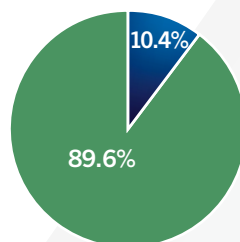
~6,700
Employees

TEXTRON SYSTEMS U.S. WORKFORCE



~2,800
Employees

TEXTRON U.S. WORKFORCE



~26,100
Employees

● Veteran ● Civilian

Textron's defense businesses develop the products and services that enable our bravest men and women to stay 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 is a member of the Veteran Jobs Mission, a coalition of more than 200 companies committed to hiring veterans.



BELL HONORED WITH GOLD MEDALLION AWARD

Bell was recognized by the U.S. Department of Labor with a 2025 HIRE Vets Gold Medallion Award—the only federal-level veterans' employment award that recognizes a company's or organization's commitment to recruiting, employing, developing and retaining veterans.

Textron Aviation's Career & Learning Center

Textron Aviation's state-of-the-art Career & Learning Center became fully operational in April 2025, serving prospective, current and future Textron Aviation employees. The facility expanded the previous training footprint at the company to more than 75,000 square feet and provides a world-class employee experience during application, hiring, onboarding and training processes. The Career & Learning Center is divided into four different zones to support applicants and employees in their hiring and training journeys.



Career Zone:

Textron Aviation is actively hiring and welcomes walk-in applicants at the Career & Learning Center Career Zone lobby.

Pre-Employment Zone:

Pre-employment processes are conducted onsite for a one-stop location for new employees to conveniently complete onboarding, job skills assessments testing and new hire training.

Learning Zone:

Professional and technical training rooms are fully equipped to develop employees' skills.

Design. Build. Fly. Zone:

The dedicated K-12 space, intended to develop early interest in aviation as a career, accommodates age-appropriate, hands-on activities to engage students and educators alike, sparking curiosity and passion for the aviation industry.



2025 BY THE NUMBERS

Career & Learning Center Stats



1,299

Trained 1,299 new hires

2,409

Provided recertification training
for 2,409 current employees

5,910

Trained 5,910 current
employees

Recognizing Employee Contributions

Textron recognizes and celebrates employees and teams whose work advances our businesses, strengthens our culture, and delivers meaningful impact for our customers and communities. Our Awards and Recognition programs honor excellence across innovation, ethics, service, safety and sustainability. Together, these programs reinforce our values, elevate exceptional contributions and support engagement and retention across our global workforce.



Enterprise Awards, including the Chairman's Award for Innovation, recognize teams whose significant contributions advance innovation, productivity, service, growth and reduced environmental impact.



Functional Awards acknowledge those whose contributions and behaviors reflect our values and commitments as innovators, problem solvers and leaders driving functional excellence.



Spot Awards recognize employees who go above and beyond in their roles or who achieve meaningful milestones and accomplishments throughout the year.

Product Safety

At Textron, we maintain a disciplined and thoughtful approach to the safety and quality of our products.



Our products are complex and often used in highly demanding environments that are extensively governed by state, federal and international regulations. As a result, 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 and Bell, design, certify, manufacture and support commercial and military aircraft and, with respect to Bell, 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 U.S. Department of Defense, Transport Canada and the European Union 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 postproduction 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 support 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 customers. 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 manufacturing, or on products that have already been sold, TSV utilizes a multidisciplinary review process to identify and address product issues, and, when necessary, undertakes recalls, fields fixes and issues public communications to address identified concerns.

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

Community

We are committed to responsible corporate citizenship which includes engaging in philanthropy in the communities where we do business. Within these communities, we focus on investing in organizations that strive to improve quality of life and supporting workforce development efforts for people of all ages and backgrounds.

The Textron Charitable Trust and Textron Inc., including its business units, provide philanthropic support for nonprofit organizations that align with our giving focus and often involve the volunteer efforts of our employees.



In 2025, the Trust and Textron businesses gave more than \$8.2 million to support the work of these organizations.



Matching Gift Program

\$2,318,621

We are proud to support our employees who give to nonprofit organizations that are personally meaningful to them. Employee donations to eligible 501c(3) organizations are matched dollar for dollar up to \$10,000 per individual per calendar year through the Textron Charitable Trust. In 2025, 1,640 employees made charitable gifts to 1,237 organizations that were matched through the program, resulting in more than \$2 million in matching contributions.

Workforce Development Organizations

\$1,914,839

These programs help develop our communities' future workforces, 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

\$3,416,106

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

United Way

\$560,045

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

GOVERNANCE

OUR GOVERNANCE PRINCIPLES

We maintain high legal and ethical standards rooted in sound corporate governance principles. We take these principles seriously and commit ourselves—as a company and as individuals—to acting responsibly and ethically in our relationships with our co-workers, customers, competitors and suppliers.



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, internal data protection 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 for employees whose work entails access to personal, sensitive, confidential or proprietary information about our employees, customers and others.

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

Our IT and related systems are critical to the efficient operation of our business and essential to our ability to perform day to day processes. We protect our information assets and manage risk by promoting a culture that communicates security risks, designs secure IT systems and operates according to approved processes to reduce the likelihood and impact of security incidents. Our 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.



For more information about our cybersecurity oversight and risk management, please see our [2025 Form 10-K](#).

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, managers and directors 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, ethical conduct.

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 where we conduct business is mandatory.

For more than 45 years, Textron’s Ethics and Compliance Program (the “Program”) has provided a roadmap and resources necessary to provide support to our employees, managers and directors as they navigate legal, compliance and ethical challenges. The Program has evolved over time in response to changes in the business and legal environments 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 and the operating environment, prepare annual risk-based Ethics and Compliance Action Plans that include action steps to mitigate identified risks. Key compliance processes include process monitoring, internal audits to detect violations, self-assessments, live and computer-based compliance training and other performance checks to 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 (BCGs)

convey Textron's values and establish our standards for business conduct in areas including conflicts of interest, protection of assets, equal opportunity, environmental protection, health, safety, personal data protection, gifts and entertainment and anti-corruption.

Ethics and 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 President and Chief Executive Officer, Executive Vice President and Chief Financial Officer and Executive Vice President

and Chief Human Resources Officer. The Committee is chaired by the Executive Vice President, General Counsel and Chief Compliance Officer of Textron, 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 (the "Policy") applies to our Board of Directors and every Textron employee. It provides detailed standards and processes related to interactions 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 facilitating 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. It also requires periodic training, annual certification, and background checks for employees in high-risk positions.

With respect to third parties, the 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.

Key Elements of our Compliance Program

Business Conduct Guideline Certifications

All new employees are asked to review and acknowledge receipt of Textron's Business Conduct Guidelines (BCGs). In addition, multiple levels of Textron's workforce annually certify their compliance with the BCGs, and depending upon their role in the organization, their compliance with the Global Anti-Corruption Compliance Policy.



In 2025, employees completed more than 112,791 online training modules and 11,589 live training hours on various ethics and compliance topics.

Compliance Training

Training is an integral part of the Ethics and Compliance Program. Live and/or online compliance training is provided to more than half of Textron's employees, including management, each year. In 2025, employees completed more than 112,791 online training modules and 11,589 live training hours on various ethics and compliance topics. Training topics included Textron's Business Conduct Guidelines, anti-harassment, careful use of social media, anti-bribery and anti-corruption and IT security awareness. Each of the online training topics was available in English and in the languages and dialects used by our global workforce.

Recognizing our Employees

Textron employees who have contributed to improving our compliance programs are recognized for their achievements in ethics and compliance in one of three categories—Culture of Compliance, Standards and Procedures and Communications 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.

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 and 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 are promoted on Textron's intranet, through the BCGs and on posters located in employee accessible areas like break rooms and hallways in each Textron facility. Reports may be submitted anonymously if desired and as permitted by local law.





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 our company values, as expressed in 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**. Textron's Commitment to Human Rights 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 business partners, to uphold.

Key provisions of Textron's Commitment to Human Rights 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 and Ongoing Supply Chain Management.

To maintain a culture that respects human rights, we provide and publicize multiple channels for employees to raise human rights concerns 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 Textron's Commitment to Human Rights [here](#).

Supply Chain

As a multi-industry company with businesses operating internationally, Textron maintains a large, global supply chain. Each of our manufacturing businesses has its own supply chain management team and processes tailored to the specific supply chain needs of the business' operations. These internal teams are vital to assessing and onboarding new suppliers, monitoring existing suppliers and aligning suppliers with our objectives and values. In addition, Textron maintains an enterprise-wide Procurement Council to share best practices and processes, provide guidance and foster collaboration and communication among our businesses.

Textron is committed to being a responsible corporate citizen and upholding the highest standards of ethics and business conduct throughout its global operations. Accordingly, Textron expects its suppliers to conduct business consistent with these standards and in full compliance with applicable laws and regulations. As part of our dedication to these principles, we maintain the [Textron Code of Conduct for Suppliers and Other Business Partners](#) (the "Supplier Code") that outlines our expectations for ethics and compliance throughout our global supply chain.

Key provisions of the Supplier Code cover the following topics, among others:

- Fair Employment Practices
- Compliance with Laws
- No Forced Labor, Child Labor or Human Trafficking
- Anti-Corruption Laws
- Employee Health and Safety
- Freedom of Association
- Working Hours, Wages and Benefits
- Human Rights
- Cybersecurity
- Environmental
- International Trade Compliance

Textron expects its suppliers to have a supplier management system commensurate with the size and nature of their business, with appropriate due diligence processes in place to support compliance with applicable laws, regulations and the obligations set forth in the Supplier Code and to make their due diligence measures available upon request. Textron also encourages its suppliers to implement their own written code of conduct aligned with the principles of Textron's Supplier Code and to flow down these principles to the entities that furnish goods and services to the supplier.



View the [Textron Code of Conduct for Suppliers and Other Business Partners](#) for more information.

Sustainability and Safety Performance Index

	Baseline 2019	2020	2021	2022	2023	2024	2025
Emissions (Metric Tons CO₂e)*							
Scope 1 GHG	220,566	194,081	217,834	262,116	234,919	226,574	233,161
Scope 2 GHG - Location-Based	359,736	300,898	316,288	308,490	287,170	279,855	281,491
Scope 2 GHG - Market-Based	N/A	N/A	223,855	165,727	176,350	162,223	160,432
Total Scope 1+2 Market-Based GHG Emissions	580,302	494,980	441,689	427,843	411,270	388,797	393,593
GHG Intensity (MT CO ₂ e / Revenue)	0.0434	0.0435	0.0363	0.0340	0.0308	0.0288	0.0267
Scope 3 GHG - Fuel & Energy-Related Activities	N/A	153,104	147,847	130,387	153,681	119,276	FC
Scope 3 GHG - Waste Generated in Operations	14,036	13,208	12,872	12,550	13,565	16,581	FC
Scope 3 GHG - Business Travel	32,185	9,344	10,896	17,238	21,175	13,871	FC
Scope 3 GHG - Employee Commuting	83,477	28,861	61,267	76,564	61,127	72,658	FC
Energy							
Electricity (kWh)	872,400,563	777,930,565	790,489,716	796,340,170	797,024,401	780,521,756	783,031,345
Natural Gas (ccf)	20,624,848	19,828,858	19,168,013	20,537,141	19,296,383	17,728,712	19,028,765
Total Energy (mmBTUs)**	5,446,513	4,972,081	4,945,982	5,107,275	4,973,047	4,730,609	4,893,916
Percent Renewable Electricity	N/A	N/A	N/A	N/A	N/A	43%	42%
Energy Intensity (mmBTU / Revenue)	0.4077	0.4369	0.4065	0.4056	0.3722	0.3507	0.3319
Waste							
Non-hazardous waste generated (lbs)	54,457,052	49,790,287	47,068,741	45,258,999	45,345,183	42,437,122	43,908,745
Hazardous waste generated (lbs)	8,451,241	7,105,378	6,583,241	6,189,424	5,885,287	5,837,879	7,869,293
Total waste generated	62,908,293	56,895,664	53,651,982	51,448,423	51,230,470	48,275,001	51,778,038
Waste Intensity (lbs/revenue)	4.7087	5.0000	4.4098	4.0860	3.8338	3.5793	3.5114
Total Recycling (lbs)	83,252,609	57,789,268	63,964,116	63,519,147	72,170,987	65,859,657	67,209,946
Percentage Recycled (%)	57	50	54	55	58	58	56
Number of aggregate quantity of reportable spills	N/A	N/A	1	2	2	5	FC
Quantity of reportable spills (kg)	N/A	N/A	36	1,306	435	35,000	FC
Quantity of reportable spills recovered (kg)	N/A	N/A	N/A	N/A	N/A	31,000	FC
Water							
Total water withdrawal (gallons)	991,524,198	945,944,366	960,171,673	985,497,519	914,325,299	881,421,938	881,602,893
Water withdrawal intensity (gallons / revenue)	74.22	83.13	78.92	78.27	68.42	65.35	59.8
Safe Workplaces							
Total Reportable Incident Rate (TRIR)	1.32	0.96	0.94	1.06	1.10	1.03	0.97
Loss Time Injury Rate (LTIR)	0.37	0.29	0.27	0.31	0.41	0.36	0.31

N/A=Data not available FC=Data is forthcoming

*Greenhouse gas emissions for reporting years 2019, 2022, 2023, and 2024 have been independently verified to a limited assurance level. 2025 is forthcoming. The assurance covered Scope 1, Scope 2 location-based, Scope 2 market-based, and Scope 3 business travel emissions for the years where noted.

**Includes electricity, natural gas, coke and stationary and fuel oil.

Data for 2019–2024 have been restated to reflect the divestiture of Arctic Cat in accordance with global reporting guidelines. Historical results have been adjusted to exclude Arctic Cat operations; therefore, figures may differ from those reported in prior years.

The Textron logo is displayed in a bold, white, sans-serif font. It is positioned on the left side of the slide, within a dark blue geometric shape that has a diagonal cutout. The background of the slide is a gradient of blue, with horizontal bands of darker and lighter shades. A thin white line runs diagonally across the middle of the slide, separating the logo area from the footer area.

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*Transitioning to an absolute goal. Inclusive of Scope 1+2 emissions only.