

**United Kingdom Tax Strategy**  
**Textron Inc.**  
**Year Ended January 4, 2020**

**Introduction**

Textron Inc. publishes this statement to comply with the duty set out in paragraph 16(2), Schedule 19 of the United Kingdom (“UK”) Finance Act of 2016.

**Approach to Risk Management and Governance in Relation to UK Taxation**

Our tax operations and processes are carefully and diligently managed by qualified in-house tax and finance professionals, led by our Company’s Vice President of Tax (who resides in the United States), to ensure any identified risks are mitigated and controls operate effectively. These controls extend to all of Textron’s tax jurisdictions, including the UK. This allows us to have confidence that we operate an effective tax control framework, and that our UK tax filings are both complete and accurate.

**Attitude Toward Tax Planning in Relation to UK Taxation**

Textron’s tax team supports the UK business’ commercial decision making by providing tax advice in real time.

To the extent UK tax planning is undertaken, it relates to commercially motivated activities, and aligned with Textron’s corporate objectives and Business Conduct Guidelines. When supporting these efforts, we consider the most sustainable tax efficient manner to undertake the UK business transactions.

Textron will seek the advice of UK external advisors to support planning activities when additional subject matter expertise is required and/or when internal resource constraints exist.

**Level of Risk in Relation to UK Taxation**

Textron seeks to minimize UK tax risk in line with our broader business objectives. We consult with tax professionals and seek advice on matters where tax consequences of a transaction are ambiguous.

**Approach Toward Dealings with HMRC**

Textron seeks to meet its UK tax obligations to file all returns due, to pay all tax legally due, and to make accurate and timely disclosures. We seek to stay current on all UK tax law to ensure we remain compliant in all operations. When necessary we will engage external advisors to support these efforts.

We have an open, honest, and transparent relationship with all tax authorities, including the HMRC. We seek to fulfill all requested information requests in a timely manner and ensure that accurate data is provided. We will work with the HRMC to resolve any differences or issues in a timely and professional manner.