

2021 Annual Meeting Shareholder Questions/Responses

Question submitted:

Mr. Chairman, the Carpenter pension funds hold 213,800 shares of the Company's common stock. As long-term investors, we believe the executive compensation plan should be designed to drive the execution of a company's long-term strategic business plan. We applaud the Organization and Compensation Committee members for their prudent and fair compensation decisions made in the face of Covid-19 and for their solid work in recrafting the long-term compensation plan. Each change to the long-term plan represents a strong plan enhancement that merits strong shareholder support. Could you or the Compensation chair speak to whether in its work the Committee has considered the use of "realized pay" or "realizable pay" charts in its proxy statement disclosure to complement the required compensation disclosure? Thank you.

Company's response:

The Committee does include charts in the proxy statement that disclose the realized value of the performance share units to complement the required compensation disclosure. The chart at the top of page 37 of the 2021 proxy statement entitled "**2018-2020 Performance Share Unit Payouts**" clearly discloses that the realized value of these awards was much less than the grant date value. In addition, the chart at the bottom of page 37, which was added to the CD&A several years ago at the Committee's request, breaks down how the grant date award value of Mr. Donnelly's award is impacted by the performance achieved, the TSR modifier and, finally, stock price change, resulting in a realized value of 58.1% of the original grant date value. Because there is no standard definition for realizable pay and, as a result, companies calculate it in a variety of ways, and because it includes values for in-progress performance and equity awards that may never be realized, the Committee believes that realizable pay is a less useful disclosure.

Question submitted:

Are derivatives of the V-22 planned?

Company's response:

The first CMV-22B Osprey, built by Bell Textron Inc. and Boeing, was delivered to the U.S. Navy in June 2020. The CMV-22B is the latest variant of the tiltrotor fleet, joining the MV-22 and CV-22 used by the U.S. Marine Corps and U.S. Air Force. It brings proven tiltrotor capabilities designed specifically for carrier fleet operations. The CMV-22B is unique in the Osprey family with the ability to carry up to 6,000 pounds and cover more than 1,150 nautical miles.

In addition, Bell has developed the V-280 Valor, which is Bell's next-generation tiltrotor aircraft, as part of the U.S. Government's Joint Multi Role Technology Demonstrator (JMR-TD) initiative. The JMR-TD program is the science and technology precursor to the Future Vertical Lift family of programs. The V-280 achieved its first flight in December 2017 and its first cruise mode flight in

May 2018. In March 2020, the U.S. Army awarded Bell a Competitive Demonstration and Risk Reduction contract for the next stage of its Future Long-Range Assault Aircraft program. Learn more at <https://www.bellflight.com/products/bell-v-280>.

Question submitted:

Which foreign military have ordered the V-22?

Company's response:

The United States government has delivered the first Bell Boeing V-22 Osprey to the Japan Ground Self Defense Force (JGSDF) in July 2020; Japan is the first operator of the V-22 outside of the U.S. military.

Question submitted:

In January of this year, the Nobel Peace Prize-winning Treaty on the Prohibition of Nuclear Weapons entered into force as international law in the first 50 ratifying countries. 85 more countries support the Treaty and may ratify in the near future. Nuclear weapons are a highly profitable but profoundly dangerous and immoral industry. Textron produces key components of intercontinental ballistic missiles. As these products are now illegal under international law, and shareholders are facing legislative risk, will you adapt by converting nuclear weapons scientists and infrastructure to green technologies and other pressing human needs?

Company's response:

Textron Systems Corporation's work as a subcontractor to Northrup Grumman on behalf of the U.S. Air Force relates to the Ground Based Strategic Deterrent missile system. The technologies and components provided by Textron Systems Corporation are compliant with U.S. policy, U.S. law and applicable international treaties.