TEXTRON

Q1 2020 Earnings Call Presentation

April 30, 2020

The data in this package should be read in conjunction with the Textron earnings release and accompanying tables.

Forward-Looking Information

Certain statements in this package and other oral and written statements made by Textron from time to time are forward-looking statements, including those that discuss strategies, goals, outlook or other non-historical matters; or project revenues, income, returns or other financial measures. These 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. These forward-looking statements are subject to risks and uncertainties that may cause actual results to differ materially from those contained in the statements, including the risks and uncertainties set forth under "Forward-Looking Information" in our first quarter 2020 earnings release. Additional information on risks and uncertainties that may impact forward-looking statements is discussed under "Risk Factors" in our most recent Annual Report on Form 10-K and our Quarterly Reports on Form 10-Q.

Key Data – Q1 2020

	Q1 2020	Q1 2019
Revenues	$2.8B	$3.1B
Segment Profit	$156M	$294M
Adjusted EPS*	$0.35	$0.76
Manufacturing Cash Flow Before Pension Contributions*	$(430M)	$(291M)
Pension Contributions	$12M	$13M

*Adjusted EPS and Manufacturing cash flow before pension contributions are non-GAAP measures that are defined and reconciled to GAAP in our earnings release.

Q1 2020 Revenue Growth

	Revenue Growth	Divestiture Impact	Organic Growth	FX Impact Un(Fav)	Organic Growth Before FX
Textron Aviation	(23.1%)	-	(23.1%)	-	(23.1%)
Bell	11.4%	-	11.4%	-	11.4%
Textron Systems	6.8%	-	6.8%	-	6.8%
Industrial	(18.9%)	-	(18.9%)	1.0%	(17.9%)
Manufacturing	(10.6%)	-	(10.6%)	0.3%	(10.3%)
Finance	(17.6%)	-	(17.6%)	-	(17.6%)
Total Segments	(10.7%)	-	(10.7%)	0.3%	(10.4%)

Organic Growth includes revenue changes resulting from volume, price, and foreign exchange. For our segments that contract with the U.S. Government, volume represents changes in revenue related to these contracts. Revenues associated with these contracts in 2019 and 2018 are primarily recognized as costs are incurred while revenues for 2017 were primarily recognized as units were delivered.

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Finance Segment Key Statistics

	Q1 2020	Q4 2019
60+ Delinquency	$55M	$17M
Non-accrual	$37M	$39M
Finance Receivables	$706M	$707M
Shareholders' Equity	$159M	$161M

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