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DELTA REPORT

10-Q

TXT - TEXTRON INC

10-Q - MARCH 30, 2024 COMPARED TO 10-Q - SEPTEMBER 30, 2023

The following comparison report has been automatically generated

TOTAL DELTAS	959
CHANGES	172
DELETIONS	382
ADDITIONS	405

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

Form 10-Q

(Mark One)

☒ **QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15 (d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the quarterly period ended September 30, 2023 March 30, 2024

OR

☐ **TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the transition period from ______ to ______.

Commission File Number 1-5480

Textron Inc.

(Exact name of registrant as specified in its charter)

Delaware	**05-0315468**
(State or other jurisdiction of incorporation or organization)	(I.R.S. Employer Identification No.)
40 Westminster Street, Providence, RI	**02903**
(Address of principal executive offices)	(Zip code)

(401) 421-2800
(Registrant's telephone number, including area code)

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol (s)	Name of each exchange on which registered
Common stock, $0.125 par value	TXT	New York Stock Exchange (NYSE)

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes **þ** No ¨

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes **þ** No ¨

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, smaller reporting company, or an emerging growth company. See definitions of "large accelerated filer," "accelerated filer," "smaller reporting company" and "emerging growth company" in Rule 12b-2 of the Exchange Act (Check one):

Large accelerated filer	**þ**	Accelerated filer	☐	Non-accelerated filer	☐
Smaller reporting company	☐			Emerging growth company	☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.¨

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes ☐ No **þ**

As of October 13, 2023 April 12, 2024, there were 196,005,457 190,698,993 shares of common stock outstanding.

TEXTRON INC.
Index to Form 10-Q
For the Quarterly Period Ended September 30, 2023 March 30, 2024

PART I. FINANCIAL INFORMATION

Item 1. Financial Statements

TEXTRON INC.
Consolidated Statements of Operations (Unaudited)

		Three Months Ended		**Nine Months Ended**				
		Three Months Ended						
		Three Months Ended						
		Three Months Ended						
(In millions, except per share amounts)	*(In millions, except per share amounts)*	**September 30, 2023**	**October 1, 2022**	**September 30, 2023**	**October 1, 2022**	*(In millions, except per share amounts)*	**March 30, 2024**	**April 1, 2023**
Revenues	**Revenues**							
Manufacturing product revenues								
Manufacturing product revenues								
Manufacturing product revenues	Manufacturing product revenues	$ 2,791	$2,608	$ 8,258	$7,745			
Manufacturing service revenues	Manufacturing service revenues	539	459	1,490	1,447			
Finance revenues	Finance revenues	13	11	43	41			
Total revenues	Total revenues	3,343	3,078	9,791	9,233			
Costs, expenses and other	**Costs, expenses and other**							
Cost of products sold	Cost of products sold	2,355	2,243	6,996	6,616			
Cost of products sold								
Cost of products sold								
Cost of services sold	Cost of services sold	424	341	1,160	1,101			
Selling and administrative expense	Selling and administrative expense	303	266	897	850			
Interest expense, net	Interest expense, net	19	24	58	87			

Special charges					
Non-service components of pension and postretirement income, net	Non-service components of pension and postretirement income, net	(59)	(60)	(177)	(180)
Total costs, expenses and other	Total costs, expenses and other	3,042	2,814	8,934	8,474
Income from continuing operations before income taxes		301	264	857	759
Total costs, expenses and other					
Total costs, expenses and other					
Income before income taxes					
Income tax expense	Income tax expense	32	39	134	123
Income from continuing operations		269	225	723	636
Loss from discontinued operations		—	—	—	(1)
Net income		$ 269	$ 225	$ 723	$ 635
Basic earnings per share					
Continuing operations		$ 1.36	$ 1.06	$ 3.59	$ 2.96
Diluted earnings per share					
Continuing operations		$ 1.35	$ 1.06	$ 3.56	$ 2.94
Net income					
Net income					
Net income					
Earnings per share					
Basic					
Basic					
Basic					
Diluted					
Diluted					
Diluted					

See Notes to the Consolidated Financial Statements.

TEXTRON INC.
Consolidated Statements of Comprehensive Income (Unaudited)

		Three Months Ended		Nine Months Ended				
		Three Months Ended						
		Three Months Ended						
		Three Months Ended						
		September 30, 2023	**October 1, 2022**	**September 30, 2023**	**October 1, 2022**		**March 30, 2024**	**April 1, 2023**
(In millions)	*(In millions)*					*(In millions)*		
Net income	**Net income**	$ 269	$ 225	$ 723	$ 635			
Other comprehensive loss, net of tax								
Other comprehensive income (loss), net of tax								
Pension and postretirement benefits adjustments, net of reclassifications								
Pension and postretirement benefits adjustments, net of reclassifications								
Pension and postretirement benefits adjustments, net of reclassifications	Pension and postretirement benefits adjustments, net of reclassifications	—	18	—	52			
Foreign currency translation adjustments	Foreign currency translation adjustments	(51)	(97)	(19)	(201)			
Deferred gains (losses) on hedge contracts, net of reclassifications		(3)	(8)	3	(4)			
Other comprehensive loss		(54)	(87)	(16)	(153)			
Deferred losses on hedge contracts, net of reclassifications								
Other comprehensive income (loss)								
Comprehensive income	**Comprehensive income**	$ 215	$ 138	$ 707	$ 482			

See Notes to the Consolidated Financial Statements.

TEXTRON INC.
Consolidated Balance Sheets (Unaudited)

		September 30, 2023	December 31, 2022		March 30, 2024	December 30, 2023
(Dollars in millions)	*(Dollars in millions)*			*(Dollars in millions)*		
Assets	**Assets**					
Manufacturing group	**Manufacturing group**					
Manufacturing group						
Manufacturing group						
Cash and equivalents						
Cash and equivalents						
Cash and equivalents	Cash and equivalents	$ 1,671	$ 1,963			
Accounts receivable, net	Accounts receivable, net	892	855			
Inventories	Inventories	4,207	3,550			
Other current assets	Other current assets	815	1,033			
Total current assets	**Total current assets**	7,585	7,401			
Property, plant and equipment, less accumulated depreciation and amortization of $5,261 and $5,084, respectively		2,451	2,523			
Property, plant and equipment, less accumulated depreciation and amortization of $5,286 and $5,247, respectively						
Goodwill	Goodwill	2,281	2,283			
Other assets	Other assets	3,508	3,422			
Total Manufacturing group assets	**Total Manufacturing group assets**	15,825	15,629			
Finance group	**Finance group**					
Cash and equivalents						
Cash and equivalents						
Cash and equivalents	Cash and equivalents	45	72			

Finance receivables, net	Finance receivables, net	599	563
Other assets	Other assets	23	29
Total Finance group assets	**Total Finance group assets**	667	664
Total assets	**Total assets**	$ 16,492	$16,293
Liabilities and shareholders' equity	**Liabilities and shareholders' equity**		
Liabilities	**Liabilities**		
Liabilities			
Liabilities			
Manufacturing group	**Manufacturing group**		
Manufacturing group			
Manufacturing group			
Current portion of long-term debt			
Current portion of long-term debt			
Current portion of long-term debt	Current portion of long-term debt	$ 357	$ 7
Accounts payable	Accounts payable	1,216	1,018
Other current liabilities	Other current liabilities	2,814	2,645
Total current liabilities	**Total current liabilities**	4,387	3,670
Other liabilities	Other liabilities	1,789	1,879
Long-term debt	Long-term debt	2,824	3,175
Total Manufacturing group liabilities	**Total Manufacturing group liabilities**	9,000	8,724
Finance group	**Finance group**		
Other liabilities	Other liabilities	75	81
Other liabilities			
Other liabilities			
Debt	Debt	350	375
Total Finance group liabilities	**Total Finance group liabilities**	425	456
Total liabilities	**Total liabilities**	9,425	9,180
Shareholders' equity	**Shareholders' equity**		

Common stock			
Common stock			
Common stock	Common stock	26	26
Capital surplus	Capital surplus	2,031	1,880
Treasury stock	Treasury stock	(976)	(84)
Retained earnings	Retained earnings	6,614	5,903
Accumulated other comprehensive loss	Accumulated other comprehensive loss	(628)	(612)
Total shareholders' equity	**Total shareholders' equity**	7,067	7,113
Total liabilities and shareholders' equity	**Total liabilities and shareholders' equity**	$ 16,492	$ 16,293
Common shares outstanding (in thousands)	Common shares outstanding (in thousands)	196,191	206,161

See Notes to the Consolidated Financial Statements.

TEXTRON INC.
Consolidated Statements of Cash Flows (Unaudited)
For the Nine Three Months Ended September 30, 2023 March 30, 2024 and October 1, 2022 April 1, 2023, respectively

		Consolidated				
	Consolidated					Consolidated
(In millions)	*(In millions)*	2023	2022	*(In millions)*	2024	2023
Cash flows from operating activities	**Cash flows from operating activities**					
Income from continuing operations		$ 723	$ 636			
Adjustments to reconcile income from continuing operations to net cash provided by operating activities:						
Net income						
Net income						
Net income						

Adjustments to reconcile net income to net cash provided by (used in) operating activities:			
Non-cash items:	Non-cash items:		
Non-cash items:			
Non-cash items:			
Depreciation and amortization			
Depreciation and amortization			
Depreciation and amortization	Depreciation and amortization	292	288
Deferred income taxes	Deferred income taxes	(113)	(183)
Other, net	Other, net	74	77
Other, net			
Other, net			
Changes in assets and liabilities:	Changes in assets and liabilities:		
Accounts receivable, net			
Accounts receivable, net			
Accounts receivable, net	Accounts receivable, net	(45)	(23)
Inventories	Inventories	(659)	(353)
Other assets	Other assets	267	105
Accounts payable	Accounts payable	202	116
Other liabilities	Other liabilities	120	344
Income taxes, net	Income taxes, net	37	44
Pension, net	Pension, net	(152)	(123)
Captive finance receivables, net	Captive finance receivables, net	(32)	29

Other operating activities, net	Other operating activities, net	4	6
Net cash provided by operating activities of continuing operations		718	963
Net cash used in operating activities of discontinued operations		(1)	(2)
Net cash provided by operating activities		717	961
Net cash provided by (used in) operating activities			
Net cash provided by (used in) operating activities			
Net cash provided by (used in) operating activities			
Cash flows from investing activities	**Cash flows from investing activities**		
Capital expenditures	Capital expenditures	(224)	(192)
Net cash used in business acquisitions		(1)	(201)
Capital expenditures			
Capital expenditures			
Net proceeds from corporate-owned life insurance policies			
Net proceeds from corporate-owned life insurance policies			
Net proceeds from corporate-owned life insurance policies	Net proceeds from corporate-owned life insurance policies	39	23
Proceeds from sale of property, plant and equipment	Proceeds from sale of property, plant and equipment	4	21
Finance receivables repaid	Finance receivables repaid	26	21
Finance receivables repaid			
Finance receivables repaid			
Finance receivables originated			

Other investing activities, net	Other investing activities, net	2	44
Net cash used in investing activities	Net cash used in investing activities	(154)	(284)
Cash flows from financing activities	**Cash flows from financing activities**		
Decrease in short-term debt		—	(15)
Principal payments on long-term debt and nonrecourse debt			
Principal payments on long-term debt and nonrecourse debt			
Principal payments on long-term debt and nonrecourse debt	Principal payments on long-term debt and nonrecourse debt	(41)	(227)
Purchases of Textron common stock	Purchases of Textron common stock	(885)	(639)
Dividends paid	Dividends paid	(12)	(13)
Proceeds from options exercised	Proceeds from options exercised	66	36
Other financing activities, net	Other financing activities, net	(5)	(3)
Net cash used in financing activities	Net cash used in financing activities	(877)	(861)
Effect of exchange rate changes on cash and equivalents	Effect of exchange rate changes on cash and equivalents	(5)	(49)
Net decrease in cash and equivalents	**Net decrease in cash and equivalents**	(319)	(233)
Cash and equivalents at beginning of period	**Cash and equivalents at beginning of period**	2,035	2,117
Cash and equivalents at end of period	**Cash and equivalents at end of period**	$1,716	$1,884

See Notes to the Consolidated Financial Statements.

TEXTRON INC.
Consolidated Statements of Cash Flows (Unaudited) (Continued)
For the Nine Three Months Ended September 30, 2023 March 30, 2024 and October 1, 2022 April 1, 2023, respectively

		Manufacturing Group		Finance Group	
		Manufacturing Group		**Finance Group**	
(In millions)	*(In millions)*	**2023**	**2022**	**2023**	**2022**
	(In millions)	**2024**	**2023**	**2024**	**2023**
Cash flows from operating activities	**Cash flows from operating activities**				
Income from continuing operations		$ 690	$ 615	$ 33	$ 21
Adjustments to reconcile income from continuing operations to net cash provided by (used in) operating activities:					
Net income					
Net income					
Net income					
Adjustments to reconcile net income to net cash provided by (used in) operating activities:					
Non-cash items:	Non-cash items:				
Non-cash items:					
Non-cash items:					
Depreciation and amortization					
Depreciation and amortization					
Depreciation and amortization	Depreciation and amortization	292	287	—	1
Deferred income taxes	Deferred income taxes	(110)	(168)	(3)	(15)

Other, net	Other, net	93	85	(19)	(8)
Other, net					
Other, net					
Changes in assets and liabilities:	Changes in assets and liabilities:				
Accounts receivable, net					
Accounts receivable, net					
Accounts receivable, net	Accounts receivable, net	(45)	(23)	—	—
Inventories	Inventories	(659)	(353)	—	—
Other assets	Other assets	260	105	7	—
Accounts payable	Accounts payable	202	116	—	—
Other liabilities	Other liabilities	129	356	(9)	(12)
Income taxes, net	Income taxes, net	33	42	4	2
Pension, net	Pension, net	(152)	(123)	—	—
Other operating activities, net	Other operating activities, net	4	6	—	—
Net cash provided by (used in) operating activities of continuing operations		737	945	13	(11)
Net cash used in operating activities of discontinued operations		(1)	(2)	—	—
Other operating activities, net					
Other operating activities, net					
Net cash provided by (used in) operating activities					
Net cash provided by (used in) operating activities					
Net cash provided by (used in) operating activities	Net cash provided by (used in) operating activities	736	943	13	(11)
Cash flows from investing activities	**Cash flows from investing activities**				
Capital expenditures	Capital expenditures	(224)	(192)	—	—

Net cash used in business acquisitions		(1)	(201)	—	—
Capital expenditures					
Capital expenditures					
Net proceeds from corporate-owned life insurance policies					
Net proceeds from corporate-owned life insurance policies					
Net proceeds from corporate-owned life insurance policies	Net proceeds from corporate-owned life insurance policies	39	23	—	—
Proceeds from sale of property, plant and equipment	Proceeds from sale of property, plant and equipment	4	21	—	—
Finance receivables repaid					
Finance receivables repaid					
Finance receivables repaid	Finance receivables repaid	—	—	116	108
Finance receivables originated	Finance receivables originated	—	—	(122)	(58)
Other investing activities, net	Other investing activities, net	—	—	2	44
Net cash provided by (used in) investing activities	Net cash provided by (used in) investing activities	(182)	(349)	(4)	94
Cash flows from financing activities	**Cash flows from financing activities**				
Decrease in short-term debt		—	(15)	—	—
Principal payments on long-term debt and nonrecourse debt					
Principal payments on long-term debt and nonrecourse debt					
Principal payments on long-term debt and nonrecourse debt	Principal payments on long-term debt and nonrecourse debt	(5)	(16)	(36)	(211)

Purchases of Textron common stock	Purchases of Textron common stock	(885)	(639)	—	—
Dividends paid	Dividends paid	(12)	(13)	—	—
Proceeds from options exercised	Proceeds from options exercised	66	36	—	—
Other financing activities, net	Other financing activities, net	(5)	(3)	—	—
Net cash used in financing activities	Net cash used in financing activities	(841)	(650)	(36)	(211)
Effect of exchange rate changes on cash and equivalents	Effect of exchange rate changes on cash and equivalents	(5)	(49)	—	—
Net decrease in cash and equivalents		(292)	(105)	(27)	(128)
Net increase (decrease) in cash and equivalents					
Cash and equivalents at beginning of period	**Cash and equivalents at beginning of period**	1,963	1,922	72	195
Cash and equivalents at end of period	**Cash and equivalents at end of period**	$1,671	$1,817	$ 45	$ 67

See Notes to the Consolidated Financial Statements.

TEXTRON INC.
Notes to the Consolidated Financial Statements (Unaudited)

Note 1. Basis of Presentation

Our Consolidated Financial Statements include the accounts of Textron Inc. (Textron) and its majority-owned subsidiaries. We have prepared these unaudited consolidated financial statements in accordance with accounting principles generally accepted in the U.S. for interim financial information. Accordingly, these interim financial statements do not include all of the information and footnotes required by accounting principles generally accepted in the U.S. for complete financial statements. The consolidated interim financial statements included in this quarterly report should be read in conjunction with the consolidated financial statements included in our Annual Report on Form 10-K for the year ended December 31, 2022 December 30, 2023. In the opinion of management, the interim financial statements reflect all adjustments (consisting only of normal recurring adjustments) that are necessary for the fair presentation of our consolidated financial position, results of operations and cash flows for the interim periods presented. The results of operations for the interim periods are not necessarily indicative of the results to be expected for the full year.

Our financings are conducted through two separate borrowing groups. The Manufacturing group consists of Textron consolidated with its majority-owned subsidiaries that operate in the Textron Aviation, Bell, Textron Systems, Industrial and Textron eAviation segments. The Finance group, which also is the Finance segment, consists of Textron Financial Corporation and its consolidated subsidiaries. We designed this framework to enhance our borrowing power by separating the Finance group. Our Manufacturing group operations include the development, production and delivery of tangible goods and services, while our Finance group provides financial services. Due to the fundamental differences between each borrowing group's activities, investors, rating agencies and analysts use different measures to evaluate each group's performance. To support those evaluations, we present balance sheet and cash flow information for each borrowing group within the Consolidated Financial Statements. All significant intercompany transactions are eliminated from the Consolidated Financial Statements, including retail financing activities for inventory sold by our Manufacturing group and financed by our Finance group.

Use of Estimates

We prepare our financial statements in conformity with generally accepted accounting principles, which require us to make estimates and assumptions that affect the amounts reported in the financial statements. Actual results could differ from those estimates. Our estimates and assumptions are reviewed periodically, and the effects of changes, if any, are reflected in the Consolidated Statements of Operations in the period that they are determined.

Contract Estimates

For contracts where revenue is recognized over time, we recognize changes in estimated contract revenues, costs and profits using the cumulative catch-up method of accounting. This method recognizes the cumulative effect of changes on current and prior periods with the impact of the change from inception-to-date recorded in the current period. Anticipated losses on contracts are recognized in full in the period in which the losses become probable and estimable.

In the third first quarter of 2024 and 2023, our cumulative catch-up adjustments increased segment profit by $18 million $13 million and $8 million, respectively, and net income by $14 million $10 million and $6 million, $0.07 respectively ($0.05 and $0.03 per diluted share. In the third quarter of 2022, our cumulative catch-up adjustments decreased segment profit by $3 million and net income by $2 million, $0.01 per diluted share. share, respectively).

In the first nine months of 2023, our cumulative catch-up adjustments increased segment profit by $36 million and net income by $28 million, $0.14 per diluted share. In the first nine months of 2022, our cumulative catch-up adjustments decreased segment profit by $24 million and net income by $18 million, $0.08 per diluted share.

Note 2. Accounts Receivable and Finance Receivables

Accounts Receivable

Accounts receivable is composed of the following:

(In millions)	*(In millions)*	**September 30, 2023**	**December 31, 2022**	*(In millions)*	**March 30, 2024**	**December 30, 2023**
Commercial	Commercial	$ 813	$ 755			
U.S. Government contracts	U.S. Government contracts	100	124			
		913	879			
	918					
Allowance for credit losses	Allowance for credit losses	(21)	(24)			
Total accounts receivable, net	Total accounts receivable, net	$ 892	$ 855			

Finance Receivables

Finance receivables are presented in the following table:

(In millions)	(In millions)	September 30, 2023	December 31, 2022	(In millions)	March 30, 2024	December 30, 2023
Finance receivables	Finance receivables	$ 624	$ 587			
Allowance for credit losses	Allowance for credit losses	(25)	(24)			
Total finance receivables, net	Total finance receivables, net	$ 599	$ 563			

Finance Receivable Portfolio Quality

We internally assess the quality of our finance receivables based on a number of key credit quality indicators and statistics such as delinquency, loan balance to estimated collateral value and the financial strength of individual borrowers and guarantors. Because many of these indicators are difficult to apply across an entire class of receivables, we evaluate individual loans on a quarterly basis and classify these loans into three categories based on the key credit quality indicators for the individual loan. These three categories are performing, watchlist and nonaccrual.

We classify finance receivables as nonaccrual if credit quality indicators suggest full collection of principal and interest is doubtful. In addition, we automatically classify accounts as nonaccrual once they are contractually delinquent by more than three months unless collection of principal and interest is not doubtful. Accounts are classified as watchlist when credit quality indicators have deteriorated as compared with typical underwriting criteria, and we believe collection of full principal and interest is probable but not certain. All other finance receivables that do not meet the watchlist or nonaccrual categories are classified as performing.

We measure delinquency based on the contractual payment terms of our finance receivables. In determining the delinquency aging category of an account, any/all principal and interest received is applied to the most past-due principal and/or interest amounts due. If a significant portion of the contractually due payment is delinquent, the entire finance receivable balance is reported in accordance with the most past-due delinquency aging category.

Finance receivables categorized based on the credit quality indicators and by the delinquency aging category are summarized as follows:

(Dollars in millions)	September 30, 2023	December 31, 2022
Performing	$ 585	$ 515
Watchlist	23	26
Nonaccrual	16	46
Nonaccrual as a percentage of finance receivables	2.56%	7.84%
Current and less than 31 days past due	$ 614	$ 579
31-60 days past due	1	7
61-90 days past due	5	—
Over 90 days past due	4	1
60+ days contractual delinquency as a percentage of finance receivables	1.44%	0.17%

(Dollars in millions)	March 30, 2024	December 30, 2023
Performing	$ 568	$ 571
Watchlist	22	23
Nonaccrual	13	15
Nonaccrual as a percentage of finance receivables	2.16%	2.46%
Current and less than 31 days past due	$ 582	$ 589

31-60 days past due	18	16
61-90 days past due	—	—
Over 90 days past due	3	4
60+ days contractual delinquency as a percentage of finance receivables	0.50%	0.66%

At September 30, 2023 March 30, 2024, 43% 35% of our performing finance receivables were originated since the beginning of 2021 2022 and 27% 30% were originated from 2018 2019 to 2020. 2021 with the remainder prior to 2019. For finance receivables categorized as watchlist, 100% were originated since the beginning of from 2020 to 2021, and for nonaccrual, 41% 100% were originated from 2018 to 2020 with the remainder prior to 2018. 2020.

On a quarterly basis, we evaluate individual larger balance accounts for impairment. A finance receivable is considered impaired when it is probable that we will be unable to collect all amounts due according to the contractual terms of the loan agreement based on our review of the credit quality indicators described above. Impaired finance receivables include both nonaccrual accounts and accounts for which full collection of principal and interest remains probable, but the account's original terms have been, or are expected to be, significantly modified. If the modification specifies an interest rate equal to or greater than a market rate for a finance receivable with comparable risk, the account is not considered impaired in years subsequent to the modification.

A summary of finance receivables and the allowance for credit losses, based on the results of our impairment evaluation, is provided below. The finance receivables included in this table specifically exclude leveraged leases in accordance with U.S. generally accepted accounting principles.

(In millions)	*(In millions)*	September 30, 2023	December 31, 2022	*(In millions)*	March 30, 2024	December 30, 2023
Finance receivables evaluated collectively	Finance receivables evaluated collectively	$ 523	$ 450			
Finance receivables evaluated individually	Finance receivables evaluated individually	16	46			
Allowance for credit losses based on collective evaluation	Allowance for credit losses based on collective evaluation	22	21			
Allowance for credit losses based on individual evaluation	Allowance for credit losses based on individual evaluation	3	3			
Impaired finance receivables with specific allowance for credit losses	Impaired finance receivables with specific allowance for credit losses	$ 11	$ 15			

Impaired finance receivables with no specific allowance for credit losses	Impaired finance receivables with no specific allowance for credit losses	5	31
Unpaid principal balance of impaired finance receivables	Unpaid principal balance of impaired finance receivables	26	60
Allowance for credit losses on impaired finance receivables	Allowance for credit losses on impaired finance receivables	3	3
Average recorded investment of impaired finance receivables	Average recorded investment of impaired finance receivables	30	67

Note 3. Inventories

Inventories are composed of the following:

(In millions)	*(In millions)*	**September 30, 2023**	**December 31, 2022**	*(In millions)*	**March 30, 2024**	**December 30, 2023**
Finished goods	Finished goods	$ 1,178	$ 991			
Work in process	Work in process	1,877	1,540			
Raw materials and components	Raw materials and components	1,152	1,019			
Total inventories	Total inventories	$ 4,207	$ 3,550			

Note 4. Accounts Payable and Warranty Liability

Accounts Payable

Supplier Financing Arrangement

We have a financing arrangement with one of our suppliers for a maximum amount of $175 million that extends payment terms for up to 190 days from the receipt of goods and provides for the supplier to be paid by a financial institution earlier than maturity. This financing arrangement expires in June 2024. As of March 30, 2024 and December 30, 2023, the amount due under this supplier financing arrangement was $135 million and $125 million, respectively.

Warranty Liability

Changes in our warranty liability are as follows:

		Nine Months Ended				
Three Months Ended						Three Months Ended
(In millions)	(In millions)	September 30, 2023	October 1, 2022	(In millions)	March 30, 2024	April 1, 2023
Beginning of period	Beginning of period	$ 149	$ 127			
Provision	Provision	51	51			
Settlements	Settlements	(53)	(46)			
Adjustments*	Adjustments*	17	11			
End of period	End of period	$ 164	$ 143			

** Adjustments include changes to prior year estimates, new issues on prior year sales and currency translation adjustments.*

Note 5. Leases

We primarily lease certain manufacturing plants, offices, warehouses, training and service centers at various locations worldwide through operating leases. Our operating leases have remaining lease terms up to 25 years, which include options to extend the lease term for periods up to 20 years when it is reasonably certain the option will be exercised. Operating lease cost totaled $18 million and $17 million in the third first quarter of 2023 2024 and 2022, respectively, and $52 million and $51 million in the first nine months of 2023, and 2022, respectively. Variable and short-term lease costs were not significant. Cash paid for operating leases totaled $51 million for both $18 million and $17 million in the first nine months quarter of 2024 and 2023, and 2022, respectively, and is classified in cash flows from operating activities. Noncash transactions totaled $32 million $25 million and $34 million $15 million in the first nine months quarter of 2023 2024 and 2022, 2023, respectively, reflecting the recognition of operating lease assets and liabilities for new or extended leases.

Balance sheet and other information related to our operating leases is as follows:

(Dollars in millions)	(Dollars in millions)	September 30, 2023	December 31, 2022	(Dollars in millions)	March 30, 2024	December 30, 2023
Other assets	Other assets	$ 362	$ 372	Other assets	$ 382	$ 371
Other current liabilities	Other current liabilities	53	54	Other current liabilities	57	55
Other liabilities	Other liabilities	319	326	Other liabilities	334	326
Weighted-average remaining lease term (in years)	Weighted-average remaining lease term (in years)	10.2	10.4	Weighted-average remaining lease term (in years)	10.1	10.3

Weighted-average discount rate	Weighted-average discount rate	4.41%	4.14%	Weighted-average discount rate	4.69%	4.70%

At September 30, 2023 March 30, 2024, maturities of our operating lease liabilities on an undiscounted basis totaled $19 million $55 million for the remainder of 2023, $65 million for 2024, $57 million $66 million for 2025, $52 million for 2026, $44 million for 2026, $39 million 2027, $42 million for 2027 2028 and $249 million $242 million thereafter.

Note 6. Derivative Instruments and Fair Value Measurements

We measure fair value at the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. We prioritize the assumptions that market participants would use in pricing the asset or liability into a three-tier fair value hierarchy. This fair value hierarchy gives the highest priority (Level 1) to quoted prices in active markets for identical assets or liabilities and the lowest priority (Level 3) to unobservable inputs in which little or no market data exist, requiring companies to develop their own assumptions. Observable inputs that do not meet the criteria of Level 1, which include quoted prices for similar assets or liabilities in active markets or quoted prices for identical assets and liabilities in markets that are not active, are categorized as Level 2. Level 3 inputs are those that reflect our estimates about the assumptions market participants would use in pricing the asset or liability based on the best information available in the circumstances. Valuation techniques for assets and liabilities measured using Level 3 inputs may include methodologies such as the market approach, the income approach or the cost approach and may use unobservable inputs such as projections, estimates and management's interpretation of current market data. These unobservable inputs are utilized only to the extent that observable inputs are not available or cost effective to obtain.

Assets and Liabilities Recorded at Fair Value on a Recurring Basis

We manufacture and sell our products in a number of countries throughout the world, and, therefore, we are exposed to movements in foreign currency exchange rates. We primarily utilize foreign currency exchange contracts with maturities of no more than three years to manage this volatility. These contracts qualify as cash flow hedges and are intended to offset the effect of exchange rate fluctuations on forecasted sales, inventory purchases and overhead expenses. Net gains and losses recognized in earnings and Accumulated other comprehensive loss on cash flow hedges, including gains and losses related to hedge ineffectiveness, were not significant in the periods presented.

Our foreign currency exchange contracts are measured at fair value using the market method valuation technique. The inputs to this technique utilize current foreign currency exchange forward market rates published by third-party leading financial news and data providers. These are observable data that represent the rates that the financial institution uses for contracts entered into at that date; however, they are not based on actual transactions, so they are classified as Level 2. At September 30, 2023 March 30, 2024 and December 31, 2022 December 30, 2023, we had foreign currency exchange contracts with notional amounts upon which the contracts were based of $487 million $681 million and $354 million $478 million, respectively. At September 30, 2023 March 30, 2024, the fair value amounts of our foreign currency exchange contracts were a $1 million $2 million asset and a $9 million $10 million liability. At December 31, 2022 December 30, 2023, the fair value amount of our foreign currency exchange contracts was an $11 million were a $4 million asset and a $3 million liability.

Our Finance group enters into interest rate swap agreements to mitigate certain exposures to fluctuations in interest rates. By using these contracts, we are able to convert the floating-rate cash flows to fixed-rate cash flows on certain debt. flows. These agreements are designated as cash flow hedges.

In 2023, we entered into swap agreements related to our Floating Rate Junior Subordinated Notes for an aggregate notional amount of $185 million and a weighted-average fixed rate of 5.17%, with maturities ranging from August 2025 to August 2028. In compliance with the Adjustable Interest Rate (LIBOR) Act of 2022, in the third quarter of 2023, the benchmark interest rate on these Notes changed to the three-month CME Term Secured Overnight Funding Rate + 1.99661%. At December 31, 2022, we had a swap agreement related to these Notes with a notional amount of $272 million that matured in August 2023. We also entered into an interest rate swap agreement in May 2022 with a notional amount of $25 million that matures in June 2025 and effectively converts variable-rate interest on a term loan to a fixed rate of 2.75%.

At September 30, 2023 and December 31, 2022, the The fair value of our outstanding swap agreements was a $9 million asset and an $8 million asset, respectively. The fair value of these interest rate swap agreements is determined using values published by third-party leading financial news and data providers. These values are observable data that represent the value that financial institutions use for contracts entered into at that date, but are not based on actual transactions, so they are classified as Level 2.

At March 30, 2024 and December 30, 2023, we had interest rate swap agreements related to our Floating Rate Junior Subordinated Notes for an aggregate notional amount of $185 million that effectively converts the variable-rate interest for these Notes to a weighted-average fixed rate of 5.17%; these agreements have maturities ranging from August 2025 to August 2028. At March 30, 2024 and December 30, 2023, we had an interest rate swap agreement with a notional amount of $25 million that matures in June 2025 and effectively converts variable-rate interest on a term loan to a fixed rate of

4.13%. The fair value of our outstanding interest rate swap agreements was a $6 million asset at March 30, 2024 and a $4 million asset at December 30, 2023.

Assets and Liabilities Not Recorded at Fair Value

The carrying value and estimated fair value of our financial instruments that are not reflected in the financial statements at fair value are as follows:

		September 30, 2023		December 31, 2022	
		Carrying	Estimated	Carrying	Estimated
		March 30, 2024			
		Carrying			
(In millions)	*(In millions)*	Value	Fair Value	Value	Fair Value
Manufacturing group	**Manufacturing group**				
Debt, excluding leases	Debt, excluding leases	$(3,172)	$(2,856)	$(3,175)	$(2,872)
Debt, excluding leases					
Debt, excluding leases					
Finance group	**Finance group**				
Finance receivables, excluding leases	Finance receivables, excluding leases	430	418	390	369
Finance receivables, excluding leases					
Finance receivables, excluding leases					
Debt	Debt	(350)	(292)	(375)	(294)

	March 30, 2024		December 30, 2023	
	Carrying	Estimated	Carrying	Estimated
(In millions)	Value	Fair Value	Value	Fair Value

Fair value for the Manufacturing group debt is determined using market observable data for similar transactions (Level 2). The fair value for the Finance group debt was determined primarily based on discounted cash flow analyses using observable market inputs from debt with similar duration, subordination and credit default expectations (Level 2). Fair value estimates for finance receivables were determined based on internally developed discounted cash flow models primarily utilizing significant unobservable inputs (Level 3), which include estimates of the rate of return, financing cost, capital structure and/or discount rate expectations of current market participants combined with estimated loan cash flows based on credit losses, payment rates and expectations of borrowers' ability to make payments on a timely basis.

Note 7. Shareholders' Equity

A reconciliation of Shareholders' equity is presented below:

(In millions)	*(In millions)*	Common Stock	Capital Surplus	Treasury Stock	Retained Earnings	Accumulated Other Comprehensive Loss	Total Shareholders' Equity
Three months ended September 30, 2023							
Three months ended March 30, 2024							

Three months ended March 30, 2024									
Three months ended March 30, 2024									
Beginning of period									
Beginning of period									
Beginning of period	Beginning of period	$	26	$1,973	$ (740)	$6,349	$ (574)	$	7,034
Net income	Net income		—	—	—	269	—		269
Other comprehensive loss	Other comprehensive loss		—	—	—	—	(54)		(54)
Share-based compensation activity	Share-based compensation activity		—	58	—	—	—		58
Dividends declared	Dividends declared		—	—	—	(4)	—		(4)
Purchases of common stock, including excise tax*	Purchases of common stock, including excise tax*		—	—	(236)	—	—		(236)
End of period	End of period	$	26	$2,031	$ (976)	$6,614	$ (628)	$	7,067
Three months ended October 1, 2022									
End of period									
End of period									
Three months ended April 1, 2023									
Beginning of period									
Beginning of period									
Beginning of period	Beginning of period	$	28	$1,953	$ (596)	$6,271	$ (855)	$	6,801
Net income	Net income		—	—	—	225	—		225
Other comprehensive loss			—	—	—	—	(87)		(87)
Share-based compensation activity			—	27	—	—	—		27
Dividends declared			—	—	—	(4)	—		(4)
Purchases of common stock			—	—	(200)	—	—		(200)
End of period		$	28	$1,980	$ (796)	$6,492	$ (942)	$	6,762
Nine months ended September 30, 2023									
Beginning of period		$	26	$1,880	$ (84)	$5,903	$ (612)	$	7,113
Net income			—	—	—	723	—		723
Other comprehensive loss			—	—	—	—	(16)		(16)
Other comprehensive income									

Share-based compensation activity	Share-based compensation activity	—	151	—	—	—	151
Dividends declared	Dividends declared	—	—	—	(12)	—	(12)
Purchases of common stock, including excise tax*	Purchases of common stock, including excise tax*	—	—	(892)	—	—	(892)
End of period	End of period	$ 26	$2,031	$ (976)	$6,614	$ (628)	$ 7,067
Nine months ended October 1, 2022							
Beginning of period		$ 28	$1,863	$ (157)	$5,870	$ (789)	$ 6,815
Net income		—	—	—	635	—	635
Other comprehensive loss		—	—	—	—	(153)	(153)
Share-based compensation activity		—	117	—	—	—	117
Dividends declared		—	—	—	(13)	—	(13)
Purchases of common stock		—	—	(639)	—	—	(639)
End of period		$ 28	$1,980	$ (796)	$6,492	$ (942)	$ 6,762

**Includes amounts accrued for excise tax imposed on common share repurchases beginning on January 1, 2023 as part of the Inflation Reduction Act that totaled $1 million $2 million for the third first quarter of 2023 2024 and $7 million $3 million for the first nine months quarter of 2023.*

Dividends per share of common stock were $0.02 for both the third first quarter of 2023 2024 and 2022 and $0.06 for both the first nine months of 2023 and 2022. 2023.

Earnings Per Share

We calculate basic and diluted earnings per share (EPS) based on net income, which approximates income available to common shareholders for each period. Basic EPS is calculated using the two-class method, which includes the weighted-average number of common shares outstanding during the period and restricted stock units to be paid in stock that are deemed participating securities as they provide nonforfeitable rights to dividends. Diluted EPS considers the dilutive effect of all potential future common stock, including stock options.

The weighted-average shares outstanding for basic and diluted EPS are as follows:

		Three Months Ended		Nine Months Ended				
		Three Months Ended						
		Three Months Ended						
		Three Months Ended						
(In thousands)	*(In thousands)*	**September 30, 2023**	**October 1, 2022**	**September 30, 2023**	**October 1, 2022**	*(In thousands)*	**March 30, 2024**	**April 1, 2023**
Basic weighted-average shares outstanding	Basic weighted-average shares outstanding	197,947	211,307	201,161	214,301			

Dilutive effect of stock options	Dilutive effect of stock options	2,045	1,833	2,009	2,167
Diluted weighted-average shares outstanding	Diluted weighted-average shares outstanding	199,992	213,140	203,170	216,468

Stock options to purchase 1.0 million and 1.7 million 2.0 million shares of common stock were excluded from the calculation of diluted weighted-average shares outstanding for the third first quarter of 2024 and first nine months of 2023, respectively, as their effect would have been anti-dilutive. For both the third quarter and first nine months of 2022, stock options to purchase 1.0 million shares of common stock were excluded from the calculation of diluted weighted-average shares outstanding as their effect would have been anti-dilutive.

Accumulated Other Comprehensive Loss and Other Comprehensive Loss Income (Loss)

The components of Accumulated other comprehensive loss are presented below:

(In millions)	*(In millions)*	**Pension and Postretirement Benefits Adjustments**	**Foreign Currency Translation Adjustments**	**Deferred Gains (Losses) on Hedge Contracts**	**Accumulated Other Comprehensive Loss**	*(In millions)*	**Pension and Postretirement Benefits Adjustments**	**Foreign Currency Translation Adjustments**	**Deferred Gains (Losses) on Hedge Contracts**	**Accumulated Other Comprehensive Loss**
Balance at December 31, 2022		$ (516)	$ (94)	$ (2)	$ (612)					
Balance at December 30, 2023										
Other comprehensive loss before reclassifications	Other comprehensive loss before reclassifications	—	(19)	(1)	(20)					
Reclassified from Accumulated other comprehensive loss	Reclassified from Accumulated other comprehensive loss	—	—	4	4					
Balance at September 30, 2023		$ (516)	$ (113)	$ 1	$ (628)					
Balance at January 1, 2022		$ (799)	$ 9	$ 1	$ (789)					
Other comprehensive loss before reclassifications		—	(201)	(4)	(205)					
Balance at March 30, 2024										
Balance at December 31, 2022										
Other comprehensive income before reclassifications										

Reclassified from Accumulated other comprehensive loss				
Reclassified from Accumulated other comprehensive loss	52	—	—	52
Balance at October 1, 2022	$ (747)	$ (192)	$ (3)	$ (942)
Balance at April 1, 2023				

The before and after-tax components of Other comprehensive loss income (loss) are presented below:

	March 30, 2024						April 1, 2023
	March 30, 2024						
(In millions)	(In millions)	Pre-Tax Amount	Tax (Expense) Benefit	After-tax Amount	Pre-Tax Amount	Tax (Expense) Benefit	After-tax Amount
Three Months Ended							
Three Months Ended							

	September 30, 2023			October 1, 2022		
(In millions)	Pre-Tax Amount	Tax (Expense) Benefit	After-tax Amount	Pre-Tax Amount	Tax (Expense) Benefit	After-tax Amount
Three Months Ended **Three Months Ended**						
Pension and postretirement benefits adjustments: Pension and postretirement benefits adjustments:						
Amortization of net actuarial (gain) loss*	$ (2)	$ 1	$ (1)	$ 21	$ (4)	$ 17
Amortization of prior service cost*	2	(1)	1	2	(1)	1
Pension and postretirement benefits adjustments, net	—	—	—	23	(5)	18
Foreign currency translation adjustments	(51)	—	(51)	(97)	—	(97)
Deferred gains (losses) on hedge contracts:						
Current deferrals	(6)	2	(4)	(11)	3	(8)
Reclassification adjustments	2	(1)	1	—	—	—
Deferred gains (losses) on hedge contracts, net	(4)	1	(3)	(11)	3	(8)
Total	$ (55)	$ 1	$ (54)	$ (85)	$ (2)	$ (87)
Nine Months Ended						
Pension and postretirement benefits adjustments: Pension and postretirement benefits adjustments:						

Amortization of net actuarial (gain) loss*	$ (5)	$ 2	$ (3)	$ 63	$ (15)	$ 48
Pension and postretirement benefits adjustments:						
Amortization of net actuarial gain*						
Amortization of net actuarial gain*						
Amortization of net actuarial gain*						
Amortization of prior service cost* Amortization of prior service cost*	6	(3)	3	6	(2)	4
Pension and postretirement benefits adjustments, net Pension and postretirement benefits adjustments, net	1	(1)	—	69	(17)	52
Foreign currency translation adjustments Foreign currency translation adjustments	(19)	—	(19)	(201)	—	(201)
Foreign currency translation adjustments						
Foreign currency translation adjustments						
Deferred gains (losses) on hedge contracts:						
Deferred losses on hedge contracts:						
Deferred losses on hedge contracts:						
Deferred losses on hedge contracts:						
Current deferrals						
Current deferrals						
Current deferrals Current deferrals	(3)	2	(1)	(6)	2	(4)
Reclassification adjustments Reclassification adjustments	6	(2)	4	—	—	—
Deferred gains (losses) on hedge contracts, net	3	—	3	(6)	2	(4)
Deferred losses on hedge contracts, net						
Total Total	$ (15)	$ (1)	$ (16)	$ (138)	$ (15)	$ (153)

**These components of other comprehensive loss income (loss) are included in the computation of net periodic pension cost (income). See Note 15 of our 2022 2023 Annual Report on Form 10-K for additional information.*

Note 8. Segment Information

We operate in, and reported financial information for, the following six business operating segments: Textron Aviation, Bell, Textron Systems, Industrial, Textron eAviation and Finance. Segment profit is an important measure used for evaluating performance and for decision-making purposes. Beginning in 2023, we changed how we measure our Segment profit for the manufacturing segment operating results to exclude segments excludes the non-service components of pension and postretirement income, net; LIFO inventory provision; and intangible asset amortization. This measure also continues to exclude amortization; interest expense, net for Manufacturing group; certain corporate expenses; gains/losses on major business dispositions; and special charges. The prior period has been recast to conform to this presentation. The measurement for the Finance segment includes interest income and expense along with intercompany interest income and expense.

Our revenues by segment, along with a reconciliation of segment profit to income from continuing operations before income taxes, are included in the table below:

		Three Months Ended		Nine Months Ended				
		Three Months Ended						
		Three Months Ended						
		Three Months Ended						
(In millions)	*(In millions)*	**September 30, 2023**	**October 1, 2022**	**September 30, 2023**	**October 1, 2022**	*(In millions)*	**March 30, 2024**	**April 1, 2023**
Revenues	**Revenues**							
Textron Aviation								
Textron Aviation								
Textron Aviation	Textron Aviation	$ 1,338	$1,167	$ 3,849	$3,491			
Bell	Bell	754	754	2,076	2,275			
Textron Systems	Textron Systems	309	292	921	858			
Industrial	Industrial	922	849	2,880	2,558			
Textron eAviation	Textron eAviation	7	5	22	10			
Finance	Finance	13	11	43	41			
Total revenues	Total revenues	$ 3,343	$3,078	$ 9,791	$9,233			
Segment Profit	**Segment Profit**							
Textron Aviation								
Textron Aviation								
Textron Aviation	Textron Aviation	$ 160	$ 131	$ 456	$ 390			
Bell	Bell	77	74	202	219			
Textron Systems	Textron Systems	41	31	112	97			
Industrial	Industrial	51	36	171	112			
Textron eAviation	Textron eAviation	(19)	(7)	(40)	(14)			

Finance	Finance	22	7	42	26
Segment profit	Segment profit	332	272	943	830
Corporate expenses and other, net	Corporate expenses and other, net	(38)	(21)	(98)	(93)
Interest expense, net for Manufacturing group	Interest expense, net for Manufacturing group	(16)	(21)	(49)	(77)
LIFO inventory provision	LIFO inventory provision	(26)	(13)	(86)	(42)
Intangible asset amortization	Intangible asset amortization	(10)	(13)	(30)	(39)
Special charges					
Non-service components of pension and postretirement income, net	Non-service components of pension and postretirement income, net	59	60	177	180
Income from continuing operations before income taxes		$ 301	$ 264	$ 857	$ 759
Income before income taxes					
Income before income taxes					
Income before income taxes					

Note 9. Revenues

Disaggregation of Revenues

Our revenues for our segments disaggregated by major product type are presented below:

		Three Months Ended		**Nine Months Ended**				
		Three Months Ended						
		Three Months Ended						
		Three Months Ended						
(In millions)	*(In millions)*	**September 30, 2023**	**October 1, 2022**	**September 30, 2023**	**October 1, 2022**	*(In millions)*	**March 30, 2024**	**April 1, 2023**

Aircraft	Aircraft	$ 891	$ 733	$ 2,529	$2,235
Aftermarket parts and services	Aftermarket parts and services	447	434	1,320	1,256
Textron Aviation	**Textron Aviation**	1,338	1,167	3,849	3,491
Military aircraft and support programs	Military aircraft and support programs	472	376	1,252	1,375
Commercial helicopters, parts and services	Commercial helicopters, parts and services	282	378	824	900
Bell	**Bell**	754	754	2,076	2,275
Textron Systems	**Textron Systems**	309	292	921	858
Fuel systems and functional components	Fuel systems and functional components	465	436	1,476	1,335
Specialized vehicles	Specialized vehicles	457	413	1,404	1,223
Industrial	**Industrial**	922	849	2,880	2,558
Textron eAviation	**Textron eAviation**	7	5	22	10
Finance	**Finance**	13	11	43	41
Total revenues	Total revenues	$ 3,343	$3,078	$ 9,791	$9,233

Our revenues for our segments by customer type and geographic location are presented below:

(In millions)	*(In millions)*	**Textron Aviation**	**Bell**	**Textron Systems**	**Industrial**	**Textron eAviation**	**Finance**	**Total**	*(In millions)*	**Textron Aviation**	**Bell**	**Textron Systems**	**Industrial**	**Textron eAviation**	**Finance**	**Total**
Three months ended September 30, 2023																
Three months ended March 30, 2024																
Three months ended March 30, 2024																
Three months ended March 30, 2024																
Customer type:	**Customer type:**															

Customer type:								
Customer type:								
Commercial								
Commercial								
Commercial	Commercial	$1,302	$ 270	$ 66	$ 915	$ 7	$ 13	$2,573
U.S. Government	U.S. Government	36	484	243	7	—	—	770
Total revenues	Total revenues	$1,338	$ 754	$ 309	$ 922	$ 7	$ 13	$3,343
Geographic location:	**Geographic location:**							
United States	United States	$ 906	$ 573	$ 275	$ 488	$ 4	$ 4	$2,250
United States								
United States								
Europe	Europe	133	41	10	174	2	—	360
Other international	Other international	299	140	24	260	1	9	733
Other international								
Other international								
Total revenues	Total revenues	$1,338	$ 754	$ 309	$ 922	$ 7	$ 13	$3,343
Three months ended October 1, 2022								
Three months ended April 1, 2023								
Customer type:	**Customer type:**							
Customer type:								
Customer type:								
Commercial								
Commercial								
Commercial	Commercial	$1,134	$ 362	$ 70	$ 849	$ 5	$ 11	$2,431
U.S. Government	U.S. Government	33	392	222	—	—	—	647
Total revenues	Total revenues	$1,167	$ 754	$ 292	$ 849	$ 5	$ 11	$3,078
Geographic location:	**Geographic location:**							
United States	United States	$ 872	$ 534	$ 261	$ 470	$ 3	$ 3	$2,143
Europe		93	47	10	153	1	1	305
Other international		202	173	21	226	1	7	630
Total revenues		$1,167	$ 754	$ 292	$ 849	$ 5	$ 11	$3,078
Nine months ended September 30, 2023								

Customer type:								
Commercial		$3,730	$ 803	$ 210	$2,866	$ 22	$ 43	$7,674
U.S. Government		119	1,273	711	14	—	—	2,117
Total revenues		$3,849	$2,076	$ 921	$2,880	$ 22	$ 43	$9,791
Geographic location:								
United States								
United States	United States	$2,675	$1,567	$ 824	$1,548	$ 12	$ 12	$6,638
Europe	Europe	358	95	41	579	8	1	1,082
Other international	Other international	816	414	56	753	2	30	2,071
Total revenues		$3,849	$2,076	$ 921	$2,880	$ 22	$ 43	$9,791
Nine months ended October 1, 2022								
Customer type:								
Commercial		$3,408	$ 875	$ 201	$2,549	$ 10	$ 41	$7,084
U.S. Government		83	1,400	657	9	—	—	2,149
Total revenues		$3,491	$2,275	$ 858	$2,558	$ 10	$ 41	$9,233
Geographic location:								
United States		$2,380	$1,708	$ 775	$1,362	$ 4	$ 13	$6,242
Europe		451	118	28	528	4	2	1,131
Other international								
Other international	Other international	660	449	55	668	2	26	1,860
Total revenues	Total revenues	$3,491	$2,275	$ 858	$2,558	$ 10	$ 41	$9,233

Remaining Performance Obligations

Our remaining performance obligations, which is the equivalent of our backlog, represent the expected transaction price allocated to our contracts that we expect to recognize as revenues in future periods when we perform under the contracts. These remaining obligations exclude unexercised contract options and potential orders under ordering-type contracts such as Indefinite Delivery, Indefinite Quantity contracts. At September 30, 2023 March 30, 2024, we had $14.5 billion $13.7 billion in remaining performance obligations of which we expect to recognize revenues of approximately 70% 85% through 2024, 2025, an additional 26% 14% through 2026, 2027, and the balance thereafter.

Contract Assets and Liabilities

Assets and liabilities related to our contracts with customers are reported on a contract-by-contract basis at the end of each reporting period. At September 30, 2023 March 30, 2024 and December 31, 2022 December 30, 2023, contract assets totaled $513 million $426 million and $680 million $513 million, respectively, and contract liabilities totaled $1.7 billion $1.9 billion and $1.5 billion $1.8 billion, respectively, reflecting timing differences between revenues recognized, billings and payments from customers. We recognized revenues of $70 million $327 million and $130 million in the third quarter of 2023 and 2022, respectively, and $766 million and $629 million $316 million in the first nine months quarter of 2023 2024 and 2022, 2023, respectively, that were included in the contract liability balance at the beginning of each year.

Note 10. Share-Based Compensation

Under our share-based compensation plan, we have authorization to provide awards to selected employees and non-employee directors in the form of stock options, restricted stock, restricted stock units, stock appreciation rights, performance stock, performance share units and other awards. Compensation expense included in net income for our share-based compensation plan is as follows:

	Three Months Ended	
(In millions)	**March 30, 2024**	**April 1, 2023**

Compensation expense	$ 77	$ 45
Income tax benefit	(19)	(11)
Total compensation expense included in net income	$ 58	$ 34

Compensation expense included stock option expense of $15 million and $14 million in the first quarter of 2024 and 2023, respectively. We typically grant stock appreciation rights to selected non-U.S. employees. At March 30, 2024, outstanding stock appreciation rights totaled 409,232 with a weighted-average exercise price of $62.60 and a weighted-average remaining contractual life of 6.6 years; these units had an intrinsic value of $14 million, compared to $10 million at April 1, 2023.

Stock Options

Options to purchase our shares have a maximum term of ten years and generally vest ratably over a three-year period. Stock option compensation cost is calculated under the fair value approach using the Black-Scholes option-pricing model to determine the fair value of options granted on the date of grant. The expected volatility used in this model is based on historical volatilities and implied volatilities from traded options on our common stock. The expected term is based on historical option exercise data, which is adjusted to reflect any anticipated changes in expected behavior.

We grant options annually on the first day of March. The assumptions used in our option-pricing model for these grants and the weighted-average fair value for these options are as follows:

	March 1, 2024	March 1, 2023
Fair value of options at grant date	$ 27.69	$ 23.83
Dividend yield	0.1%	0.1%
Expected volatility	27.2%	29.4%
Risk-free interest rate	4.3%	4.2%
Expected term (in years)	4.8	4.8

The stock option activity during the first quarter of 2024 is provided below:

(Options in thousands)	Number of Options	Weighted-Average Exercise Price
Outstanding at December 30, 2023	7,515	$ 54.25
Granted	956	88.68
Exercised	(1,425)	(44.98)
Forfeited or expired	(8)	(71.23)
Outstanding at March 30, 2024	7,038	$ 60.78
Exercisable at March 30, 2024	5,001	$ 53.19

At March 30, 2024, our outstanding options had an aggregate intrinsic value of $247 million and a weighted-average remaining contractual life of 6.4 years. Our exercisable options had an aggregate intrinsic value of $214 million and a weighted-average remaining contractual life of 5.3 years at March 30, 2024. The total intrinsic value of options exercised during the first quarter of 2024 and 2023 was $60 million and $19 million, respectively.

Restricted Stock Units

We issue restricted stock units that include the right to receive dividend equivalents and are settled in both cash and stock. Beginning in 2020, new grants of restricted stock units will vest in full on the third anniversary of the grant date. Restricted stock units granted prior to 2020 vest one-third each in the third, fourth and fifth year following the year of the grant. Compensation cost is determined using the fair value of these units based on the trading price of our common stock. For units payable in stock, we use the trading price on the grant date, while units payable in cash are remeasured using the price at each reporting period date.

The activity for restricted stock units payable in both stock and cash during the first quarter of 2024 is provided below:

	Units Payable in Stock		Units Payable in Cash	
(Shares/Units in thousands)	Number of Shares	Weighted-Average Grant Date Fair Value	Number of Units	Weighted-Average Grant Date Fair Value
Outstanding at December 30, 2023, nonvested	396	$ 61.73	810	$ 63.06
Granted	94	88.68	219	88.70
Vested	(165)	(52.40)	(367)	(52.26)
Forfeited	—	—	(7)	(66.64)
Outstanding at March 30, 2024, nonvested	325	$ 74.29	655	$ 77.66

The fair value of the restricted stock unit awards that vested and/or amounts paid under these awards is as follows:

	Three Months Ended	
(In millions)	March 30, 2024	April 1, 2023
Fair value of awards vested	$ 41	$ 44
Cash paid	33	34

Performance Share Units

The activity for our performance share units during the first quarter of 2024 is as follows:

(Units in thousands)	Number of Units	Weighted-Average Grant Date Fair Value
Outstanding at December 30, 2023, nonvested	366	$ 72.23
Granted	194	88.68
Outstanding at March 30, 2024, nonvested	560	$ 77.92

Cash paid under these awards totaled $35 million and $27 million in the first quarter of 2024 and 2023, respectively.

Note 10. 11. Retirement Plans

We provide defined benefit pension plans and other postretirement benefits to eligible employees. The components of net periodic benefit income for these plans are as follows:

		Three Months Ended		Nine Months Ended				
		Three Months Ended						
		Three Months Ended						
		Three Months Ended						
(In millions)	*(In millions)*	September 30, 2023	October 1, 2022	September 30, 2023	October 1, 2022	*(In millions)*	March 30, 2024	April 1, 2023
Pension Benefits	**Pension Benefits**							

Service cost					
Service cost					
Service cost	Service cost	$ 17	$ 28	$ 50	$ 81
Interest cost	Interest cost	91	68	273	205
Expected return on plan assets	Expected return on plan assets	(152)	(152)	(457)	(458)
Amortization of net actuarial loss	Amortization of net actuarial loss	—	22	1	66
Amortization of prior service cost	Amortization of prior service cost	3	3	9	9
Net periodic benefit income*	Net periodic benefit income*	$ (41)	$ (31)	$ (124)	$ (97)
Postretirement Benefits Other Than Pensions	**Postretirement Benefits Other Than Pensions**				
Service cost		$ 1	$ 1	$ 2	$ 2
Interest cost					
Interest cost					
Interest cost	Interest cost	2	1	6	4
Amortization of net actuarial gain	Amortization of net actuarial gain	(2)	(1)	(6)	(3)
Amortization of prior service credit	Amortization of prior service credit	(1)	(1)	(3)	(3)
Net periodic benefit income	Net periodic benefit income	$ —	$ —	$ (1)	$ —

** Excludes the cost associated with the defined contribution component, included in certain of our U.S.-based defined benefit pension plans, that totaled $2 million and $2 million $4 million for both the third first quarter of 2023 2024 and 2022, respectively, and $8 million and $9 million for the first nine months of 2023 and 2022, respectively. 2023.*

Note 11. 12. Special Charges

On April 24, 2024, the Board of Directors approved the expansion of Textron’s 2023 restructuring plan to further reduce operating expenses through headcount reductions. In the first quarter of 2024, both the Shadow and Future Attack Reconnaissance Aircraft programs were cancelled at the Textron Systems and Bell segments, resulting in additional severance costs under the restructuring plan. Additionally, we increased our planned headcount reduction within the Industrial segment due to lower anticipated consumer demand for certain products at the Specialized Vehicles product line and reduced demand for fuel systems from European automotive manufacturers at Kautex. We now expect to incur additional severance costs in the second quarter of 2024 in the range of $25 million to $30 million, largely related to headcount reductions within the Industrial segment.

Since inception of the 2023 restructuring plan, we have incurred $140 million in special charges, including severance costs of $52 million, which included $22 million at the Industrial segment, $18 million at the Bell segment and $12 million at the Textron Systems segment; and asset impairment charges of $88 million at the Industrial segment. Special charges in the first quarter of 2024 totaled $14 million, which included $13 million in severance costs and $1 million in asset impairment charges in connection with this plan; we recorded $7 million of these charges at the Textron Systems segment, $5 million at the Bell segment and $2 million at the Industrial segment.

Headcount reductions since inception of the plan are expected to total approximately 1,500 positions, representing 4% of our global workforce. We estimate that remaining future cash outlays under this plan will be in the range of $60 million to $65 million, most of which we expect to pay in 2024. We expect charges under this plan to be substantially completed by the end of the first half of 2024.

Our restructuring reserve activity is summarized below:

(In millions)		Severance Costs	Contract Terminations and Other	Total
Balance at December 30, 2023	$	42 $	5 $	47
Provision for 2023 Restructuring Plan		13	—	13
Cash paid		(18)	—	(18)
Foreign currency translation		(1)	—	(1)
Balance at March 30, 2024	$	36 $	5 $	41

Note 13. Income Taxes

Our effective tax rate for the third first quarter of 2024 and first nine months of 2023 was 10.6% 15.2% and 15.6% 15.9%, respectively. In the third first quarter of 2024, the effective tax rate was lower than the U.S. federal statutory rate of 21%, largely due to the recognition of excess tax benefits related to share-based compensation, the favorable impact of research and development credits, and tax deductions for foreign-derived intangible income. In the first nine months quarter of 2023, the effective tax rate was lower than the U.S. federal statutory rate of 21%, largely due to the favorable impact of research and development credits and tax deductions for foreign-derived intangible income.

Our effective tax rate for the third quarter and first nine months of 2022 was 14.8% and 16.2%, respectively. In the third quarter and first nine months of 2022, the effective tax rate was lower than the U.S. federal statutory rate of 21%, largely due to the favorable impact of research and development credits and tax deductions for foreign derived intangible income. In the third quarter of 2022, these benefits were partially offset by a $13 million provision for withholding taxes due to the planned repatriation of cash related to a non-U.S. jurisdiction.

Note 12. 14. Commitments and Contingencies

We are subject to actual and threatened legal proceedings and other claims arising out of the conduct of our business, including proceedings and claims relating to commercial and financial transactions; government contracts; alleged lack of compliance with applicable laws and regulations; disputes with suppliers, production partners or other third parties; product liability; patent and trademark infringement; employment disputes; and environmental, health and safety matters. Some of these legal proceedings and claims seek damages, fines or penalties in substantial amounts or remediation of environmental contamination. As a government contractor, we are subject to audits, reviews and investigations to determine whether our operations are being conducted in accordance with applicable regulatory requirements. Under federal government procurement regulations, certain claims brought by the U.S. Government could result in our suspension or debarment from U.S. Government contracting for a period of time. On the basis of information presently available, we do not believe that existing proceedings and claims will have a material effect on our financial position or results of operations.

Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operations

Consolidated Results of Operations

	Three Months Ended	Nine Months Ended
	Three Months Ended	
	Three Months Ended	
	Three Months Ended	
(Dollars in millions)		
(Dollars in millions)		

(Dollars in millions)	(Dollars in millions)	September 30, 2023	October 1, 2022	% Change	September 30, 2023	October 1, 2022	% Change		March 30, 2024	April 1, 2023	% Change
Revenues	Revenues	$ 3,343	$3,078	9%	$ 9,791	$9,233	6%	Revenues	$3,135	$ 3,024	4% 4%
Cost of sales	Cost of sales	2,779	2,584	8%	8,156	7,717	6%	Cost of sales	2,614	2,531 2,531	3% 3%
Gross margin as a % of Manufacturing revenues	Gross margin as a % of Manufacturing revenues	16.5%	15.7%		16.3%	16.0%					
Selling and administrative expense	Selling and administrative expense	$ 303	$ 266	14%	$ 897	$ 850	6%				
Selling and administrative expense											
Selling and administrative expense									316	305	4%
Interest expense, net								Interest expense, net	20	20	—%
Special charges								Special charges	14	—	100%
Non-service components of pension and postretirement income, net								Non-service components of pension and postretirement income, net	66	59	12%

An analysis of our consolidated operating results is set forth below. A more detailed analysis of our segments' operating results is provided in the Segment Analysis section on pages 20 to 25. 24.

Revenues

Revenues increased $265 million $111 million, 9%, in the third quarter of 2023, compared with the third quarter of 2022. The revenue increase primarily included the following factors:

- Higher Textron Aviation revenues of $171 million, reflecting higher volume and mix of $89 million and higher pricing of $82 million.
- Higher Industrial revenues of $73 million, largely due to higher volume and mix of $45 million at both product lines and an $18 million favorable impact from pricing.
- Higher Textron Systems revenues of $17 million, largely reflecting higher volume.
- Bell's revenues were unchanged as lower commercial volume was largely offset by higher military volume.

Revenues increased $558 million, 6% 4%, in the first nine months quarter of 2023, 2024, compared with the first nine months quarter of 2022. 2023. The revenue increase primarily included the following factors:

- Higher Textron Aviation Bell revenues of $358 million, reflecting higher pricing of $235 million and higher volume and mix of $123 million.
- Higher Industrial revenues of $322 million $106 million, largely reflecting higher military volume of $95 million, primarily related to the FLRAA program, partially offset by lower volume on the V-22 and mix of $254 million at both product lines and a $79 million favorable impact from pricing. H-1 programs.
- Higher Textron Systems Aviation revenues of $63 million $39 million, largely reflecting higher volume. pricing of $48 million, partially offset by lower volume and mix of $9 million.
- Lower Bell Industrial revenues of $199 million $40 million, largely due to lower volume and mix of $242 million $51 million, which included lower military volume principally in the Specialized Vehicles product line, partially offset by higher pricing of $123 million and commercial volume of $119 million $16 million.

Cost of Sales and Selling and Administrative Expense

Cost of sales increased $195 million, 8%, in includes cost of products and services sold for the third Manufacturing group. In the first quarter of 2023, compared with the third quarter of 2022, largely due to higher net volume and mix described above and $69 million of inflation and LIFO inventory provision. Cost 2024, cost of sales increased $439 million $83 million, 6% 3%, in the first nine months of 2023, compared with the first nine months quarter of 2022, 2023, largely due to $235 million of inflation and LIFO inventory provision and the impact of higher net volume and mix described above. Gross margin as a percentage above and $52 million of Manufacturing revenues increased 80 basis points in the third quarter of 2023 primarily due to higher margins at the Industrial segment, reflecting higher volume and pricing, and at the Bell segment. inflation.

Selling and administrative expense increased $37 million $11 million, 14%, and $47 million, 6% 4%, in the third first quarter and first nine months of 2023, respectively, 2024, compared with the corresponding periods in 2022, first quarter of 2023, primarily reflecting higher share-based compensation expense, partially offset by a $17 million gain on a legal settlement and a recovery of amounts that were previously written off related to one customer relationship at in the Finance segment.

Interest Expense, Net Special Charges

Interest expense, net includes interest expense for both Special charges include restructuring activities and asset impairment charges as described in Note 12 to the Finance and Manufacturing borrowing groups, with interest on intercompany borrowings eliminated, and interest income earned on cash and equivalents for the Manufacturing borrowing group. In the third quarter and first nine months of 2023, interest expense, net decreased $5 million, 21%, and $29 million, 33%, respectively, compared with the corresponding periods Consolidated Financial Statements in 2022, largely due to an increase in interest income of $6 million and $28 million, respectively.

Item 1. Financial Statements.

Income Taxes

Our effective tax rate for the third first quarter of 2024 and first nine months of 2023 was 10.6% 15.2% and 15.6% 15.9%, respectively. In the third first quarter of 2024, the effective tax rate was lower than the U.S. federal statutory rate of 21%, largely due to the recognition of excess tax benefits related to share-based compensation, the favorable impact of research and development credits, and tax deductions for foreign-derived intangible income. In the first nine months quarter of 2023, the effective tax rate was lower than the U.S. federal statutory rate of 21%, largely due to the favorable impact of research and development credits and tax deductions for foreign-derived intangible income.

Our effective tax rate for the third quarter and first nine months of 2022 was 14.8% and 16.2%, respectively. In the third quarter and first nine months of 2022, the effective tax rate was lower than the U.S. federal statutory rate of 21%, largely due to the favorable impact of research and development credits and tax deductions for foreign derived intangible income. In the third quarter of 2022, these benefits were partially offset by a $13 million provision for withholding taxes due to the planned repatriation of cash related to a non-U.S. jurisdiction.

Backlog

Our backlog is summarized below:

(In millions)	*(In millions)*	**September 30, 2023**	**December 31, 2022**	*(In millions)*	**March 30, 2024**	**December 30, 2023**
Textron Aviation	Textron Aviation	$ 7,359	$ 6,387			
Bell	Bell	5,168	4,781			
Textron Systems	Textron Systems	2,000	2,098			
Total backlog	Total backlog	$ 14,527	$ 13,266			

Textron Aviation's backlog increased $972 million, 15%, in the first nine months of 2023, reflecting orders in excess of deliveries.

Segment Analysis

We operate in, and report financial information for, the following six business operating segments: Textron Aviation, Bell, Textron Systems, Industrial, Textron eAviation and Finance. Segment profit is an important measure used for evaluating performance and for decision-making purposes. Beginning in 2023, we changed how we measure our Segment profit for the manufacturing segment operating results to exclude segments excludes the non-service components of pension and postretirement income, net; LIFO inventory provision; and intangible asset amortization. This measure also continues to exclude amortization; interest expense, net for Manufacturing group; certain corporate expenses; gains/losses on major business dispositions; and special charges. The prior period has been recast to conform to this presentation. The measurement for the Finance segment includes interest income and expense along with intercompany interest income and expense. Operating expenses for the Manufacturing segments include cost of sales and selling and administrative expense, while excluding certain corporate expenses, LIFO inventory provision, intangible asset amortization and special charges.

In our discussion of comparative results for the Manufacturing group, changes in revenues and segment profit for our commercial businesses typically are expressed in terms of volume and mix, pricing, foreign exchange, acquisitions and dispositions, inflation and performance. For revenues, volume and mix represents changes in revenues from increases or decreases in the number of units delivered or services provided and the composition of products and/or services sold. For segment profit, volume and mix represents a change due to the number of units delivered or services provided and the composition of products and/or services sold at different profit margins. Pricing represents changes in unit pricing. Foreign exchange is the change resulting from translating foreign-denominated amounts into U.S. dollars at exchange rates that are different from the prior period. Revenues generated by acquired businesses are reflected in Acquisitions for a twelve-month period, while reductions in revenues and segment profit from the sale of businesses are reflected as Dispositions. Inflation represents higher material, wages, benefits, pension service cost or other costs. Performance reflects an increase or decrease in research and development, depreciation, selling and administrative costs, warranty, product liability, quality/scrap, labor efficiency, overhead, product line profitability, start-up, ramp up and cost-reduction initiatives or other manufacturing inputs.

Approximately 22% 21% of our 2022 2023 revenues were derived from contracts with the U.S. Government, including those under the U.S. Government-sponsored foreign military sales program. For our segments that contract with the U.S. Government, changes in revenues related to these contracts are expressed in terms of volume. Changes in segment profit for these contracts are typically expressed in terms of volume and mix and performance; these include cumulative catch-up adjustments associated with a) revisions to the transaction price that may reflect contract modifications or changes in assumptions related to award fees and other variable consideration or b) changes in the total estimated costs at completion due to improved or deteriorated operating performance.

Textron Aviation

		Three Months Ended			Nine Months Ended					
		Three Months Ended								
		Three Months Ended								
		Three Months Ended								
(Dollars in millions)										
(Dollars in millions)										
(Dollars in millions)	*(Dollars in millions)*	**September 30, 2023**	**October 1, 2022**	**% Change**	**September 30, 2023**	**October 1, 2022**	**% Change**	**March 30, 2024**	**April 1, 2023**	**% Change**
Revenues:	Revenues:									
Aircraft										
Aircraft										
Aircraft	Aircraft	$ 891	$ 733	22%	$ 2,529	$2,235	13%	$ 732	$ 718	2% 2%
Aftermarket parts and services	Aftermarket parts and services	447	434	3%	1,320	1,256	5%	Aftermarket parts and services 456	431 431	6% 6%
Total revenues	Total revenues	1,338	1,167	15%	3,849	3,491	10%	Total revenues 1,188	1,149 1,149	3% 3%

Operating expenses	Operating expenses	1,178	1,036	14%	3,393	3,101	9%	Operating expenses	1,045		1,024	1,024	2%	2%
Segment profit	Segment profit	$ 160	$ 131	22%	$ 456	$ 390	17%	Segment profit	$ 143	$		125	14%	14%
Profit margin	Profit margin	12.0%	11.2%		11.8%	11.2%							

Textron Aviation Revenues and Operating Expenses

The following factors contributed to the change in Textron Aviation's revenues for from the periods: prior year quarter:

(In millions)		Q3 2023 versus Q3 2022	YTD 2023 versus YTD 2022
Pricing	$	82 $	235
Volume and mix		89	123
Total change	$	171 $	358

(In millions)		Q1 2024 versus Q1 2023
Pricing	$	48
Volume and mix		(9)
Total change	$	39

Textron Aviation's revenues increased $171 million $39 million, 15% 3%, in the third first quarter of 2024, compared with the first quarter of 2023, compared with the third quarter reflecting higher pricing of 2022, reflecting higher $48 million, partially offset by lower volume and mix of $89 million and higher pricing of $82 million $9 million. The increase decrease in volume and mix was largely related to the mix of includes lower commercial turboprop volume, partially offset by higher Citation jets sold in the period and higher commercial turboprop jet volume. We delivered 39 36 Citation jets and 38 commercial turboprops in the third quarter of 2023, compared with 39 Citation jets and 33 commercial turboprops in the third quarter of 2022.

Textron Aviation's revenues increased $358 million, 10%, in the first nine months of 2023, compared with the first nine months of 2022, reflecting higher pricing of $235 million and higher volume and mix of $123 million. The increase in volume and mix was largely related to higher defense volume. We delivered 118 Citation jets and 109 20 commercial turboprops in the first nine months quarter of 2023, 2024, compared with 126 35 Citation jets and 99 34 commercial turboprops in the first nine months quarter of 2022. 2023.

Textron Aviation's operating expenses increased $142 million $21 million, 14%, in the third quarter of 2023, compared with the third quarter of 2022, primarily reflecting the impact of higher volume and mix described above and $43 million of inflation.

Textron Aviation's operating expenses increased $292 million, 9% 2%, in the first nine months quarter of 2023, 2024, compared with the first nine months quarter of 2022, primarily 2023, largely reflecting inflation of $127 million and higher volume and mix described above. inflation.

Textron Aviation Segment Profit

The following factors contributed to the change in Textron Aviation's segment profit for from the periods: prior year quarter:

(In millions)		Q3 2023 versus Q3 2022	YTD 2023 versus YTD 2022
Pricing, net of inflation	$	39 $	108
Volume and mix		23	31
Performance		(33)	(73)

Total change	$ 29	$ 66

(In millions)	Q1 2024 versus Q1 2023
Pricing, net of inflation	$ 14
Performance	6
Volume and mix	(2)
Total change	$ 18

Segment profit at Textron Aviation increased $29 million $18 million, 22% 14%, in the third first quarter of 2024, compared with the first quarter of 2023, compared with the third quarter of 2022, primarily due to favorable pricing, net of inflation of $39 million and the impact from higher volume and mix described above, partially offset by an unfavorable impact from performance of $33 million $14 million. Performance included unfavorable manufacturing performance, largely related to supply chain and labor inefficiencies.

Segment profit at Textron Aviation increased $66 million, 17%, in the first nine months of 2023, compared with the first nine months of 2022, due to favorable pricing, net of inflation of $108 million and the impact from higher volume and mix described above, partially offset by an unfavorable impact from performance of $73 million. Performance included unfavorable manufacturing performance, largely related to supply chain and labor inefficiencies.

Bell

		Three Months Ended			Nine Months Ended							
		Three Months Ended										
		Three Months Ended										
		Three Months Ended										
(Dollars in millions)												
(Dollars in millions)												
(Dollars in millions)	(Dollars in millions)	September 30, 2023	October 1, 2022	% Change	September 30, 2023	October 1, 2022	% Change	March 30, 2024		April 1, 2023	% Change	
Revenues:	Revenues:											
Military aircraft and support programs												
Military aircraft and support programs												
Military aircraft and support programs	Military aircraft and support programs	$ 472	$ 376	26%	$ 1,252	$1,375	(9)%	$ 480	$	385	25%	25%
Commercial helicopters, parts and services	Commercial helicopters, parts and services	282	378	(25)%	824	900	(8)%	Commercial helicopters, parts and services 247	236	236	5%	5%

Total revenues	Total revenues	754	754	—%	2,076	2,275	(9)%	Total revenues	727		621	621	17%	17%
Operating expenses	Operating expenses	677	680	—%	1,874	2,056	(9)%	Operating expenses	647		561	561	15%	15%
Segment profit	Segment profit	$ 77	$ 74	4%	$ 202	$ 219	(8)%	Segment profit	$ 80	$		60	33%	33%
Profit margin	Profit margin	10.2%	9.8%		9.7%	9.6%								

A significant portion of Bell's military aircraft and support program revenues is from the U.S. Government for the V-22 tiltrotor aircraft and the H-1 helicopter platforms, which are transitioning from production to the support stage over the next few years. Under the current contracts, production is expected to end in 2023 for the H-1 helicopter and 2025 for the V-22 tiltrotor. In December 2022, Bell was awarded the programs include a development contract for the U.S. Army's FLRAA program. program, as well as production, upgrade, and support contracts for the V-22 tiltrotor aircraft and H-1 helicopters. The FLRAA program has begun to represent an increasing portion of Bell's revenues as development activities have ramped. We continue to receive production, upgrade and support orders for the V-22 and H-1 programs, however, these programs are expected to represent a lower portion of Bell's military revenue in the future. In the first quarter of 2024, Bell received a foreign military sale award for the production and delivery of 12 AH-1Z helicopters.

Bell Revenues and Operating Expenses

The following factors contributed to the change in Bell's revenues for from the periods: prior year quarter:

(In millions)		Q3 2023 versus Q3 2022		YTD 2023 versus YTD 2022
Volume and mix	$	(10)	$	(242)
Pricing		10		43
Total change	$	—	$	(199)

(In millions)		Q1 2024 versus Q1 2023
Volume and mix	$	89
Pricing		17
Total change	$	106

Bell's revenues were unchanged increased $106 million, 17%, in the third first quarter of 2024, compared with the first quarter of 2023, compared with the third quarter of 2022, as reflecting higher pricing of $10 million was offset by lower volume and mix of $10 million $89 million and higher pricing of $17 million. Volume and mix included lower commercial volume, largely reflecting supply chain constraints, partially offset by higher military volume of $95 million, primarily related to the FLRAA program, discussed above. We delivered 23 commercial helicopters in partially offset by lower volume on the third quarter of 2023, compared with 49 commercial helicopters in the third quarter of 2022.

Bell's revenues decreased $199 million, 9%, in the first nine months of 2023, compared with the first nine months of 2022, largely due to lower V-22 and H-1 programs. Commercial volume and mix of $242 million decreased $6 million, which included lower military volume of $123 million and commercial volume of $119 million. We as we delivered 80 18 commercial helicopters in the first nine months quarter of 2023, 2024, compared with 108 22 commercial helicopters in the first nine months quarter of 2022. 2023.

Bell's operating expenses decreased $3 million increased $86 million, 15% in the third first quarter of 2024, compared with the first quarter of 2023, and $182 million, 9% in the first nine months of 2023, compared with the corresponding periods of 2022. The decrease in the first nine months of 2023 was primarily due to lower higher volume and mix described above.

Bell Segment Profit

The following factors contributed to the change in Bell's segment profit for from the periods: prior year quarter:

(In millions)		Q3 2023 versus Q3 2022	YTD 2023 versus YTD 2022
Volume and mix	$	(16) $	(88)
Performance		23	65
Pricing, net of inflation		(4)	6
Total change	$	3 $	(17)

(In millions)		Q1 2024 versus Q1 2023
Performance	$	30
Pricing, net of inflation		4
Volume and mix		(14)
Total change	$	20

Bell's segment profit increased $3 million $20 million, 4% 33%, in the third first quarter of 2023, 2024, compared with the third first quarter of 2022, 2023, largely due to a favorable impact from performance of $23 million $30 million, which includes $23 million included $13 million of lower research and development costs, partially offset by lower volume and mix, described above.

Bell's segment profit decreased $17 million, 8%, reflecting the mix of products and services sold in the first nine months of 2023, compared with the first nine months of 2022, largely due to lower volume and mix described above, partially offset by a favorable impact from performance of $65 million, which includes $55 million of lower research and development costs.

period.

Textron Systems

		Three Months Ended			Nine Months Ended								
		Three Months Ended											
		Three Months Ended											
		Three Months Ended											
(Dollars in millions)													
(Dollars in millions)													
(Dollars in millions)	(Dollars in millions)	September 30, 2023	October 1, 2022	% Change	September 30, 2023	October 1, 2022	% Change		March 30, 2024		April 1, 2023	% Change	
Revenues	Revenues	$ 309	$ 292	6%	$ 921	$ 858	7%	Revenues	$ 306	$	306	—%	—%
Operating expenses	Operating expenses	268	261	3%	809	761	6%	Operating expenses	268	272	272	(1)%	(1)%
Segment profit	Segment profit	$ 41	$ 31	32%	$ 112	$ 97	15%	Segment profit	$ 38	$	34	12%	12%
Profit margin	Profit margin	13.3%	10.6%		12.2%	11.3%							

Textron Systems Revenues and Operating Expenses

The following factors contributed to the change in Textron Systems' revenues for from the periods: prior year quarter:

(In millions)		Q3 2023 versus Q3 2022		YTD 2023 versus YTD 2022
Volume	$	12	$	49
Pricing		5		14
Total change	$	17	$	63

(In millions)		Q1 2024 versus Q1 2023
Pricing	$	4
Volume		(4)
Total change	$	—

Textron Systems' revenues increased $17 million, 6%, and $63 million, 7%, were unchanged in the third first quarter and first nine months of 2023, respectively, 2024, compared with the corresponding periods in 2022, largely due to higher volume. The higher volume in the first nine months quarter of 2023, as higher pricing of $4 million was primarily related to weapons products. offset by lower volume of $4 million.

Textron Systems' operating expenses increased $7 million, 3%, and $48 million, 6%, decreased $4 million in the third first quarter and first nine months of 2023, respectively, 2024, compared with the corresponding periods in 2022, first quarter of 2023, largely related to higher lower volume.

Textron Systems Segment Profit

The following factors contributed to the change in Textron Systems' segment profit for from the periods: prior year quarter:

(In millions)		Q3 2023 versus Q3 2022		YTD 2023 versus YTD 2022
Performance	$	8	$	17
Pricing, net of inflation		4		7
Volume and mix		(2)		(9)
Total change	$	10	$	15

(In millions)		Q1 2024 versus Q1 2023
Pricing, net of inflation	$	2
Volume and mix		1
Performance		1
Total change	$	4

Textron Systems' segment profit increased $10 million $4 million, 32% 12%, in the third first quarter of 2024, compared with the first quarter of 2023, compared with the third quarter of 2022, primarily due to a favorable impact from performance of $8 million and higher pricing, net of inflation of $4 million $2 million.

Textron Systems' segment profit increased $15 million, 15%, in the first nine months of 2023, compared with the first nine months of 2022, due to a favorable impact from performance of $17 million and higher pricing, net of inflation of $7 million, partially offset by an unfavorable impact from the mix of products and services sold.

Industrial

	Three Months Ended	Nine Months Ended

(Dollars in millions)		September 30, 2023	October 1, 2022	% Change		September 30, 2023	October 1, 2022	% Change
Revenues:								
Fuel systems and functional components	$	465	$ 436	7%	$	1,476	$ 1,335	11%
Specialized vehicles		457	413	11%		1,404	1,223	15%
Total revenues		922	849	9%		2,880	2,558	13%
Operating expenses		871	813	7%		2,709	2,446	11%
Segment profit	$	51	$ 36	42%	$	171	$ 112	53%
Profit margin		5.5%	4.2%			5.9%	4.4%	

Industrial

		Three Months Ended		
(Dollars in millions)		March 30, 2024	April 1, 2023	% Change
Revenues:				
Kautex	$	488	$ 488	—%
Specialized vehicles		404	444	(9)%
Total revenues		892	932	(4)%
Operating expenses		863	891	(3)%
Segment profit	$	29	$ 41	(29)%
Profit margin		3.3%	4.4%	

Industrial Revenues and Operating Expenses

The following factors contributed to the change in Industrial's revenues for from the periods: prior year quarter:

(In millions)		Q3 2023 versus Q3 2022		YTD 2023 versus YTD 2022
Volume and mix	$	45	$	254
Pricing		18		79
Foreign exchange		10		(11)
Total change	$	73	$	322

(In millions)		Q1 2024 versus Q1 2023
Volume and mix	$	(51)
Foreign exchange		(5)
Pricing		16
Total change	$	(40)

Industrial segment revenues increased $73 million decreased $40 million, 9% 4%, in the third first quarter of 2024, compared with the first quarter of 2023, compared with the third quarter of 2022, largely due to higher lower volume and mix of $45 million at both product lines and an $18 million favorable impact from pricing, $51 million, principally in the Specialized Vehicles product line. line, partially offset by higher pricing of $16 million in the segment.

Industrial segment revenues increased $322 million Industrial's operating expenses decreased $28 million, 13% 3%, in the first nine months quarter of 2023, 2024, compared with the first nine months quarter of 2022, largely reflecting higher volume and mix of $254 million at both product lines and a $79 million favorable impact from pricing.

Industrial's operating expenses increased $58 million, 7%, and $263 million, 11%, in the third quarter and first nine months of 2023, respectively, compared with the corresponding periods in 2022, principally reflecting the impact of higher lower volume and mix described above.

Industrial Segment Profit

The following factors contributed to the change in Industrial’s segment profit for from the periods: prior year quarter:

(In millions)		Q3 2023 versus Q3 2022		YTD 2023 versus YTD 2022
Volume and mix	$	8	$	48
Pricing, net of inflation		15		40
Performance		(10)		(32)
Foreign exchange		2		3
Total change	$	15	$	59

(In millions)		Q1 2024 versus Q1 2023
Volume and mix	$	(14)
Foreign exchange		(1)
Pricing, net of inflation		3
Total change	$	(12)

Segment profit for the Industrial segment increased $15 million decreased $12 million, 42%, in the third quarter of 2023, compared with the third quarter of 2022, largely due to a favorable impact from pricing, net of inflation of $15 million, principally in the Specialized Vehicles product line.

Segment profit for the Industrial segment increased $59 million, 53% 29%, in the first nine months quarter of 2023, 2024, compared with the first nine months quarter of 2022, 2023, largely due to higher lower volume and mix of $48 million $14 million as described above and a favorable impact from pricing, net of inflation of $40 million, partially offset by an unfavorable impact of $32 million from performance. above.

Textron eAviation

	Three Months Ended		Nine Months Ended	
	Three Months Ended			
	Three Months Ended			
	Three Months Ended			
(Dollars in millions)				
(Dollars in millions)				

(Dollars in millions)	*(Dollars in millions)*	September 30, 2023	October 1, 2022	% Change	September 30, 2023	October 1, 2022	% Change		March 30, 2024	April 1, 2023		% Change	
Revenues	Revenues	$ 7	$ 5	40%	$ 22	$ 10	120%	Revenues	$ 7	$	4	120%	120%
Operating expenses	Operating expenses	26	12	117%	62	24	158%	Operating expenses	25	13	13	158%	158%

Segment loss	Segment loss	$	(19)	$	(7)	171%	$	(40)	$	(14)	186%	Segment loss	$	(18) $	(9)	186%	186%

Textron eAviation Revenues and Operating Expenses

The following factors contributed to the change in Textron eAviation’s revenues for from the periods: prior year quarter:

(In millions)		Q3 2023 versus Q3 2022		YTD 2023 versus YTD 2022
Volume and mix	$	1	$	6
Acquisition		—		4
Other		1		2
Total change	$	2	$	12

(In millions)		Q1 2024 versus Q1 2023
Volume and mix	$	2
Other		1
Total change	$	3

Textron eAviation segment revenues increased $2 million and $12 million $3 million, in the third first quarter and first nine months of 2023, respectively, 2024, compared with the corresponding periods in 2022, first quarter of 2023, primarily reflecting higher volume and mix.

Textron eAviation's operating expenses increased $14 million and $38 million $12 million, in the third first quarter and first nine months of 2023, respectively, 2024, compared with the corresponding periods in 2022, first quarter of 2023, primarily related to higher research and development costs.

Textron eAviation Segment Loss

The following factors contributed to the change in Textron eAviation’s segment loss for from the periods: prior year quarter:

(In millions)		Q3 2023 versus Q3 2022		YTD 2023 versus YTD 2022
Performance and other	$	(12)	$	(29)
Volume and mix		—		3
Total change	$	(12)	$	(26)

(In millions)		Q1 2024 versus Q1 2023
Performance and other	$	(10)
Volume and mix		1
Total change	$	(9)

Textron eAviation's segment loss increased $12 million and $26 million $9 million in the third first quarter and first nine months of 2023, respectively, 2024, compared with the corresponding periods in 2022, first quarter of 2023, largely due to an unfavorable impact from performance and other, primarily reflecting higher research and development costs.

Finance

		Three Months Ended		Nine Months Ended				
		Three Months Ended						
		Three Months Ended						
		Three Months Ended						
(In millions)	*(In millions)*	**September 30, 2023**	**October 1, 2022**	**September 30, 2023**	**October 1, 2022**	*(In millions)*	**March 30, 2024**	**April 1, 2023**
Revenues	Revenues $	13 $	11 $	43 $	41			
Segment profit	Segment profit	22	7	42	26			

Finance segment revenues increased $2 million $3 million in both the third quarter and the first nine months quarter of 2023, 2024, compared with the corresponding periods in 2022. Segment first quarter of 2023, and segment profit increased $15 million and $16 million, $10 million. The increase in the third quarter and the first nine months of 2023, respectively, compared with the corresponding periods in 2022, segment profit was largely due to a $17 million an $8 million recovery of amounts that were previously written off related to one customer relationship. The following table reflects information about the Finance segment's credit performance related to finance receivables.

(Dollars in millions)	*(Dollars in millions)*	**September 30, 2023**	**December 31, 2022**	*(Dollars in millions)*	**March 30, 2024**	**December 30, 2023**
Finance receivables	Finance receivables $	624 $	587			
Allowance for credit losses	Allowance for credit losses	25	24			
Ratio of allowance for credit losses to finance receivables	Ratio of allowance for credit losses to finance receivables	4.01%	4.09%	Ratio of allowance for credit losses to finance receivables	3.48%	3.94%
Nonaccrual finance receivables	Nonaccrual finance receivables	16	46			
Ratio of nonaccrual finance receivables to finance receivables	Ratio of nonaccrual finance receivables to finance receivables	2.56%	7.84%	Ratio of nonaccrual finance receivables to finance receivables	2.16%	2.46%
60+ days contractual delinquency	60+ days contractual delinquency	9	1			

60+ days contractual delinquency as a percentage of finance receivables	60+ days contractual delinquency as a percentage of finance receivables	1.44%	0.17%	60+ days contractual delinquency as a percentage of finance receivables	0.50%	0.66%

We believe our allowance for credit losses adequately covers our exposure on these loans as our estimated collateral values largely exceed the outstanding loan amounts. Key portfolio quality indicators are discussed in Note 2 to the Consolidated Financial Statements.

Liquidity and Capital Resources

Our financings are conducted through two separate borrowing groups. The Manufacturing group consists of Textron consolidated with its majority-owned subsidiaries that operate in the Textron Aviation, Bell, Textron Systems, Industrial and Textron eAviation segments. The Finance group, which also is the Finance segment, consists of Textron Financial Corporation and its consolidated subsidiaries. We designed this framework to enhance our borrowing power by separating the Finance group. Our Manufacturing group operations include the development, production and delivery of tangible goods and services, while our Finance group provides financial services. Due to the fundamental differences between each borrowing group's activities, investors, rating agencies and analysts use different measures to evaluate each group's performance. To support those evaluations, we present balance sheet and cash flow information for each borrowing group within the Consolidated Financial Statements.

Key information that is utilized in assessing our liquidity is summarized below:

(Dollars in millions)	*(Dollars in millions)*	September 30, 2023	December 31, 2022	*(Dollars in millions)*	March 30, 2024	December 30, 2023
Manufacturing group	**Manufacturing group**					
Cash and equivalents						
Cash and equivalents						
Cash and equivalents	Cash and equivalents	$ 1,671	$ 1,963			
Debt	Debt	3,181	3,182			
Shareholders' equity	Shareholders' equity	7,067	7,113			
Capital (debt plus shareholders' equity)	Capital (debt plus shareholders' equity)	10,248	10,295			
Net debt (net of cash and equivalents) to capital	Net debt (net of cash and equivalents) to capital	18%	15%	Net debt (net of cash and equivalents) to capital	20%	17%
Debt to capital	Debt to capital	31%	31%	Debt to capital	31%	34%
Finance group	**Finance group**					
Cash and equivalents	Cash and equivalents	$ 45	$ 72			
Cash and equivalents						
Cash and equivalents						

Debt	Debt	350	375

We believe that our calculations of debt to capital and net debt to capital are useful measures as they provide a summary indication of the level of debt financing (i.e., leverage) that is in place to support our capital structure, as well as to provide an indication of the capacity to add further leverage. We expect to have sufficient cash to meet our needs based on our existing cash balances, the cash we expect to generate from our manufacturing operations and the availability of our existing credit facility.

Credit Facilities and Other Sources of Capital

Textron has a senior unsecured revolving credit facility for an aggregate principal amount of $1.0 billion, of which $100 million is available for the issuance of letters of credit. We may elect to increase the aggregate amount of commitments under the facility to up to $1.3 billion by designating an additional lender or by an existing lender agreeing to increase its commitment. The facility expires in October 2027 and provides for two one-year extensions at our option with the consent of lenders representing a majority of the commitments under the facility. At September 30, 2023 March 30, 2024 and December 31, 2022 December 30, 2023, there were no amounts borrowed against the facility and there were $9 million of outstanding letters of credit issued under the facility.

We also maintain an effective shelf registration statement filed with the Securities and Exchange Commission that allows us to issue an unlimited amount of public debt and other securities. On March 1, 2024, we repaid our $350 million 4.30% Notes due March 2024.

Manufacturing Group Cash Flows

Cash flows for the Manufacturing group as presented in our Consolidated Statements of Cash Flows are summarized below:

		Nine Months Ended				
	Three Months Ended				Three Months Ended	
(In millions)	*(In millions)*	**September 30, 2023**	**October 1, 2022**	*(In millions)*	**March 30, 2024**	**April 1, 2023**
Operating activities	Operating activities	$ 737	$ 945			
Investing activities	Investing activities	(182)	(349)			
Financing activities	Financing activities	(841)	(650)			

In the first nine months quarter of 2023, 2024, the net cash flows outflow from operating activities decreased $208 million to $737 million was $30 million, compared with $945 million a net cash inflow of $153 million in the first nine months quarter of 2022, 2023. The $183 million decrease in cash flows was largely due to changes in working capital, partially offset by higher earnings and $42 million in lower income tax payments. primarily due to the timing of payments on accounts payable. We expect positive cash flows from operating activities for the full year.

Cash flows used in investing activities in the first nine months quarter of 2024 included $66 million of capital expenditures. Investing activities in the first quarter of 2023 included $224 million $62 million of capital expenditures, partially offset by $39 million $20 million of net proceeds from corporate-owned life insurance policies. Investing activities in the first nine months of 2022 included $201 million of net cash paid for business acquisitions, largely related to the Pipistrel acquisition, and $192 million of capital expenditures.

Cash flows used in financing activities in the first nine months quarter of 2023 2024 included $885 million $352 million of payments on long-term debt and $317 million of cash paid to repurchase an aggregate of 12.5 3.6 million shares of our common stock. In the first nine months quarter of 2022, 2023, cash flows used in financing activities included $639 million $377 million of cash paid to repurchase an aggregate of 9.8 5.2 million shares of our common stock.

On July 24, 2023, Textron's Board of Directors approved a new program for the repurchase of up to 35 million shares of our common stock. This share repurchase program allows us to continue our practice of repurchasing shares to offset the impact of dilution from stock-based compensation and benefit plans and for opportunistic capital management purposes. The new program has no expiration date and replaced the prior 2022 share repurchase program.

Finance Group Cash Flows

Cash flows for the Finance group as presented in our Consolidated Statements of Cash Flows are summarized below:

(In millions)		Nine Months Ended September 30, 2023	October 1, 2022
Operating activities	$	13 $	(11)
Investing activities		(4)	94
Financing activities		(36)	(211)

In the first nine months of 2023, cash flows from operating activities increased $24 million to $13 million, compared with $(11) million in the first nine months of 2022, primarily due to $10 million in lower income tax payments.

(In millions)		Three Months Ended March 30, 2024	April 1, 2023
Operating activities	$	1 $	4
Investing activities		19	19
Financing activities		(2)	(15)

The Finance group's cash flows from investing activities included collections on finance receivables totaling $116 million $47 million and $108 million $35 million in the first nine months quarter of 2024 and 2023, and 2022, respectively, and partially offset by finance receivable originations of $122 million $28 million and $58 million $17 million, respectively. Cash flows provided by investing activities in the first nine months of 2022 also included $44 million of other investing activities, largely related to proceeds from the sale of operating lease assets. In the first nine months quarter of 2023 2024 and 2022, 2023, financing activities included payments on long-term and nonrecourse debt of $36 million $13 million and $211 million $15 million, respectively.

Consolidated Cash Flows

The consolidated cash flows after elimination of activity between the borrowing groups, are summarized below:

		Nine Months Ended				
Three Months Ended				Three Months Ended		
		September 30, 2023	October 1, 2022		March 30, 2024	April 1, 2023
(In millions)	(In millions)			(In millions)		
Operating activities	Operating activities	$ 718	$ 963			
Investing activities	Investing activities	(154)	(284)			
Financing activities	Financing activities	(877)	(861)			

In the first nine months quarter of 2023, 2024, the net cash flows outflow from operating activities decreased $245 million to $718 million was $7 million, compared with $963 million a net cash inflow of $163 million in the first nine months quarter of 2022, 2023. The $170 million decrease in cash flows was largely due to changes in working capital, and a net cash outflow from captive finance receivables primarily due to the timing of $61 million, partially offset by higher earnings and $52 million in lower income tax payments. payments on accounts payable.

Cash flows used in investing activities in the first nine months quarter of 2024 included $66 million of capital expenditures. Investing activities in the first quarter of 2023 included $224 million $62 million of capital expenditures, partially offset by $39 million $20 million of net proceeds from corporate-owned life insurance policies. Investing activities in the first nine months of 2022 included $201 million of net cash paid for business acquisitions, largely related to the Pipistrel acquisition, and $192 million of capital expenditures, partially offset by $44 million of other investing activities, which included proceeds from the sale of operating lease assets.

Cash flows used in financing activities in the first nine months quarter of 2023 2024 included $885 million $365 million of payments on long-term debt and $317 million of cash paid to repurchase shares of our outstanding common stock. In the first nine months quarter of 2022, 2023, cash flows used in financing activities included $639 million $377 million of cash paid to repurchase shares of our outstanding common stock and $227 million of payments on long-term debt.

stock.

Captive Financing and Other Intercompany Transactions

The Finance group provides financing primarily to purchasers of new and pre-owned Textron Aviation aircraft and Bell helicopters manufactured by our Manufacturing group, otherwise known as captive financing. In the Consolidated Statements of Cash Flows, cash received from customers is reflected as operating activities when received from third parties. However, in the cash flow information provided for the separate borrowing groups, cash flows related to captive financing activities are reflected based on the operations of each group. For example, when product is sold by our Manufacturing group to a customer and is financed by the Finance group, the origination of the finance receivable is recorded within investing activities as a cash outflow in the Finance group's statement of cash flows. Meanwhile, in the Manufacturing group's statement of cash flows, the cash received from the Finance group on the customer's behalf is recorded within operating cash flows as a cash inflow. Although cash is transferred between the two borrowing groups, there is no cash transaction reported in the consolidated cash flows at the time of the original financing. These captive financing activities, along with all significant intercompany transactions, are reclassified or eliminated from the Consolidated Statements of Cash Flows.

Reclassification adjustments included in the Consolidated Statements of Cash Flows are summarized below:

		Nine Months Ended				
Three Months Ended					Three Months Ended	
		September 30,	October 1,			
(In millions)	*(In millions)*	2023	2022	*(In millions)*	March 30, 2024	April 1, 2023
Reclassification adjustments from investing activities to operating activities:	Reclassification adjustments from investing activities to operating activities:					
Cash received from customers						
Cash received from customers						
Cash received from customers						
Finance receivable originations for Manufacturing group inventory sales	Finance receivable originations for Manufacturing group inventory sales	$ (122)	$ (58)			
Cash received from customers		90	87			
Total reclassification adjustments from investing activities to operating activities	Total reclassification adjustments from investing activities to operating activities	$ (32)	$ 29			

Total reclassification adjustments from investing activities to operating activities
Total reclassification adjustments from investing activities to operating activities

Critical Accounting Estimates Update

Our Consolidated Financial Statements are prepared in conformity with U.S. generally accepted accounting principles, which require us to make estimates and assumptions that affect the amounts reported in the financial statements. The accounting estimates that we believe are most critical to the portrayal of our financial condition and results of operations are reported in Item 7 of our Annual Report on Form 10-K for the year ended December 31, 2022 December 30, 2023. The following section provides an update of the year-end disclosure.

Revenue Recognition

A substantial portion of our revenues is related to long-term contracts with the U.S. Government, including those under the U.S. Government-sponsored foreign military sales program, for the design, development, manufacture or modification of aerospace and defense products as well as related services. We generally use the cost-to-cost method to measure progress for these contracts because it best depicts the transfer of control to the customer that occurs as we incur costs on our contracts. Under this measure, the extent of progress towards completion is measured based on the ratio of costs incurred to date to the estimated costs at completion of the performance obligation, and revenue is recorded proportionally as costs are incurred.

Changes in our estimate of the total expected cost or in the transaction price for a contract typically impact our profit booking rate. We utilize the cumulative catch-up method of accounting to recognize the impact of these changes on our profit booking rate for a contract. Under this method, the inception-to-date impact of a profit adjustment on a contract is recognized in the period the adjustment is identified. The impact of our cumulative catch-up adjustments on segment profit recognized in prior periods is presented below:

		Three Months Ended		Nine Months Ended				
		Three Months Ended						
		Three Months Ended						
		Three Months Ended						
(In millions)	*(In millions)*	September 30, 2023	October 1, 2022	September 30, 2023	October 1, 2022	*(In millions)*	March 30, 2024	April 1, 2023
Gross favorable	Gross favorable	$ 29	$ 25	$ 78	$ 66			
Gross unfavorable	Gross unfavorable	(11)	(28)	(42)	(90)			
Net adjustments	Net adjustments	$ 18	$ (3)	$ 36	$ (24)			

Forward-Looking Information

Certain statements in this Quarterly Report on Form 10-Q and other oral and written statements made by us from time to time are “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements, which may describe strategies, goals, outlook or other non-historical matters, or project revenues, income, returns or other financial measures, often include words such as “believe,” “expect,” “anticipate,” “intend,” “plan,” “estimate,” “guidance,” “project,” “target,” “potential,” “will,” “should,” “could,” “likely” or “may” and similar expressions intended to identify forward-looking statements. 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. In addition to those factors described in our 2022 2023 Annual Report on Form 10-K under “Risk Factors,” among the factors that could cause actual results to differ materially from past and projected future results are the following:

- Interruptions in the U.S. Government’s ability to fund its activities and/or pay its obligations;
- Changing priorities or reductions in the U.S. Government defense budget, including those related to military operations in foreign countries;
- Our ability to perform as anticipated and to control costs under contracts with the U.S. Government;
- The U.S. Government’s ability to unilaterally modify or terminate its contracts with us for the U.S. Government’s convenience or for our failure to perform, to change applicable procurement and accounting policies, or, under certain circumstances, to withhold payment or suspend or debar us as a contractor eligible to receive future contract awards;
- Changes in foreign military funding priorities or budget constraints and determinations, or changes in government regulations or policies on the export and import of military and commercial products;

- Volatility in the global economy or changes in worldwide political conditions that adversely impact demand for our products;
- Volatility in interest rates or foreign exchange rates and inflationary pressures;
- Risks related to our international business, including establishing and maintaining facilities in locations around the world and relying on joint venture partners, subcontractors, suppliers, representatives, consultants and other business partners in connection with international business, including in emerging market countries;
- Our Finance segment’s ability to maintain portfolio credit quality or to realize full value of receivables;
- Performance issues with key suppliers or subcontractors;
- Legislative or regulatory actions, both domestic and foreign, impacting our operations or demand for our products;
- Our ability to control costs and successfully implement various cost-reduction activities;
- The efficacy of research and development investments to develop new products or unanticipated expenses in connection with the launching of significant new products or programs;
- The timing of our new product launches or certifications of our new aircraft products;
- Our ability to keep pace with our competitors in the introduction of new products and upgrades with features and technologies desired by our customers;
- Pension plan assumptions and future contributions;
- Demand softness or volatility in the markets in which we do business;
- Cybersecurity threats, including the potential misappropriation of assets or sensitive information, corruption of data or operational disruption;
- Difficulty or unanticipated expenses in connection with integrating acquired businesses;
- The risk that acquisitions do not perform as planned, including, for example, the risk that acquired businesses will not achieve revenues revenue and profit projections;
- The impact of changes in tax legislation;
- Risks and uncertainties related The risk of disruptions to the ongoing impact of the pandemic and the war between Russia and Ukraine, as well as the potential impact of the Israel-Hamas war, on our business and operations; the business of our suppliers, customers and other business partners due to unexpected events, such as pandemics, natural disasters, acts of war, strikes, terrorism, social unrest or other societal or political conditions; and
- The ability of our businesses to hire and retain the highly skilled personnel necessary for our businesses to succeed.

Item 3. Quantitative and Qualitative Disclosures About Market Risk

There has been no significant change in our exposure to market risk during the fiscal quarter ended September 30, 2023 March 30, 2024. For discussion of our exposure to market risk, refer to Item 7A. Quantitative and Qualitative Disclosures about Market Risk contained in Textron’s 2022 2023 Annual Report on Form 10-K.

Item 4. Controls and Procedures

We performed an evaluation of the effectiveness of our disclosure controls and procedures as of September 30, 2023 March 30, 2024. The evaluation was performed with the participation of senior management of each business segment and key Corporate functions, under the supervision of our Chairman, President and Chief Executive Officer (CEO) and our Executive Vice President and Chief Financial Officer (CFO). Based on this evaluation, the CEO and CFO concluded that our disclosure controls and procedures were operating and effective as of September 30, 2023 March 30, 2024.

There were no changes in our internal control over financial reporting during the fiscal quarter ended September 30, 2023 March 30, 2024 that materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

PART II. OTHER INFORMATION

Item 2. Unregistered Sales of Equity Securities and Use of Proceeds

The following provides information about our third first quarter of 2023 2024 repurchases of equity securities that are registered pursuant to Section 12 of the Securities Exchange Act of 1934, as amended:

Period (shares in thousands)	Total Number of Shares Purchased *	Average Price Paid per Share (excluding commissions)	Total Number of Shares Purchased as part of Publicly Announced Plan *	Maximum Number of Shares that may yet be Purchased under the Plan
July 2, 2023 – August 5, 2023	455	$ 72.17	455	34,775
August 6, 2023 – September 2, 2023	1,530	76.73	1,530	33,245
September 3, 2023 – September 30, 2023	1,100	76.69	1,100	32,145
Total	3,085	$ 76.04	3,085	

Period (shares in thousands)	Total Number of Shares Purchased *	Average Price Paid per Share (excluding commissions)	Total Number of Shares Purchased as part of Publicly Announced Plan *	Maximum Number of Shares that may yet be Purchased under the Plan
December 31, 2023 – February 3, 2024	500	$ 85.63	500	27,976
February 4, 2024 – March 2, 2024	1,625	86.34	1,625	26,351
March 3, 2024 – March 30, 2024	1,450	92.55	1,450	24,901
Total	3,575	$ 88.76	3,575	

** On July 24, 2023, our Board of Directors approved These shares were purchased pursuant to a new program for plan authorizing the repurchase of up to 35 million shares of Textron common stock that was approved on July 24, 2023 by our common stock. Board of Directors. This share repurchase program plan has no expiration date and replaced the prior 2022 share repurchase program. There were 230 thousand shares repurchased under the 2022 program date.*

Item 5. Other Information

(c) None of our directors or executive officers adopted or terminated a “Rule 10b5-1 trading arrangement” or adopted or terminated a “non-Rule 10b5-1 trading arrangement” (as such terms are defined in Item 408 of Regulation S-K) during the period July 2, 2023 through July 23, 2023 quarter ended March 30, 2024.

Item 6. Exhibits

10.1 [Amendment No. 1 to Amended and Restated Textron Inc. Short-Term Incentive Plan]

10.2 [Amendment No. 1 to Textron Inc. 2015 Long-Term Incentive Plan]

31.1 [Certification of Chief Executive Officer Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002]

31.2 [Certification of Chief Financial Officer Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002]

32.1 [Certification of Chief Executive Officer Pursuant to 18 U.S.C. 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002]

32.2 [Certification of Chief Financial Officer Pursuant to 18 U.S.C. 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002]

101 The following materials from Textron Inc.'s Quarterly Report on Form 10-Q for the quarterly period ended September 30, 2023 March 30, 2024, formatted in XBRL (eXtensible Business Reporting Language): (i) the Consolidated Statements of Operations, (ii) the Consolidated Statements of Comprehensive Income, (iii) the Consolidated Balance Sheets, (iv) the Consolidated Statements of Cash Flows and (v) the Notes to the Consolidated Financial Statements.

104 Cover Page Interactive Data File (formatted as Inline XBRL and contained in Exhibit 101).

Signatures

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

TEXTRON INC.

Date: October 26, 2023 April 25, 2024

/s/ Mark S. Bamford

Mark S. Bamford
Vice President and Corporate Controller
(principal accounting officer)

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EXHIBIT 10.1

AMENDMENT NO. 1 TO

AMENDED AND RESTATED

TEXTRON INC. SHORT-TERM INCENTIVE PLAN

Pursuant to Section 10.1 of the Textron Inc. Short-Term Incentive Plan (As Amended and Restated effective as of July 28, 2020) (the "Plan"), Textron Inc. hereby amends the Plan, effective July 25, 2023, as follows:

1. Section 9 of the Plan is hereby amended to read in its entirety as follows:

SECTION 9. RECOVERY OF ERRONEOUSLY AWARDED COMPENSATION

9.1 Recovery Policy. This Section 9 sets forth the Company's recovery policy in respect of Erroneously Awarded Compensation (as defined below) and shall be interpreted consistently with the intent to comply with the requirements of Section 303A.14 of NYSE's Listed Company Manual (the "Listed Company Manual").

9.2 Definitions. Unless the context otherwise requires, the following terms have the meaning set forth in the Listed Company Manual, which is as follows:

"Executive Officer" means the Company's principal executive officer (referred to in the Listed Company Manual as "president"), principal financial officer, principal accounting officer (or if there is no such accounting officer, the controller), any vice-president of the Company in charge of a principal business unit, division, or function, any other officer who performs a policy-making function, or any other person who performs similar policy-making functions for the Company.

"Financial Reporting Measures" are measures that are determined and presented in accordance with the accounting principles used in preparing the Company's financial statements, and any measures that are derived wholly or in part from such measures. Stock price and total shareholder return are also financial reporting measures.

"Incentive-Based Compensation is any Final Award that is granted, earned, or vested based wholly or in part upon the attainment of a Financial Reporting Measure.

"Received." Incentive-Based Compensation is deemed Received in the Company's fiscal period during which the Financial Reporting Measure specified in the Incentive-Based Compensation award is attained, even if the payment or grant of the Incentive-Based Compensation occurs after the end of that period.

9.3 Recovery Policy

If the Company is required to prepare an accounting restatement due to the material noncompliance of the Company with any financial reporting requirement under the securities laws, including any required accounting restatement to correct an error in previously issued financial statements that is material to the previously issued financial statements, or that would result in a material misstatement if the error were corrected in the current period or left uncorrected in the current period, the Company shall recover reasonably promptly from each Executive Officer the amount, if any, of Incentive-Based Compensation Received by an Executive Officer that exceeds the amount of Incentive-Based Compensation that otherwise would have been Received had it been determined based on the restated amounts ("Erroneously Awarded Compensation"), computed without regard to any taxes paid. For Incentive-Based Compensation based on stock price or total shareholder return, where the amount of Erroneously Awarded Compensation is not subject to mathematical recalculation directly from the information in an accounting restatement, the amount of Erroneously Awarded Compensation shall be based on a reasonable estimate of the effect of the accounting restatement on the stock price or total shareholder return upon which the Incentive-Based Compensation was Received.

This Recovery Policy applies to all Incentive-Based Compensation Received by a person: (A) after beginning service as an Executive Officer, (B) who served as an Executive Officer at any time during the performance period for that

Incentive-Based Compensation; (C) while the Company has a class of securities listed on a national securities exchange or a national securities association; and (D) during the three completed fiscal years immediately preceding the date that the Company is required to prepare an accounting restatement as described in this Section 9 and, if applicable, to any transition period as set forth in Section 303A.l4.

9.4 Additional Rules

(i) For purposes of this Section 9, the Company shall be deemed to be required to prepare an accounting restatement as of the earlier of (a) the date the Board or a committee thereof, or officer of the Company authorized to take such action if board action is not required, concludes or reasonably should have concluded that a restatement is required or (b) the date a court, regulator, or other legally authorized body directs the Company to prepare a restatement.

(ii) Notwithstanding any other provision of this Section 9, the Company shall not be required to recover Erroneously Awarded Compensation to the extent that an exception set forth in Section 303A.14 (c)(1)(iv) of the Listed Company Manual (relating to impracticability by reason of expense to recover, violations of certain laws, or anti-alienation rules for tax-qualified plans) applies.

(iii) The Company shall not indemnify any Executive Officer or former Executive Officer against the loss of Erroneously Awarded Compensation.

(iv) The Company shall maintain documentation related to enforcement of this Recovery Policy in accordance with the requirements of the Listed Company Manual.

(v) The Company’s recovery obligation under this Section 9 shall not be affected by if or when restated financial statements are filed.

9.5 Other Policies

In addition to the Recovery Policy set forth above, all awards under the Plan are subject to all other recovery policies and clawback procedures of the Company, each as in effect and as amended from time to time.

2. Except as expressly amended hereby, all provisions of the Plan shall remain unamended and shall continue to be, and shall remain, in full force and effect in accordance with their respective terms.

IN WITNESS WHEREOF, Textron Inc. has caused this amendment to be executed by its duly authorized officer.

TEXTRON INC.

Dated: July 25, 2023

By /s/ Julie G. Duffy

Julie G. Duffy
Executive Vice President and Chief
Human Resources Officer

EXHIBIT 10.2

AMENDMENT NO. 1 TO

TEXTRON INC.
2015 LONG-TERM INCENTIVE PLAN

Pursuant to Section 16 of the Textron Inc. 2015 Long-Term Incentive Plan (the "Plan"), Textron Inc. hereby amends the Plan, effective July 25, 2023, as follows:

1. Section 6 of the Plan is hereby amended to revise subsection (j), to read in its entirety as follows:

(j) *Recovery Policy*. This Section 6(j) sets forth the Company's recovery policy in respect of Erroneously Awarded Compensation (as defined below) and shall be interpreted consistently with the intent to comply with the requirements of Section 303A.14 of NYSE's Listed Company Manual (the "***Listed Company Manual***").

(i) Definitions. Unless the context otherwise requires, the following terms have the meanings set forth in the Listed Company Manual, which is as follows:

"***Executive Officer***" means the Company's principal executive officer (referred to in the Listed Company Manual as "president"), principal financial officer, principal accounting officer (or if there is no such accounting officer, the controller), any vice-president of the Company in charge of a principal business unit, division, or function, any other officer who performs a policy-making function, or any other person who performs similar policy-making functions for the Company.

"***Financial Reporting Measures***" are measures that are determined and presented in accordance with the accounting principles used in preparing the Company's financial statements, and any measures that are derived wholly or in part from such measures. Stock price and total shareholder return are also financial reporting measures.

"***Incentive-Based Compensation***" is any Award that is granted, earned, or vested based wholly or in part upon the attainment of a Financial Reporting Measure.

"***Received***" Incentive-Based Compensation is deemed Received in the Company's fiscal period during which the Financial Reporting Measure specified in the Incentive-Based Compensation award is attained, even if the payment or grant of the Incentive-Based Compensation occurs after the end of that period.

(ii) Recovery Policy

It is the policy of the Company that, if the Company is required to prepare an accounting restatement due to the material noncompliance of the Company with any financial reporting requirement under the securities laws, including any required accounting restatement to correct an error in previously issued financial statements that is material to the previously issued financial statements, or that would result in a material misstatement if the error were corrected in the current period or left uncorrected in the current period, the Company shall recover reasonably promptly from each Executive Officer the amount, if any, of Incentive-Based Compensation Received by an Executive Officer that exceeds the amount of Incentive-Based Compensation that otherwise would have been Received had it been determined based on the restated amounts ("***Erroneously Awarded Compensation***"), computed without regard to any taxes paid. For Incentive-Based Compensation based on stock price or total shareholder return, where the amount of Erroneously Awarded Compensation is not subject to mathematical recalculation directly from the information in an accounting restatement, the amount of Erroneously Awarded Compensation shall be based on a reasonable estimate of the effect of the accounting restatement on the stock price or total shareholder return upon which the Incentive-Based Compensation was Received.

This Recovery Policy applies to all Incentive-Based Compensation Received by a person: (A) after beginning service as an Executive Officer; (B) who served as an Executive Officer at any time during the performance period for that Incentive-Based Compensation; (C) while the Company has a class of securities listed on a national securities exchange or a national securities association; and (D) during the three completed fiscal years immediately preceding the date that the Company is required to prepare an accounting restatement as described in this Section 6.1(j) and, if applicable, to any transition period as set forth in Section 303A.l4.

(iii) Additional Rules

(A) For purposes of this Section 6(j), the Company shall be deemed to be required to prepare an accounting restatement as of the earlier of (I) the date the Board or a committee thereof, or an officer of the Company authorized to take such action if board action is not required, concludes or reasonably should have concluded that a restatement is required or (II) the date a court, regulator, or other legally authorized body directs the Company to prepare a restatement.

(B) Notwithstanding any other provision of this Section 6(j), the Company shall not be required to recover Erroneously Awarded Compensation to the extent that an exception set forth in Section 303A.14 (c)(1)(iv) of the Listed Company Manual (relating to impracticability by reason of expense to recover, violations of certain laws, or anti-alienation rules for tax-qualified plans) applies.

(C) The Company shall not indemnify any Executive Officer or former Executive Officer against the loss of Erroneously Awarded Compensation.

(D) The Committee shall maintain documentation related to enforcement of this Recovery Policy in accordance with the requirements of the Listed Company Manual.

(E) The Company's recovery obligation under this Section 6(j) shall not be affected by if or when restated financial statements are filed.

(iv) Other Policies

In addition to the Recovery Policy set forth above, all Awards under the Plan are subject to all other recovery policies and clawback procedures of the Company, each as in effect and as amended from time to time.

2. Except as expressly amended hereby, all provisions of the Plan shall remain unamended and shall continue to be, and shall remain, in full force and effect in accordance with their respective terms.

IN WITNESS WHEREOF, Textron Inc. has caused this amendment to be executed by its duly authorized officer.

TEXTRON INC.

Dated: July 25, 2023

By /s/ Julie G. Duffy

Julie G. Duffy

Executive Vice President and Chief Human Resources Officer

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Exhibit 31.1

Certification of Chief Executive Officer Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002

I, Scott C. Donnelly, Chairman, President and Chief Executive Officer of Textron Inc. certify that:

1. I have reviewed this quarterly report on Form 10-Q of Textron Inc.;

2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;

3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;

4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:

   a) designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;

   b) designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;

   c) evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and

   d) disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and

5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):

   a) all significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and

   b) any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: October 26, 2023 April 25, 2024

/s/ Scott C. Donnelly

Scott C. Donnelly
Chairman, President and Chief Executive Officer

Exhibit 31.2

Certification of Chief Financial Officer Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002

I, Frank T. Connor, Executive Vice President and Chief Financial Officer of Textron Inc. certify that:

1. I have reviewed this quarterly report on Form 10-Q of Textron Inc.;

2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;

3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;

4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:

   a) designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;

   b) designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;

   c) evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and

   d) disclosed in this report any change in the registrant’s internal control over financial reporting that occurred during the registrant’s most recent fiscal quarter (the registrant’s fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant’s internal control over financial reporting; and

5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):

   a) all significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and

   b) any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: October 26, 2023 April 25, 2024

/s/ Frank T. Connor

Frank T. Connor
Executive Vice President and Chief Financial Officer

Exhibit 32.1

TEXTRON INC.

CERTIFICATION PURSUANT TO
18 U.S.C. SECTION 1350,
AS ADOPTED PURSUANT TO
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002

In connection with the Quarterly Report of Textron Inc. (the "Company") on Form 10-Q for the period ended September 30, 2023 March 30, 2024 as filed with the Securities and Exchange Commission on the date hereof (the "Report"), I, Scott C. Donnelly, Chairman, President and Chief Executive Officer of the Company, certify, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that to my knowledge:

(1) The Report fully complies with the requirements of section 13(a) or 15(d) of the Securities Exchange Act of 1934; and

(2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: October 26, 2023 April 25, 2024

/s/ Scott C. Donnelly

Scott C. Donnelly
Chairman, President and Chief Executive Officer

Exhibit 32.2

TEXTRON INC.

CERTIFICATION PURSUANT TO
18 U.S.C. SECTION 1350,
AS ADOPTED PURSUANT TO
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002

In connection with the Quarterly Report of Textron Inc. (the "Company") on Form 10-Q for the period ended September 30, 2023 March 30, 2024 as filed with the Securities and Exchange Commission on the date hereof (the "Report"), I, Frank T. Connor, Executive Vice President and Chief Financial Officer of the Company, certify, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that to my knowledge:

(1) The Report fully complies with the requirements of section 13(a) or 15(d) of the Securities Exchange Act of 1934; and

(2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: October 26, 2023 April 25, 2024

/s/ Frank T. Connor

Frank T. Connor
Executive Vice President and Chief Financial Officer