

TEXTRON



Jack J. Pelton
Chairman, President & CEO



Cessna Aircraft Company
NBAA – Orlando, FL

October 6, 2008

Forward-Looking Information

Certain statements in today's discussion will be forward-looking statements, including those that discuss strategies, goals, outlook or other non-historical matters; or project revenues, income, returns or other financial measures. These forward-looking statements speak only as of the date on which they are made, and we undertake no obligation to update or revise any forward-looking statements.

These forward-looking statements are subject to risks and uncertainties that may cause actual results to differ materially from those contained in the statements, including the risks and uncertainties set forth under our full disclosure located at the end of this presentation.

Mission

- **To be the premier supplier of aircraft and related services for business, personal, utility and flight training**
- **To be a model organization within the communities we serve in terms of quality, profitability, corporate responsibility, people and product development**
- **Cessna means value, dependability and an exceptional customer experience - across design, sales, production, delivery and service - around the world**

Taking Care of Customers Is Taking Care of Business

Cessna Aircraft

2008E Revenues: \$6 Billion, Up ~20% YOY

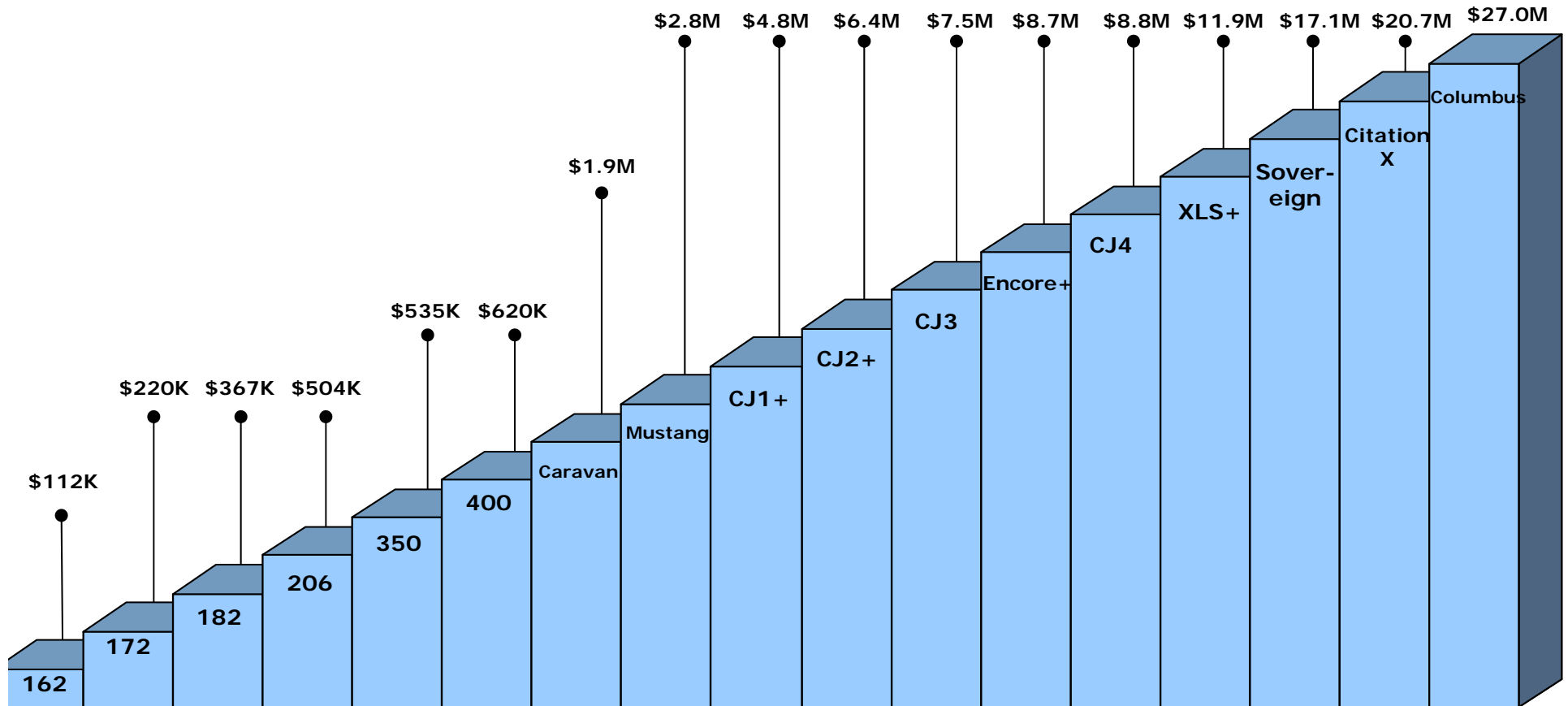


A Global Leader in General Aviation

Business Strategies

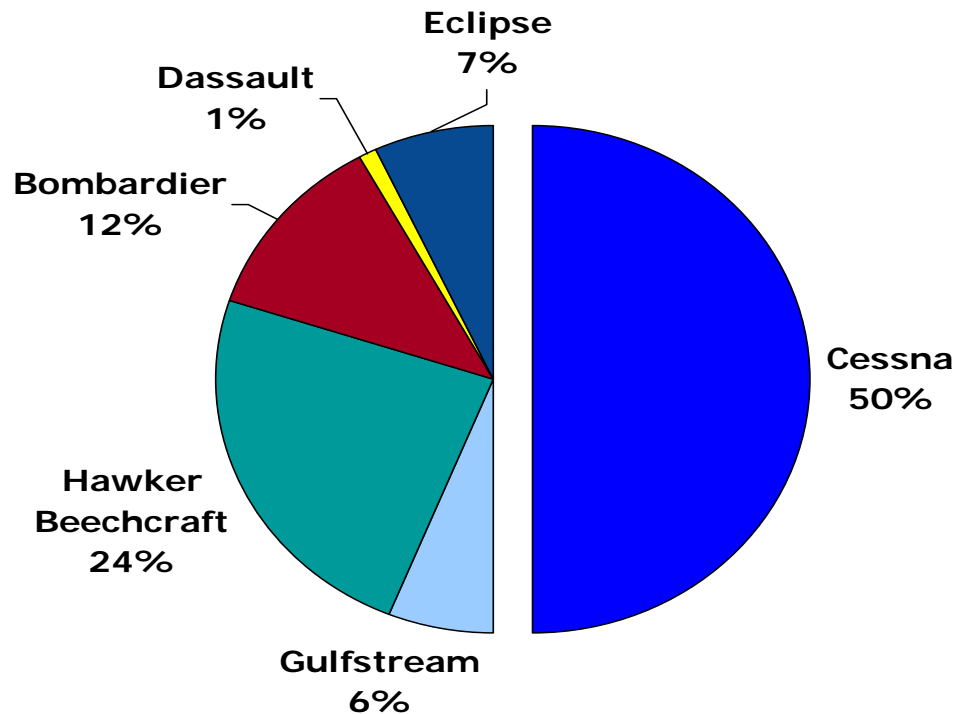
- **Develop and deliver customer-focused products**
- **Provide superior aftermarket services**
- **Strengthen fractional jet ownership business**
- **Drive operational readiness, reduce costs and improve productivity – *Create a Lean Enterprise***
- **Foster an environment that attracts, develops and retains high performing talent**

Step-up Strategy / Strong Brand Loyalty



**Cessna Pilot Centers
Foundation for Bringing Customers into the Cessna Family**

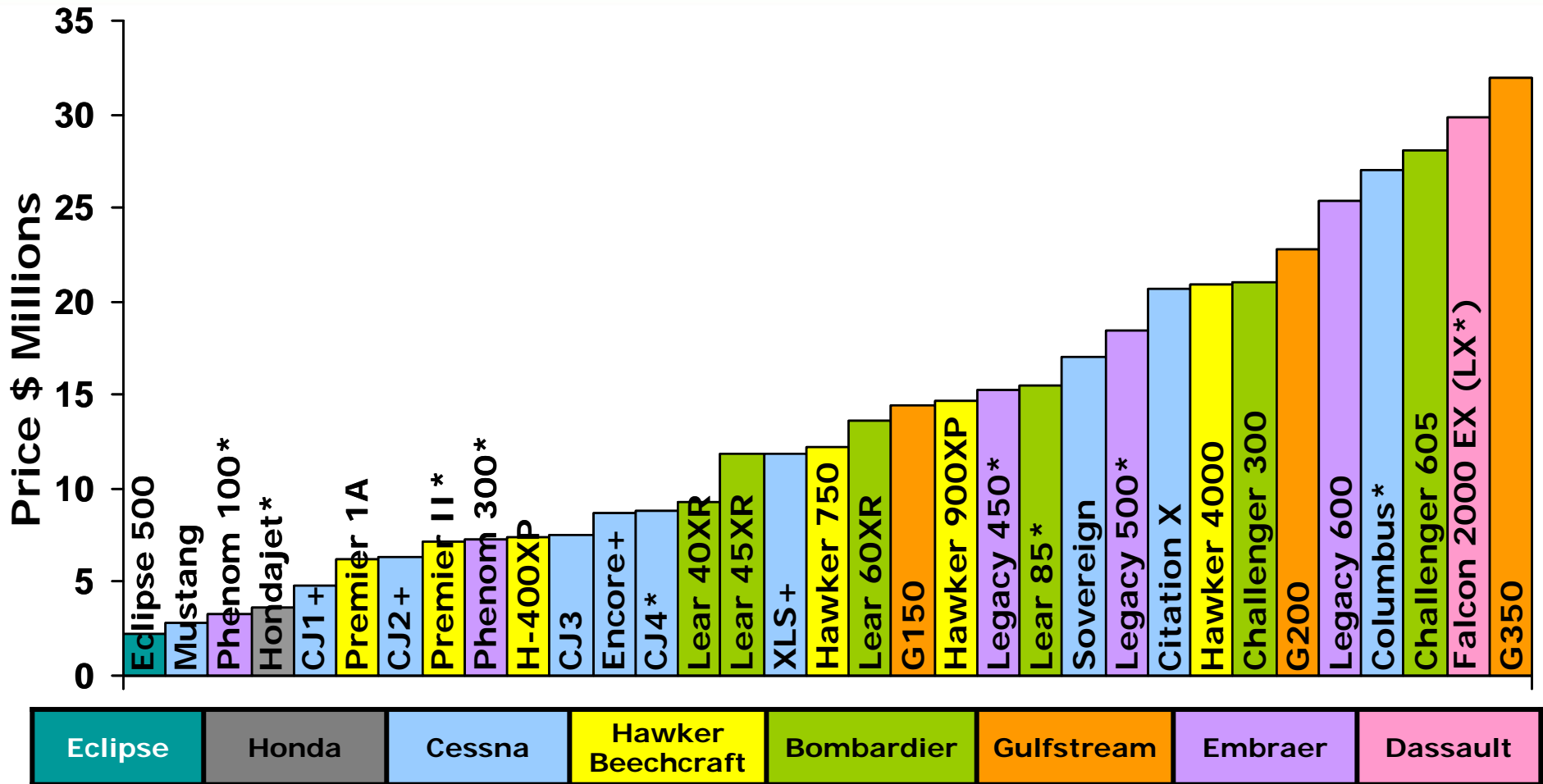
Industry Leadership



- Customer-focused new product development
- Continuous improvement in quality, reliability, service and support
- Proven value propositions
- Brand strength supported by the largest, loyal customer base in general aviation

*Percentage Jets Shipped
Light and Midsize,
2003 – 1H 2008*

Business Jet Competitive Landscape



* In development

Cessna Is Well-positioned for Continued Leadership

Business Jets

A Growth Industry

- **Economic expansion**
 - Longer cycles with less severe troughs
- **New model introductions**
 - Entry-level jets
- **Global expansion, especially Europe**
- **Replacement cycle opportunities**
- **Commercial airline environment**

Industry Development Criteria - The "4As"

- **Affluence**
 - Economic development
 - Business and personal wealth distribution
- **Airports / air traffic control**
 - Infrastructure and support
- **Airspace access**
 - Political climate and regulatory environment
- **Affordability / acceptance**
 - Alternatives and relative cost of operations

Several Key Factors Affect the Pace of Development

Business Jets

Prevailing Indicators

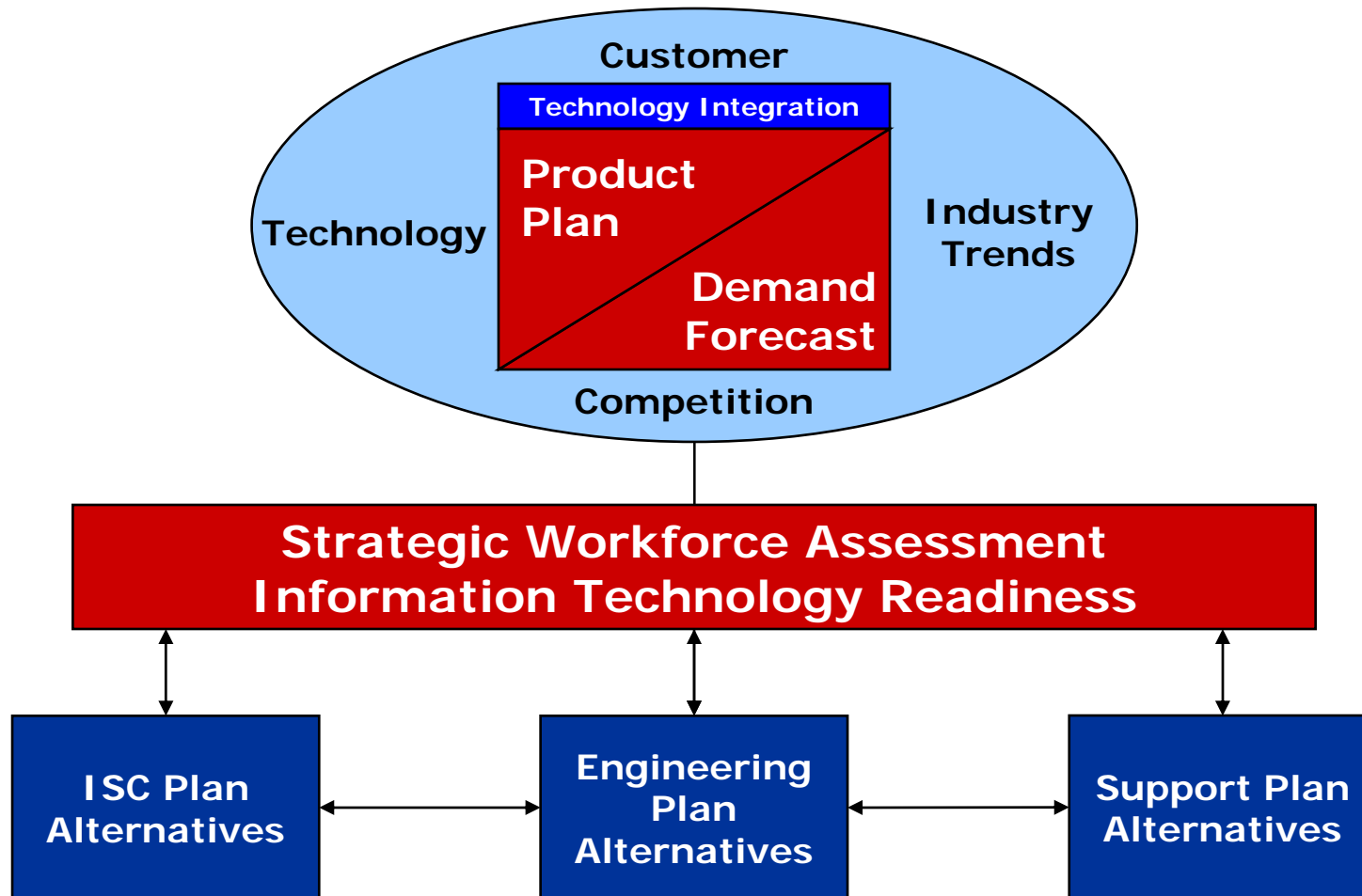
- General economy
- Used aircraft – availability, pricing
- Backlog – orders, cancellations
- Fuel prices
- Total hours flown
- Average daily utilization

Continuing to proactively monitor and manage in dynamic environment

Underlying, long-term demand remains strong

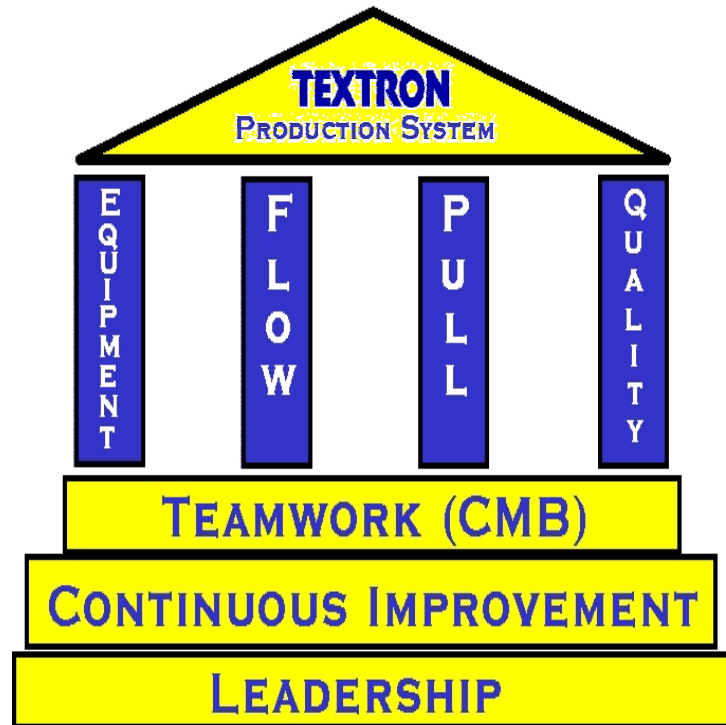
Premier Value Growth

Building Long-term Plans



Integrated Supply Chain

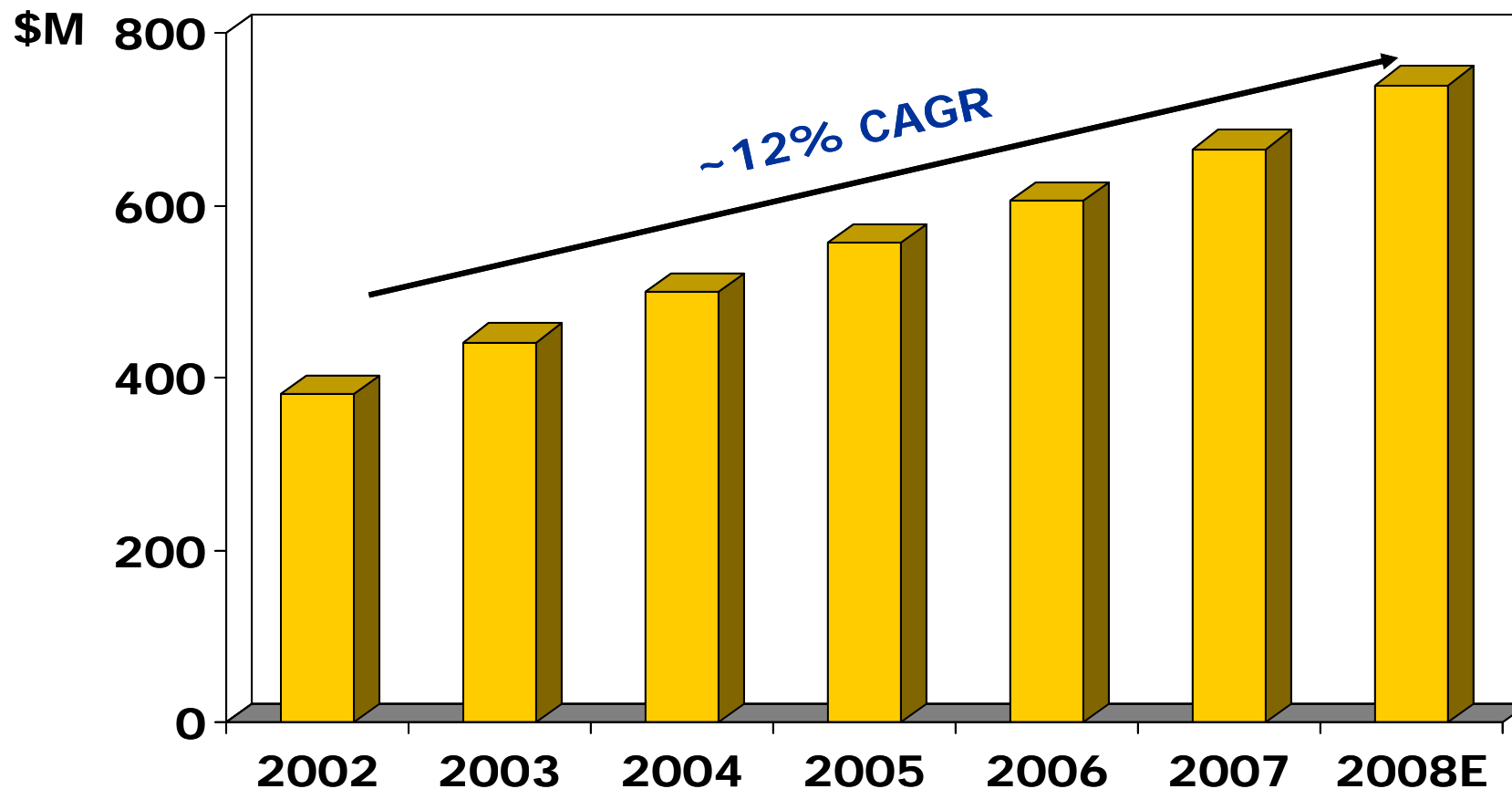
Lean Enterprise - Building Quality and Managing Growth



- Promote a culture focused on safety
- Standard procedures and mistake-proofing drive and maintain first-time quality
- Enables flow through variation reduction
- Improved Independence productivity
- Continued design improvement
- Globalization
 - Textron Aerospace de Mexico
 - LSA sourcing in low-cost region

**Leverage Textron Production System,
Drive Operational Excellence**

Customer Support Revenue Growth



Delivering Exceptional Customer Support

TEXTRON New Products Drive Growth

2004 - 2010



Citation Mustang
\$2.8M



Backlog: ~\$1.5B
1st Delivery: '07

Citation CJ1+
\$4.8M



Backlog: ~\$150M
1st Delivery: '05

Citation CJ2+
\$6.4M



Backlog: ~\$900M
1st Delivery: '06

Citation CJ3
\$7.5M



Backlog: ~\$1.3B
1st Delivery: '04

Citation Encore+
\$8.7M



Backlog: ~\$520M
1st Delivery: '07

Citation CJ4
\$8.8M



Backlog: ~\$1.3B
1st Delivery: '10

Citation XLS/XLS+
\$11.9M



Backlog: ~\$3.2B
1st Delivery: '04/'08

Citation Sovereign
\$17.1M



Backlog: ~\$2.6B
1st Delivery: '04

Note: June 2008 backlogs exclude CitationShares

Cessna 162 SkyCatcher

Light Sport Aircraft (LSA)

- Reverse the declining trend of new pilot starts
- Stimulate emerging international segments
- Maximize future step-up opportunities
- Launched at Oshkosh 2007
- 1,000+ orders
- Features include
 - \$111,500 base price
 - Exclusive glass cockpit (Garmin G300)
 - Teledyne Continental O-200D, 100hp engine



Exciting New Propeller Aircraft Entry

Cessna 350 & 400

- High-performance, composite aircraft
- Enhances Cessna single-engine piston product line
- 2008 investment in business restructuring
- Expect attractive future profitability
- Synergies
 - Technology
 - Supply base
 - Operational excellence
 - Marketing and distribution
 - Customer support



Integration Progressing in Line with Business Plan

Citation Mustang

- First fully-certified jet in segment
- Approved for steep approach
- Steps-up piston-twin and turboprop owners with a high-level of brand loyalty
- Strong demand (\$1.5B backlog)
- 100th Mustang delivery



Price: \$2.8 million
FAA Cert: 2006
EASA Cert: May 2007
'08 Deliveries: ~ 100

**Attractive Entry to the Citation Family,
 Expanding the Addressable Market**

Citation CJ4

- Fully integrated Collins Pro Line 21 avionics
- Advanced diagnostic systems
- New standard integrated cabin management system
- Newly engineered, moderately swept wing
- Flying the new Williams FJ44-4A electronically-controlled engines



Price: \$8.8 million
First Flight: May 2008
FAA Cert: 2H09
EASA Cert: 2H10
Deliveries: 1H10

Upward Extension to the Single-pilot Certified Citation Family



CITATION
COLUMBUS

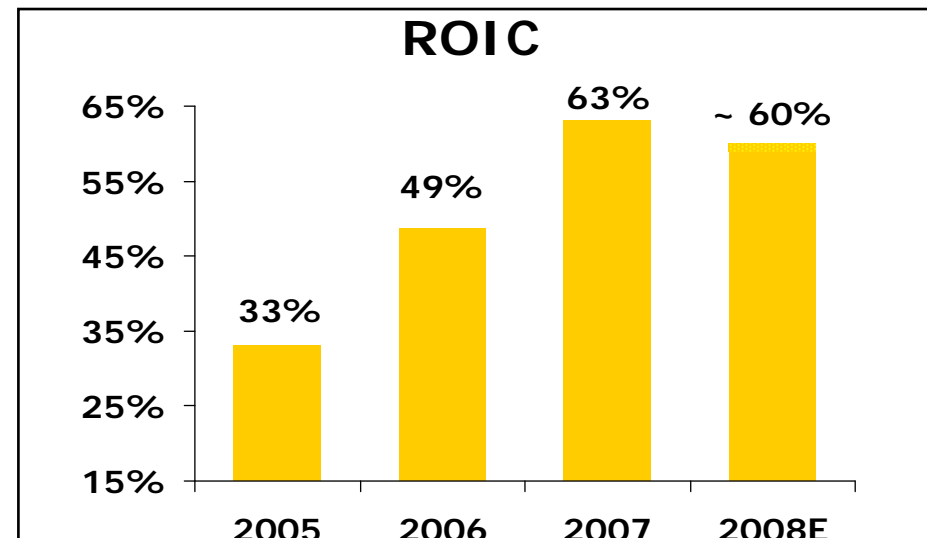
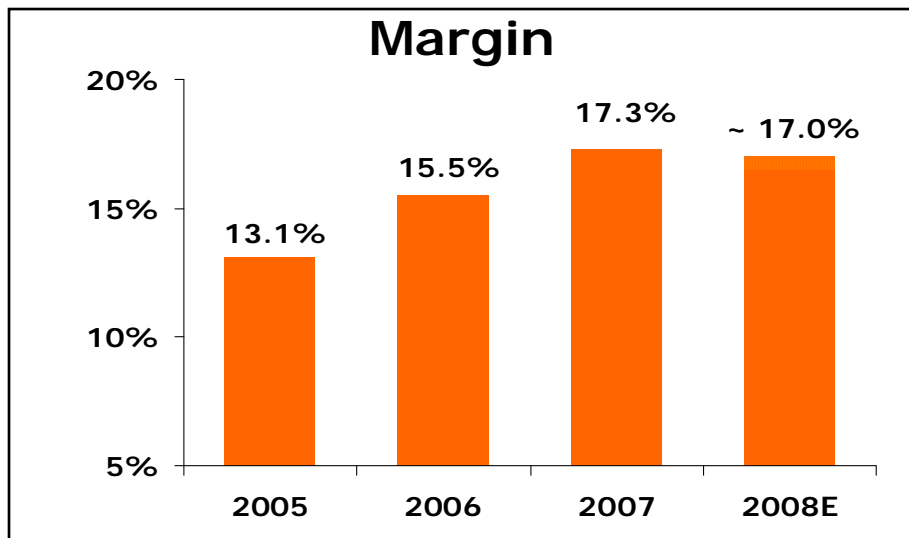
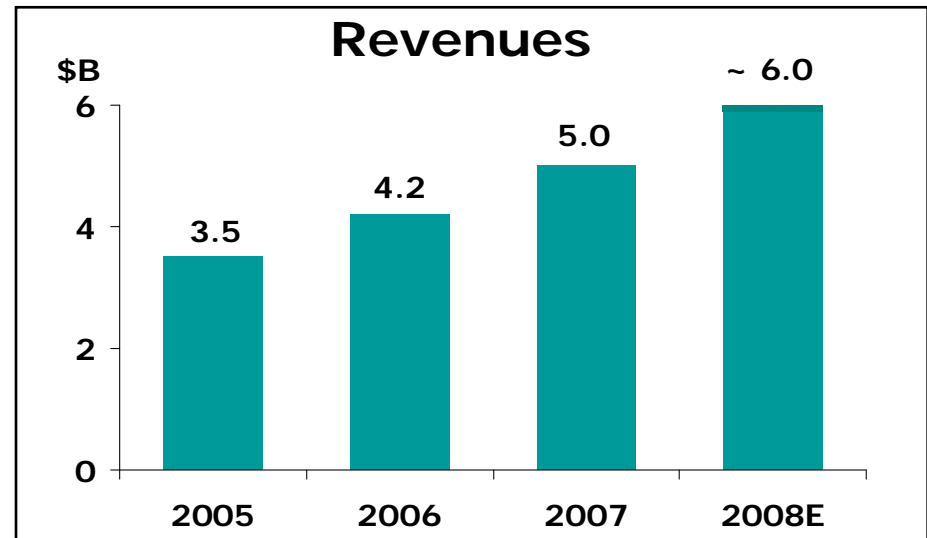
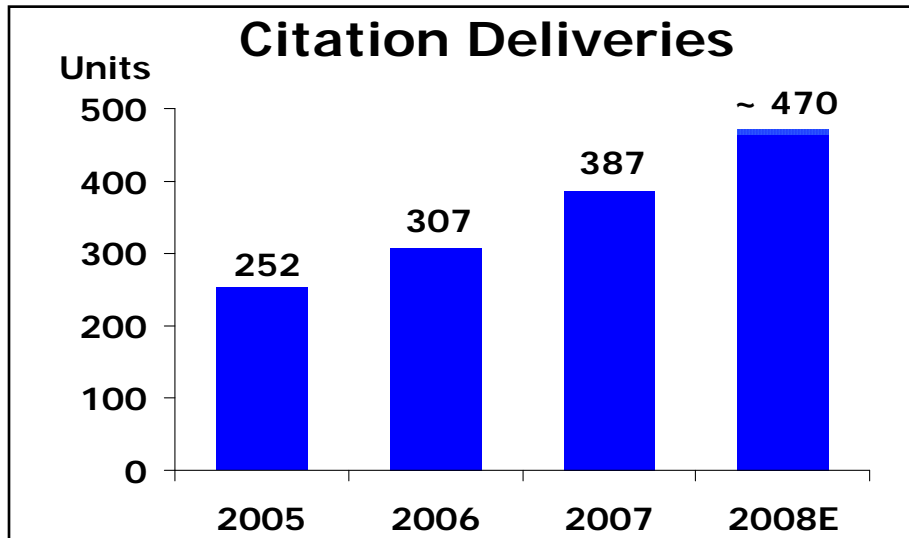
Citation Columbus

Value Proposition

- **Significant loyal customer base supports product line extension**
- **Strong performance**
 - 4,000 nm range at .80M
 - 488 ktas max speed
 - 5,400 ft takeoff (SL, ISA, MTOW)
 - 3,500 ft landing (SL, ISA, MLW)
 - 1,950 lbs full fuel payload
- **Customer validated cabin**
 - Best in class seated headroom and length
 - Matches top competitor standing aisle height
 - Comfortable seated leg and foot room
 - Flat floor with refreshment area and walk-in baggage compartment
- **71 orders (\$2B backlog)**

Customer Confidence in Cessna New Product Promises – **Sure Thing™**

Business Performance



Summary

- Long-term industry outlook positive
- Growing international order mix
- Continued investment in customer-focused products
- Excellent service and support capability
- Effectively managing growth and driving operational excellence



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