

"Your resilience and commitment will carry us through."

The past few weeks have brought a lot of change to the Passenger Flight System Program. Talk of industry-wide consolidation, cost reduction initiatives, their impacts on our plans and other elements complicating the business environment have required us to re-adjust our efforts.

There is no doubt that the impact of these changes caused some concerns among the team and raised questions about taking a new direction. While these are valid concerns, I'm optimistic about the program's future and convinced that we will succeed.

I'm especially encouraged by your responses at our recent All-Team Meeting. Although some of the messages communicated were difficult to hear, you remained open to supporting the changes proposed. Some of you approached me after the meeting to offer your continued assistance in moving forward. It is heartening to know that you believe we can rise to the occasion and meet these challenges. Your resilience is remarkable and your commitment to this program will carry us through.

I'm also encouraged by the dedication and outstanding efforts of our leadership team. Each has committed themselves to moving forward with our new direction, providing leadership to the

team, and ensuring we focus on achieving our priorities. Their leadership and dedication are nothing short of inspirational.

Finally, I'm certain that the results of our directional assessment and our plans to integrate the Passenger Flight System Program into the ISD Multi-Year Plan will allow us to better serve our business. The decisions made in the next few months will also better align the program and the enterprise, and provide a more definitive direction.

As we move ahead over the next few months, we will continue to communicate with you. We're stepping up our communication efforts to keep you apprised of decisions that affect the program and each of you. You'll see more frequent All-Team Meetings where we'll provide more detail about our Go-Forward Approach and updates about program status, while giving you the opportunity to ask questions of leadership. Also, we've asked your managers to meet with all of you and provide as much detail as possible. We want to make sure we keep you informed of developments as they happen.

Regards,

Don Johnston Sr. Director, Passenger Flight System Planning