3402476

Kautex Textron CVS Limited

Report and Financial Statements

31 December 2007

Registered No 03402476

Directors
J H Bracken
G T Linden
D J Frost
S K Evans

Secretary
P A Preston

Auditors
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Directors' report

The directors present their report and financial statements for the year ended 31 December 2007

Results and dividends

The profit for the year after taxation and dividends amounted to £8,666,608 (2006 £6,867,677) Dividends in the year amounted to £nil (2006 £nil) The directors do not recommend any final dividend (2006· £nil)

Principal activities and review of the business

The company's principal activity during the year continued to be the manufacture and distribution of washer systems for the automotive industry

The company's key performance indicators during the year were as follows

	2007	2006
	£'000	£'000
Turnover	32,296	29,535
Operating profit	5,218	4,151
Profit after tax	8,667	6,868
Shareholders' funds	83,224	74,557

Turnover in 2007 has increased by 9 3% and is expected to grow in 2008 due to greater market penetration of existing product ranges together with the launch of new product ranges

Operating profit has increased by 26% on 2006, although the 2006 profit was reduced by £1 5M loss on currency translation The underlying performance in 2007 shows an increase in total profits due to increase in turnover, but a reduction in profit percentage due to price erosion of existing business, reduced margins on replacement business and cost increases from operations

Profit after tax has increased in line with operating profit

Continued emphasis is being placed on maintaining product margins through continuous cost reduction programs, sales growth and development of new products

Shareholders funds have increased in line with profit after tax

Principal risks and uncertainties

The directors continually review and evaluate the risks that the company is facing The principal risks and uncertainties facing the company are broadly grouped as – competitive, legislative and financial risk

Competitive risks

Largely owing to the nature of the market in the UK, the company has faced very strong competition in recent years The company puts strong emphasis on its excellent service levels, quality of its product and competitive pricing to its customer base to maintain its position within the market

Legislative risks

Risk within the UK industry is controlled by specific recognised bodies who provide good practice and standards to follow

Directors' report

Financial risks

The company has established a risk and financial management framework whose primary objectives are to protect the company from events that hinder the achievement of the company's performance objectives

The objectives aim to limit undue counterparty exposure, ensure sufficient working capital exists and monitor the management of risk at a business unit level

Use of derivatives

The company uses forward foreign currency contracts to reduce exposure to the variability of foreign exchange rates by fixing the rate of any material payments in a foreign currency

Future developments

Management aim to maintain the company policies which have resulted in the company's growth and new product development

Directors

The directors of the company during the year to 31 December 2007 were as follows

J H Bracken
G T Linden
D J Frost
S K Evans

Directors' liabilities

The company has granted an indemnity to one or more of its directors against liability in respect of proceedings brought by third parties, subject to the conditions set out in the Companies Act 1985 Such qualifying third party indemnity provision remains in force as at the date of approving the directors' report

Disabled employees

The group gives full consideration to applications for employment from disabled persons where the candidate's particular aptitudes and abilities are consistent with adequately meeting the requirements of the job Opportunities are available to disabled employees for training, career development and promotion Where existing employees become disabled, it is the group's policy to provide employment wherever practicable in the same or an alternative position and to provide appropriate training to achieve this aim

Employee involvement

The group places considerable value on the involvement of its employees and has continued to keep them informed on matters affecting them as employees and on the various factors affecting the performance of the group This is achieved through formal and informal meetings, the company newsletter and the Textron "Our Voice" survey Employee representatives are consulted regularly on a wide range of matters affecting their current and future interests

Directors' report

Directors' statement as to disclosure of information to auditors

The directors who were members of the board at the time of approving the directors' report are listed on page 1 Having made enquires of fellow directors and of the company's auditors, each of these directors confirm that

- To the best of each director's knowledge and belief, there is no information relevant to the preparation of their report of which the company's auditors are not aware, and
- Each director has taken all the steps a director might reasonably be expected to have taken to be aware of relevant audit information and to establish that the company's auditors are aware of that information

Auditors

The company has elected under Section 386 of the Companies Act 1985 not to appoint auditors annually Ernst & Young LLP are deemed to be appointed for the next financial year

On behalf of the Board

D J Frost

Director

Date 8·11·8

Statement of directors' responsibilities in respect of the financial statements

The dırectors are responsıble for preparıng the Annual Report and the financıal statements ın accordance wıth applıcable law and regulatıons

Company law requıres the dırectors to prepare financıal statements for each financıal year Under that law the dırectors have elected to prepare the financıal statements ın accordance wıth Unıted Kıngdom Generally Accepted Accountıng Practıce (Unıted Kıngdom Accountıng Standards and applıcable law) The financıal statements are requıred by law to gıve a true and faır vıew of the state of affaırs of the company and of the profit or loss of the company for that perıod In preparıng those financıal statements, the dırectors are requıred to

- select suıtable accountıng polıcıes and then apply them consıstently,
- make ȷudgments and estımates that are reasonable and prudent,
- state whether applıcable UK Accountıng Standards have been followed, subȷect to any materıal departures dısclosed and explaıned ın the financıal statements, and
- prepare the financıal statements on the goıng concern basıs unless ıt ıs ınapproprıate to presume that the company wıll contınue ın busıness

The dırectors are responsıble for keepıng proper accountıng records that dısclose wıth reasonable accuracy at any tıme the financıal posıtıon of the company and to enable them to ensure that the financıal statements comply wıth the Companıes Act 1985 They are also responsıble for safeguardıng the assets of the company and hence for takıng reasonable steps for the preventıon and detectıon of fraud and other ırregularıtıes

The dırectors are responsıble for the maıntenance and ıntegrıty of the corporate and financıal ınformatıon ıncluded on the company's websıte Legıslatıon ın the Unıted Kıngdom governıng the preparatıon and dıssemınatıon of financıal statements may dıffer from legıslatıon ın other ȷurısdıctıons

Independent auditors' report

to the members of Kautex Textron CVS Limited

We have audited the company's financial statements for the year ended 31 December 2007 which comprise the Profit and Loss Account, the Statement of Total Recognised Gains and Losses, the Balance Sheet and the related notes 1 to 22 These financial statements have been prepared under the accounting policies set out therein

This report is made solely to the company's members, as a body, in accordance with Section 235 of the Companies Act 1985 Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed

Respective responsibilities of directors and auditors

The directors' responsibilities for preparing the Annual Report and the financial statements in accordance with applicable United Kingdom law and Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Directors' Responsibilities

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland)

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985 We also report to you whether in our opinion the information given in the directors' report is consistent with the financial statements

In addition we report to you if, in our opinion, the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and other transactions is not disclosed

We read the directors' report and consider the implications for our report if we become aware of any apparent misstatements within it

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements It also includes an assessment of the significant estimates and judgments made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements

Independent auditors' report

to the members of Kautex Textron CVS Limited (continued)

Opinion

In our opinion

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the company's affairs as at 31 December 2007 and of its profit for the year then ended,
- the financial statements have been properly prepared in accordance with the Companies Act 1985, and
- the information given in the directors' report is consistent with the financial statements

Ernst & Young LLP

Ernst & Young LLP
Registered Auditor
Bristol

Date 10 November 2008

Profit and loss account

for the year ended 31 December 2007

	Notes	2007 £	2006 £
Turnover	2	32,296,237	29,535,310
Cost of sales		(25,367,194)	(22,413,700)
Gross profit		6,929,043	7,121,610
Distribution costs		(803,719)	(689,016)
Administrative expenses		(907,602)	(2,282,039)
Operating profit	3	5,217,722	4,150,555
Interest receivable and similar income	6	3,448,886	2,717,122
Profit on ordinary activities before taxation		8,666,608	6,867,677
Tax on profit on ordinary activities	7	-	-
Profit on ordinary activities after taxation	13	8,666,608	6,867,677

Statement of total recognised gains and losses

for the year ended 31 December 2007

There are no recognised gains and losses other than the profit shown above in 2007 and 2006

Balance sheet

at 31 December 2007

	Notes	2007 £	2006 £
Fixed assets			
Tangible assets	8	1,650,542	1,654,478
Current assets			
Stocks	9	1,426,727	1,699,740
Debtors due within one year	10	82,781,144	76,070,565
Cash at bank and in hand		251,460	-
		84,459,331	77,770,305
Creditors amounts falling due within one year	11	(2,886,198)	(4,867,716)
Net current assets		81,573,133	72,902,589
Net assets		83,223,675	74,557,067
Capital and reserves			
Called up share capital	12	21,413,461	21,413,461
Share premium account	13	32,673,740	32,673,740
Profit and loss account	13	29,136,474	20,469,866
Equity shareholders' funds	13	83,223,675	74,557,067

Approved by the Board

D J Frost
Director

Date 6.11.8

Notes to the financial statements

at 31 December 2007

1. Accounting policies

Basis of preparation

The financial statements are prepared under the historical cost convention and in accordance with applicable accounting standards

Share-based payment

Employees of the Company receive remuneration in the form of share-based payment transactions, whereby the employees render services in exchange for shares (equity-settled transactions) The shares issued are those of the Company's ultimate parent company, Textron Inc Textron Inc has recharged a portion of its share-based payment charge, calculated in accordance with SFAS 123(R), to the Company in the period The recharge is debited to equity to the fullest extent possible and thereafter, if applicable, treated as a dividend

The cost of equity-settled transactions with employees is measured by reference to the fair value at the date at which they are granted The fair value is based on the market value of the shares at the date of grant less required adjustments to reflect the fair value of the award as dividends are not paid or accrued until the shares vest

The cost of equity-settled transactions is recognised, together with a corresponding increase in equity, over the periods in which the vesting conditions are fulfilled, ending on the date on which the relevant employees become fully entitled to the award (vesting date) The cumulative expense recognised for equity-settled transactions at each reporting date, until the vesting date, reflects the extent to which the vesting period has expired and the number of awards that will ultimately vest No expense is recorded for awards that do not ultimately vest

The terms of the equity-settled award do not allow modifications

The company has taken advantage of the transitional provisions of FRS 20 in respect of equity-settled awards and has applied FRS 20 only to those equity-settled awards granted after 7 November 2002 that had not vested before 1 January 2006

Depreciation

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value based on the prices prevailing at the date of acquisition of each asset, evenly over its expected useful life as follows

Short leasehold	over 5 years
Plant, machinery and tooling	over 1 - 15 years
Fixtures and fittings	over 3 years

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable

Stocks

Stocks are stated at the lower of cost and net realisable value

Cost includes all costs incurred in bringing each product to its present location and condition and is based on purchase cost as follows

Raw materials, consumables and goods for resale	-	purchase cost on a first-in, first-out basis
Work in progress and finished goods	-	cost of direct materials and labour plus attributable overheads based on a normal level of activity

Net realisable value is based on estimated selling price less any further costs expected to be incurred to completion and disposal

Notes to the financial statements

at 31 December 2007

1. Accounting policies (continued)

Government grants

Government grants in respect of capital expenditure are credited to a deferred income account and are released to the profit and loss account over the expected useful lives of the relevant assets by equal annual instalments

Grants of a revenue nature are credited to income so as to match them with the expenditure to which they relate

Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date Transactions in foreign currencies are recorded at the rate of exchange ruling at the date of the transaction All differences are taken to the profit and loss account

Research and development

Research and development expenditure is written off as incurred, except that development expenditure incurred on an individual tooling project is carried forward when its future recoverability can reasonably be regarded as assured Any expenditure carried forward is amortised in line with the expected future sales from the related project

Warranties

Warranty costs are charged to the profit and loss account when incurred

Leasing commitments

Rentals payable under operating leases are charged in the profit and loss account on a straight line basis over the lease term

Pensions

The company operates a defined contribution pension scheme Contributions are charged in the profit and loss account as they become payable in accordance with the rules of the scheme

Deferred taxation

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events have occurred at that date that will result in an obligation to pay more, or a right to pay less, or to receive more tax

Deferred tax assets are recognised only to the extent that the directors consider that it is more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted

Deferred tax is measured on an undiscounted basis at the tax rates that are expected to apply in the periods in which timing differences reverse, based on tax rates and laws enacted or substantively enacted at the balance sheet date

Cash flow statement

The company has taken advantage of the exemption allowed under FRS1 not to include a Cash Flow Statement on the basis that it is a wholly owned subsidiary whose parent company produces consolidated financial statements which include a consolidated cash flow statement that is publicly available

Turnover

Turnover is recognised in line with the contract terms and conditions of its customers which recognises revenue when risk changes from seller to buyer, this is at the point of despatch

Notes to the financial statements

at 31 December 2007

2. Turnover

Turnover, which is stated net of value added tax, represents amounts invoiced to customers in the automotive industry

An analysis by geographical market is given below

	2007	*2006*
	£	*£*
United States	1,946,039	1,255,637
Canada	796,654	437,077
Western Europe	28,647,742	26,998,730
Eastern Europe	265,655	389,077
Africa	109,267	110,710
Northern Europe	418,789	344,079
Asia	112,091	-
	32,296,237	29,535,310

3. Operating profit

This is stated after charging/(crediting)

	2007	*2006*
	£	*£*
Auditors' remuneration - audit services	30,131	26,300
Depreciation of owned fixed assets	596,375	476,105
Government grants received (revenue grants)	(5,606)	(10,043)
Foreign exchange (gain)/loss	(180,649)	1,466,799
Operating lease charges - land and buildings	314,000	314,000

4. Directors' emoluments

	2007	*2006*
		restated
	£	*£*
Total aggregate emoluments	198,917	171,582

None of the directors were members of a money purchase pension scheme Consequently, no company contributions have been made to such a scheme The 2006 figures have been restated to include fees payable for all directors

Notes to the financial statements
at 31 December 2007

5. Staff costs

	2007	*2006*
	£	*£*
Wages and salaries	6,578,592	6,112,915
Social security costs	581,729	577,508
Pension costs	260,451	132,358
Expense of share-based payment (note 20)	32,384	87,419
	7,453,156	6,928,515

The average number of employees during the year was as follows

	2007	*2006*
	No	*No*
Management and administration	84	91
Production	204	170
Sales and marketing	4	4
	292	265

6. Interest receivable and similar income

	2007	*2006*
	£	*£*
Group interest receivable	3,448,886	2,716,405
Other interest received	-	717
	3,448,886	2,717,122

7. Tax on profit on ordinary activities

a) Tax on profit on ordinary activities

Tax on profit on ordinary activities is made up as follows

	2007	*2006*
	£	*£*
Current tax		
UK corporation tax	-	-
Total current tax (note 7b)	-	-

The tax charge for the year is £nil (2006 £nil) as a result of taxable losses surrendered from the other group companies for which no payment is required

b) Factors affecting current tax charge

The tax assessed on the profit on ordinary activities for the year differs from the standard rate of corporation tax in the UK of 30% (2006 30%) The differences are reconciled below

Notes to the financial statements

at 31 December 2007

7. Tax on profit on ordinary activities (continued)

	2007	*2006*
	£	*£*
Profit on ordinary activities before tax	8,666,608	6,867,677
Profit on ordinary activities multiplied by the standard rate of corporation tax in the UK of 30% (2006 30%)	2,599,982	2,060,303
Expenses not deductible for tax purposes	13,034	22,714
Depreciation in advance of capital allowances	(216,997)	(214,045)
Employee share acquisition	(3,924)	(45,863)
FRS 20 share based payment	-	41,550
Research and development net credit	(34,478)	(13,711)
Other	3,017	(4,887)
Group relief receivable	(2,360,634)	(1,846,061)
Total current tax (note 7a)	-	-

c) Unrecognised deferred tax asset

The major components of the deferred tax asset are as follows

	2007	*2006*
	£	*£*
Accelerated capital allowances	686,395	671,120
Other timing differences	24,648	64,943
	711,043	736,063

The deferred tax asset has not been recognised in these financial statements (note 7d)

d) Factors that may affect future tax charges

A deferred tax asset of £711,043 (2006 £736,063) for accelerated capital allowances and short term timing differences has not been recognised on the basis that it cannot be regarded as more likely than not that there will be suitable taxable profits from which any future reversal of the underlying timing differences can be deducted

During the period, changes in tax laws and rates were substantively enacted that will have an effect on the unrealised deferred tax asset of the company The change in the corporate tax rate from 30% to 28% with effect from 1 April 2008 has been enacted and the impact of this is a reduction in the unrecognised deferred tax asset of £25,020

Notes to the financial statements

at 31 December 2007

8. Tangible fixed assets

	Plant and machinery	Fixtures and fittings	Assets under construction	Total
	£	£	£	£
Cost				
At 31 December 2006	2,929,048	243,499	428,021	3,600,568
Additions	-	-	640,057	640,057
Transfers	699,705	3,848	(703,553)	-
Assets written off	-	-	(20,721)	(20,721)
At 31 December 2007	3,628,753	247,347	343,804	4,219,904
Depreciation				
At 31 December 2006	1,755,965	217,022	-	1,972,987
Provided during the year	588,294	8,081	-	596,375
At 31 December 2007	2,344,259	225,103	-	2,569,362
Net book value				
At 31 December 2007	1,284,494	22,244	343,804	1,650,542
At 31 December 2006	1,202,976	26,477	425,025	1,654,478

9. Stocks

	2007	2006
	£	£
Raw materials and consumables	1,161,796	1,087,344
Finished goods and goods for resale	264,931	612,396
	1,426,727	1,699,740

The difference between purchase price or production cost of stocks and their replacement cost is not material

10. Debtors

Debtors due within one year	2007	2006
	£	£
Trade debtors	4,028,186	4,674,975
Amounts owed by group undertakings	78,453,287	69,579,847
Other debtors	154,323	1,690,312
Prepayments and accrued income	145,348	125,431
	82,781,144	76,070,565

Notes to the financial statements

at 31 December 2007

11. Creditors: amounts falling due within one year

	2007 £	*2006* £
Trade creditors	1,390,580	2,105,933
Amounts owed to group undertakings	183,209	1,294,231
Bank overdraft (secured by Textron Inc)	-	80,322
Other taxes and social security costs	216,179	289,637
Accruals and deferred income	1,096,230	1,097,593
	2,886,198	4,867,716

12. Share capital

	2007 £	*2006* £
Authorised		
60,000,000 ordinary shares of £1 each	60,000,000	60,000,000
Allotted, called up and fully paid		
21,413,461 ordinary shares of £1 each	21,413,461	21,413,461

13. Reconciliation of shareholders' funds and movement in reserves

	Share capital £	*Share premium account* £	*Profit and loss account* £	*Total* £
At 31 December 2006	21,413,461	32,673,740	20,469,866	74,557,067
Share-based payment	-	-	(32,384)	(32,384)
Share-based payment recharge	-	-	32,384	32,384
Profit for the year	-	-	8,666,608	8,666,608
At 31 December 2007	21,413,461	32,673,740	29,136,474	83,223,675

14. Pension commitments

The company participates in a defined contribution pension scheme, the Textron Limited Pension Scheme, for its employees The assets of the scheme are held separately from those of the company in an independently administered fund There were no unpaid contributions outstanding at the year end (2006 £nil)

Notes to the financial statements

at 31 December 2007

15. Other financial commitments

At 31 December 2007 the company had annual commitments under non-cancellable operating leases as set out below

	Land and buildings	
	2007	*2006*
	£	*£*
Operating leases which expire		
In March 2008	78,500	314,000

The building lease expires in March 2008 and the company has renegotiated a further 10 year lease at an annual rental of £314,000

16. Post balance sheet events

At 31 December 2007 the company has made provisions for an amount in respect of dilapidations on the currently leased land and buildings During 2007 the landlord of the property has undertaken a review of the work expected to be required to make good any dilapidations The company has engaged a surveyor to negotiate the items noted by the landlord and discussions are on going The company has provided an amount based on the best estimates of the management in these financial statements

17. Forward foreign currency contracts

The company entered into forward foreign currency contracts to hedge currency exposure on forecast currency requirements for the coming year in Euros, US Dollars and Japanese Yen The company seeks to hedge against expected expenses and revenues The hedges are not against a firm commitment and contracts have been entered into on the basis of the expected amounts of the cash flows arising The forward currency commitments are as follows

	2007	*2006*
	£	*£*
Forward foreign currency purchases	(311,580)	(2,168,168)
Forward foreign currency sales	15,970,109	18,117,160

18. Capital commitments

There were no capital commitments at 31 December 2007 or at 31 December 2006

19. Contingent liabilities

	2007	*2006*
	£	*£*
HM Revenue and Customs Import duty guarantee	175,000	175,000

Notes to the financial statements

at 31 December 2007

20. Share-based payment

1999 Long term incentive plan

Eligible employees of the Company receive awards under the Restricted Stock section of the 1999 Long-Term Incentive Plan ('the Plan') The Plan is operated by the Company's ultimate parent company, Textron Inc An award of Restricted Stock vests one-third in each of the third, fourth and fifth years following the date of grant The employee must still be employed by the Company at the date of vest for the shares to become vested There are no performance conditions attached to the award

The Company receives a charge (Share-based payment recharge) from Textron Inc for the provision of Restricted Stock Units

Share based payment charge

The total charge for the year relating to employee share-based payment is as follows

	2007	*2006*
	£	*£*
1999 Long-Term Incentive Plan for Textron Employees	32,384	87,419
	32,384	87,419

Restricted Stock

The following table illustrates the number of, and movements in, share options during the year

	No
Outstanding as at 1 January 2006	8,500
Granted	2,043
Forfeited	-
Vested	(800)
Outstanding as at 31 December 2006	9,743
Granted	1,467
Forfeited	(1,007)
Vested	(1,200)
Outstanding as at 23 August 2007	9,003
Stock split 24 August 2007	9,003
Outstanding immediately following stock split	18,006
Granted	-
Forfeited	(2,560)
Vested	(600)
Outstanding as at 31 December 2007	14,846

Notes to the financial statements

at 31 December 2007

20. Share based payment (continued)

On 18 July 2007 the Directors of Textron Inc, the ultimate parent company, approved a two-for-one split of its common stock effected in the form of a 100% stock dividend The additional shares resulting from the stock split were distributed on 24 August to shareholders of record on 3 August 2007 This stock split affected unvested restricted stock as shown above

As at 31 December the weighted average remaining time to vest is 1 89 years (2006 – 1 95 years)
The weighted average fair value of shares granted during the year, pre stock split, was $91 70 (2006 - $87 95)
The weighted average share price during the year at the date of vest, pre stock split, was $106 17
The weighted average share price during the year at the date of vest, post stock split, was $65 22 (2006 - 87 53)

Restricted stock is transferred to the employee's ownership, at the date of vest, at no cost to the employee Therefore the weighted average cost at the date of vest is nil

21. Related party disclosures

The company has taken advantage of the exemption given in FRS8 'Related Parties' for subsidiary undertakings (where 90% or more of whose voting rights are controlled within the group) by not disclosing information on related party transactions with entities that are part of the group, or investees of the group qualifying as related parties

22. Parent undertaking and controlling party

The company's immediate parent undertaking is Kautex Textron Verwaltungs GmbH, based in Germany The ultimate parent undertaking and controlling party is Textron Inc, a company incorporated in the United States of America This is the largest group of which the company is a member and for which group financial statements are prepared Their financial statements are available from the registered office at 40 Westminster Street, Providence, RI 02903, USA

The smallest group of which the company is a member and for which group financial statements are prepared is Textron International Holdings SL based in Spain These financial statements are available from Textron Limited's registered office at 23 Bedford Row, London WC1R 4EB