

Mike Petters
Year-End Video
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It's been another *amazing* year for HII. We delivered three ships: the guided missile destroyer USS *Paul Ignatius*, the National Security Cutter *Midgett* and the attack submarine *Delaware*. And we redelivered USS *Gerald R. Ford* following her post-shakedown availability.

We were awarded a historic, \$15 billion contract to build two *Gerald R. Ford*-class aircraft carriers ...And we acquired Fulcrum IT Services and recently won a contract to provide services to the Defense Intelligence Agency ...But I want this year-end message to focus less on *what* we did and more on *how* we did it ...

With a focus on execution ... transformation ... collaboration ... and engagement.

Execution goes hand-in-hand with ethics. It's doing the right thing at all times ... And meeting our safety, quality, cost and schedule goals without cutting corners.

As we say in our Company Values: *"We hold ourselves to a very high standard of performance. ... And we promote continuous improvement, innovation and creativity."*

Along those lines, transformation is a systemic commitment to doing more today than we did yesterday. It's about getting stronger and more efficient. But the key to HII's transformation is not technology. It's people ... And learning from our mistakes.

When we are empowered to bring our best ideas to the table ...And when we embrace "constructive failure" ...We lead the way in all that we do.

When we're challenged, no problem is too hard to solve ... *if* we collaborate. You see, very few things happen at HII for the first time. *Somebody* has seen the challenge you are facing ... But you might need to raise your hand to find that person and ask for help.

Collaboration is how we learn. And how we will continue to succeed.

As I said before this year's employee engagement survey, I want to take engagement beyond individuals taking ownership of their work and work processes. I want to create an inclusive and highly collaborative culture where we all care about and encourage each other's success.

I strongly believe that increasing engagement is our greatest opportunity for creating more value in our company and transforming our business for the future.

As you look back on our many accomplishments this year—and on your own—I hope you will see them through the lenses of execution, transformation, collaboration and engagement. I also hope you will consider how you are part of something much bigger than yourself.

We are more than 41,000 men and women all across the United States and around the world with a shared commitment to doing hard stuff right. And I couldn't be more proud to work with you.

Thank you for your excellent work in 2019 and for your commitment to making HII better each and every day. Best wishes for a safe and joyful holiday season and a happy new year.