

October 16, 2017

Dear Shipbuilders,

I recently communicated to the senior leadership team my vision for the future of our business and our supporting NNSFORWARD Strategy. You will hear more details in the coming days, weeks and months about this strategy, and how it connects to my top priorities: people and technology. Below is general information to continue the conversation about our future.

NNSFORWARD focuses on four objectives:

- Enable the Workforce
- Execute Efficiently
- Transform Business Operations
- Grow the Business Base

These four areas are reinforced by an overarching objective of LEAD THE WAY, which is my expectation that we – all of us – take ownership of our work and lead the business toward success.



The shipbuilding industry is changing and evolving, and it's important that our business change and evolve with it. I am specifically focused on our business structure, the investments we make, and our Navy customer's needs. These areas of opportunity are critical to our transformation.

Organizational structure and physical environment:

NNSFORWARD starts with people. Our need to transform our business for the next decade and beyond requires not only the right talent in the right place at the right time, but also an organizational structure and physical environment that best enables each of us to connect with the needs of our teammates, who are dependent on us to resolve issues in real time.

Investing in our future:

The changing business environment drives our need to ensure we are making the right investments. Any investment we make has to be the result of purposeful analysis and decision making about what will have the greatest impact on our workforce and business results.

Being the best partner for the Navy:

As we demonstrate to the Navy that we are their best partner for the future, new opportunities will arise. The innovative spirit of our workforce and the ideas and solutions we develop for the Navy create new opportunities for the business and for our employees. And, these new opportunities start the cycle of attracting and developing new talent.

Through these actions, we will be in a position to provide our customer with everything they expect and need from us: getting the work we have under contract completed within the budgets we've contracted for, and on the schedule to which we committed. Only then can the U.S. Navy meet its missions to protect and defend our freedoms.

Let's get started:

It's important to me that all shipbuilders understand the direction in which we are headed, and I hope this information has helped set the stage for what's to come. It's going to take all 20,000 of us working together to transform our business, and I appreciate all you are doing to LEAD THE WAY FORWARD.

Respectfully,



Jennifer Boykin
President
Newport News Shipbuilding