

MEMO



TO All HII Employees
FROM Chris Kastner
DATE Jan. 5, 2026
RE Building on Our Momentum: 2026 and Our Mission Ahead

To the entire HII team:

As we look ahead to 2026, I want to take a moment to recognize the progress we've made together and to underscore the critical importance of the work before us.

Over the past year, in partnership with our government customers, we've taken steps to increase our hiring, grow our retention, and most importantly, improve proficiency levels within our workforce. These aren't just statistics on a dashboard. They represent thousands of skilled shipbuilders, engineers, technologists, and support professionals who are committed to HII's mission and getting better at it every day. The early results are positive: Together we are measurably increasing shipbuilding throughput, a key operational indicator for schedule performance.

With more than 40 ships at Ingalls and NNS in active construction or modernization, our focus in 2026 is clear: we must build on this momentum, and continue to increase our shipbuilding throughput. The U.S. Navy and all of our defense customers need our ships and technologies now more than ever. The global security environment demands that we operate with a sense of urgency and purpose that matches the seriousness of the threats our nation faces. Make no mistake: We are mobilizing to support a wartime footing, and the vessels we build and the systems we deliver are mission critical to our national security.

Every improvement in our operations, every efficiency we unlock, every day we reduce from a schedule, translates directly into capability the Navy can deploy to protect American interests. The submarines, aircraft carriers, amphibious assault ships, and destroyers we deliver aren't just products; they are the front line of deterrence and defense.

Each of you plays an essential role in this mission, whether you're welding steel, developing cutting-edge technology, managing programs, or supporting operations. The quality of your work, your dedication to safety, and your commitment to continuous improvement are what make HII the industrial backbone of American sea power.

As we build on our momentum in the year ahead, I'm asking everyone to maintain this focus: deliver on our commitments, support your teammates, and never lose sight of why this work matters. Our servicemen and women are counting on us. Our nation is counting on us.

Thank you for everything you do and for your continued dedication to this vital mission.

Respectfully,

A handwritten signature in black ink, appearing to read "Chris Kastner". The signature is fluid and cursive, with a long horizontal stroke at the end.

Chris Kastner
President and CEO