AUSTAL USA

INNOVATIVE ON LAND.
EXCEPTIONAL AT SEA.

March 11, 2026

Team Austal USA,

It's been a busy few weeks since I stepped into the role of Interim President. Though I have spent nearly 30 years in the shipbuilding industry, seeing the shipyard through this new lens has only deepened my pride in what we do.

I've spent much of my three weeks walking the floor, engaging with our team, having communications meetings, and getting a clearer view of the great work happening across our programs – as well as gaining more clarity on some of the issues and challenges you are experiencing in your day-to-day work.

Whether it's in the MMF or in Supply Chain, or in San Diego, Charlottesville, or D.C., the energy is clear: we are growing, we are scaling, and we are focused. Our mission for 2026 is straightforward but ambitious. We have a historic backlog of work across our programs, while working to scale our submarine module work quickly. Delivering on our mission requires us to be more synchronized than ever. My priority is to ensure you have the safe environment, the tools, and the clear communication you need to do what you do best—build the world's finest ships.

As we look ahead, our focus is simple. We will be successful by committing ourselves to these four core principles:

- **Work Safely:** Our people are our most important asset.
- **Do It Right the First Time:** Quality is the bedrock of our shipbuilding credibility.
- **Meet Our Commitments:** We win and deliver as one unified team.
- **Be Better Than Yesterday:** Continuous improvement is how we stay ahead.

Keep up the great work,

Gene Miller

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