



**INNOVATIVE ON LAND.
EXCEPTIONAL AT SEA.**

December 23, 2025

Austal USA Team,

As 2025 draws to a close and the holiday season is upon us, I want to take a moment to thank each of you for the dedication, resilience, and passion you brought to work every single day.

At Austal USA, we are a team of hardworking, patriotic, proud individuals who consistently accomplish what others thought impossible. We have the highest product mix portfolio of any other shipyard in the Nation, and every milestone we achieve is a direct result of your commitment and expertise.

We are executing on an ambitious backlog and, in doing so, we are redefining the future of maritime defense. We deliver cutting-edge vessels, submarine modules, autonomous systems, emerging technologies, and readiness to the U.S. Navy, Coast Guard, and global partners. We are the shipyard where speed, precision, and innovation come together, and your efforts are directly safeguarding our basic freedoms and ensuring peace through strength.

We know how critical delivering ships and submarines is to our Nation's defense, and we also know that we couldn't do it without you. While the broader maritime industrial base struggles to keep pace, we have seized the opportunity to lead, innovate, and deliver. We deliver on our commitments as a team, and our success as a Tier 1 shipyard is all thanks to YOU.

Here are just a few highlights of what the Austal USA team has achieved together this past year:

Program Delivery & Readiness: We've delivered two ships, three CVN carrier modules, our first Virginia-class Command and Control submarine module, printed 351 additively manufactured parts, and executed 69 availabilities both here in the U.S. and overseas.

Programmatic Milestones: We successfully sunset our foundational LCS program by delivering our 19th ship, the USS Pierre, to the U.S. Navy.

Operational Scale: We are accelerating our scaling efforts to ensure we can execute our current backlog and meet future demands by standing up an end-to-end Austal Production System.



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Digital Leadership: We've begun our digital transformation by partnering with technology leaders. These partnerships are revolutionizing our data systems and manufacturing tools, which will enable us to streamline hand-offs and operate with greater efficiency.

Our >\$8 billion order book remains strong, and our collective focus has never been sharper!

For the first time in our history, Austal USA and Australasia have unified to develop a long-term strategy that aligns our vision and capabilities. This pivotal collaboration enables us to harness our collective strengths, drive innovation, and cement our leadership in the maritime industry.

This means continued growth for you and for Austal USA in shipbuilding, module manufacturing, autonomy, services, solutions, advanced manufacturing, and supporting the crucial AUKUS initiative.

At Austal USA, we are not just keeping up—we are setting the pace. Together, we are redefining what's possible.

As we head into the holiday season, please accept my deepest gratitude for your hard work, your commitment, and your belief in what we can achieve together. You are the heart of everything we do. Please take the time to celebrate your accomplishments and enjoy a well-deserved break with your families and loved ones.

Let's carry this momentum into the New Year and continue to lead the Nation by being Innovative on Land and Exceptional at Sea.

Happy Holidays!

A handwritten signature in black ink that reads "Michelle Kruger".

Michelle Kruger



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