



INNOVATIVE ON LAND.  
EXCEPTIONAL AT SEA.

December 19, 2025

Austal USA Team:

We continue to listen closely to your feedback provided through surveys, Dockside Dialogues, roundtables, and day-to-day conversations around the shipyard, as well as during last month's All Employee Meeting. You have been clear about what matters most: transparency, consistency, meaningful career opportunities, and a workplace where every employee is supported and informed.

To ensure we address your questions directly and keep everyone aligned, we are launching a four-part communication series that will cover several key topics. Each message will focus on a specific theme, providing clear answers, outlining active initiatives, and sharing the steps we are taking to strengthen the employee experience at Austal USA.

Through these communications, we will address the following:

1. **Workforce Strategy & Training Expansion** – how we are building the skilled workforce needed for today and the future.
2. **Operations, Parking, Safety, Facilities, & IT Enhancements** – the improvements being made to create a safer, more efficient, and better-supported workplace.
3. **Compensation, Benefits, & Job Structure** – providing clarity and transparency on how pay, job descriptions, and policies are developed and applied.
4. **Culture, Performance, & Employee Engagement** – the actions underway to ensure our culture aligns with our values and that employees have the support, recognition, and development needed to grow.

Simply stated, our goal is to be responsive, communicate openly, and to keep you informed as we continue to grow and strengthen Austal USA. Thank you for your continued dedication, your feedback, and your commitment to excellence. Together, we are building not only ships, but a stronger, more connected organization.

Please be on the lookout for our initial communication coming soon.

Sincerely,

A handwritten signature in black ink, reading "Michelle Kruger".

Michelle Kruger  
President

A handwritten signature in black ink, reading "Kristin Parsons".

Kristin Parsons  
Vice President Human Resources



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