

SpeedNews  
Aerospace & Defense Suppliers Conference  
St. Regis, Los Angeles, CA  
July 28-30, 2003

PROGRAM

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**JULY 28 - MONDAY**

4:00-9:00 pm Registration - Presidential Suite  
6:00-9:00 Welcome Reception - Presidential Suite; sponsored by **SpeedNews, Inc.**  
8:00 Dinner for Conference Speakers; sponsored by **ACSS, an L-3 Communications & Thales Company**

**JULY 29 - TUESDAY**

7:00-8:00 am Registration - Grand Salon Foyer  
Buffet Breakfast; sponsored by **BAE SYSTEMS Platform Solutions**

8:00-8:15 Welcome Address and Introduction by Conference Chairman  
Grand Salon **Gilbert W. Speed**  
Publisher, SPEEDNEWS

8:15-9:00 **NORTHROP GRUMMAN**  
Opening Address **Scott J. Seymour**  
President, Integrated Systems

9:00-9:45 **AEROSPACE INDUSTRIES ASSOCIATION**  
**Joel L. Johnson**  
VP, International Affairs

9:45-10:00 Coffee Break - Grand Salon Foyer

10:00-10:45 **BAE SYSTEMS PLATFORM SOLUTIONS**  
**Thomas W. Herring**  
VP, Integrated Solutions

10:45-11:30 **BOEING INTEGRATED DEFENSE SYSTEMS**  
**Mark DeVoss**  
Director, Supplier &  
Materials Management

11:30-12:15 **THE BOEING COMPANY**  
**Albert L. Winn**  
VP, Apache Programs

12:30-2:00 pm Lunch: Terrace Garden

2:00-2:45 **EADS NORTH AMERICA**  
**Thomas Darcy**  
VP, Defense & Security Systems

2:45-3:30 **CREDIT SUISSE FIRST BOSTON**  
**Pierre Chao**  
Senior Advisor  
Aerospace & Defense Group

3:30-3:50 Tea Break - Grand Salon Foyer

3:50-4:25 **CHARLES RIVER ASSOCIATES**  
Implications of War in Iraq for the Defense Contractors:  
Towards a "Transformed" Defense-Industrial Base **Steven C. Grundman**  
Director, Aerospace  
& Defense Consulting

4:25-5:00 **JEFFERIES & COMPANY**  
Aerospace and Defense Industry Consolidation **Sam J. Pearlstein**  
Sr. Defense & Aerospace Analyst

6:30-7:00 pm Buses leave from The Century Plaza Hotel & Spa for the Jonathan Beach Club  
7:30-10:30 Dinner at the Jonathan Beach Club (spouses invited); Cocktails & Wine sponsorship available



## Scott Seymour

### Northrop Grumman Integrated Systems

Scott Seymour is Corporate VP and President of Integrated Systems.

This \$4 billion, 13,000-person business unit features the company's large scale system integration capabilities which are focused on providing customers a new dynamic for the precise execution of national security operations. Headquartered in El Segundo, Calif., the organization has major operations in El Segundo, Palmdale and Rancho Bernardo, Calif.; Bethpage, NY; Melbourne and St. Augustine, Fla.; and Lake Charles, Louisiana.

Integrated Systems draws upon the experience and domain knowledge of its people in Intelligence, Surveillance and Reconnaissance, Advanced Battle Management, Command and Control, and Precision Strike across a broad customer base to provide innovative solutions encompassing the entire battle space for the national security needs of the United States government and its international alliances.

Current products include the Global Hawk, Fire Scout and Pegasus unmanned systems; B-2 Spirit Stealth Bomber; Joint STARS, E-10A and E-2C Hawkeye surveillance and battle management systems; the Multi-Platform Radar Technology Insertion Program (MP-RTIP); EA-6B Prowler electronic attack system; and its participation on the F/A-18 and F-35 tactical aircraft programs. The unit is also working with NASA to develop enabling technologies and system level architectures for the Space Launch Initiative (SLI) program.

Previously Seymour served as vice president of the Air Combat Systems (ACS) business area within Integrated Systems from 1998 to 2001. At ACS he established the Cyber Warfare Integration Network (CWIN), a nationwide virtual modeling and simulation design environment to facilitate the creation of integrating architectures enabling emerging "network centric" concepts of operation.

Prior to leading Air Combat Systems, Seymour was vice president and B-2 program manager. Seymour began his career with Northrop Grumman as an engineer in 1983, leading the test and evaluation efforts for several advanced weapon systems, including the Tri-Services Stand-off Attack Missile Flight Demonstration program and other special projects.

Seymour was also involved in the manufacture and flight testing of the F-14A, EF-111A and F/A-18A aircraft for Grumman Aerospace and McDonnell Aircraft Company. He was a member of F/A-18A test team that conducted initial sea trials in 1979.

A United States Marine Corps veteran, Seymour holds a bachelor's degree in electrical engineering from Polytechnic University in Brooklyn, NY, and received his juris doctorate from Western State University College of Law in San Diego, Calif.



## Joel L. Johnson

### Aerospace Industries Association of America

Joel L. Johnson is Vice President, International, for the Aerospace Industries Association of America, Inc. (AIA), a trade association representing 50 of the major manufacturers of commercial, military and business aircraft, engines, missiles, space craft, and related components and equipment. Mr. Johnson coordinates the efforts of AIA to obtain government policies, which support exports, avoid protectionism and pursue fair principles of international trade.

Prior to joining AIA in April of 1989, Mr. Johnson was Executive Vice President for the American League for Exports and Security Assistance (ALESA), an organization of approximately 25 corporations and five unions. ALESA supports government policies, which encourage or facilitate the export of defense-related goods and services, where such exports are consistent with the security interests of the United States.

From 1981-1983, Mr. Johnson served as a Professional Staff Member on the Senate Foreign Relations Committee, where he was responsible for international economic policy issues—particularly economic relations with the Third World, including the U.S. foreign assistance program. He also worked on the Committee from September 1977 to August 1978, as Chief Economist for the Foreign Assistance Subcommittee, when he focused on major revisions in foreign assistance legislation.

From July 1978 to March 1981, Mr. Johnson served as a member of the Secretary of State's Policy Planning Staff, where he handled trade, energy, commodities and foreign assistance matters. Mr. Johnson also served as Deputy Director of the Office of Trade Policy and Negotiations at the Treasury Department. In that capacity, he represented the Department on several negotiating teams and helped develop the U.S. Generalized System of Preferences for developing countries. He has held various other positions in the field of international economic affairs.

Mr. Johnson received his undergraduate degree from Wesleyan University in 1965 and his Masters of Public Affairs from Princeton University in 1967. His work experience and education include extensive travel abroad, especially in Latin America.



## Thomas W. Herring

### BAE SYSTEMS Platform Solutions

Thomas Herring was named vice president of Integrated Solutions for the Platform Solutions Sector (PSS) of BAE SYSTEMS, effective March 12, 2001. Tom joined PSS from BAE SYSTEMS Advanced Systems in Greenlawn, New York, where he spent his entire 20-year career.

Tom held a succession of increasingly responsible program management positions at Advanced Systems, lastly as vice president of National Upgrade Programs and Display Systems. Prior to that assignment, he was director of programs for the Display Systems product line. Tom also served in program management positions on the B-2, E-2C, E-3A and other major programs.

Prior to accepting his present assignment with PSS, Tom was transition manager responsible for overseeing BAE SYSTEMS' integration of Lockheed Martin's Aerospace Electronics Systems businesses. That acquisition was completed in November 2000.

Integrated Solutions is one of the four PSS's business areas, comprising commercial and general-aviation aircraft, attack rotorcraft, unmanned aerial vehicles, precision munitions, international military aircraft and ground systems.

A native of Long Island, Tom holds a bachelor's degree in business administration from Hofstra University. He is a member of the Society for Information Displays, the Navy League, the Long Island Forum for Technology, the American Management Association and the Long Island Association.



## Mark L. DeVoss

### Boeing Integrated Defense Systems

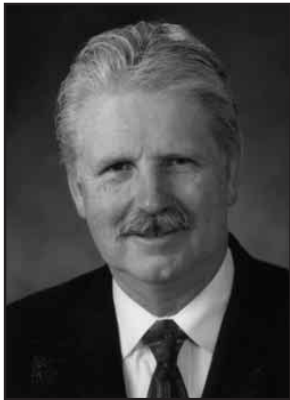
Mark L. DeVoss is Director, Supplier & Materials Management Boeing Integrated Defense Systems, based in Long Beach, Calif.

Named to that position in March, 2001, DeVoss is responsible for the C-17 and 767 Tanker Supplier & Materials Management organization which manages subcontracted material requirements, transportation, supplier quality and inventory control as well as conducting business with more than 1,000 suppliers worldwide. The total value of all subcontracted effort is in excess of \$500M annually.

With an extensive background in procurement and contract administration, and an experience base that extended to South Africa for a two-year assignment, Mark believes in building global partnerships. Partnering through integrated teams consisting of a strong community of Boeing, suppliers and the customer base is tantamount to the success of the supply chain.

Celebrating the successes of significant team accomplishments: 60 shipset contract award totaling over \$9 billion; the C-17's 100th production aircraft; significant awards to both small & small disadvantaged firms are several of the ways that partnering relationships continue to flourish.

Mark has a Bachelor of Science degree in Business Administration and a Masters in Government Contracts and Acquisition Management. Mark is also an active member of the Institute for Supply Management (ISM).



## Albert L. Winn

### Boeing Integrated Defense Systems

Albert L. Winn is vice president of Apache programs for The Boeing Company in Mesa, home of the AH-64D Apache Longbow attack helicopter and a variety of military support programs. The Mesa facility is part of Boeing Integrated Defense Systems.

As the Apache program manager, Winn leads the company's global efforts to produce and sell the world's most advanced multi-role combat helicopter to a growing number of customers around the world.

Winn, who joined the company in 1984, was named to his current position in 2001. Prior to that he was general manager, Rotorcraft Engineering (2000); vice president, Mesa engineering (1997); vice president, Production, Engineering and Operations (1996); vice president, Integrated Product Definition (1994); vice president, Engineering (1992); director, Apache Longbow Engineering (1991); and manager LHX Technology, Flight Technology, Advanced Configuration Design, and AH-64 Product Definition (1984-1991).

Before joining the company, Winn held several engineering and executive positions within the U.S. Army Aviation Research and Development Command and the U.S. Army Aviation Systems Command. He was responsible for engineering support of integration, design, and airworthiness qualification during the aircraft development cycle of major Army helicopter systems, including the AH-64 Apache and the UH-60 Blackhawk.

Winn received his bachelor's degree in aerospace engineering from California Polytechnic State University in 1968 and his master's degree in aerospace engineering from the University of Southern California in 1974. Winn is a member of the American Helicopter Society, the Association of United States Army, and the Army Aviation Association of America. He is the recipient of the Army Aviation Turk Award, and the Technical Director's award for flight test excellence, Meritorious Service medal, the McDonnell Douglas President's Award, American Helicopter Society Fellow, and the United States Government Hammer Award.

In his service to the community and involvement with professional associations, Winn is affiliated as an advisor to the Department of Engineering at the three leading state universities - Arizona State University, University of Arizona and Northern Arizona University. He serves as a Director on the Maricopa County School-to-Work program and is Chair of the Governor's Strategic Partnership for Economic Development High Technology Cluster. Winn is also a member of the Board of Directors for the Arizona Business and Education Coalition.



## Thomas Darcy

### EADS North America

Thomas F. Darcy is Vice President, Defense and Security Systems, EADS North America.

Mr. Darcy, based at the company's Headquarters in Washington, D.C., is the senior representative of the Defense and Security Systems Division of EADS N.V. in the United States, serving as the focal point for all Systems and Defense Electronics, Services, Missiles, Military Aircraft, Homeland Security and Telecom marketing and liaison activities to customers and with Defense and Security subsidiaries in the United States. He is responsible to the Chairman and CEO of EADS NA for integrating Defense and Security strategy and activities into a single approach to enhance EADS penetration and presence in the U.S. market place. In addition, he serves on the Board of Directors of the Fairchild Control Corporation, the Board of Advisors to NATO's Nations Manfred Woerner Circle on Political Military Decision Making, the Editorial Boards of *Defense News* and *Wehr Technik*.

Mr. Darcy joined EADS North America in January 2003. Prior to that he was with Northrop Grumman Corporation in Brussels, Belgium where he was the Vice President of Europe responsible for Northrop Grumman Integrated Systems (IS) Sector's Western, Central and Eastern European business development and government relations activities and Managing Director of the IS international operating subsidiary in Belgium. He is the past President of the American Defense Industry Forum (ADIF), former US Government Representative to the NATO Industrial Advisory Group (NIAG) and served on the Board of Directors of the United States Trade and Investment Center (USTIC). From 1991 to 1995, he was the U.S. National Armaments Director Representative to the North Atlantic Alliance (NATO). Mr. Darcy reported to the U.S. Undersecretary of Defense for Acquisition, Technology and Logistics (AT&L) on all armaments and technology issues in NATO. In addition he was special advisor to the US Ambassadors to NATO and the European Union on defense trade and technology issues. Mr. Darcy was a career U.S. naval officer and aviator with over 4,000 flight hours.

EADS is a global aerospace and defense leader, and the world's second largest in terms of revenue. EADS directly employs more than 100,000 talented people and is a market leader in defense technologies, commercial aircraft, helicopters, space, military transport and combat aircraft as well as related services. Its family of leading brands includes the commercial aircraft maker Airbus; Eurocopter, the world's largest helicopter manufacturer; Astrium, the space company and MBDA, the world's second largest missile company.

Mr. Darcy has a BS and MS in Finance and Accounting and is a graduate of the US Defense Systems Management College.



## Pierre Chao

### Credit Suisse First Boston

Pierre Chao, Senior Advisor, is responsible for providing industry and strategic analysis and insights within the Aerospace/Defense Equity Research team at CSFB. He is also a Senior Fellow at the Center for Strategic and International Studies (CSIS).

Mr. Chao was a Managing Director and the Senior Aerospace/Defense Analyst from 1999-2003. He was responsible for coverage of the U.S. and global aerospace/defense industry at Credit Suisse First Boston, including key companies such as Boeing, Lockheed Martin, Raytheon, Northrop Grumman, General Dynamics and Goodrich. His other experiences include being the Senior Aerospace/Defense Analyst at Morgan Stanley Dean Witter from 1995-1999, the senior industry analyst at Smith Barney during 1994, a Director at JSA International, a Boston/Paris-based management consulting firm which focused on the aerospace/defense industry (1986-88, 1990-1993). Mr. Chao was also a co-founder of JSA Research, an equity research boutique specializing in the aerospace/defense industry. Before JSA, he worked in the New York and London offices of Prudential-Bache Capital Funding as an M&A banker focusing on aerospace/defense (1988-90).

While senior analyst, Mr. Chao's team was ranked the number one global aerospace/defense group by Institutional Investor in 2000-02 and he was on the Institutional Investor All-America Research Team every year eligible from 1996-2002, ranked the number one aerospace/defense analyst in the 1995-99 Greenwich Associates polls, the number one aerospace/defense analyst by corporations in the 1998-2000 Reuters Polls, and appeared on the Wall Street Journal All-Star list in four of seven eligible years.

In 2000, Mr. Chao was appointed by President Clinton to the Presidential Commission on Offsets in International Trade and he has consulted with Army Science Board. He is also a guest lecturer at the National Defense University and the Defense Acquisition University.

He is a member of the Aerospace Analyst Society (formerly President), Air Force Association, The Navy League, Wings Club, Foreign Policy Association and is a Chartered Financial Analyst. He has made numerous presentations and testified before organizations such as the U.S. Senate Armed Services Committee, the House Science Committee, DoD Defense Science Board, Aerospace Industries Association Board of Governors, Electronics Industries Association, NASA, DGA (France) and NATO.

Mr. Chao earned dual Bachelor of Science degrees in Political Science and Management Science from M.I.T.

## Steven C. Grundman

### Charles River Associates



Steven C. Grundman, VP, leads the Aerospace & Defense practice at Charles River Associates. His experience spans both the government and the private sector. Most notably, he was Deputy Under Secretary of Defense for Industrial Affairs and Installations, where he supervised the DoD's antitrust and foreign investment reviews of mergers and acquisitions.

He also led the Department's defense-reform initiatives to outsource commercial functions, privatize housing and utilities, and close and redevelop excess bases. Prior to 1998, Mr. Grundman served in the Office of the DoD Comptroller.

Outside of government, Mr. Grundman has worked at the CNA Corporation/Center for Naval Analyses, where his assignments included initiatives in corporate communications, marketing and outreach, and Board relations and development. Mr. Grundman also has operational experience from service as a commissioned officer in the U.S. Army and a consular officer in the U.S. Foreign Service.

## Samuel J. Pearlstein

### Jefferies & Company



Sam Pearlstein joined Jefferies & Co., Inc. in May 2003 as a Managing Director in Equity Research, where he focuses on covering the aerospace and defense stocks.

Prior to joining Jefferies & Co., Mr. Pearlstein focused on equity research for similar companies at Wachovia Securities and ING Barings. Prior to ING Barings, he was a vice president and equity analyst at Oppenheimer & Co., Inc., and has also held various technical positions at IBM Corporation and Grant Thornton.

Mr. Pearlstein is a three-time Wall Street Journal All-Star Analyst after being cited in 1999 and 2002 for stock picking and in 2000 for earnings accuracy. He is currently the President of the Aerospace Analysts Society. He has an MBA in finance from the Stern School at NYU and a BS in Systems Engineering from the University of Pennsylvania.

## Michael Lombard

Pratt & Whitney



Michael Lombard is General Manager for Domestic Military Business Development and Programs for Mobility and Surveillance Campaigns.

He currently directs new commercial jet engine and after market sales campaigns for military aircraft applications, including Tankers, Transport and Surveillance aircraft. He led team to achieve selection of P&W engines for USAF Joint STARS aircraft and after market support, and has developed joint ventures, teaming and lease/equity participation agreements with strategic customers and suppliers such as Boeing, EADS, Northrop Grumman, Goodrich, Omega Air, NORDAM and the USAF for strategic program implementation.

he also has led Integrated Product Teams to development world class proposals and represented P&W as the customer focal point for engine and after market sales to Boeing, Northrop Grumman, United States Air Force, Israeli Air Force, Japan Defense Agency, NATO and several other foreign customers.

From 1996-1998, he managed the component improvement programs (over \$100M) for the F100 engine that power's F-15 and F-16 fighter aircraft

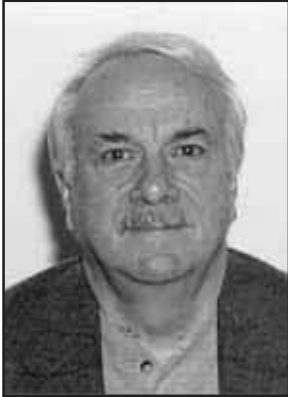
From 1992-1996, he managed the very successful transition of P&W's newest technology fighter engine into the USAF depot and field units. This included the initial field service evaluation at Nellis AFB, initial base activation's at Elmendorf and Lakenheath AFB, and engine depot support capability at Tinker AFB. He managed firm fixed price service contract and increased profitability; lead the team to successfully accomplish quick resolution of technical and logistic issues; delighted the customer by achieving quick resolution to safety issues without mission impact; and developed and contracted Falcon/Eagle engine upgrade kits.

Mr. Lombard holds an MBA from the Krannert Executive Program at Purdue University, and an MBA from the TAIS Business School Executive Program at Tilberg University in The Netherlands. He has a Master's Degree in Mechanical Engineering and a Bachelor's Degree in Ocean Engineering from Florida Atlantic University.

He graduated in Advanced Program Management at the Department of Defense Systems Management College in Virginia in 1997.

## Ronald E. Riffel

### Rolls-Royce



Ron Riffel is currently Director - Program Development - Defense North America, of Rolls-Royce plc.

Mr. Riffel has been employed by Allison/Rolls-Royce Corporation in Indianapolis, Indiana since 1964. Prior to this, he had worked at the Lockheed California Company in Burbank.

His assignments at Allison/Rolls-Royce have included various positions in research, design and development of gas turbine components; project management joint Air Force Navy ATEGG/JTDE demonstrator; program manager of AE 2100A turboprop engine for Saab 2000; and Director AE Civil Engine Marketing. He also served as Assistant Vice President - Customer Business of Rolls-Royce plc in Derby, UK.

He received a BS degree in Mechanical Engineering from Purdue University in 1962.



## Mark A. Bobbi

### MB Strategy Consulting

Mark Bobbi, Principal of MB Strategy Consulting in Prospect, CT, knows the jet engine business.

After receiving BS and MPA degrees in the late 1970s from Jacksonville University and the University of Hartford (not Harvard), Mark went to work for then Garrett Turbine Engine Company where he spent three years in purchasing.

Mark spent 11 years at Forecast International, where he developed an impeccable record of picking winners. Most of those predictions were controversial to say the least including termination of Lavi, eventual production of the V-22 and C-17, Lockheed victories in both ATF and JSF competitions, P&W winning ATF/F-22, and Boeing/Sikorsky the Comanche. During that time, Mark also helped commercial OEMs develop some exciting new products, again most thought to have little chance of success by others. Among these are the Pilatus PC-12, Williams FJ44 turbofan and a whole new generation of entry level business jets.

Five years in various analytic positions at Pratt & Whitney were all he could take, although Mark was able to help get two industrial turbines and the PW6000 and GP7000 engines in development. In 1998, Mark left Pratt & Whitney, and has been consulting for the likes of Kaman, K HI, Honda, and a host of aerospace suppliers in the US and Europe.

Mark is also a Senior Analyst responsible for military aircraft and UAV products for Documental Solutions LLC, of Washington, DC.

## Michel Merluzeau

### Frost & Sullivan



Michel Merluzeau is principal analyst with Frost & Sullivan's Aerospace & Defense Group, focusing on aircraft technologies and markets. He is currently conducting research on the World Commercial and Military Avionics Market. Prior to joining Frost & Sullivan's Silicon Valley office, Mr. Merluzeau spent over three years in Frost & Sullivan European headquarters in London, England. Directing a core group of consultants and analysts, Mr.

Merluzeau's projects ranged from complex end user surveys to new product launch strategies, regional market entry programs, and acquisition strategies. During his tenure at Frost & Sullivan, he has authored a number of syndicated reports such as:

- World Air Transport Avionics Markets
- World Business Aviation Avionics Markets
- World General Aviation avionics market
- Air Traffic Control Equipment Markets
- Military Aircraft Avionics Markets
- World Unmanned Air Vehicles Markets

Mr. Merluzeau's recent work in the area of avionics & aircraft systems include analysis, design studies and competitive intelligence in the following segments:

- World Multifunction Display Markets for Business, Military and air Transport aircraft
- Military, General Aviation and Business Aviation Avionics Systems Upgrade Markets
- Air Transport and General Aviation Next generation Datalink Systems
- Aircraft ADS-B Technology
- Cargo Aircraft Retrofit Markets
- Head up Displays for military and commercial applications
- Inertial Navigation Systems for commercial and military markets.
- US Special Operations & Government Agencies Systems requirement Analysis
- World Commercial and Military Aircraft Electrical Systems Market
- NATO and ANZUS Military Pilot Training Analysis
- Suppliers opportunity with the Boeing Company
- Commercial Aircraft Systems Suppliers Analysis

In addition, Mr. Merluzeau has been involved in numerous forecasting and analysis projects for civilian and military markets including fighter, transport, regional and business aircraft as well as helicopter markets.

## Byron Callan Merrill Lynch



Byron Callan joined Merrill Lynch in August 1993 as First Vice President and Senior Industry Analyst. He is responsible for equity research coverage of aerospace, defense and defense electronics companies.

Prior to joining Merrill Lynch, he had been with Prudential Securities for nine years where he covered defense electronics and engineering and construction stocks. Mr. Callan has been a member of Institutional Investor magazine's All Star Team, which recognized his coverage of the aerospace and defense electronics sector since 1987. He has been ranked by the Greenwich Survey of analysts for his coverage of aerospace and defense electronics, and was President of the Aerospace Analysts Group in 1996-1997. He is a member of the Editorial Advisory Board of the Journal of Electronic Defense.

Mr. Callan received his BA with special honors from George Washington University and has an MBA from Columbia University's Graduate School of Business.

## William H. Alderman

### Alderman & Company



Mr. Alderman is the founder and President of Alderman & Company, LLC.

During his 15-year career in aerospace and finance, he has completed more than \$1 billion in mergers, acquisitions, and related transactions.

Mr. Alderman started his career at Bankers Trust Company and has held senior positions in investment management and corporate development at GE Capital, Aviation Sales Company, and most recently as Managing Director of the aviation investment banking practice of Fieldstone. He also served on the Boards of the HM Bullard Company and Madison Avenue Capital Partners.

A graduate of the J.L. Kellogg Graduate School of Management and Kenyon College, Mr. Alderman has been an FAA licensed pilot since 1983, a member of the Wings Club of New York since 1992 and has spoken at numerous aerospace industry conferences in the United States and abroad.

## Tyson Moler

SM&A



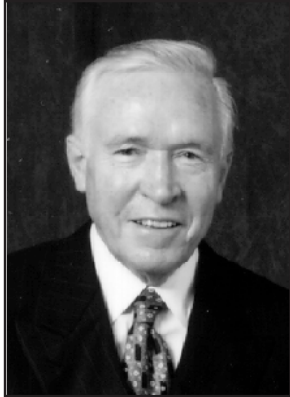
Tyson Moler joined SM&A in June of 2001 as a research intern with the responsibility of identifying growth opportunities in strategic markets. He also worked with the vice president of consulting to develop the consulting business strategy and plan.

Since then, Mr. Moler has built the SM&A research department into a critical support tool for the account executives and associates at client sites. The research department regularly publishes white papers, industry fact sheets, and program smart books. Mr. Moler also supports senior executive management in providing strategic market research.

Mr. Moler holds a bachelor of arts in International Relations from Claremont McKenna College. He has also studied international trade relations at the University of Guadalajara, Mexico.

## Gilbert W. Speed

### Conference Chairman



Gilbert Speed has spent over 50 years in the aviation industry. He started as a student apprentice in 1952 at The Bristol Aeroplane Company (now part of BAE SYSTEMS).

In 1957 he moved to the US and worked as a Development Engineer on new aircraft for Eastern Airlines in New York, working on the DC-8 and Lockheed Electra.

In 1959, he joined Pan Am as a Structures Engineer, and later an Aeronautical Engineer. At Pan Am he worked on the specifications for the 727, 707 Freighter, Concorde, and Dassault Fanjet Falcon. He left Pan Am in 1965 to become VP Marketing for Tridair Industries in California.

In 1968, he founded Transequip (now part of Telair International), which manufactured composite panels, cargo and baggage containers and cargo systems; he sold his interests in 1978.

Mr. Speed founded SPEEDNEWS in 1979, and in 1991, launched SPEEDNEWS DEFENSE BIWEEKLY. In 1987, he started the first conference dedicated to briefing suppliers.

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St. Regis, Los Angeles, CA  
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**PROGRAM**

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10:00-10:30 Buses leave from the Jonathan Beach Club for The Century Plaza Hotel & Spa  
**JULY 30 - WEDNESDAY**

7:00-8:00 am Buffet Breakfast - Grand Salon Foyer, sponsored by **BAE SYSTEMS Platform Solutions**

8:00-8:45 **PRATT & WHITNEY**  
Military Applications of Commercial Products

**Michael Lombard**  
General Manager,  
Tanker & Mobility Programs

8:45-9:30 **ROLLS-ROYCE**  
Overview- Powering The War Fighter

**Ron E. Riffel**  
Director, Program Development  
& Defense, North America

9:30-9:50 Coffee Break - Grand Salon Foyer

9:50-10:40 **MB STRATEGY CONSULTANTS**  
Leveraging Military Cores: Foundation of  
Engine Market Leadership

**Mark Bobbi**  
Principal

10:40-11:25 **FROST & SULLIVAN**  
Overview of Aerospace and Defense Opportunities

**Michel Merluzeau**  
Principal Analyst,  
Aerospace & Defense

11:25-12:15 **MERRILL LYNCH**  
The View from Wall Street

**Byron K. Callan**  
First Vice President

12:30-2:00 pm Lunch: Terrace Garden

2:00-2:45 **ALDERMAN & COMPANY**  
Defense Transformation and Its Impact on Supplier Consolidation

**William H. Alderman**  
President

2:45-3:30 **SM & A**  
The Proposal Development Process

**Tyson A. Moler**  
Director, Market Research

3:30-4:30 General Discussion on the Defense Industry  
Attendee Participation

**Gilbert W. Speed**  
Conference Chairman

5:00-6:00 Farewell Reception - sponsorship available  
Grand Salon Foyer

**JULY 31 - THURSDAY**

7:45-1:00 pm Visit to C-17 Assembly Line in Long Beach and the Northrop Grumman El Segundo facility  
(Bus leaves the Century Plaza Hotel at 8.00 am and returns to hotel via LAX); sign up necessary