

SpeedNews
Second Annual Aerospace & Defense Suppliers Conference
Park Hyatt, Los Angeles, CA
May 3-5, 2004

PROGRAM

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MAY 3 - MONDAY

4:00-9:00 pm Registration - Royal Suite, 17th Floor
6:00-9:00 Welcome Reception - Royal Suite; sponsored by **Inventory Locator Service (ILS)**
8:00 Dinner for Conference Speakers; Park Grill, sponsored by **ACSS, an L-3 Communications & Thales Company**

MAY 4 - TUESDAY

7:00-8:00 am Registration - Grand Salon Foyer
Buffet Breakfast; sponsored by **Avexus**

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

8:15-9:00 AEROSPACE INDUSTRIES ASSOCIATION
Opening Address **Joel L. Johnson**
VP, International Affairs

9:00-9:45 NORTHROP GRUMMAN
From Undersea to Outer Space to Cyberspace **Tom Vice**
Sector VP, Operations

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

10:00-10:45 BAE SYSTEMS INTEGRATED SOLUTIONS
Increasing Value and Relevance to the Customer **Dana P. Dorsey**
VP, Sensor Programs & Process Development

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

11:30-12:15 CENTER FOR STRATEGIC & INTERNATIONAL STUDIES
Health of the U.S. Defense Industry - "In the Eye of a Perfect Storm" **Pierre Chao**
Sr. Fellow, Intl. Security Prog.
Defense - Industrial Initiatives

12:30-2:00 pm Lunch - Grand Chateau, 2nd floor

2:15-3:00 EADS NORTH AMERICA
Defense Transformation and the Importance of
Transatlantic Cooperation **Thomas Darcy**
VP, Defense & Security Systems

3:00-3:20 Tea Break - Grand Salon Foyer

3:20-4:10 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

4:10-5:00 JEFFERIES QUARTERDECK
Aerospace and Defense Industry Consolidation **Sam J. Pearlstein**
Sr. Defense & Aerospace Analyst

6:30-7:00 pm Buses leave from Park Hyatt for the Jonathan Beach Club
7:30-10:30 Dinner at the Jonathan Beach Club (spouses invited)
Cocktails & Wine sponsored by **Thales Training & Simulation**
10:00-10:30 Buses leave from the Jonathan Beach Club for Park Hyatt

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MAY 5 - WEDNESDAY

- 7:00-8:00 am Buffet Breakfast - Grand Salon Foyer; sponsored by **Avexus**
- 8:00-8:45 PRATT & WHITNEY **Gordon Boggie**
GM, F135 Business
Development
- 8:45-9:30 ROLLS-ROYCE **Ken Roberts**
Rolls-Royce Defense Aerospace Briefing VP, Business Development -
Defense North America
- 9:30-9:50 Coffee Break - Grand Salon Foyer
- 9:50-10:40 ACSS, AN L-3 COMMUNICATIONS & THALES COMPANY **Richard A. Baldwin, Jr.**
ACSS Solutions for Aviation Safety VP, Military Sales
- 10:40-11:25 FROST & SULLIVAN **Michel Merluzeau**
Overview of Aerospace and Defense Opportunities Principal Analyst,
Aerospace & Defense
- 11:25-12:15 MERRILL LYNCH **Byron K. Callan**
The View from Wall Street First Vice President
- 12:30-2:00 pm Lunch - Grand Chateau, 2nd floor
- 2:00-2:45 ALDERMAN & COMPANY **William H. Alderman**
Supply Chain Migration Diversification in Volatile Markets President
- 2:45-3:30 HOULIHAN LOKEY HOWARD & ZUKIN **Richard Phillips**
Mergers & Acquisitions After the Primes Consolidation Senior Vice President
- 3:30-3:45 Tea Break - Grand Salon Foyer
- 3:45-4:30 EXOSTAR **Bill Angeloni**
Taking Off: The Integrated Supply Chain Solution for President & CEO
Aerospace & Defense
- 4:30-5:00 ECONOMIC DEVELOPMENT PARTNERSHIP OF ALABAMA **Angela J. Wier**
Why Alabama is Serious about Aerospace Vice President
- 5:00-6:00 Farewell Reception - The Garden, off of the hotel lobby

MAY 6 - THURSDAY

- 7:45-1:00 pm Visit to Boeing C-17 Assembly Line in Long Beach and the Northrop Grumman facility in
El Segundo where we will tour the F-18 line.
Bus leaves Hyatt Hotel at 7:45 am and returns to hotel via LAX; must sign up before April 28.

Joel L. Johnson • Aerospace Industries Association



Joel L. Johnson, Vice President, International, for the Aerospace Industries Association of America, Inc. (AIA), coordinates the efforts of AIA to obtain government policies that support exports, avoid protectionism and pursue fair principles of international trade.

Prior to joining AIA in April of 1989, Joel was Executive VP for the American League for Exports and Security Assistance (ALESA). He has also served as a Professional Staff Member on the Senate Foreign Relations Committee; Chief Economist for the Foreign Assistance Subcommittee; a member of Secretary of State's Policy Planning Staff; and Deputy Director of the Office of Trade Policy and Negotiations at the Treasury Department. He has also held various other positions in international economic affairs.

Joel received his undergraduate degree from Wesleyan University in 1965 and his Masters of Public Affairs from Princeton University in 1967.

Tom Vice • Northrop Grumman Integrated Systems



Tom Vice is Sector VP-Operations for Northrop Grumman's Integrated Systems, responsible for Lean, Materiel, Manufacturing and Quality, Facilities, Planning and Control, and Information Technology for the Integrated Systems Sector. Mr. Vice is also Chairman of the Corporate Materiel Board.

In his previous position as Sector VP of Materiel, he led an organization responsible for U.S. and international procurement for the sector, and was responsible for technical supplier interface, supplier relations, internal inventory control, production control, kitting, external transportation, warehousing, material scheduling and planning, material quality, material cost management, estimating and price/cost analysis. Previously, Tom was VP-Business and Advanced Systems Development for the Air Combat Systems (ACS).

He joined Northrop Grumman as an engineer on the B-2 program in 1986, and holds a BS in aerospace engineering from USC. He has completed several advanced management programs.

Dana P. Dorsey • BAE SYSTEMS Platform Solutions



Dana P. Dorsey, as VP of Sensor Programs and Process Improvement at BAE Systems Integrated Solutions in Los Angeles, is responsible for the Sensor business, which includes the Navigation Systems, Attitude Heading Reference Systems, Solid-State Rate Gyro, and Fuel Quantity Gauging Systems programs. Before joining the Los Angeles office, he spent about two years serving as Director of M&A in the UK.

Earlier, Dana worked as VP-Business Operations for BAE Systems North America's Information Systems Sector, responsible for accounting, financial planning, program finance, estimating and procurement. A CPA, he joined BAE Systems' Corporate Audit Department in 1987, advancing through positions of increasing responsibility within finance – including VP and CFO of the Information Systems Sector.

Dana has an MBA from Claremont Graduate School, and a B.S. in Accounting from California State Polytechnic University, Pomona.

Mark DeVoss • Boeing Integrated Defense Systems



Mark L. DeVoss has served in Long Beach as Director, Supplier & Materials Management for Boeing Integrated Defense Systems since March, 2001. He 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.

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

Pierre Chao • Center for Strategic & International Studies



Pierre Chao is Senior Fellow and Director of Defense Industrial Initiatives for the CSIS. Previously, he was a Managing Director and Senior Aerospace/Defense Analyst at Credit Suisse First Boston, responsible for following the U.S. and global aerospace/defense industry. He remains a CSFB senior adviser. Prior to joining CFSB, Pierre held analyst positions at Morgan Stanley Dean Witter and Smith Barney, and as a director at JSA Intl., a management-consulting firm that focused on aerospace/defense. Pierre is also a co-founder of JSA Research, an equity research boutique specializing in aerospace/defense.

Pierre was on the Institutional Investor All-America Research Team every year eligible from 1996 to 2002, and was ranked the number one aerospace/defense analyst by corporations in 1998-2000 Reuters Polls, the number one aerospace/defense analyst in the 1995-99 Greenwich Associates polls, and appeared on the Wall Street Journal All-Star list in four of seven eligible years. In 2000, Chao was appointed to the Presidential Commission on Offsets in International Trade.

Pierre has dual Bachelor of Science degrees in Political Science and Management Science from M.I.T.

Thomas F. Darcy • EADS North America



Thomas Darcy is VP, Defense and Security Systems for EADS North America, serving as the focal point for Systems and Defense Electronics, Services, Missiles, Military Aircraft, Homeland Security and Telecom marketing and liaison activities to customers and with US Defense/Security subsidiaries.

Prior to joining EADS North America in January 2003, he was with Northrop Grumman in Brussels as the VP of Europe. From 1991 to 1995, he was the U.S. National Armaments Director Representative to NATO, where he reported to the U.S. Undersecretary of Defense for Acquisition, Technology and Logistics (AT&L). In addition, he was special advisor to the US Ambassadors to NATO and the European Union on defense trade and technology issues.

He is a past President of American Defense Industry Forum (ADIF), former US Govt. Representative to NATO Industrial Advisory Group (NIAG), and served on the Board of Directors of the USTIC. Tom has a BS and MS in Finance and Accounting, and is a graduate of the US Defense Systems Management College.

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.

Sam J. Pearlstein • Jefferies Quarterdeck



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.

Gordon Boggie • Pratt & Whitney Military Engines



Gordon Boggie is General Manager of F135 Business Development for P&W Military Engines where he is focused on developing initiatives to maximize F135 business opportunities. He recently returned to P&W and the F135 program from UTC Power where he led UTC Fuel Cells efforts to develop fuel cells for fleet vehicles, including buses and other heavy duty applications.

His most recent P&W experience included directing all support system development and field support activities, including flight test, for the F119 and F135. Prior to that Gordon managed introductions of advanced technology F100s into worldwide fleets/depots as well as responsibility for system diagnostics and troubleshooting for all P&W fielded military engines. His background includes extensive experience in military fighter engine development, flight test programs and field support, including intl. activities.

Gordon has a bachelor's degree in mechanical engineering from the New Jersey Institute of Technology and an MBA from the Massachusetts Institute of Technology's Sloan School of Management. He is also a graduate of the U.S. Department of Defense, Defense Systems Management College.

Ken Roberts • Rolls-Royce



Ken Roberts is Vice President of Business Development for Rolls-Royce Defense North America. His responsibilities include new program business development, marketing, business forecasting, strategic planning, and business analysis.

Ken has been active in the aerospace industry since 1982. He has an MBA from Indiana University Bloomington, and has worked in various strategic planning, marketing, commercial, business management and consulting positions.

Ken was formally Vice President of Marketing, Corporate and Regional Airlines, for Rolls-Royce. He is a member of several industry associations, and has taught marketing at the university level.

Richard A. Baldwin, Jr. • ACSS, an L-3 Communications & Thales Co.



Rich Baldwin is Vice President of Military Sales for ACSS, an L-3 Communications & Thales Company. He is responsible for leading the sales growth of ACSS products to the global military aviation market.

Rich has over 25 years of aerospace and defense experience. He was a fighter pilot for the USAF and Air National Guard, earning the rank of Lt. Col. He previously worked for Goodrich Aerospace as Vice President of Sales and Business Development, and led the start-up and development of the new Health Usage Monitoring System (HUMS) product line for aircraft diagnostic systems. Most recently, he spearheaded new B2B exchanges MyAircraft.com, Cordiem and e-gatematrix at i2 Technologies, Inc.

Rich graduated Magna Cum Laude with a degree in General Science from the University of Utah, and earned an MBA in Marketing from New Mexico Highlands University. He is a member of SAE, the Air Force Association, Silver Wings Fraternity, and Sales & Marketing Executives-International, and holds FAA type ratings in ATP, FE, CFII, and glider.

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. Michel's projects ranged from complex end user surveys to new product launch strategies, regional market entry programs, and acquisition strategies.

In addition, Michel 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



Bill 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.

He 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, he 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 U.S. and abroad. He has been frequently quoted as an industry expert for Bloomberg TV, CBS Marketwatch, USA Today and Washington Post.

Richard Phillips, Houlihan Lokey Howard & Zurkin



Rick Phillips is a Senior VP in Houlihan Lokey's Los Angeles office, and leads the Aerospace/Defense/Govt. industry group on the West Coast; aerospace clients include Curtiss Wright, Eclipse Aviation, GE Capital, Globalstar, ILC Industries, Iridium, P.L. Porter, SimuFlite Training Intl., Smiths, TCI Intl., TRW, Wyle Laboratories and XonTech. He is founding publisher of the ADG Market Update and is frequently quoted on M&A in the aerospace and defense industries. He is a member of the firm's national M&A practice and advises companies on financial valuations and debt and equity restructurings.

Rick has an extensive background not only in corporate finance, but also in high technology industries. Prior to joining Houlihan Lokey, he spent 14 years with Hughes Electronics in project management, new business development, technology management and engineering for infrared sensors, satellite systems and superconductivity.

He received his BS in Applied Physics from Caltech, conducted graduate studies in Solid State Electronics at USC, and earned his MBA at the Anderson Graduate School of Management at UCLA.

Bill Angeloni • Exostar



Bill Angeloni brings to Exostar nearly 20 years of experience working in the aerospace and defense (A&D) industry. Bill has spent most of his career consulting to leading A&D companies and world airlines in the areas of strategic sourcing and supply chain management. Most recently, Bill co-lead Tenzing Consulting LLC, a supply chain and operations consulting firm based out of Pittsburg, PA.

Bill has held senior level positions at Fortune 500 companies such as United Airlines and AT&Kearney, a subsidiary of Electronic Data Systems (EDS) Corporation. As the General Manager for aerospace, government and defense at FreeMarkets, Bill grew the business to being the world's largest sourcing service provider in A&D.

Bill is a graduate of the United States Naval Academy where he studied aerospace engineering and has an MBA from the Kellogg Graduate School of Management at Northwestern University.