

AVIATION WEEK Executive Summit  
Agenda

July 27, 2009

7:00 p.m.      **Cocktail Hour**  
Scott Seymour, retired Northrop Grumman president, and The Honorable Kenneth J. Krieg, former Undersecretary of Defense AT&L, will informally discuss fighting the fires when change is required.

July 28, 2009

8:30 a.m.      **Welcome**  
**Christopher M. Chadwick**, AVIATION WEEK Executive Summit Chair  
**Anthony L. Velocci**, AVIATION WEEK Executive Summit Co-Chair

8:45 a.m.      **Storytelling 1: Tracing the Steps Out of Freefall to Continuous Business Reinvention**  
Our guest speaker will provide a look at the inside workings of one of the high tech industry's most dramatic turnarounds – the indicators that led to total overhaul of a massive organization, how the executive team prepared the organization for change, what was learned along the way, and what indicators are continuously monitored to prompt reinvention every five years.  
Speaker: Nancy Devinney, IBM

9:30 a.m.      **Roundtable Discussion: Risks/Issues/Opportunities for the Future**  
Using the AVIATION WEEK Executive Roundtable process, participants will identify risks/issues/opportunities associated with our customer base, the economy, our global alliances and markets, and our workforce as we move through this business cycle. You will be assigned to a small working group for discussion, with outbriefs from each group at the close of this session.

12:00 p.m.      **Networking Lunch**

1:30 p.m.      **Storytelling 2: If We Were to Innovate our Way into the Future...**  
A seasoned leader of innovation for the aerospace and defense industry takes a look at how innovation has been led in the past, in contrast to how innovation is led and occurs today. In addition, we'll hear some of his ideas on a preferred path.  
Speaker: Dr. Charles Elachi, NASA Jet Propulsion Laboratory

2:15 p.m.      **Roundtable Discussion: Strategies for the A&D Enterprise of the Future**  
Using the traditional AVIATION WEEK Executive Roundtable format, participants will use the R/I/O data from our morning session to identify new strategies required to push the A&D enterprise forward. You will be assigned to a small working group for discussion, with outbriefs from each group at the close of the session.

4:00 p.m.      **Free Time**

7:00 p.m.      **Cocktails and Dinner**  
Our dinner speaker is an entrepreneur who has challenged the status quo in three industries – finance, space, and automotive. He will share the how and why of new business creation, the difficulties, the lessons and what it takes to create an all-new business today.  
Speaker: Elon Musk, Founder of PayPal, Tesla Motor Cars and SpaceX.

July 29, 2009

8:30 a.m.      **Welcome and Recap**  
Chris Chadwick and Tony Velocci

8:45 a.m.      **Storytelling 3: Perspective from The Street**  
While we are focused on delivering value to our customers and in partnership with our employees, it is clear that the aerospace and defense industry is evaluated by a third party – our shareholders and through the eyes of Wall Street. During this chaotic time for investment, what are the leading analysts looking at as we enter a new era?  
Speakers:      Wolfgang Demisch, Demisch Associates LLC  
                         Heidi Wolf, Morgan Stanley

9:45 a.m.      **Roundtable Discussion: Zealot Leaders Take Action**  
Using the AVIATION WEEK Executive Roundtable process, participants will take their work from the previous two sessions along with input from our speakers to develop priority actions to lead the A&D industry in this 21<sup>st</sup> century. The actions are those that would be taken by individuals but are designed to benefit customers and the enterprise as a whole. The goal is to identify 10 actions that will make customers and each organization more successful near and long-term. The actions should send a clear signal that our industry intends to remain the leader of innovation, the best source of employment and a global enterprise system delivering value to our customers. You will be assigned to a small working group for discussion, with outbriefs from each group.

1:00 p.m.      Closing Luncheon – Chris Chadwick and Tony Velocci