



NDIA | IPW

INTEGRATED PRECISION WARFARE REVIEW (IPWR-23)

**Rebuilding the Industrial Base in an Era of
Great Power Competition**

April 25 – 26, 2023 | Alexandria, VA | [NDIA.org/IPWR23](https://ndia.org/IPWR23)

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WHO WE ARE

The National Defense Industrial Association is the trusted leader in defense and national security associations. As a 501(c)(3) corporate and individual membership association, NDIA engages thoughtful and innovative leaders to exchange ideas, information, and capabilities that lead to the development of the best policies, practices, products, and technologies to ensure the safety and security of our nation. NDIA's membership embodies the full spectrum of corporate, government, academic, and individual stakeholders who form a vigorous, responsive, and collaborative community in support of defense and national security. For more than 100 years, NDIA and its predecessor organizations have been at the heart of the mission by dedicating their time, expertise, and energy to ensuring our warfighters have the best training, equipment, and support. For more information, visit **NDIA.org**

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SCHEDULE AT A GLANCE

Tuesday, April 25

Registration Open

*Freedom Wargaming and
Conference Center*

7:00 am - 5:30 pm

Keynote: Acquisition Implications of 2022 Nuclear Posture Review

*Freedom Wargaming and
Conference Center*

8:45 - 9:30 am

Keynote: Rapid Weapon Replenishment

*Freedom Wargaming and
Conference Center*

11:20 am - 12:05 pm

William J. Perry Award Presentation

*Freedom Wargaming and
Conference Center*

12:05 - 12:15 pm

Wednesday, April 26

Keynote: International Security Cooperation

*Freedom Wargaming and
Conference Center*

9:30 :10:15 am

Keynote: What is the Future of the National Guard in the Context of the 2022 NDS?

*Freedom Wargaming and
Conference Center*

11:20 am - 12:05 pm

WELCOME TO THE INTEGRATED PRECISION WARFARE REVIEW (IPWR-23)

Welcome to all!

Thank you for joining us for this classified forum in which kill chain experts from government, industry, and academia meet to collaborate on the advancement of the art and science of precision warfare. With a focus on DoD policy, we execute the IPWR in the April timeframe to follow the annual release of the President's budget request.

We believe our theme for IPWR-23, *Rebuilding the Industrial Base in an Era of Great Power Competition*, is especially relevant considering global events. John Kovach, Jeff Braun and Kurt Chankaya have led the IPW Team to assemble a powerful agenda of speakers. Each presentation will feature a Q&A period, so please be thinking of questions you may want to ask.

We are continuing to evolve our IPW organizational structure to better serve you and we plan to update you on our progress during this event. In addition to your valued attendance at these events, please let us know if you would like to participate

with us on a closer basis. We have roles to fill on our four primary teams: Offense, Defense, Joint All-Domain Operations, and Programs. We are also looking for additional Organizational Liaisons and Service/Agency Liaisons.

Looking ahead, our Programs Team has already begun planning the agenda for our classified Precision Strike Technology Symposium in late October at JHU/APL in Laurel, MD. Please let us know if there are any topics in which you are particularly interested.

Thank you for your continued engagement and support!

All the Best,

Mark 'Stick' Converse
IPW Division Chairman

Dan Shaffer
IPW Division Vice-Chairman

GET INVOLVED

Learn more about NDIA's Divisions and how to join one at [NDIA.org/Divisions](https://www.ndia.org/Divisions)



LEADERSHIP AND COMMITTEES

Mark Converse
Division Chair

Dan Shaffer
Vice Chair

INTEGRATED PRECISION WARFARE

WHO WE ARE

The Integrated Precision Warfare (IPW) Division (formerly known as the Precision Strike Association) provides a forum for disparate kill chain experts to convene and collaborate to advance the art and science of precision engagement, thereby sustaining the success of American warfighters and ensuring the safety of our nation. As such, IPW organizes two classified annual events formerly held by the Precision Strike Association: the Integrated Precision Warfare Review (formerly PSAR) and the Precision Strike Technology Symposium (PSTS). These classified events serve as ethical, collegial vehicles for top federal and military leadership to engage with technical subject matter experts and industry leadership in a candid dialogue that seeks to solve issues along the entire kill chain. To ensure that the topics considered at these events are relevant and timely, IPW members annually visit operational U.S. military commands to gain firsthand knowledge of current operational issues facing the warfighter.

EVENT INFORMATION

LOCATION

Systems Planning & Analysis
2001 North Beauregard Street
Alexandria, VA 22311



ATTIRE

Civilian: Business
Military: Uniform of the Day

SURVEY AND PARTICIPANT LIST

You will receive via email a survey and list of participants (name and organization) after the conference. Please complete the survey to make our event even more successful in the future.

EVENT CONTACT

Kimberly Williams, CMP
Director, Meetings
(703) 247-2578
kwilliams@NDIA.org

Rhealiza Ambanta
Division Coordinator
(703) 247-9479
rambanta@NDIA.org

SPEAKER GIFTS

In lieu of speaker gifts, a donation is being made to the Fisher House Foundation.

PROHIBITED ITEMS

This event is classified at the Secret NOFORN level. Attendees will not be allowed to take briefcases, bags, electronic devices, or other personal property into auditoriums excluding women's handbags; storage lockers will be available for all bags and electronic devices. An electronic device is defined to include cell phones, two-way radios, AM/FM radios, including personal digital assistants (PDAs) such as tablets, palm pilots, Fitbits, Smart Watches, and blackberries; laptop computers; cameras; video/audio recording equipment, pagers, or any other transmitting device.

HARASSMENT STATEMENT

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EVENT CODE OF CONDUCT

NDIA's Event Code of Conduct applies to all National Defense Industrial Association (NDIA), National Training & Simulation Association (NTSA), and Women In Defense (WID) meeting-related events, whether in person at public or private facilities, online, or during virtual events. NDIA, NTSA, and WID are committed to providing a productive and welcoming environment for all participants. All participants are expected to abide by this code as well as NDIA's ethical principles and practices. Visit [NDIA.org/CodeOfConduct](https://www.ndia.org/CodeOfConduct) to review the full policy.



NDIA

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Save the Date • September 25 – 28, 2023 • Huntsville, AL • [NDIA.org/FFC](https://ndia.org/FFC)

AGENDA

TUESDAY, APRIL 25

7:00 am – 5:30 pm

REGISTRATION OPEN

FREEDOM WARGAMING & CONFERENCE CENTER

7:00 – 8:00 am

NETWORKING BREAKFAST

FREEDOM WARGAMING & CONFERENCE CENTER

8:00 – 8:15 am

WELCOME REMARKS

FREEDOM WARGAMING & CONFERENCE CENTER

CAPT Mark Converse, USN (Ret)

Chair, National Defense Industrial Association (NDIA) Integrated Precision Warfare (IPW) Division

8:15 – 8:30 am

SPA, INC. WELCOME REMARKS

FREEDOM WARGAMING & CONFERENCE CENTER

Edwin Stewart

Director, Navy & Marine Corps Initiatives, Systems, Planning & Analysis, Inc.

8:30 – 8:45 am

DAY ONE INTRODUCTION

FREEDOM WARGAMING & CONFERENCE CENTER

Jeff Braun

Principal Engineer & Capture Manager, Systems, Planning & Analysis, Inc.

8:45 – 9:30 am

KEYNOTE: ACQUISITION IMPLICATIONS OF 2022 NUCLEAR POSTURE REVIEW

FREEDOM WARGAMING & CONFERENCE CENTER

Drew Walter

Deputy Assistant Secretary of Defense for Nuclear Matters, Office of the Under Secretary of Defense for Acquisition & Sustainment (OUSD (A&S))

9:30 – 10:15 am

CHIPS ACT AND THE SEMICONDUCTOR INDUSTRY

FREEDOM WARGAMING & CONFERENCE CENTER

The Hon. Alan Shaffer

Former Deputy Under Secretary of Defense for Acquisition & Sustainment, Office of the Under Secretary of Defense for Acquisition & Sustainment (OUSD (A&S))

10:15 – 10:35 am

NETWORKING BREAK

FREEDOM WARGAMING & CONFERENCE CENTER

10:35– 11:20 am

MUNITIONS BUDGETS / INDUSTRIAL PREPAREDNESS

FREEDOM WARGAMING & CONFERENCE CENTER

Stacie Pettyjohn

Senior Fellow & Director, Center for a New American Security (CNAS)

Hannah Dennis

Research Assistant, Defense Program, Center for a New American Security (CNAS)

11:20 am – 12:05 pm

KEYNOTE: RAPID WEAPON REPLENISHMENT

FREEDOM WARGAMING & CONFERENCE CENTER

The Hon. Douglas R. Bush

Assistant Secretary of the Army Acquisition, Logistics & Technology, U.S. Army

12:05 – 12:15 pm

WILLIAM J. PERRY AWARD PRESENTATION

FREEDOM WARGAMING & CONFERENCE CENTER

12:15 – 1:15 pm

NETWORKING LUNCH

FREEDOM WARGAMING & CONFERENCE CENTER

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1:15 – 2:00 pm

JOINT HYPERSONICS TECHNOLOGY OFFICE AND WORKFORCE DEVELOPMENT

FREEDOM WARGAMING & CONFERENCE CENTER

Dr. Lori Siglitz

Workforce Development Lead, Joint Hypersonic Transition Office (JHTO)

2:00 – 2:45 pm

JOINT SIMULATION ENVIRONMENT

FREEDOM WARGAMING & CONFERENCE CENTER

Blaine Summers

Director, Joint Simulation Environment, Naval Air Warfare Center Aircraft Division (NAWCAD)

2:45 – 3:05 pm

NETWORKING BREAK

FREEDOM WARGAMING & CONFERENCE CENTER

3:05 – 3:50 pm

SEA POWER: A CONGRESSIONAL PERSPECTIVE

FREEDOM WARGAMING & CONFERENCE CENTER SYSTEMS

Ronald O'Rourke

Naval Affairs Specialist, Congressional Research Service

3:50 – 4:35 pm

HIGH EXPLOSIVES OF THE FUTURE, ENABLING NEW WAYS TO FIGHT

FREEDOM WARGAMING & CONFERENCE CENTER

Dr. Brian Lansrud-Lopez

Program Director, Los Alamos Associate Laboratory

IS THE DEFENSE INDUSTRIAL BASE PREPARED FOR GREAT POWER COMPETITION?

See Valuable Data in this Year's
Report and Decide for Yourself



DOWNLOAD NDIA'S FREE REPORT



4:35 – 4:45 pm

CLOSING REMARKS

CAPT Mark Converse, USN (Ret)

Chair, National Defense Industrial Association (NDIA) Integrated Precision Warfare (IPW) Division

4:45 – 5:30 pm

NETWORKING RECEPTION

FREEDOM WARGAMING & CONFERENCE CENTER

WEDNESDAY, APRIL 26

7:30 am – 5:30 pm

REGISTRATION OPEN

FREEDOM WARGAMING & CONFERENCE CENTER

7:30 – 8:30 am

NETWORKING BREAKFAST

FREEDOM WARGAMING & CONFERENCE CENTER

8:30 – 8:45 am

DAY TWO INTRODUCTION

FREEDOM WARGAMING & CONFERENCE CENTER

Jeff Braun

Principal Engineer & Capture Manager, Systems, Planning & Analysis, Inc.

8:45 – 9:30 am

KEYNOTE: NATIONAL STRATEGY IN A DYNAMIC SECURITY ENVIRONMENT

FREEDOM WARGAMING & CONFERENCE CENTER

Nina Wagner

Principal Director, Nuclear & Countering Weapons of Mass Destruction (N-CWMD), Office of the Under Secretary of Defense for Policy (OUSD (P))

9:30 – 10:15 am

KEYNOTE: INTERNATIONAL SECURITY COOPERATION

FREEDOM WARGAMING & CONFERENCE CENTER

Patrick Mason, SES

Deputy Assistant Secretary of the Army, Defense Exports & Cooperation, Office of the Assistant Secretary of the Army for Acquisition, Logistics & Technology (OASA (ALT))

10:15 – 10:35 am

NETWORKING BREAK

FREEDOM WARGAMING & CONFERENCE CENTER

10:35 – 11:20 am

WARGAMING STUDY ON CHINA/TAIWAN

FREEDOM WARGAMING & CONFERENCE CENTER

Mark Cancian

Senior Adviser, International Security Program, Center for Strategic & International Studies (CSIS)

11:20 am – 12:05 pm

KEYNOTE: WHAT IS THE FUTURE OF THE NATIONAL GUARD IN THE CONTEXT OF THE 2022 NDS?

FREEDOM WARGAMING & CONFERENCE CENTER

Maj Gen Randolph Staudenraus, USAF

Director, Requirements & Programs (J8), National Guard Bureau

12:05 – 12:50 pm

NETWORKING LUNCH

FREEDOM WARGAMING & CONFERENCE CENTER

12:50 – 1:35 pm

FIRESIDE CHAT: COORDINATING ACROSS THE DEFENSE ACQUISITION COMPLEX

FREEDOM WARGAMING & CONFERENCE CENTER

Steffanie Easter, SES (Ret)

Senior Vice President, Chief Sustainability Officer, Cobham Advanced Electronic Solutions

Sean McDonald

Program Director, Los Alamos Associate Laboratory

1:35 – 2:45 pm

MULTI-SERVICE ADVANCED CAPABILITY HYPERSONIC TEST BED

FREEDOM WARGAMING & CONFERENCE CENTER

Kegan Miller

MACH TB Deputy, Naval Surface Warfare Center

**Hypersonic innovation—
digitally designed.
Fielded capability.**

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Technologies**

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2:45 – 3:20 pm

HYPERSONICS AND EMERGING TECHNOLOGIES

FREEDOM WARGAMING & CONFERENCE CENTER

Dr. Mark Lewis

Executive Director, Emerging Technologies Institute (ETI)

3:20 – 3:55 pm

UPDATE FROM THE PPBE COMMISSION

FREEDOM WARGAMING & CONFERENCE CENTER

Lara Sayer

Executive Director, Planning, Programming, Budgeting, and Execution (PPBE) Reform Commission

3:55 – 4:00 pm

CLOSING REMARKS

FREEDOM WARGAMING & CONFERENCE CENTER

CAPT Mark Converse, USN (Ret)

Chair, National Defense Industrial Association (NDIA) Integrated Precision Warfare (IPW) Division

The NDIA has a policy of strict compliance with federal and state antitrust laws. The antitrust laws prohibit competitors from engaging in actions that could result in an unreasonable restraint of trade. Consequently, NDIA members must avoid discussing certain topics when they are together at formal association membership, board, committee, and other meetings and in informal contacts with other industry members: prices, fees, rates, profit margins, or other terms or conditions of sale (including allowances, credit terms, and warranties); allocation of markets or customers or division of territories; or refusals to deal with or boycotts of suppliers, customers or other third parties, or topics that may lead participants not to deal with a particular supplier, customer or third party.

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Explore the emerging technologies that will shape national security for the next century at ETI's inaugural conference!

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BIOGRAPHIES



THE HON. DOUGLAS R. BUSH

Assistant Secretary of the Army, Acquisition, Logistics and Technology
Office of the Secretary of the Army

The Hon. Douglas R. Bush was confirmed by the United States Senate as the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)) on February 9, 2022. He took office on February 11, 2022. In this position, he serves as the Army Acquisition Executive, the Senior Procurement Executive, the Science Advisor to the Secretary of the Army, and the Army's Senior Research and Development official. He also has principal responsibility for all Department of the Army matters related to logistics.

Bush leads the execution of the Army's acquisition function and the acquisition management system. His responsibilities include providing oversight for the life cycle management and sustainment of Army weapon systems and equipment from research and development through test and evaluation, acquisition, logistics,

fielding, and disposition. He is also responsible for appointing, managing, and evaluating program executive officers and managing the Army Acquisition Corps and Army Acquisition Workforce. In addition, he oversees the Elimination of Chemical Weapons program.

From March 8, 2021, to September 24, 2021, Bush served as the Acting Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA(ALT)) following his appointment as the Principal Deputy Assistant Secretary of the Army for Acquisition, Logistics and Technology.

From 2019-2020, Bush served as the Deputy Staff Director of the House Armed Services Committee (HASC). In this position, he managed all aspects of HASC administrative and legislative operations, including committee personnel and operations, emergency and safety procedures, the committee's budget,

member and staff travel, and classified information management. He oversaw operations of 70 members of House Armed Services Committee staff working in support of 57 members of Congress serving on committee responsible for oversight of the Department of Defense.

From 2007-2019, as a Professional Staff Member of the HASC, Bush was the lead staff member responsible for analysis and oversight of a wide range of Army, Marine Corps, Air Force, and Navy combat system acquisition programs, with a focus on minimizing cost growth, delays, and shortfalls in delivered capability. Aviation programs overseen included fighter and reconnaissance aircraft, unmanned aerial systems, and air-launched missiles and munitions. Ground systems overseen included tanks, infantry fighting vehicles, amphibious systems, ammunition, small arms, and communications/network equipment programs.



DREW WALTER

Deputy Assistant Secretary of Defense for Nuclear Matters
Office of the Under Secretary of Defense for Acquisition and Sustainment

Drew Walter is currently the Deputy Assistant Secretary of Defense for Nuclear Matters (PTDO DASD(NM)). In this role, Walter is responsible for carrying out the Office of Nuclear Matters mission "to ensure the continued credibility, effectiveness, safety, and security of the U.S. deterrent in order to deter nuclear and non-nuclear attack; assure U.S. allies and partners; achieve U.S. objectives if deterrence fails; and hedge against an uncertain future."

Nuclear Matters is the Department of Defense (DoD) focal point for a wide range of issues related to the U.S. nuclear weapons stockpile, nuclear counterterrorism, and nuclear counterproliferation.

Before being assigned as DASD(NM), Walter served as Senior Advisor to the Deputy Under Secretary of Defense for Acquisition and Sustainment, The Hon. Alan Shaffer. In this role, Walter supported the Deputy Under Secretary's efforts to integrate efforts across the Department related to nuclear deterrent modernization and sustainment. In 2018, Mr. Walter joined the Department as Principal Director and Senior Advisor in the Office of Nuclear Matters. Prior to joining DoD, Walter served as a professional staff member with the Committee on Armed Services in the U.S. House of Representatives. In this role, he was responsible for executing committee activities and oversight regarding all policies, programs, and budgets related to nuclear deterrence, nuclear nonproliferation, naval nuclear propulsion, and nuclear environmental cleanup. This

included oversight and authorization of over \$30 billion in annual funding within the Department of Defense and the National Nuclear Security Administration.

Walter began his career at Sandia National Laboratories, where he was a Senior Member of the Technical Staff. His responsibilities at Sandia included conducting physical security assessments for U.S. nuclear weapons, developing and analyzing new security technologies and novel security assessment methodologies, and conducting special studies for laboratory executives. Walter holds Bachelor's and Master's of Science degrees in Mechanical Engineering, both from the Rochester Institute of Technology.



PATRICK MASON, SES

Deputy Assistant Secretary of the Army, Defense Exports and Cooperation
Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology

Patrick Mason currently serves as the Deputy Assistant Secretary of the

Army for Defense Exports and Cooperation (DASA (DE&C)). He is the Army principal responsible for Security Assistance and armaments cooperation, export policies, direct commercial sales of Army defense articles, and international cooperative research, development, and acquisition. These programs employ over 3100 Army Soldiers and Civilians and exceed \$15 billion annually in sales and cooperative efforts with over 150 foreign countries.

Prior to arriving at DASA (DE&C), he served as the Deputy Program Executive Officer for Aviation. He also served Chief of Staff for the Aviation Development Directorate of U.S. Army Aviation and Missile Research, Development and Engineering Center. In this capacity he supported execution of the Army's \$1.2 billion aviation science and

technology investment portfolio. Mason was previously the Director of the U.S. Army Redstone Test Center and oversaw a 1,200- person reimbursable workforce in the execution of developmental testing for aviation, missile, and sensor systems.

Mr. Mason has also served as the Project Manager, Technology Applications Program Office, U.S. Army Special Operations Aviation Command. In this position, he directed the life cycle management of Army Special Operations rotary wing aircraft and associated mission systems supporting the 160th Special Operations Aviation Regiment (Airborne). In 2008, he was one of eight individuals selected from across DoD to serve as a Secretary of Defense Corporate Fellow.

His other acquisition positions include Deputy Program Manager, CH-53K; Director, Flight Test Directorate, U.S. Army Aviation Technical Test Center; and Chief, Rapid

Prototyping and Integration, U.S. Army Aviation Applied Technology Directorate. Mason began his acquisition career after graduating from the Naval Test Pilot School and served as an experimental test pilot supporting both Army and Special Operations aircraft development programs.

Mr. Mason's education includes a Bachelor of Industrial Engineering from the Georgia Institute of Technology; a Master's of Aeronautical Engineering (with Distinction) from the Naval Postgraduate School, the U.S. Naval Test Pilot School (Distinguished Graduate), and the U.S. Army War College. He was selected as the 2013 Army Project Manager of Year for his work with U.S. Army Special Operations Aviation and has received "Best Paper Awards" by the Society of Experimental Test Pilots and the American Helicopter Society. He was awarded the Robert N. Turk Award in 2002 for his efforts in advancing Army engineering light tests.



MAJ GEN RANDOLPH STAUDENRAUS, USAF

Director, Strategy, Policy, Plans, and International Affairs (NGB/J-5)
National Guard Bureau

Maj Gen Randolph J. Staudenraus serves as Director, Strategy, Policy,

Plans, and International Affairs (NGB/J-5), National Guard Bureau. His responsibilities include development and implementation of National Guard Bureau strategy, policy, plans, initiatives, and concepts related to warfighting; transformation; the State Partnership Program; theater security cooperation; federal and state homeland security; interagency, intergovernmental and multinational coordination; and civil support.

General Staudenraus was commissioned from Washington State University. Following pilot training, he flew A-10s, T-38s and F-15Es. General Staudenraus joined the Maryland Air National Guard in 2003, where he served as Operations Group, Vice Wing and Wing Commander, responsible for the organization, training and equipping of over 1,400 Airmen serving both state and federal missions, 175th Wing, Warfield Air National Guard Base, MD. He also served as Director of Plans and Programs (NGB/A8/9) two separate times, representing the National Guard Bureau/A8/A9 in the Air Force and

Department of Defense (DoD) strategic planning and programming processes where he directed Air National Guard (ANG) resource, ANG future missions strategy, and directed long range planning to meet NGB federal and state missions. Prior to his current assignment, he served as the Senior Defense Official/Defense Attaché, United States Central Command (USCENTCOM) Embassy of the United States, Kuwait.

THANK YOU TO OUR HOST



Systems Planning and Analysis (SPA), Inc., is the premier advisory and technical services firm within the global national security industry, trusted by our U.S. and Allied clients to deliver data-driven solutions to complex problems. Based on our 50-year reputation for unrivaled technical expertise and analysis, we offer innovative, knowledge-based solutions with highly skilled and credentialed people, 120 adaptable software tools, and secure work and conference facilities, providing full-spectrum support to meet our clients' critical concerns. Our subject matter experts blend professional skills and experience with personal initiative and integrity, delivering relevant, high quality, actionable solutions in support of complex National Security programs and defense priorities. Our capabilities include advanced analytics, cost estimating, software tool

development, system engineering, DevSecOps, strategy, policy and compliance, and Integrated Program Management.

We strive to be the best in everything we do. We have profound respect for the facts, analytical rigor, and open engagement. Our culture of continuous improvement, self-reflection, and peer review leads to exceptional quality—our culture is the foundation of our 50-year reputation in the industry.

National Security is Who We Are. With multiple offices in the US and in Europe, the United Kingdom, and Australia, SPA is well positioned for ongoing growth. As we continue our journey into SPA's next 50 years of defending National Security interests, we are excited to develop, offer, and sustain innovative solutions, maintaining our position on the leading edge.

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GOLD SPONSOR

Northrop Grumman's advanced weapons define possible with innovative technology for the toughest missions. We design, develop, and deliver weapons and capabilities for missions across multiple domains. We pioneer weapons that consistently surpass the range, speed, precision and firepower of our adversaries and we continually look towards increasing survivability, speed to the field, and affordability.

Northrop Grumman has a legacy built on providing the United States military forces and its allies with high quality, affordable and innovative products earning a worldwide reputation for performance and reliability. Our customers have come to rely on Northrop Grumman for advanced solutions that deliver strategic advantages, such as the Advanced Anti-Radiation Guided Missile (AARGM) and the Advanced Anti-Radiation Guided Missile Extended Range (AARGM-ER).

Our customers must continue to address and respond to peer and near-peer threats with technology capable of not only matching but ideally exceeding these emerging threats. Our adversaries have evolved, and they are much more sophisticated in both tactics and weaponry. Through relationships that foster teamwork, Northrop Grumman works to define and develop the next generation long range highly capable survivable weapons.

We explore new ways to meet or exceed our customers' mission requirements across all agencies and domains. We know how important it is for warfighters to achieve mission success and maintain operational superiority.

Northrop Grumman seeks to address new challenges and find solutions that are responsible for significant increases in weapons capability and are a key factor to win in any operation or campaign.

Our charge at Northrop Grumman is "Defining Possible." We do this by testing, challenging, and breaking through seemingly impassable technological barriers. When the superiority and survivability of our warfighters is at stake, there are no limits to where "Defining the Possible" can take us.



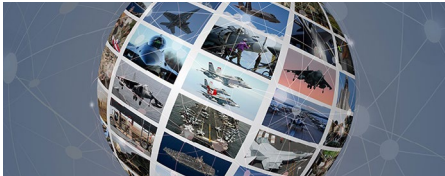
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LEADING THE WAY IN ENGAGEMENT, NETWORKING, AND NATIONAL DEFENSE

PLAN AHEAD FOR SUCCESS | 2023 FEATURED MEETINGS, CONFERENCES, AND EVENTS



DLA SUPPLY CHAIN ALLIANCE CONFERENCE & EXHIBITION

May 3 – 4, 2023 | Richmond, VA



TRAINING & SIMULATION INDUSTRY SYMPOSIUM (TSIS) 2023

June 21 – 22, 2023 | Orlando, FL



FUZE/FFC/DEMIL THREE CONFERENCES. ONE LOCATION.

COLOCATED

66th Annual Fuze Conference

Future Force Capabilities Conference & Exhibition

23rd Global Demilitarization Symposium & Exhibition

September 25 – 28, 2023 • Huntsville, AL



2023 JOINT NDIA/AIA SPRING INDUSTRIAL SECURITY CONFERENCE

May 8 – 10, 2023 | Lake Buena Vista, FL



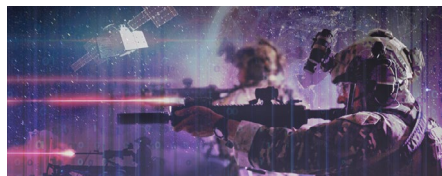
2023 CBRN DEFENSE CONFERENCE & EXHIBITION

July 24 – 26, 2023 | Baltimore, MD



DWIGHT D. EISENHOWER AWARD DINNER

May 16, 2023 | Arlington, VA



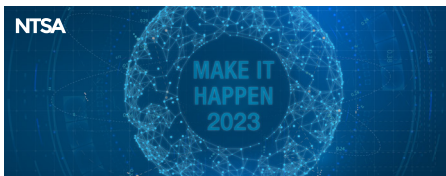
2023 SPACE WARFIGHTING FORUM

August 17 – 18**, 2023 | Colorado Springs, CO



2023 WID NATIONAL CONFERENCE

September 26, 2023 | Arlington, VA



MODSIM WORLD 2023

May 22 – 23, 2023 | Norfolk, VA



EMERGING TECHNOLOGIES FOR DEFENSE CONFERENCE & EXHIBITION

August 28 – 30, 2023 | Washington, DC



PRECISION STRIKE TECHNOLOGY SYMPOSIUM (PSTS-23)

October 17 – 19, 2023 | Laurel, MD



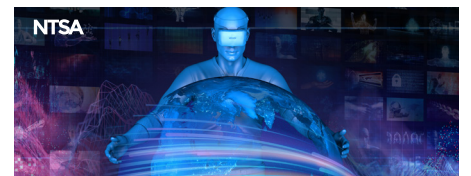
23RD ANNUAL SCIENCE AND ENGINEERING TECHNOLOGY CONFERENCE

May 23 – 25**, 2023 | San Antonio, TX



2023 UNDERSEA WARFARE FALL CONFERENCE

September 18 – 20*, 2023 | Groton, CT

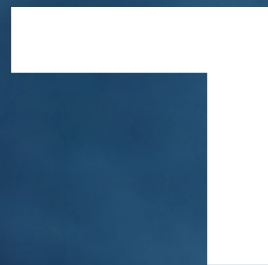


I/ITSEC 2023

November 27 – December 1, 2023 | Orlando, FL

*All Classified | **Partially Classified

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