

Defense Outlook & Commercial Aerospace Forum 2026

Wednesday, January 7 - Thursday, January 8 | Bank of America Tower, One Bryant Park

Wednesday, January 7

as of 12.11.25 / subject to change

7:30 a.m. – 7:55 a.m.	Breakfast and Registration - <i>Bank of America Tower, One Bryant Park, 51st Floor</i>
7:55 a.m. – 8:00 a.m.	Introduction & Welcome Remarks Ronald Epstein, PhD, Managing Director, Aerospace & Defense Senior Research Analyst, BofA Global Research
8:00 a.m. – 8:40 a.m.	Breaking with the Past – What Now? Hon. Michael Bayer, President & CEO, Dumbarton Strategies Maj. General Arnold Punaro (ret.), Chief Executive Officer, The Punaro Group LLC
8:40 a.m. – 9:20 a.m.	A View from the Top – A Changing DoD Lt. General David Bassett (ret.), Senior Advisor, The Cohen Group Lt. General David Deptula (ret.), Dean, Mitchell Institute for Aerospace Studies Adm. James Foggo III (ret.), Dean, Center for Maritime Strategy, Navy League of the United States
9:20 a.m. – 10:00 a.m.	The Outlook for Defense Spending in a Volatile World Doug Berenson, Partner, Aerospace and Defense Practice, Oliver Wyman Todd Harrison, Senior Fellow, American Enterprise Institute (AEI)
10:00 a.m. – 10:10 a.m.	Break
10:10 a.m. – 10:50 a.m.	Outlook from the Hill – The All-Powerful Executive Branch Michael Herson, President & CEO, American Defense International Kate Käufer, President, KMK Global Strategies, LLC
10:50 a.m. – 11:30 a.m.	The Future of Warfare Bryan Clark, Senior Fellow and Director, Hudson Institute Stacie Pettyjohn, Senior Fellow & Director, Defense Program, Center for a New American Security (CNAS)
11:30 a.m. – 12:10 p.m.	Acquisition Reform and Defense Industrial Policy – Shortages vs. Better/Cheaper/Faster Jeff Bialos, Partner, Eversheds Sutherland Mackenzie Eaglen, Senior Fellow, American Enterprise Institute (AEI)
12:10 p.m. – 1:30 p.m.	Keynote Luncheon – Final Frontier Stacie Williams, PhD, Chief Science Officer, US Space Force
1:30 p.m. – 2:10 p.m.	AI and Cybersecurity Panel Gregory Allen, Senior Advisor, Wadhwanai AI Center, Center for Strategic and International Studies (CSIS) Hon. Lucian Niemeyer, Chairman & CEO, Building Cyber Security
2:10 p.m. – 2:50 p.m.	The Geopolitical Scene in a Mercantile World Tai Ming Cheung, Director, UC Institute on Global Conflict and Cooperation (IGCC), UCSD Evelyn Farkas, PhD, Executive Director, McCain Institute Thomas Mahnken, PhD, President & CEO, Center for Strategic and Budgetary Assessments
2:50 p.m. – 3:30 p.m.	Blind Spots – Critical Minerals, rare earths and what else? Gracelin Baskaran, Director, Critical Minerals Security, Center for Strategic and International Studies (CSIS) Hon. Nazak Nikakhtar, Partner, Wiley Rein LLP
3:30 p.m. – 3:40 p.m.	Break
3:40 p.m. – 4:20 p.m.	Navy Outlook Eric Labs, PhD, Senior Analyst for Naval Forces and Weapons, Congressional Budget Office Ron O'Rourke, Specialist in Naval Affairs, Congressional Research Service
4:20 p.m. – 5:00 p.m.	Industry Titans Panel John Slattery, CEO (Retired), GE Aviation and Embraer Commercial Aircraft Kevin Stein, President & CEO (Retired), TransDigm
5:00 p.m. – 5:40 p.m.	Airforce Outlook Jeremiah "JJ" Gertler, FRAeS, Senior Analyst, Military, Teal Group Rebecca Grant, PhD, Vice President, Lexington Institute
5:45 p.m. – 6:45 p.m.	Join us for a Networking Reception, One Bryant Park, 51st Floor

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7:30 a.m. – 7:55 a.m.	Breakfast and Registration - <i>Bank of America Tower, One Bryant Park, 51st Floor</i>
7:55 a.m. – 8:30 a.m.	Intro and Top Issues <i>Adam Pilarski, PhD, President, AVITAS</i>
8:30 a.m. – 9:00 a.m.	Aerospace and Industrial Policy <i>Alex Krutz, Deputy Assistant Secretary for Manufacturing, US Department of Commerce</i>
9:00 a.m. – 9:30 a.m.	Transforming the Moving World <i>Adam Grosser, Chairman & Managing Partner, UP Partners</i>
9:30 a.m. – 10:00 a.m.	Break
10:00 a.m. – 10:30 a.m.	Outlook for the Airlines <i>John Heimlich, VP & Chief Economist, Airlines for America</i>
10:30 a.m. – 11:00 a.m.	An Outlook for 2025 and Beyond (Commercial Aero & Defense) <i>Richard Aboulafia, FRAeS, Managing Director, AeroDynamic Advisory</i>
11:00 a.m. – 11:30 a.m.	Aftermarket Trends <i>Kevin Michaels, PhD, Managing Director, AeroDynamic Advisory</i>
11:30 a.m. – 1:00 p.m.	Luncheon & The Art of the Possible in New Aircraft Design <i>Luis Carlos Affonso, Senior VP of Engineering and Technology Development, Embraer</i>
1:00 p.m. – 1:30 p.m.	Space Panel <i>Sita Sonty, Partner & Managing Director, Alix Partners</i> <i>Adam Spice, Treasurer & CFO, Rocket Lab</i> <i>Planet Labs Invited</i>
1:30 p.m. – 2:20 p.m.	Electric/Hybrid Aviation <i>Marc Allen, Chief Executive Officer, Electra</i> <i>Kyle Clark, Founder & CEO, Beta Technologies</i> <i>Adam Goldstein, Chairman & CEO, Archer Aviation</i> <i>David King, Chief Engineer, Vertical Aerospace</i> <i>Joby Aviation Invited</i>
2:20 p.m. – 2:50 p.m.	Aerospace Supply Chains <i>Matteo Peraldo, Partner & Managing Director, Alix Partners</i>
2:50 p.m. – 3:20 p.m.	Break
3:20 p.m. – 3:50 p.m.	BizJet Outlook <i>Dean Roberts, PhD, VP, Strategy, Sustainability and Development, Rolland Vincent Associates</i>
3:50 p.m. – 4:20 p.m.	Commercial Engine & MRO Outlook <i>Laurent Rouaud, Principal, Avworks Partners</i>
4:20 p.m. – 4:30 p.m.	Concluding Remarks <i>Ronald Epstein, PhD, Managing Director, Aerospace & Defense Senior Research Analyst, BofA Global Research</i>
4:30 p.m.	Conference concludes