

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 - Bank of America Tower, One Bryant Park, 51 st Floor
7:55 a.m. – 8:00 a.m.	Introduction & Welcome Remarks Ronald Epstein, PhD , <i>Managing Director, Aerospace & Defense Senior Research Analyst</i> , BofA Global Research
8:00 a.m. – 8:40 a.m.	Breaking with the Past – What Now? Hon. Michael Bayer , <i>President & CEO</i> , Dumbarton Strategies Maj. General Arnold Punaro (ret.) , <i>Chief Executive Officer</i> , 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.) , <i>Senior Advisor</i> , The Cohen Group Lt. General David Deptula (ret.) , <i>Dean</i> , Mitchell Institute for Aerospace Studies Adm. James Foggo III (ret.) , <i>Dean</i> , 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 , <i>Partner, Aerospace and Defense Practice</i> , Oliver Wyman Todd Harrison , <i>Senior Fellow</i> , 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 , <i>President & CEO</i> , American Defense International Kate Käufer , <i>President</i> , KMK Global Strategies, LLC
10:50 a.m. – 11:30 a.m.	The Future of Warfare Bryan Clark , <i>Senior Fellow and Director</i> , Hudson Institute Stacie Pettyjohn , <i>Senior Fellow & Director, Defense Program</i> , 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 , <i>Partner</i> , Eversheds Sutherland Mackenzie Eaglen , <i>Senior Fellow</i> , American Enterprise Institute (AEI)
12:10 p.m. – 1:30 p.m.	Keynote Luncheon – Final Frontier Stacie Williams, PhD , <i>Chief Science Officer</i> , US Space Force
1:30 p.m. – 2:10 p.m.	AI and Cybersecurity Panel Gregory Allen , <i>Senior Advisor</i> , Wadhvani AI Center, Center for Strategic and International Studies (CSIS) Hon. Lucian Niemeyer , <i>Chairman & CEO</i> , Building Cyber Security
2:10 p.m. – 2:50 p.m.	The Geopolitical Scene in a Mercantile World Tai Ming Cheung , <i>Director</i> , UC Institute on Global Conflict and Cooperation (IGCC), UCSD Evelyn Farkas, PhD , <i>Executive Director</i> , McCain Institute Thomas Mahnken, PhD , <i>President & CEO</i> , 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 , <i>Director, Critical Minerals Security</i> , Center for Strategic and International Studies (CSIS) Hon. Nazak Nikakhtar , <i>Partner</i> , 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 , <i>Senior Analyst for Naval Forces and Weapons</i> , Congressional Budget Office Ron O'Rourke , <i>Specialist in Naval Affairs</i> , Congressional Research Service
4:20 p.m. – 5:00 p.m.	Industry Titans Panel John Slattery , <i>CEO (Retired)</i> , GE Aviation and Embraer Commercial Aircraft Kevin Stein , <i>President & CEO (Retired)</i> , TransDigm
5:00 p.m. – 5:40 p.m.	Airforce Outlook Jeremiah "JJ" Gertler, FRAeS , <i>Senior Analyst, Military</i> , Teal Group Rebecca Grant, PhD , <i>Vice President</i> , 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 - Bank of America Tower, One Bryant Park, 51 st Floor
7:55 a.m. – 8:30 a.m.	Intro and Top Issues Adam Pilarski, PhD , <i>President</i> , AVITAS
8:30 a.m. – 9:00 a.m.	Aerospace and Industrial Policy Alex Krutz , <i>Deputy Assistant Secretary for Manufacturing</i> , US Department of Commerce
9:00 a.m. – 9:30 a.m.	Transforming the Moving World Adam Grosser , <i>Chairman & Managing Partner</i> , UP Partners
9:30 a.m. – 10:00 a.m.	Break
10:00 a.m. – 10:30 a.m.	Outlook for the Airlines John Heimlich , <i>VP & Chief Economist</i> , Airlines for America
10:30 a.m. – 11:00 a.m.	An Outlook for 2025 and Beyond (Commercial Aero & Defense) Richard Aboulafia , <i>FRAeS, Managing Director</i> , AeroDynamic Advisory
11:00 a.m. – 11:30 a.m.	Aftermarket Trends Kevin Michaels, PhD , <i>Managing Director</i> , AeroDynamic Advisory
11:30 a.m. – 1:00 p.m.	Luncheon & The Art of the Possible in New Aircraft Design Luis Carlos Affonso , <i>Senior VP of Engineering and Technology Development</i> , Embraer
1:00 p.m. – 1:30 p.m.	Space Panel Sita Sonty , <i>Partner & Managing Director</i> , Alix Partners Adam Spice , <i>Treasurer & CFO</i> , Rocket Lab <i>Planet Labs Invited</i>
1:30 p.m. – 2:20 p.m.	Electric/Hybrid Aviation Marc Allen , <i>Chief Executive Officer</i> , Electra Kyle Clark , <i>Founder & CEO</i> , Beta Technologies Adam Goldstein , <i>Chairman & CEO</i> , Archer Aviation David King , <i>Chief Engineer</i> , Vertical Aerospace <i>Joby Aviation Invited</i>
2:20 p.m. – 2:50 p.m.	Aerospace Supply Chains Matteo Peraldo , <i>Partner & Managing Director</i> , Alix Partners
2:50 p.m. – 3:20 p.m.	Break
3:20 p.m. – 3:50 p.m.	BizJet Outlook Dean Roberts, PhD , <i>VP, Strategy, Sustainability and Development</i> , Rolland Vincent Associates
3:50 p.m. – 4:20 p.m.	Commercial Engine & MRO Outlook Laurent Rouaud , <i>Principal</i> , Avworks Partners
4:20 p.m. – 4:30 p.m.	Concluding Remarks Ronald Epstein, PhD , <i>Managing Director, Aerospace & Defense Senior Research Analyst</i> , BofA Global Research
4:30 p.m.	Conference concludes