



"SMART DEFENCE SMART TADIC"

Conference to address

Trans-Atlantic Defence Technological and Industrial Cooperation (TADIC)
Conference of Armaments Directors (CNAD)

14 October 2011

North Atlantic Treaty Organisation
Boulevard Leopold III – B-1110 Brussels - Belgium

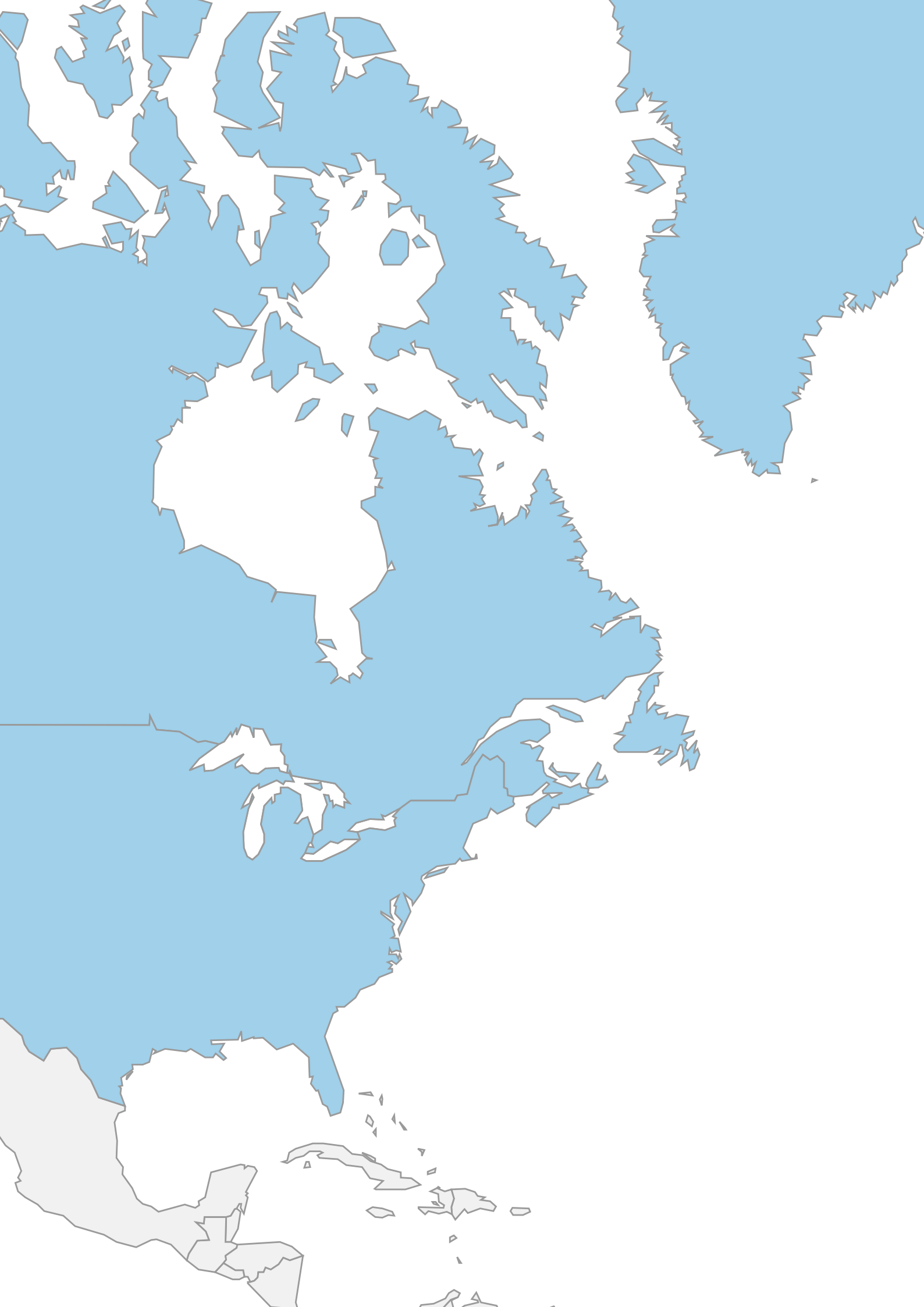
Brochure



The NATO Secretary General refers to "Smart Defence" as the way to "ensuring greater security, for less money, by working together more flexibly". One element of promoting this is by ensuring efficient and effective technological and industrial cooperation amongst nations, particularly in the trans-Atlantic domain.

Supporting Partners:







ASSISTANT SECRETARY GENERAL FOR DEFENCE INVESTMENT

LE SECRÉTAIRE GÉNÉRAL ADJOINT POUR LES INVESTISSEMENTS DANS LE DOMAINE DE LA DÉFENSE

Dear Speakers and Participants,

I welcome you to our Trans-Atlantic Defence Technological and Industrial Cooperation Conference, under the banner "*Smart Defence - Smart 'TADIC'*", at NATO Headquarters.

This Conference under the direction of the Conference of National Armaments Directors (CNAD) will address Trans-Atlantic Defence Technological and Industrial Cooperation in the context of the realisation by NATO nations of multinational approaches to designing, developing, acquiring, sustaining and disposing defence assets for current and future operations.

The aim of the Conference is to identify specific and practical ways to strengthen trans-Atlantic defence technological and industrial cooperation within the evolving framework of defence trade developments on both sides of the Atlantic and to set out what is necessary, on both sides of the Atlantic, to enable successful trans-Atlantic cooperation in defence capability development and delivery.

I cordially thank you for your participation and contribution in this conference and willingness to help advance our efforts to foster transatlantic co-operation.

Yours sincerely,

Patrick Auroy

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Conference Programme

The Conference which will take place on the 14th October in the "LUNS" room at NATO Headquarters in Brussels, is being hosted by National Armaments Directors of NATO and will bring together senior decision makers and subject matter experts from governments and industry on both sides of the Atlantic.

1. **Welcome and Opening Remarks by Chairman Mr. Patrick Auroy** 08.45-09.00
Assistant Secretary General Defence Investment and CNAD Chairman

2. **Keynote Address by NATO Secretary General Mr Anders Fogh Rasmussen [tbc]** 09.00-09.30

3. **Panel 1**
The imperative for increased Alliance trans-Atlantic defence technological and industrial cooperation in an era of "Smart Defence".
- Panellists offering a view on discussion points
- Discussion after each intervention

BREAK

4. **Panel 2**
Delivering Alliance Capability: lesson learned and future prospects for Trans-Atlantic programmes.
- Panellists offering a view on discussion points
- Discussion after each intervention

LUNCH

13.00

During Lunch

5. **Conference Conclusions and Assignments**
- Moderators summarizing main findings of Panel 1 & 2
- Discussion
- Summary by Chairman

6. **Closing Remarks by Chairman** ending at 14.30

Panel 1

The imperative for increased Alliance Trans-Atlantic defence technological and industrial cooperation in an era of "Smart Defence".

"This topic will address the requirements for Trans-Atlantic defence technological and industrial cooperation emanating from the new NATO Strategic Concept and related initiatives and the opportunities that defence trade developments on both sides of the Atlantic, both in terms of defence procurement and export control reforms, offer government and industry in achieving TADIC."

Panellists:

Mme. Claude-France Arnould

Chief Executive – European Defence Agency

Ms. Valerie Evans

Head of International Relations Group at Defence Equipment and Support – UK MOD

Mr. Jack Harrington

CEO – ThalesRaytheon Systems

Ms. Beth M. McCormick [tbc]

Deputy Assistant Secretary for Defense Trade and Regional Security

U.S. Department of State [tbc]

Mr. Giuseppe Orsi

CEO – Finmeccanica Group

Moderator:

Mr. Robert Bell

United States Secretary of Defense Representative, Europe

Former NATO Assistant Secretary General for Defence Investment

Discussion Points

- What currently impedes and/or enables trans-Atlantic technology transfer and industrial cooperation as an integral part of NATO's new strategic concept and delivering the Lisbon capability package ?
- What will the US Export Control Reform Initiative deliver – for the United States; for Canada; for Europe?
- How would EU defence procurement and intra-community export control revisions affect trans-Atlantic defence industrial cooperation?
- Where is the appropriate balance between national sovereignty in defence and collective defence needs to (1) advance new defence technologies and (2) maintain interoperability in coalition operations – by government, by industry?
- What savings and operational efficiencies can be gained by NATO through access to a **Trans-Atlantic Defence technological and Industrial Base**. In what way will NATO's relationship with industry have to change to get there?
- "NATO Europe" and "EU Europe" are different – are the defence needs of the two different? How does North America view this difference?

Recommendations to be aimed for from Panel 1 discussions:

- Initiatives that can be taken to enhance trans-Atlantic defence technological and industrial cooperation, enable efficient and effective delivery of the Lisbon capability package and support the ambitions of the new Strategic Concept.
- The key win-win aspects of the **Trans-Atlantic** trade reforms that should be aimed for.
- Steps to encourage support for and sustaining of a Trans-Atlantic defence technological and industrial Base.
- Proposals for how NATO can work alongside the EU to further defence technology and defence industrial cooperation.

Panel 2

**Delivering Alliance capability:
lesson learned and future prospects
for Trans-Atlantic programmes.**

"This topic will address lessons learned in working TADIC issues and how these be taken account of in current and future multinational programmes, as well as in ongoing technology cooperation to meet emerging security challenges."

Panellists:

Gen.(retd) William J. Begert

Vice-President for Business Development and Aftermarket Services
Pratt and Whitney (Military Engines), United Technologies Corporation.

Mr. Thomas F. Darcy

Vice President, Defence Electronic & Systems – EADS

Mr. James A. Hursch

Director, Defense Technology Security Administration
U.S. Department of Defense

Maj.Gen. Carlo Magrassi

Deputy Commander Air Force Command – Italian MoD
Former Deputy Chief Executive Strategy – EDA

Mr. Peter M. Wagner [tbc]

Adviser to the Task Force for Greece; until September 2011 Head of Unit for Defence, Aeronautic and Maritime Industries, Directorate General for Enterprise and Industry, European Commission

Moderator:

Mr. Jean Fournet

International Consultant
Former NATO Assistant Secretary General for Public Diplomacy

Discussion Points

- What are the lessons learned in trans-Atlantic defence acquisition programmes - from the government perspective; - from the industry perspective?
- Does a technology gap between the United States and other NATO countries exist, particularly in the area of C4ISR? Does this matter – to NATO nations; – to NATO operations? If 'yes' what steps can be taken to alleviate this in times of defence budgets constraints?
- What defence procurement process changes are required to stimulate multi-national approaches for short duration and/or NATO specific programmes, pooling of production assets, sharing of support and services?
- What "TADIC" barriers impact on NATO programme managers and what steps should be taken to alleviate these – especially in the defence technology aspect?
- What are the cost drivers for trans-Atlantic programmes and what business model would industry recommend for achieving efficient and cost effective trans-Atlantic multinational programmes?

Proposal Recommendations to be aimed for from Panel 2 discussions:

- Guiding principles for NATO Programme Managers to achieve successful trans-Atlantic multi-national programmes – acquisition, pooling, sharing, sustainment.
- Best Practices from the Industry perspective for efficient and effective trans-Atlantic defence technological and industrial co-operation.

NATO and NIAG Activities

addressing Trans-Atlantic Defence Technological and Industrial Cooperation

2002 NIAG report¹ on Trans-Atlantic Defence Industrial Cooperation provided to CNAD

The report offered recommendations on how to enhance the ability of industry to cooperate more effectively to provide cost effective and interoperable solutions to meet Alliance and national defence needs.

2003 NATO, together with the German Marshall Centre, held a conference on US trans-Atlantic defence industrial cooperation.

It was concluded that:

- the conference contributed to a better understanding with non-US industry and government representatives of the intents, difficulties and opportunities of the US policies and ways to address possible difficulties.
- for US officials, it was an opportunity to take account of NATO, European and industrial views when finalising the update of the US export licensing legislation.

2003 North Atlantic Council (NAC) agreement to the Secretary General's way forward proposals², which included:

- inviting periodic briefings to the NAC by the United States, and other nations, on Defence Trade Export Policy and National Security;
- NATO playing a role in addressing and resolving export licensing problems that affect NATO agencies;
- holding regular NATO conferences to address trans-Atlantic export control and technology transfer problems;
- incorporating with a future NATO Summit Communiqué a high level political declaration on trans-Atlantic defence industrial cooperation.

2004 Istanbul Summit Communiqué:

"NATO's armament activities must meet the Alliance's evolving military needs. We therefore reaffirm the importance we attach to mutually advantageous trans-Atlantic defence industrial cooperation."

2008 Second NIAG study on Trans-Atlantic Defence Industrial Cooperation – Final Report³ issued.

The report noted the mandate of the study, which was to identify measures which Allies could implement to bring about improvements in this area and not the propose changes to existing laws or regulatory mechanisms with Member States, and offered 18 separate recommendations for addressing

1 AC/259-D(2002)11 dated 15 March 2002.

2 SG(2003)1182-REV11-AS1 (INV)

3 AC/259-D(2008)0007-Rev1 (INV)

by NATO, the United states, European Union Member States of NATO, and industry, both respectively and collectively. These recommendations, which included a number of detailed proposals, together with the defence trade initiatives in the United States and the EU, were considered to provide ways to improve the "playing field" on which the US and European export licensing processes and technology transfer policies operate.

2008 Bucharest Summit Communiqué:

"We agree to [...] support the improving of trans-Atlantic defence technological and industrial cooperation as part of the efforts to develop and field the right capabilities and forces."

2009 CNAD and RUSI⁴ Conference on Trans-Atlantic Defence Industrial Cooperation⁵ under the banner "Challenges and Opportunities in Trans-Atlantic Defence Industrial Cooperation".

The Conference produced a range of recommendations, the most salient being to:

- encourage and stimulate US-EU dialogue on defence industrial matters,
- improve the understanding of export control procedures and processes,
- develop a forum where senior industry and NATO leadership, both political and military, can engage formally,
- hold annual TADIC conferences.

2011 Smart Defence - Smart TADIC

The purpose of is follow-on TADIC Conference is to:

- consider the implications of the new NATO Strategic Concept and the opportunities provided by NATO transformation initiatives for advancing TADIC;
- review the developments in Europe and the United States to reform export control processes and discuss implications and opportunities resulting, particularly with regard to multinational programmes supporting NATO capabilities and interoperability.
- review the TADIC issues and considerations from the industrial point of view, in particular in supporting NATO programmes and capabilities such as AGS, territorial missile defence, cyber-security.

The aim is to provide advice to CNAD and other concerned NATO Bodies and Agencies, to nations and to industry on measures and working practices to promote, and to benefit from, effective trans-Atlantic defence technological and industrial cooperation.

4 RUSI – Royal United Services Institute, London, UK

5 AC/259-D(2010)0001 – January 2010.

NATO Actors Addressing the Provision of NATO Defence & Security Capabilities

Conference of National Armaments Directors

The major work within NATO to identify opportunities for collaborative research, development, production and support, of military equipment takes place under the auspices of the Conference of National Armaments Directors (CNAD). The CNAD is the senior advisory committee to the North Atlantic Council on armaments issues. It sets priorities and gives guidance to its substructure, which is supported by military and civilian experts from Allies and Partner nations.

Defence Investment Division

The Defence Investment Division (DI) focuses on the development of military capabilities to enhance the Alliance's capacity, including armaments planning, integrated air defence, airspace and air traffic management, and command and control. It contributes to the Nations' ability to assign to the Alliance forces that are properly equipped and interoperable to undertake the full range of military missions.

The Division is led by the Assistant Secretary General (ASG) for Defence Investment, currently Mr. Patrick Auroy, France. The ASG/DI is also the permanent Chairman of the of the Conference of National Armaments Directors.

NATO Industrial Advisory Group (NIAG)

NIAG was established in October 1968 to provide a link to the NATO nations' defence industries through which the industrial viewpoint and industrial technology development could be included in the work of the NATO. NIAG is a high-level consultative and advisory body of senior industrialists of NATO member countries, acting under the Conference of National Armaments Directors (CNAD), with the aims of:

- Advising National Armament Directors on industrial perspectives and issues
- Bringing industrial know-how and ideas to the work in CNAD and other NATO Bodies addressing NATO military capability requirements.

Defence Policy and Planning Division

The Defence Policy and Planning Division (DPP) has the lead on defence-related issues such as defence transformation, defence capabilities, defence planning, logistics and missile defence. The Division is responsible for developing political guidance for the implementation of NATO's new Strategic Concept, in particular to guide the work undertaken during the NATO Defence Planning Process, and is also responsible for the defence-related aspects of cooperation between NATO and the EU, notably in the field of defence planning and capability development. In addition, the Division is responsible for the political-military and defence-related aspects of cooperation with partners and international organisations.

Emerging Security Challenges Division

The Emerging Security Challenges Division (ESC) aims to provide a coordinated approach by the Alliance to the challenges of the 21st Century. These include terrorism, Weapons of Mass Destruction proliferation, cyber threats, as well as energy security challenges, including those posed by environmental changes. The Division

will play an important role in the implementation of the new Strategic Concept, as well as in the development of a strategic analysis capability to enable the Alliance to better anticipate crisis situations and assess risks. The division also promotes security cooperation through a variety of programmes, in NATO, with Partner nations, and with other international organisations, as appropriate.

NATO Office of Resources

The NATO Office of Resources (NOR) brings together, under the direction and leadership of the Director NOR, all international staff working on NATO military common-funded issues with the aim of reinforcing military common-funded resource management at the NATO HQ. The NOR provides integrated staff advice and support to the Resource Policy and Planning Board (RPPB), the Budget Committee (BC) and the Investment Committee (IC) as well as their Chairmen. The NOR provides staff advice to the divisions of the International Staff (IS) and International Military Staff (IMS), and other bodies as required, on NATO military resource issues.

International Military Staff

The International Military Staff (IMS) is the executive body of the Military Committee (MC), NATO's senior military authority. It is responsible for preparing assessments, studies and other papers on NATO military matters. It also ensures that decisions and policy on military matters are implemented by the appropriate NATO military bodies.

Allied Command Operations

Allied Command Operations (ACO) is the Strategic Command responsible for all Alliance operations. Under the leadership of Supreme Allied Commander Europe (SACEUR), an Innovation and Technology Cell was established in July 2009, tasked to facilitate agile technology integration and to promote rapid implementation of innovative solutions to global challenges confronting European and North-American security interests."

Allied Command Transformation

Allied Command Transformation (ACT) is NATO's leading agent for change, driving, facilitating, and advocating continuous improvement of Alliance capability to maintain and enhance the military relevance and effectiveness of the Alliance. The Strategic Objectives of ACT are:

- Providing appropriate support to NATO missions and operations
- Leading NATO military transformation
- Improve relationships, interaction and practical cooperation with partners, nations and international organisations.

Evolving NATO Structures

In June 2011, Ministers agreed to consolidate the current 14 NATO Agencies into only three, namely a Procurement, a Support and a Communication & Information Agency, and to establish a Science and Technology Organisation. These changes are currently being implemented, to take full effect within a year's time.

Procurement Agency

The Procurement Agency aims to be the centre of excellence for multinational armament procurement. It provides a competitive framework for ongoing and future armament procurement programmes. This includes a strategy to encourage and attract Nations to initiate and join multinational armament procurement programmes.

Support Agency

The Support Agency will accommodate multinational programmes, act as a Host Nation for NATO Security Investment Programme (NSIP) projects, and support the Strategic Commands with in-theatre operational logistics.

It will also provide in-service support, maintenance and logistics to NATO and national weapons systems, as well as services such as ammunition disposal.

Communication & Information (C&I) Agency

The C&I Agency will be NATO's principal C3 capability deliverer and CIS service provider for all its entitled customers. It will provide IT Shared Services to NATO HQ, the NATO Command Structure and the new Agencies. The C&I Agency will ensure continuous Communication and Information Systems (CIS) support to all operations in which NATO is engaged, responding to SACEUR's needs.

Science and Technology Organisation

Within the Agencies Reform context, the Alliance is going to establish a new Science & Technology Organisation. Joining the forces of the existing RTO and NURC, and in close cooperation with the other NATO bodies implied in S&T, the STO will promote the collaboration between Allies, and with Partners, on the full spectrum of defence and security related science and technology activities. As a provider of knowledge and expertise, the STO will develop its programme of work in close coordination with its customers in both, the Nations directly and through various NATO bodies, including the new Agencies.

As the leading executive of the STO, the Chief Scientist will chair its Board, ensuring that the STO delivers the expected results through its broad range of activities, and function as the Senior Scientific Advisor of the NATO's senior leadership, by delivering science based expertise and advice, available in the STO-network, to this leadership.

Speakers, Moderators, and Panellists

Anders Fogh Rasmussen [tbc]



Anders Fogh Rasmussen took office as the North Atlantic Treaty Organization's 12th Secretary General on 1 August 2009.

He studied economics at the University of Aarhus, graduating (MSc Econ) in 1978. The same year he became member of the Danish Parliament representing the Liberal Party.

From 1992 to 1998 he was spokesman for the Liberal Party and from 1993 to 1998 in addition vice-chairman of the Parliament's Economic and Political Affairs Committee. In 1998 he became chairman of the Liberal Party's national organisation and vice-chairman of the Parliament's Foreign Policy Board.

After the parliamentary elections in 2001 he became Prime Minister of Denmark, forming his first government, a coalition consisting of the Liberal Party and the Conservative People's Party. His government was re-elected in 2005 and 2007 respectively, and he held the position as Prime Minister until he was elected as future NATO Secretary General

Patrick Auroy



Lieutenant General (Armaments) Patrick Auroy is NATO Assistant Secretary General for Defence Investment. In October 2009 he took up the post of Deputy Director General of the DGA (Direction Générale de l'Armement), the armaments branch of the French MoD.

He graduated from the Ecole Polytechnique (1975), the ENSAE (French Aeronautics and Space Academy 1980), and the EPNER (French Flight Test Crew Academy, 1981), and began his career as a helicopter flight test engineer responsible for certification at the DGA Flight Test Centre (CEV) in Brétigny.

In 2005, Mr Auroy was appointed as Director for Force Systems and Strategies, responsible for:

- preparing future capabilities - a part of the capability process led by the Joint Staff,
- defence policy on science, research and technology,
- international armaments cooperation, in particular through NATO and the EU,
- economic and industrial armaments issues.

Throughout this period, he supervised for the DGA the preparation and implementation works related to the French return to the NATO integrated command structure and those related to the French Presidency of the European Union.

Robert Bell



Mr. Robert Bell is the Secretary of Defense Representative in Europe (SECDEFREPEUR) and the Defense Advisor (DEFAD) for the US Mission to NATO (USNATO). As SECDEFREPEUR, he is responsible for planning, recommending, coordinating, and monitoring DoD policies, programs and initiatives in Europe. As the USNATO DEFAD, he is responsible for the formulation, coordination, and presentation of Department of Defense policies to the US Ambassador to NATO.

Before taking his current position, Mr. Bell was the Senior Vice President of SAIC. As Account Manager for NATO and EUCOM, he coordinated the activities of SAIC Business Units pursuing contract opportunities at those two organizations. Mr. Bell also chaired SAIC's European Executive Committee and served as

Managing Director of SAIC's subsidiaries in Belgium and France. In Jan 2010, he was selected to chair the NATO Industrial Advisory Group (NIAG).

Prior to joining SAIC in 2004, he served as NATO Assistant Secretary General for Defense Investment from 1999-2003. In this capacity, Mr. Bell chaired NATO's Conference of National Armaments Directors (CNAD) and its C3 Board (NC3B) and directed NATO International Staff activities in the areas of armaments cooperation, missile defense, air defense, airspace management, common funding and resource policy.

Jean Fournet



Jean Fournet was the NATO Assistant Secretary General for Public Diplomacy from 2003 until 2007. Prior to that he had been the Assistant Secretary General for Scientific and Environmental Affairs since March 2001.

Before coming to NATO, Jean Fournet was the National Armaments Director and Director of Co-operation and Industrial Affairs in the Direction générale de l'armement (DGA) of the French Ministry of Defence. In his duties there he was responsible for bilateral and multilateral co-operation relations with the various Alliance and European Union countries, which involved intense communication and dialogue efforts. In 2000 he was also the Chairman of the Board of the Organization for Joint Co-operation in Armaments (OCCAR) involving Germany, Italy, the United Kingdom and France. Until 1999 he was a member of the board of directors of several national firms (Aérospatiale, SNECMA, Dassault).

He attained the rank of Lieutenant General, Armament Corps in 1997.

Claude-France Arnould



Claude-France Arnould is the Chief Executive of the European Defence Agency since 17 January, 2011.

Previously, Ms. Arnould worked on defence matters in other EU positions. She led the Crisis Management and Planning Directorate (CMPD) at the General Secretariat of the Council of the European Union, between 2009 and 2010, and as Director for Defence Issues at the General Secretariat of the Council of the European Union from 2001 to 2009 (in charge of operations military capabilities, partnerships and chair of the EU Satellite Centre Board).

Earlier in her career (1998-2001), Ms. Arnould worked as Director of International and Strategic Affairs at the French National Defence General Secretariat /Prime Minister (preparation of national "Council of Defence", CIEMG / interagency process for weapons exports control, armaments and space issues).

She became Desk Officer at the Economic and Financial Affairs Directorate, at the French Ministry of Foreign Affairs (1983-1986), responsible for EC trade policy and external relations. In 1989, she was appointed Deputy Director of European Community Affairs, at the French Ministry of Foreign Affairs (in charge of external relations, trade, budget, institutions, CAP and development). She was then posted in Germany, as First Counsellor of the French Embassy (1994-1998).

General (ret'd) William J. Begert



William J. Begert, General, U.S. Air Force (ret'd) is the vice president for Business Development and Aftermarket Services for Pratt & Whitney Military Engines, a United Technologies Company in East Hartford, Connecticut. As vice president, he is responsible for domestic and international military sales, assessing U.S. Military requirements and developing business strategies for Pratt & Whitney's military engine services. He is also responsible for the maintenance, repair and overhaul operations of Pratt & Whitney's Military Aftermarket Services

In the Air Force, General (ret'd) Begert was a Command Pilot with almost 7,000 flying hours. He held command positions multiple times in his career and held a variety of staff positions.

General (ret'd) Begert served as the Vice Commander of U.S. Air Forces in Europe during the air war over Serbia. He culminated his career as the Commander, Pacific Air Forces where he was responsible for U.S. Air Force activities in an area encompassing more than 50 percent of the globe. His command consisted of approximately 45,000 Air Force personnel and more than 400 aircraft. He assumed his position at Pratt & Whitney, a United Technologies Company in February 2005.

Thomas F. Darcy



Thomas F. Darcy is Vice President of Defense Electronics and Systems at EADS North America.

Darcy is responsible for all Line of Business activities related to Systems and Defense Electronics and Services in the United States. He is responsible to the COO of EADS North America for formulating and integrating Defense and Security strategy and activities for the U.S. market. Darcy serves on numerous corporate boards and non-governmental organization boards.

Prior to his current position at EADS North America, Darcy worked for Northrop Grumman Corporation in Brussels, Belgium where he was the Vice President of Europe responsible for Northrop Grumman Integrated Systems (IS) Sector's Western, Central and Eastern European business development and government relations activities.

Mr Darcy also was the President of the American Defense Industry Forum (ADIF), was former US Government Representative to the NATO Industrial Advisory Group (NIAG) and served on the Board of Directors of the United States Trade and Investment Center (USTIC).

From 1991 to 1995, he was the U.S. National Armaments Director Representative to NATO.

In addition, Darcy advised the US Ambassadors to NATO and the European Union on defense trade and technology issues. Darcy is a retired U.S. naval officer.

Valerie Evans



Valerie Evans joined the Ministry of Defence in 1976, direct from Salford University. Her initial career within the then procurement executive involved a range of finance and secretariat, defence export services, and commercial posts. She served as first secretary for defence supply at the British Embassy in Bonn from 1988-1993 before returning to the UK to a wide variety of jobs, from production of the Project Managers' Handbook, to the MOD Main Building Redevelopment where she ultimately signed the £1.6Billion PFI contract. Following promotion to the Senior Civil Service in 2007, she has served as Head Commercial Combat Air, and then Head of the UKMFTS (UK Military Flying Training System) Project Team with responsibility for this complex, incremental, 25 year benefits-driven PPP programme.

She took up her role as Head of DE&S International Relations on 1 June 2011, covering the portfolio of UK international equipment business in NATO, EDA, OCCAR and bilaterally.

Jack G. Harrington



Jack G. Harrington is Chief Executive Officer of Thales-Raytheon Systems Ltd., the joint venture between Raytheon Company and Thales Group.

Harrington's extensive career has been devoted to supporting technology development in defense, where he has more than 23 years experience providing advanced technology engineering solutions across a wide range of domains such as command and control, sensor systems, modeling and simulation, and cyber defense. In addition, he has extensive International experience from solutions for Joint and Coalition warfare, to delivering the industry's largest Air Command and Control system to control over 10 million square kilometers of NATO airspace, to delivering defense solutions to International customers throughout the world.

Prior to his current position, Harrington was vice president of Command and Control Systems for Raytheon Network Centric Systems He was also co-founder and CEO of Virtual Technology Corporation (VTC), which was acquired by Raytheon in 2006. Under his leadership, VTC became the leader in the field of distributed modeling and simulation, and joint command and control interoperability.

James A. Hursch



James A. Hursch, a member of the Senior Executive Service, was appointed to the position of Director of the Defense Technology Security Administration (DTSA) on 9 March 2010, having previously served as the Acting Director since 12 October 2008 and Acting Deputy Director prior to that. In his current capacity, he manages a staff of 220 policy analysts, engineers, and licensing officers responsible for developing and implementing DoD technology security policies for international transfers of defense-related goods, services, and technologies.

Before his assignment to DTSA, Mr. James Hursch served as a Special Assistant to the Assistant Secretary of Defense for International Security Affairs from October 2007 to January 2008.

Mr James Hursch was the Deputy Director of Northern European Policy from June 2004 to December 2006 and later became the Deputy Director of the Office of European Policy until October 2007.

Major General Carlo Magrassi



Carlo Magrassi is a Major General of the Italian Air Force and presently is assigned to the Italian Air Force Staff in Rome. From September 2011 he is Deputy Commander, Air Force Command based in Rome-Centocelle. Moreover, he has been appointed Chairman of a newly established forum, sponsored by the European Defence Agency, to support the military dimension of the Single European Sky ATM Research (SESAR) programme.

Major General Magrassi was deeply involved in the Research & Development and production phases of the European aircraft Eurofighter and Tornado, the EH 101 and NH 90 helicopters, and many other projects.

Major General Magrassi led the Air Force International Cooperation Branch dealing with international co-operation with NATO and non-NATO Nations.

In 2003, as Deputy Chief of the Defence Armaments Policy Department he was in charge of developing the policy on armaments acquisition and coordinating the governmental and industrial relations in national and international projects. In the same period he was also appointed as the Italian Representative to the Future Tasks & Policy Committee of the European procurement organization (OCCAR) and, additionally, as chairman of the Executive Committee of the 6 Nations cooperation initiative known as Letter of Intent (LoI).

Beth M. McCormick [tbc]



Beth M. McCormick was appointed to the position of Deputy Assistant Secretary of State for Defense Trade and Regional Security in the Bureau of Political-Military Affairs on February 14, 2010. In this position, she manages two of the Bureaus main organizations, specifically the Directorate of Defense Trade Controls (DDTC), and the Office of Regional Security and Arms Transfers (RSAT). She provides overall policy guidance regarding the transfer of defense technologies to other countries, through commercial defense trade and foreign military sales, and serves as one of the key links between the State and Defense Departments on regional security issues.

From October 2008 to February 2010, Ms. McCormick served as the Deputy Director of the Defense Security Cooperation Agency, the Defense agency responsible for security cooperation and partner capacity building programs worldwide.

Giuseppe Orsi



Since May 2011, Giuseppe Orsi is the Chief Executive Officer of the Finmeccanica Group
From November 2004 to May 2011 he was the Chief Executive Officer of AgustaWestland, the leading helicopter company owned by Finmeccanica,.

In November 2002, Mr. Orsi was appointed Managing Director of Agusta spa and the COO of the Italian operation of AgustaWestland.

In 1994, Mr. Orsi was appointed Senior Vice President – Government Sales and Programs of Agusta with the responsibility of the worldwide military sales.

Peter M. Wagner [tbc]



Adviser to the Task Force for Greece; until September 2011 Head of Unit for Defence, Aeronautic and Maritime Industries, Directorate General for Enterprise and Industry, European Commission

Since September 2010, Dr. Peter M. Wagner has been Head of Unit in charge of defence, aeronautic and maritime industries as well the European Commission's relations with the European Defence Agency.

In May 2005 he was appointed Head of Unit in the Directorate General for Enterprise and Industry for General coordination, where he was in charge of general policy coordination, relations with Member States and the Council, the Community Lisbon Programme and the Competitiveness and Innovation

Framework programme.

Responsibilities also included the setting up of the Executive Agency for Competitiveness and Innovation.

Before being appointed Assistant to the Secretary General in 2003, he worked in the European Commission's Directorate General for Industry on regulatory and policy coordination"

Supporting Partners / Sponsor

EADS EADS is one of the largest aerospace and defense companies in the world, with divisions including Airbus, Eurocopter, Astrium and Cassidian. The American operating unit of the company, EADS North America, is a successful prime contractor to the U.S. Department of Defense and the eleventh-largest contractor to the Department of Homeland Security. EADS North America offers the innovative solutions of a global aerospace and defense industry leader, while meeting the demanding requirements of U.S. government, military, law enforcement and civilian customers.

We are the prime contractor for the U.S. Army's proven UH-72A Lakota Light Utility Helicopter, which is one of the Defense Department's top-performing programs and ranks among the most rapid introductions of a new aircraft in the Army's history. We provide over 70% of the helicopter and fixed wing aircraft in use by the U.S. Coast Guard today, and serve as the prime contractor for its new HC-144A Ocean Sentry maritime patrol aircraft. We also are supplying TRS-3D multimode acquisition radars for the Coast Guard's National Security Cutter and the U.S. Navy's Littoral Combat Ship. Our subsidiaries in the U.S. provide solutions ranging from electronic test and measurement equipment to high-performance power drive and environmental control systems to emergency call processing, emergency notification and P25 mobile radio infrastructure for public safety and federal markets. EADS maintains its position at the forefront of new technology development. From portable explosive detection technology to littoral and border security radars to voice and data encryption devices, our products can detect and protect our homeland from a range of threats. The company invests more than \$2 billion per year in R&D, including multi-year partnerships with several U.S. universities. EADS North America and our parent company, EADS, contribute over \$11 billion to the U.S. economy annually, supporting more than 200,000 American jobs. Together, we are the largest international purchaser of U.S. aerospace products, sustaining an important high-technology sector of American industry (www.eadsnorthamerica.com).



ThalesRaytheonSystems (TRS) is a transatlantic joint venture that specializes in air operation command and control systems, surveillance radars, and ground-based weapon-locating radars. As a mission systems integrator, we are proud to supply some of world's largest programs in our field.

ThalesRaytheonSystems is equally owned by two global defense leaders - Raytheon Company and Thales S.A., with subsidiaries located in Fullerton (near Los Angeles), California, and Massy (near Paris), France.

We provide critical decision-making solutions for complex missions through the integration of sensors, operations centers, and telecommunications networks for air operations and battlefield systems. TRS excels in system integration, complex program management, real time and non real time software, human-machine interfaces and service oriented architecture. In addition, we optimize research and development opportunities from our parent companies to provide advanced solutions in terms of operational performance, reliability and affordability. ThalesRaytheonSystems offers radar sensors for homeland defense, tactical air defense, counter-battery and weapon system coordination markets. With the technological strengths of Thales and Raytheon, TRS is positioned to offer customizable solutions matched with a coordinated support for all customers throughout the world.

Mission assurance and customer support are critical to ThalesRaytheonSystems' success. We operate as a trusted partner of each defense client, and are dedicated to meet customer requirements from initial solution design to support through the entire product life-cycle. The significant size of our installed product base allows us to dedicate resources to these activities and offer fast responses to customer needs.

By meeting existing threats and anticipating those of tomorrow, ThalesRaytheonSystems is the partner of choice for air defense solutions worldwide (www.thalesraytheon.com).



Finmeccanica is a leading manufacturer in the high technology sector and ranks among the top ten global players in aerospace, defence and security.

The Finmeccanica Group focuses on three strategic pillars: helicopters, defence and security electronics and aeronautics, which generate 73% of revenues, 67% of orders and account for 74% of the workforce. Finmeccanica also have a strong presence in the space sector where it controls satellite services.

Furthermore, the group has substantial expertise and a well-established position on the global transport and power generation markets.

It is headquartered in Italy, and has permanent bases with significant production assets in three domestic markets: Italy (with a staff of more than 42,500), the UK (with a staff of around 9,700) and the US (with a staff of around 11,900). In Europe, it also has a significant presence in France (with 3,700 employees), in Germany (over 1,000) and in Poland (around 3,400), and has established a growing network of partnerships in emerging countries worldwide. In total, it has about 75,200 employees, of which approximately 43% work outside Italy. In 2010, it generated revenues of approximately EUR 18.7 billion and orders of EUR 22.5 billion. Finmeccanica has a backlog worth EUR 48.7 billion and invests about 11% of its revenues in research and development.

Finmeccanica SpA's ordinary shares are listed on the Italian stock market (FNC IM; SIFI.MI). The Italian Ministry of Economy and Finance retains 30.2% of the share capital, while Italian and foreign institutional and private investors own the remainder (www.finmeccanica.it).



Practical Thinking, Proven Technology

United Technologies is producing technology today to meet NATO's needs tomorrow. We offer smart solutions through cooperation and shared investment.

Our technologies and platforms are built for flexibility, and engineered for use across industries and between nations. We work proactively with both customers and suppliers to maximize efficiencies by sharing capabilities, setting the right priorities and coordinating efforts.

The new **CH-53K heavy lift helicopter** developed for the U.S. Marine Corps, and the new **CH-148 Cyclone™ maritime helicopter** developed for the Canadian Government, can be modified to meet customized customer requirements in Europe. Our iconic **BLACK HAWK helicopter** is now available in an international variant; this multi-functional off-the-shelf **S-70i™ helicopter** is assembled, customized and flight-tested in a new \$100 million factory in Mielec, Poland, which employs more than 2,000 people.

Also ready for NATO's requirements for strategic and tactical airlift management is the C-17 Globemaster III powered by **Pratt & Whitney's F117 engines**. C-17s based in Hungary are used by a 12-nation coalition to provide vital transport capacity for NATO, EU and UN operations and humanitarian relief activities.

On the heels of the success of the trans-Atlantic cooperation on the F-16 **F100 engine** and E-3 AWACS **TF33 engine**, comes **Pratt & Whitney's F135 engine** powering the F-35 Lightning II Joint Strike Fighter. Three branches of the U.S. military and eight partner countries collaborated on its design and development. Pratt & Whitney's F135 is the only engine powering the F-35 and is in production. Engine hardware will be manufactured by partner country suppliers who provide best value to the JSF program.

United Technologies is a diversified company that provides high technology products and services to the global aerospace and building industries and employs more than 200,000 people worldwide, including 66,000 in 32 European countries. Its businesses include **Carrier, Hamilton Sundstrand, Otis, Pratt & Whitney, Sikorsky, and UTC Fire & Security** (www.utc.com).

NATO HQ Plan

