



2015 National Aerospace Foreign Direct Investment Exposition

Hyatt Regency Century Plaza, Los Angeles CA
October 26-28, 2015



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KAY IVEY
LIEUTENANT GOVERNOR

ALABAMA STATE HOUSE
MONTGOMERY, ALABAMA 36130

STATE OF ALABAMA

October 26, 2015

Dear Colleagues:

On behalf of the Aerospace States Association (ASA), it is my honor to welcome you to the National Aerospace Foreign Direct Investment Exposition. We are excited about the possibilities that this week presents and look forward to discussing the opportunities that our states will present.

The American aerospace sector is the largest in the world with skilled workers, extensive distribution systems, and strong support at all levels of government. This Exposition will demonstrate that support from a state and local perspective. In my own State of Alabama, aerospace investment is viewed as a key building block for future economic development and we are joined by many other states in that respect. Those states are represented here this week and we hope that our mutual interest in developing new business and new jobs will bear fruit.

This is an exciting time for the Aerospace States Association as well. Our organization continues to grow and develop. This event is the largest in ASA's history and we hope that it will be the first of many.

I would also like to extend a special thanks to Bob Mansfield and Charlie Huettner for their hard work in planning this Exposition on behalf of ASA, and to our partners at the US Department of Commerce. We are also grateful to our sponsors who have been so gracious to assist us in this event.

We hope you find this Exposition to be exciting and productive.

Sincerely,

Kay Ivey
Chairman, Aerospace States Association
Lieutenant Governor of Alabama



UNITED STATES DEPARTMENT OF COMMERCE
The Under Secretary for International Trade
Washington, D.C. 20230

October 1, 2015

Dear Expo Participants:

It is a pleasure to welcome you to the National Aerospace Foreign Direct Investment Exposition.

The Expo features an array of useful tools to assist our friends from overseas, U.S. states, economic development organizations, and U.S. companies that wish to explore increased investment from outside the United States into the American aerospace industry. In addition, we have arranged one-on-one meetings between foreign investors and U.S. stakeholders tailored to the interests of the two parties. I encourage you to take full advantage of all the Expo has to offer.

Staff from the Department of Commerce's International Trade Administration are on hand to facilitate your experience at the Expo. More importantly, we are with you for the long term. Whether you are a foreign investor or a U.S. stakeholder, please let us know how we can help you in the coming weeks and months to meet your goals for investing in the aerospace industry.

Sincerely,

Stefan M. Selig





ERIC GARCETTI
MAYOR

October 26, 2015

Dear Friends,

On behalf of the City of Los Angeles, welcome to the inaugural National Aerospace Foreign Direct Investment (FDI) Exposition. Los Angeles is honored to be the host city for this economic showcase.

As a primary entry point for foreign direct investment, and as home to aerospace's most innovative companies, Los Angeles is the natural choice for the Department of Commerce's and the Aerospace States Association's first Aerospace FDI Expo. Through one-on-one meetings with state and local economic development organizations, as well as with firms engaged in attracting aerospace FDI, the National Aerospace FDI Expo will help link prospective investors with investors establishing or expanding their U.S. presence.

I send my best wishes for a tremendous event and continued success.

Sincerely,

ERIC GARCETTI
Mayor



About the Aerospace States Association

The Aerospace States Association (ASA) is an organization of states working to advance aviation and space flight in member states and throughout the nation. It is the only aerospace advocacy organization that represents states and the citizens of the nation through the active participation of Lieutenant Governors of the states.

ASA began in 1989 when four states convened to form an organization to represent their states' interests in the greater American aerospace community. ASA was incorporated on November 7, 1991 and received its tax-exempt status in 1993. The active membership has continued to grow over the years as more states have realized the benefits of joining ASA. The current ASA Chair is Alabama Lieutenant Governor Kay Ivey. The full-time Executive Director is Mr. Charles Huettner, a retired senior executive from the FAA, with experience in NASA, the USAF and White House. Today ASA is in an aggressive growth mode as the staff concentrates on the most important issues facing the states'.

ASA is a nonpartisan organization of Lt. Governors, Governor appointed state delegates, and associate members from aerospace industry organizations and academia. ASA represents all states' interests in federal aerospace and aviation policy development. ASA advocates for states' research and design funding, workforce training and job creation, economic development in aerospace and aviation, excellence in science, technology, engineering and math (STEM) education, and keeping states competitive in a global marketplace.

In many states the Lieutenant Governor serves as the ASA delegate with alternates representing state agencies, commissions, and organizations making up the state delegation. ASA's governor-appointed delegates from each member state collectively promote member states unique interests in federal aerospace policy formulation and implementation. ASA primarily focuses on national aviation and space policy development, economic advancement, scientific enrichment and academic excellence. ASA often provides the White House and Congress advice on key aviation and aerospace policy issues.

As the nation's only aerospace advocacy organization representing the states', ASA focuses on key areas. This allows ASA to maximize its influence on America's aerospace development in a way that ensures that the citizens of each state have effective representation on national issues. Some of the ways in which ASA works to advance its mission is by conducting forums, hearings, formulating white papers on issues, releasing position papers, passing joint resolutions, maintaining effective outreach efforts, supporting and promoting existing programs, and establishing new aerospace projects and programs.



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AGENDA

MONDAY, OCTOBER 26 - PRE-EXPO DAY

11:00 AM to 8:00 PM	Exposition Registration	California Lounge
1:00 PM to 5:45 PM	Pre-Expo Workshops/Seminars/Presentations	Pacific Palisades
6:30 PM to 8:30 PM	Opening Network Reception	Green Circle Terrace

TUESDAY, OCTOBER 27

7:00 AM to 5:00 PM	Exposition Registration	California Lounge
7:00 AM to 8:30 AM	General Breakfast	Beverly Hills
7:15 AM to 8:45 AM	State Legislators Breakfast This is a ticketed event.	Pacific Palisades
9:00 AM to 12:15 PM	General Session	Los Angeles
12:30 PM to 1:45 PM	General Lunch	Beverly Hills
2:00 PM to 8:00 PM	Exposition Hall Open	California Showroom
2:00 PM to 5:45 PM	Investment Meetings	Rooms as Assigned
2:00 PM to 5:45 PM	State Presentations	Los Angeles
2:00 PM to 5:45 PM	Concurrent FDI Informational Sessions	Westwood, Brentwood & Encino
6:30 PM to 8:00 PM	Networking Reception	California Showroom



WEDNESDAY, OCTOBER 28

7:00 AM to 8:30 AM	General Breakfast	Beverly Hills
7:45 AM to 9:00 AM	Lt. Governors' Circle Breakfast This is a ticketed event.	Pacific Palisades
8:00 AM to 3:00 PM	Exposition Hall Open	California Showroom
9:00 AM to 3:00 PM	Investment Meetings	Rooms as Assigned
9:00 AM to 3:00 PM	State Presentations	Los Angeles
9:00 AM to 3:15 PM	Concurrent FDI Informational Sessions	Westwood, Brentwood & Encino
12:00 PM to 1:00 PM	General Lunch	Beverly Hills
12:00 PM to 3:00 PM	ASA Lt. Governor's Executive Meeting and Luncheon (Closed Session)	Pacific Palisades
3:30 PM to 4:30 PM	Closing Remarks	Los Angeles



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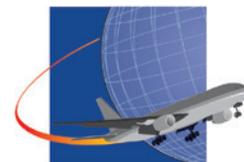


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SPEAKERS



Baker, Dorenda

Dorenda Baker is the Director of the Aircraft Certification Service (AIR), where she is responsible for type certification, production approval, airworthiness certification, and continued airworthiness of the U.S. civil aircraft fleet—including commercial and general aviation activities. Baker also oversees a professional workforce of more than 1,300 employees working at the Federal Aviation Administration's Washington, DC Headquarters, in more than 35 field offices throughout the United States, and two international offices in Belgium and Singapore.

Prior to being named the Director in 2009, Baker was AIR's Deputy Director and served on a detail to the Associate Administrator of Aviation Safety, where she led the Comprehensive and Proactive Safety Management Approach Integrated Product Team for the interagency Joint Planning and Development Office for the Next Generation Air Transportation System. Baker also previously served as the Assistant Manager and then Manager of AIR's Small Airplane Directorate, where she had national policy and regulatory responsibilities for normal, utility, acrobatic, and commuter category airplanes. In her role as Directorate Manager, she oversaw engineering and manufacturing activities within the boundaries of the Directorate, which covers a 21-state area.

Baker has served in aviation safety and oversight positions throughout her career with the Federal Aviation Administration including positions in the Transport Airplane Directorate, the Seattle Aircraft Certification Office and the Los Angeles Aircraft Certification Office, and the Aircraft Certification Division in Brussels. Her early work at the FAA included program management and project engineering for fixed and rotary-wing aircraft.

Baker is from California where she earned her Bachelor of Science in Aeronautical Engineering from the California Polytechnic State University, San Luis Obispo (Cal Poly).



Blum, Michael A.

Michael is an entrepreneur at heart. He is Co-Founder and currently serves as Chief Financial Officer of Firefly Space Systems. He is the Co-Founder & President of Hedgeye Risk Management, a leading online financial media company. Born in Hong Kong, he has spent many years in the region and is Managing Director of Asia Leisure Capital, a Macao based casino and hotel management and financing firm. Michael was formerly Senior Manager at PayPal, where he started PayPal Germany and later ran payments in South East Asia. Always passionate about space, Michael has been a frequent speaker on commercial access to space and space entrepreneurs. Among others, he has given lectures at Columbia Business School, the Yale School of Architecture and the Institute for Tourism Studies in Macao. He earned his Bachelor's Degree in Economics from Yale University.

[cont'd]



Brown, Chandra

As the Deputy Assistant Secretary of Commerce for Manufacturing, Chandra Brown oversees a broad portfolio of programs aimed at increasing the international competitiveness of U.S. manufacturers. Managing a staff of over 70 international trade professionals, she is responsible for boosting U.S. exports of manufactured products, helping to create and support jobs for American workers.

Strengthening the global competitiveness of U.S. manufacturing is essential to the Obama Administration's agenda for economic growth and prosperity. In 2012, exports of U.S. manufactured products supported 7.3 million American jobs, an increase of more than 20 percent from when President Obama took office. In addition to increasing overall domestic manufacturing and emphasizing innovation in manufacturing, Ms. Brown is committed to increasing the exports of small and medium-size businesses given their pivotal role in generating jobs for American workers.

Ms. Brown brings many years of private sector manufacturing experience to the Commerce Department. Prior to joining the Administration, she worked for Oregon Iron Works, where she most recently served as Vice President and Chief Executive Officer of its subsidiary, United Streetcar, the first U.S. manufacturer to create a modern streetcar in more than 60 years. She was appointed to the U.S. Manufacturing Council by former Secretary of Commerce Gary Locke in 2010 and served as its vice-chair.

Ms. Brown has received numerous awards, including White House Champion of Change in 2011 and the Right Stuff Award from the Apollo Alliance in 2010. She was named one of the 50 most influential Portlanders in 2012 and received her Master of Business Administration from Miami University in Oxford, OH.

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Dickstein, Jason

Jason Dickstein has practiced aviation law for over 20 years. In his private practice, he advises aviation industry companies on compliance issues, represents them in transactions, and defends them against enforcement actions and other lawsuits. His clients include repair stations, air carriers, aircraft parts distributors, PMA manufacturers, and TSOA manufacturers.

In his law practice, Mr. Dickstein's focal areas include

- Aerospace Transactions
- Aviation Safety
- Competition
- Export and Import
- Hazmat
- Intellectual Property

Mr. Dickstein also represents aviation trade associations. He currently serves as General Counsel for five aviation trade associations including the Aviation Suppliers Association (ASA). He has helped ASA develop standards for aerospace distribution quality systems and for aircraft parts transactions, and has represented ASA before regulatory agencies in the United States and Europe. Mr. Dickstein serves as the President of the Modification And Replacement Parts Association (MARPA), and is working with the US Department of Commerce to develop international relationships between MARPA members and the global aviation industry.



Eccleston, Barry

Barry Eccleston is President of Airbus Americas, and joined Airbus in August 2005. In this position, he oversees all efforts of Airbus in North America, and Canada, including sales and marketing, engineering, service, training, procurement and R&T.

Prior to Airbus, he was VP and General Manager for Honeywell's Propulsion Systems business and earlier served as Honeywell's VP of Commercial Aerospace for Europe, Middle East and Africa. He has worked for Fairchild Dornier Corporation, Rolls-Royce and International Aero Engines.

Barry's career in aviation and aerospace began at Rolls-Royce where he started as a flight test engineer and held increasingly senior positions with the company for 29 years, including President and CEO Rolls-Royce in Canada, and culminating in his role as President and CEO of International Aero Engines, where Rolls-Royce was one of the major shareholders.

He holds a bachelor's degree, with honors, in aeronautical engineering from Loughborough University in England and completed the International Executive program at the Institute of Management Development in Switzerland. Barry was born in the United Kingdom, is married and has a son and a daughter. He became a U.S. citizen in 1997.

Barry is a private pilot, and has served as Chairman of the Washington, DC branch of the RAeS, past President of The Wings Club and a past member of the Flight Safety Foundation Board of Governors, the NBAA's Associate Member Advisory Council, and the Aero Club of Washington, DC. He is Chairman (elect) of the British American Business Association, and a board member of the National Aeronautic Association, and the Commonwealth Center for Advanced Manufacturing (CCAM) in Virginia.

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Griner, Chris

Chris Griner is widely recognized as a leader in the field of national security and played a key role in the development of the Foreign Ownership, Control or Influence (“FOCI”) mitigation arrangements used by the U.S. government today. He represents foreign and domestic clients regarding international transactions involving the Committee on Foreign Investment in the United States (“CFIUS”) and other national security approval issues. He has extensive experience representing clients before the intelligence community and the Departments of Defense, Energy and State in relation to industrial security and export compliance regulations, as well as in Exon-Florio reviews before CFIUS.

Mr. Griner counsels clients on proposed acquisitions and mitigation arrangements for foreign-owned defense and national security contractors. He has represented numerous foreign and domestic companies in corporate reorganizations, acquisitions and joint ventures that impact national security or that otherwise involve sensitive technologies or classified activities.

Mr. Griner is internationally acclaimed for his contributions to the field of national security and the development of the FOCI mitigation arrangements and has been awarded the highest ranking (Band 1) in Chambers Global. He is often cited in prominent publications including The Financial Times, The Washington Post, The Daily Deal, China Legal Review and American Law Daily.

Mr. Griner is the Managing Partner of Stroock’s Washington, DC office. Prior to joining Stroock, Mr. Griner had served as Managing Partner, Executive Committee Member and Chair of the National Security practice at a major international law firm and, prior to that, served as an attorney advisor in the Office of the General Counsel of the Department of Defense and is a Lieutenant Colonel, USAF, Retired.

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Espahbodi, Van

Van Espahbodi is co-founder and partner at Starburst Accelerator, where he brings together operators, suppliers, inventors, and venture investors to accelerate innovation in the aerospace industry. As an experienced aerospace professional, he is committed to lowering the barriers for startups to introduce cutting edge technology into the aviation supply chain.

For more than 15 years Van has worked with governments and their aerospace suppliers in business development leadership roles at NATS and Raytheon. He has helped shape regulations and develop key segments of airspace safety and infrastructure and believes true innovation is a result of collaboration between legacy industry and entrepreneurs.

Prior to working in aerospace, he served as legislative aide in the offices of U.S. Minority Leader Nancy Pelosi and U.S. Congressman Adam Schiff. Following his post graduate studies at George Mason University in International Commerce and Public Policy, Van participated in executive management programs at Thunderbird School of Global Management in Arizona and Cranfield School of Management in the UK.



Harary, Howard H.

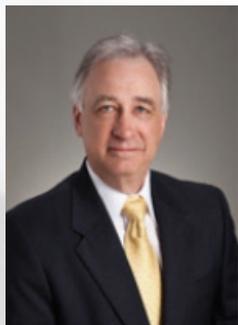
Howard H. Harary is director of the National Institute of Standards and Technology's (NIST's) Engineering Laboratory, which addresses the measurement and standards needed to support technology-intensive manufacturing, construction, building energy efficiency, and smart grid and cyber-physical systems. The Engineering Laboratory also conducts research to reduce the risks of fire, earthquakes, tornadoes, and other natural and manmade hazards.

A physicist turned measurement scientist, Harary began at NIST in 1985 as a bench scientist and steadily rose through the NIST ranks, from project leader to group leader to deputy director of the NIST Manufacturing Engineering Laboratory in 2004, and to director of the Engineering laboratory in 2014. The Engineering Laboratory has staff of nearly 400 people, including 132 guest researchers who are distributed among five major research divisions, including two divisions primarily focused on advanced manufacturing – the Intelligent Systems Division and the Systems Integration Division. The laboratory's annual budget is nearly \$100 million.

A New York native, Harary received his bachelor's degree in physics with honors from the State University of New York at Stony Brook in 1974, and a physics doctorate from Harvard University in 1983. He was a post-doctoral research fellow at Yale University from 1983 to 1985.

Harary currently serves on the visiting panel for the University of Maryland's Mechanical Engineering Department, is a member of the American Society for Mechanical Engineers (ASME) Council on Standards and Certification, a member of the ASME Board on Standardization and Testing, and is the government representative to the Board of PDES Inc., an industrial consortium working in the area of the digital exchange of manufacturing information. He also chairs an International Organization for Standardization working group on general requirements for dimensional measuring equipment.

[cont'd]



Harris, Jack

With over 40 years at Rockwell Collins, Jack Harris retired as the Director of Advanced Manufacturing Technology in September 2011. In this capacity he was responsible for the strategic direction of manufacturing technologies and process development. This included the alignment of business unit needs with manufacturing capabilities and the implementation of Digital Manufacturing tools and technologies for over a dozen manufacturing locations, worldwide.

He has been engaged in economic development in manufacturing for over 25 years, and has served as the Vice Chairman of the Iowa Innovation Council and as a member of the state's Technology Commercialization Committee. After his retirement, he helped launch the Iowa Innovation Corporation (IIC), which was chartered to foster economic growth in Iowa through technology commercialization. In this role, he served as the President/CEO of IIC. In addition, he serves as General Manager for the PDES Inc., international consortia, whose charter is to provide enterprise business value through improved information interoperability and usage, and has recently been appointed as the Vice Chairman of the Advanced Manufacturing Working Group under the Aerospace States Association. His involvement in manufacturing goes beyond the U.S., as he has served as the U.S. Industry representative to the U.S. delegation for the global Intelligent Manufacturing Systems (IMS) program and currently is the IMS Head of Delegation for the United States.

Over the last twenty years of his career, Jack was engaged in streamlining business operations and improving university and government working relationships to enhance opportunities for successful technology commercialization. He is an advocate for improving the manufacturing business climate in the US and has spoken on the topic in a number of local, state and national forums. He is looked to as a thought leader and implementer of innovative STEM K-12 educational approaches.

He holds an AAS and BS in Mechanical Engineering and a MS in Engineering Management. In addition to his career at Rockwell Collins, he served in the United States Air Force from 1969 to 1973. He has held a number of leadership positions in design, advanced technology, engineering, program management and manufacturing. In 1993, he was awarded the Collins Pioneer Leadership award for development and implementation of a computer aided engineering strategy for Commercial Avionics Engineering.

Jack serves on a number of academic advisory boards, and is an often invited speaker on Product Development, Advanced Manufacturing, the Model Based Enterprise and STEM Education.

He is married with two grown children, five grandchildren, and enjoys running, golf and restoring sports cars.



Huettner, Charles

Mr. Huettner is an aerospace consultant and the Executive Director of the Aerospace States Association (ASA). Mr. Huettner retired after 33 years of government service as the Executive Director of the Presidential "Commission on the Future of the US Aerospace Industry". Prior to this, he was the Senior Policy Advisor for Aviation for the National Science and Technology Council (NSTC), in the Executive Office of the President. Mr. Huettner was also the Director for Aviation Safety Research at NASA and at FAA, he rose through the ranks from inspector to serve as a Flight Standards Division Manager and Deputy Associate Administrator for Aviation Safety (SES-4). He is an Airline Transport Pilot rated in the B-747, B-727 and the Air Force C-141 Starlifter. He has a BS Degree in Industrial Management from the University of Akron and a Masters Degree in Public Administration from Harvard's

John F. Kennedy School of Government. Mr. Huettner retired as a Colonel in the USAF Reserves where he last served as the Reserve Augmentee to the Air Force Chief of Safety.



Kurfess, Thomas R.

Thomas R. Kurfess received his S.B., S.M. and Ph.D. degrees in mechanical engineering from M.I.T. in 1986, 1987 and 1989, respectively. He also received an S.M. degree from M.I.T. in electrical engineering and computer science in 1988.

Following graduation, Kurfess joined Carnegie Mellon University where he rose to the rank of Associate Professor. In 1994 he moved to the Georgia Institute of Technology where he rose to the rank of Professor in the George W. Woodruff School of Mechanical Engineering. In 2005 he was named Professor and BMW Chair of Manufacturing in the Department of Mechanical Engineering at Clemson University's International Center for Automotive Research. In 2012 he returned to Georgia Tech where he was appointed the HUSCO/Ramirez Distinguished Chair in Fluid Power and Motion Control and Professor of Mechanical Engineering.

During 2012-2013, Kurfess was on leave serving as the Assistant Director for Advanced Manufacturing at the Office of Science and Technology Policy in the Executive Office of the President of the United States of America. In this position he had responsibility for engaging the Federal sector and the greater scientific community to identify possible areas for policy actions related to manufacturing. He was responsible for coordinating Federal advanced manufacturing R&D, addressing issues related to technology commercialization, identifying gaps in current Federal R&D in advanced manufacturing, and developing strategies to address these gaps.

He has served as a special consultant of the United Nations to the Government of Malaysia in the area of applied mechatronics and manufacturing, and as a participating guest at the Lawrence Livermore National Laboratory in their Precision Engineering Program. He currently serves on the Board of Directors for the Society of Manufacturing Engineers, the National Center for Defense Manufacturing and Machining, and the National Center for Manufacturing Sciences, and on the Board of Trustees for the MT Connect Institute. His research focuses on the design and development of advanced manufacturing systems targeting digital manufacturing, additive and subtractive processes, and large scale production enterprises. He has significant experience in high precision manufacturing and metrology systems.

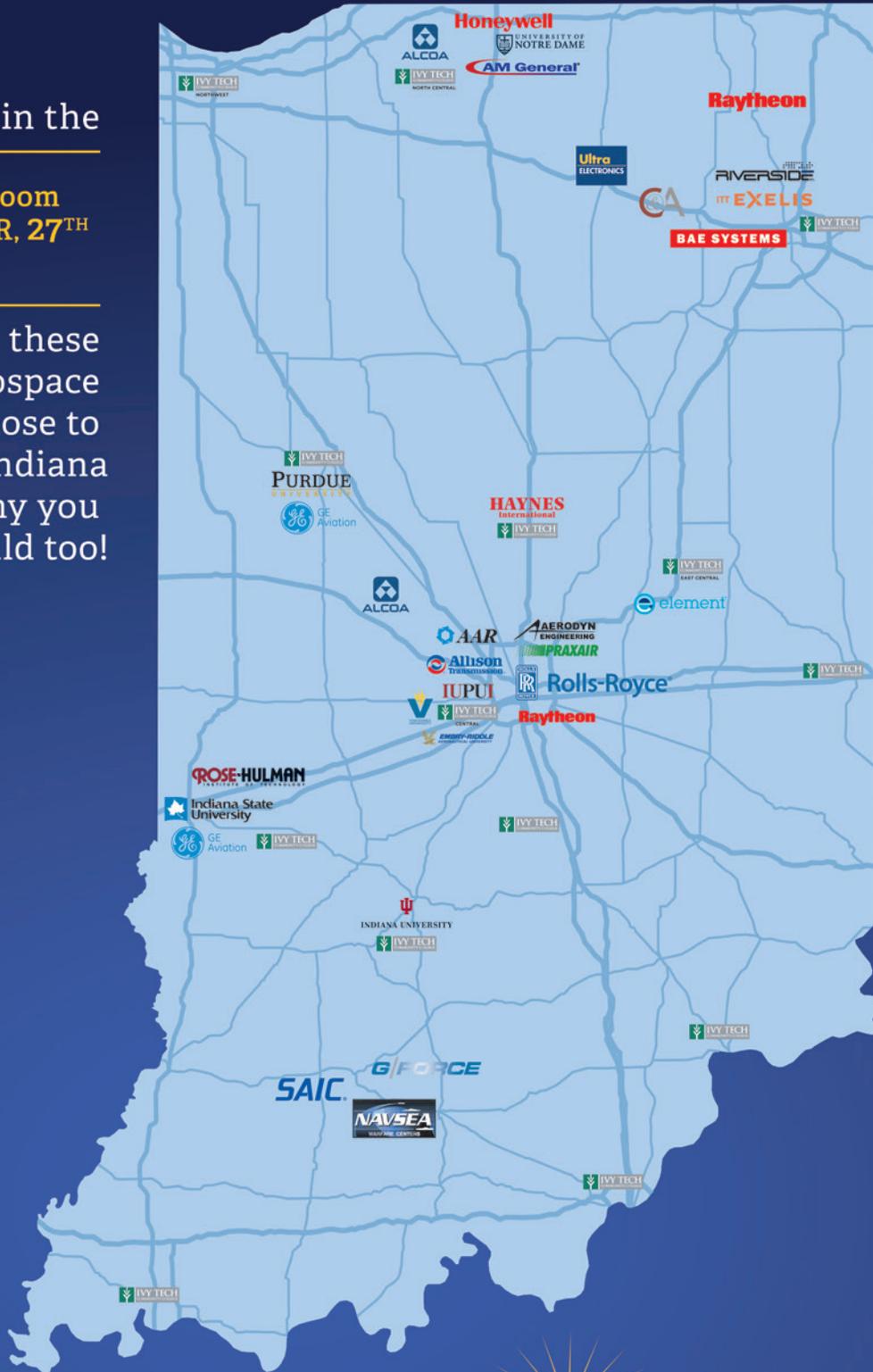
He has received numerous awards including a National Science Foundation (NSF) Young Investigator Award, an NSF Presidential Faculty Fellowship Award, the ASME Pi Tau Sigma Award, SME Young Manufacturing Engineer of the Year Award, the ASME Blackall Machine Tool and Gage Award, the ASME Gustus L. Larson Award, an ASME Swanson Federal Award, and the SME Education Award. He is a Fellow of the AAAS, the SME and the ASME.

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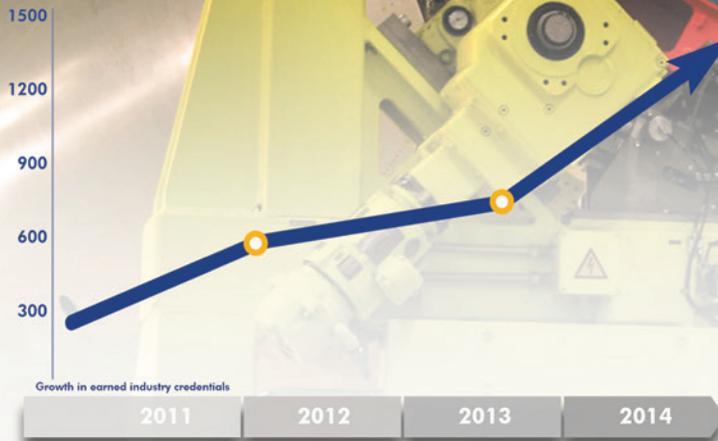
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Michels, Joe

Dr. Joe Michels is a principal with the international management/engineering consulting firm of Solomon Bruce Consulting LLC. The firm specializes in business operations, supply chain management, organizational management, executive coaching, and government procurement.

Dr. Michels is a retired Air Force Senior Officer (Colonel, Grade O-6) with extensive experience in Supply Chain Management, Engineering and Aerospace Operations leadership. He has served as a F-16 squadron maintenance officer, a Space Warning Squadron Support Officer, a Joint Program Manager for Electronic Commerce/Electronic Data Interchange (EC/EDI). He has served in a wide variety of senior leadership and managerial positions in government, academia, and business. He has worked at the highest levels of the Department of Defense, as well as serving as the Dean, College of Business, Montana State University-Billings.

Dr. Michels is an adjunct Professor of Logistics at the University of North Texas, Denton, Texas. He has also served as a Professor of Management (adjunct) at the University of Texas at Arlington, Arlington, Texas.

Dr. Michels holds earned degrees from Weber State University (B.S.), the University of Southern California (M.S.), the University of Oklahoma (M.P.A.), the Naval War College (M.A.) where he was distinguished as Forrestal Scholar, and Texas A&M University (PhD). He has been inducted into the Pi Alpha Alpha and Sigma Beta Delta honor societies.

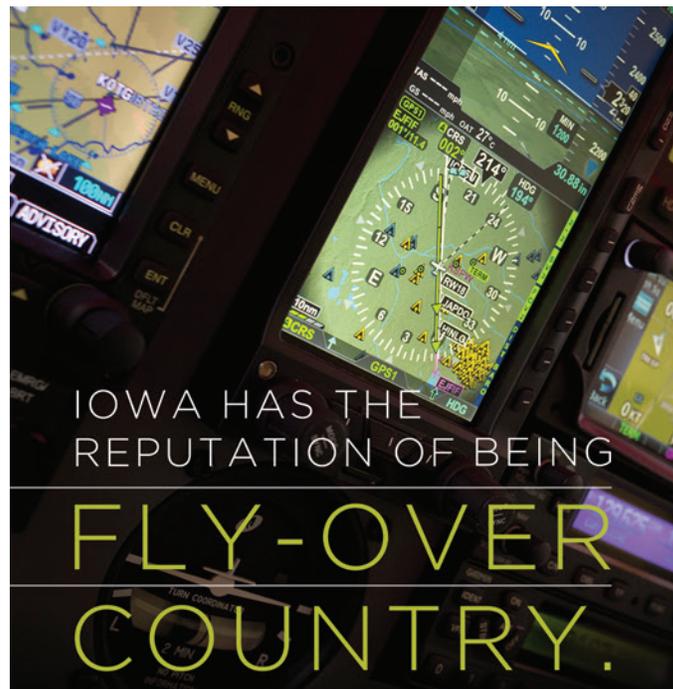
He is a Licensed Professional Engineer in the States of Texas and Montana.

He is a Certified Professional Logistician by SOLE-The International Society of Logistics, and also a Certified Cost Analyst by the Institute of Cost Analysis.

He currently serves as the Co-Chair of the National Council of Examiners for Engineering and Surveying (NCEES) Professional Engineer Examination Development Committee in the Industrial Engineering Discipline.

Joe is a Paul Harris Fellow of Rotary International.

[cont'd]



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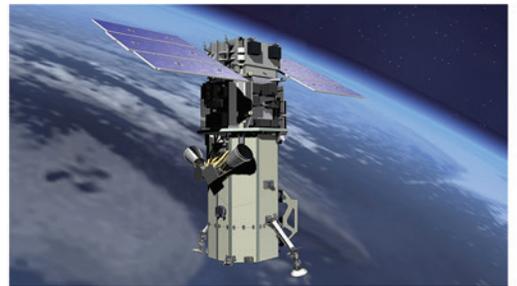
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Norman, Eliot

Eliot Norman is an attorney and partner at Williams Mullen, a U.S. law firm with 240 attorneys based in Washington, D.C. and the Southeast United States. He specializes in representing foreign companies setting up or expanding business operations in the USA. His firm advises foreign multinationals on all legal matters relating to doing business in the United States including compliance with government regulations such as ITAR, FCPA, I-9 and E-Verify, Government Contracts and Export Controls. Williams Mullen has active practice groups for Unmanned Systems (UAV) and aerospace. www.williamsmullen.com/industry/unmanned-systems.

Mr. Norman focuses on business and legal strategies for accelerating growth including “smart use” of visas to transfer key managers and specialists, in addition to using Teaming Agreements, Joint Ventures and M&A to increase market share. In the aerospace field, Mr. Norman helps Tier 1 and Tier 2 suppliers negotiate agreements that will protect their intellectual property and reduce liability risks for consequential damages and indemnification of OEMs.

Many top international organizations including SelectUSA, foreign chambers of commerce, and Aerospace Valley (Toulouse, France) regularly ask Mr. Norman to present his “Top 10 Legal FAQs for Doing Business in the USA” at seminars and events across Europe and the United States. Mr. Norman is the Editor of FDI USA News, a publication providing legal, tax, corporate finance, and accounting advice to foreign companies investing in the United States. See <http://www.williamsmullen.com/news/FDI-USA-Newsletter>

Mr. Norman is a graduate of Yale College and Boston College Law School and earned a Certificate from the Institut d'études politiques (Sciences Po), Paris, France. He speaks French fluently and travels regularly throughout Europe to meet with clients. Mr. Norman also served as a federal prosecutor and antitrust attorney with the U.S. Department of Justice prior to entering private practice.



Packer, Michael D.

Mr. Packer is executive leader of manufacturing for Advanced Production Programs at Lockheed Martin Skunk Works®. He has over 35 years of production engineering and operations experience in line management and staff roles at department, plant, division and corporate levels. He was elected to the SME International Board of Directors in 2012 and again in 2014, serves on the Mergers and Acquisitions Committee and was elected to the SME College of Fellows in 2014. Mr. Packer currently Chairs the National Center for Defense Manufacturing and Machining (NCDMM) Board of Directors and serves as Director and Treasurer on the Manufacturing Skill Standards Council (MSSC) Executive Board. Mike is also active in the American Institute of Aeronautics and Astronautics (conferred Associate Fellow in 2011), SAE International (General Chair for past AeroTech World Congress),

and the National Defense Industrial Association (past Manufacturing Division Executive Committee Chair). Mike is Shingijutsu Lean Production System certified and is a past Board Member of MIT's Lean Aerospace Initiative (LAI). Mr. Packer has published numerous articles concerning manufacturing strategy, advance manufacturing technologies, team-based organization development and talent management. He earned a BS in Industrial Technology from Eastern Michigan University, an MBA from Washington University at St. Louis and completed the Manufacturing Executive Program at the University of Michigan.

[cont'd]



Ray, Steve

Steve Ray serves as the Project Development Coach for the U.S. Region within the Intelligent Manufacturing Systems Program. IMS is an industry-led, international business innovation and research and development (R&D) program established to develop the next generation of manufacturing and processing technologies through multi-lateral collaboration. He is also a Distinguished Research Fellow at Carnegie Mellon University Silicon Valley, where he researches semantics, information interoperability and standards in manufacturing, the smart electrical grid, and the Internet of Things. Formerly, he spent twenty-seven years initiating and leading technical R&D projects at the National Institute of Standards and Technology in Gaithersburg, Maryland, where he was responsible for the management of a \$13M division of 60 staff and visiting researchers dedicated to the solution of national problems related to measurements and standards supporting systems interoperation in the manufacturing sector. Dr. Ray served for one year as Chairman of the IGES/PDES Organization that coordinated the U.S. participation in the definition of STEP (Standard for the Exchange of Product Model Data, ISO 10303). He received his Ph.D. in Mechanical and Aerospace Engineering from Princeton University and his Bachelors in Physics from Bristol University in England.

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Reininga, Herman M.

Herman M. (Herm) Reininga is the Director of the National Advanced Driving Simulator at the University of Iowa. Herm is Chief Engineer and Leadership Council of (NGMTI) Next Generation Manufacturing Technology Initiative. He is also co Director for AM Tec Center [advanced manufacturing center] for the University of Iowa CCAD.

Herm was Senior Vice President of Operations for Rockwell Collins. Reininga was responsible for overall management of Rockwell Collins' global production and material operations, including manufacturing, material, quality, and facilities and manufacturing activities till retirement in 2003. In June 2001, Reininga was inducted into the University of Iowa College of Engineering Distinguished Engineering Alumni Academy. In 1999, he received the prestigious Meritorious Public Service Citation by the Chief of Naval Research, Department of the U.S. Navy. In 1998 he was awarded the Defense Manufacturing Excellence award endorsed by nine national trade associations and professional societies. A native of Cedar Falls, Iowa, Herm earned a bachelor's of science degree in Industrial Engineering from the University of Iowa. He earned a master of Industrial Engineering degree from Iowa State University.



Rosanvallon, John G.

John G. Rosanvallon is a 1974 graduate of France's prestigious business school Hautes Études Commerciales.

In 1975, he was recruited by Dassault Aviation to coordinate the Company's Falcon business jet programs between its Paris headquarters and its U.S. subsidiary, then called Falcon Jet Corporation, based in Teterboro, NJ. At that time, Falcon Jet Corporation was a joint venture between Pan-American World Airways and Dassault Aviation.

In 1979, Mr. Rosanvallon came to the United States as Assistant to the President of Falcon Jet Corporation, and was later promoted to Vice President, Finance. In 1984, he returned to Paris as Executive Vice President of Sogitec, another Dassault subsidiary. He retained close ties to the Falcon business, which he rejoined in 1989 as Vice President of Marketing, based in Paris.

Returning to the U.S. in 1994 as Senior Vice President, Sales and Marketing, Mr. Rosanvallon was responsible for consolidating the worldwide sales and marketing of Falcon business jets. Mr. Rosanvallon was named President in November 1996, and also serves on the Company's Board of Directors. In October 2003, he was appointed President and Chief Executive Officer of Dassault Falcon Jet and Executive Vice President, Civil Aircraft of Dassault Aviation.

Mr. Rosanvallon is a Chevalier of the French "Légion d'Honneur" and "Ordre National du Mérite." He is a member of numerous French-American and aerospace organizations and foundations. He lives in New York City with his wife, Geneviève and has three grown children.

[cont'd]



Selig, Stefan M.

Stefan M. Selig was confirmed on June 4, 2014, by the U.S. Senate to serve as President Obama's Under Secretary of Commerce for International Trade at the U.S. Department of Commerce. Selig leads the International Trade Administration which assists in the development of U.S. trade policy in the global economy; creates jobs and economic growth by promoting U.S. companies; strengthens American competitiveness across all industries; addresses market access and compliance issues; administers U.S. trade laws; and undertakes a range of trade promotion and trade advocacy efforts.

Additionally, in his current capacity, Selig serves as the Executive Director of the Travel and Tourism Advisory Board, sits on the board of directors of the Overseas Private Investment Corporation (OPIC), is a Commissioner for the Congressional Executive Commission on China, and is a lifetime member of the Council on Foreign Relations.

Previously, Selig served as Executive Vice Chairman of Global Corporate & Investment Banking at Bank of America Merrill Lynch. In that capacity, he focused on building and maintaining strategic relationships at the CEO and board-level with important clients of the firm. Before then, Selig was Vice Chairman of Global Investment Banking and Global Head of Mergers and Acquisitions at Banc of America Securities. Under his leadership, the bank advised its corporate and private equity clients on more than \$1 trillion of strategic global transactions.

Selig is widely known as a highly accomplished banker and business executive who is recognized for his experience and judgment in providing strategic and financial advice to his clients. Throughout his nearly 30-year career, he built a reputation as a trusted advisor and a tireless advocate for American businesses both domestically and internationally.

Prior to joining Bank of America in May 1999, Selig held various senior investment banking positions on Wall Street including Co-Head of Mergers & Acquisitions for UBS Securities. He began his investment banking career in the Mergers & Acquisitions Group at The First Boston Corporation in 1984, and subsequently was an original member of Wasserstein Perella & Co.

Selig holds a B.A. in Economics from Wesleyan University, a General Course Certificate from the London School of Economics and Political Science, and an M.B.A. from the Harvard Graduate School of Business Administration. He has previously served as a member of the board of directors of Lincoln Center for the Performing Arts and Services for the UnderServed which supports individuals and families facing challenging situations.

[cont'd]



Spulak, Gary

Gary J. Spulak serves as President of Embraer Aircraft Holding, Inc. which is Embraer's wholly owned U.S. subsidiary. In this role, he is responsible for the oversight of Embraer's operating companies in the United States encompassing 1,400 employees and eight locations.

Spulak's career with Embraer began at the time the company was just emerging as a player in the regional aviation industry. In 1983 as Vice President of Product Support and Information Technology he developed and directed the infrastructure to support the successful Bandeirante and Brasilia commercial aircraft in North America. In 1991 he was named Executive Vice President assuming additional responsibility for customer technical

assistance, training and the administrative areas of the company including direct participation in efforts to develop and launch the ERJ 145 regional jet.

In 1995 he assumed responsibility for supporting the industrial and financial operations of Embraer, developing financing alternatives, fund raising and investor relations. He was also responsible for customer sales finance and directed the creation of structures to support the ERJ 145 family regional jet sales to airlines in North America and Europe.

Spulak began his professional career with Federated Department Stores developing cross division IT solutions. He later joined the accounting firm of Price Waterhouse Coopers as a management consultant specializing in manufacturing, retailing, distribution and real estate.

He currently serves as board member for Enterprise Florida and on the Board of Governors for the Wings Club and the Aerospace Industry Association. He is a member of the Visiting Committee for the University of Miami's College of Engineering, and serves on the Board of Advisors for the Brazilian-American Chamber of Commerce Florida. He previously served on the International Society of Transport Aircraft Trading (ISTAT) Board of Directors and as Vice Chairman of the Board for Space Florida.

Born in New York City, he received a Bachelor's degree in Business Administration from the University of Miami, and a Master's degree in Business Administration from Barry University, where he was recognized in 2010 as a Distinguished Alumni.

[cont'd]



Thummalapally, Vinai

Vinai Thummalapally serves as Executive Director of SelectUSA, part of the International Trade Administration of the U.S. Department of Commerce. Established by Executive Order of the President, SelectUSA is the U.S. government-wide initiative to attract and retain business investment in the United States. As Executive Director, Ambassador Thummalapally manages the strategy and implementation of SelectUSA as it works to create jobs, spur economic growth, and promote American competitiveness. He also co-chairs, with the Director of the White House National Economic Council, the SelectUSA Interagency Investment Working Group to coordinate existing resources across the federal government to promote business investment and address federal regulatory barriers.

Ambassador Thummalapally brings a wealth of experience from both the private and public sectors. President Obama appointed him ambassador to Belize in 2009, where he served until 2013. In his role as Chief of Mission, Ambassador Thummalapally helped strengthen the bilateral relationship between the United States and Belize in the areas of citizen security, economic development, education, and health care. In addition, he found innovative ways to engage regional and international organizations and other embassies to promote the same.

Ambassador Thummalapally has had a distinguished 31-year career in the private sector. Prior to joining the foreign service, Ambassador Thummalapally served as President of MAM-A Inc., formerly Mitsui Advanced Media. MAM-A Inc. was the nation's leading manufacturer and distributor of archival recordable optical discs. During his fourteen year tenure the company became the benchmark of the optical disc manufacturing industry.

Ambassador Thummalapally also served as the plant manager of WEA Manufacturing Inc., a division of Time Warner Inc.; the Managing Director for Clines Printing and Office Products; and Manufacturing Manager of Disc Manufacturing, Inc. In addition to holding two U.S. patents for design of optical disc manufacturing, he has received several Outstanding Service awards for his professional accomplishments.

Originally from Hyderabad, India, Ambassador Thummalapally moved to the United States in 1974 to pursue his engineering studies. He received his B.S. in Mechanical Engineering from California State University in 1977 and completed post graduate Business Administration courses from Cal State University in 1980 and University of Tennessee in 1995. He is also fluent in Telugu, Hindi and Urdu.

[cont'd]



Velocci, Tony

Tony Velocci is former Editor-in-Chief of Aviation Week & Space Technology magazine and Editorial Director, Aviation Week Group. He launched his Aviation Week career in 1989, first as senior business editor, and later became Northeast Bureau Chief, based in New York City, before retiring as chief editor at the end of 2012. He remains deeply engaged in the aerospace industry as an advisor and writing for various publications.

While at Aviation Week Velocci received various awards, including the distinguished McGraw-Hill Corporate Achievement Award for Editorial Excellence and the Royal Aeronautical Society's Aerospace Journalist of the Year award in multiple categories (2006 and 2002). Velocci led Aviation Week's analytical coverage of the aerospace industry's massive consolidation from the early 1990s through 2002, the industry's rapid globalization, and the on-going struggle of suppliers to adapt to the changing business landscape. In 1994, he developed Aviation Week's Top-Performing Companies study, which continues to be a closely followed benchmarking tool used to measure the competitiveness and operating performance of publicly-traded companies.

As bureau chief and later chief editor, he led or co-chaired various international forums on innovation and cross-border collaboration, and co-chaired annual aerospace Executive Summits on critical challenges facing the industry. Velocci is a member of the Board of Directors of the National Aeronautic Association, a member of the Industry Advisory Board at Embry-Riddle Aeronautical University, and a charter member of the Board of Advisors of the University of Tennessee's Aerospace MBA program.

Velocci is a graduate of Syracuse University.



Wu, John

Dr. John Wu is a tenured full professor of Supply Chain and Transportation Management at California State University San Bernardino and former Director of Federally funded Leonard Transportation Center, specializing in intelligent and green transportation, sustainable urban development, global supply chain management, and corporate social responsibilities. In his tenure at LTC, he managed workforce development programs under the Western Regional Research Center at UC Berkeley, conducted research projects for DOT, TRB, Caltrans, and SCAG, while raising more than \$5 million dollars in research funding from government and private entities. Dr. Wu also built the largest driving simulation center in the U.S. with University of Iowa, organized many international and regional conferences, hosted visiting scholars, and initiated a series of speeches, training and certification programs.

Professor Wu was the Wang Family Research Scholar 2004-5 and served as Resident Director for the CSU International Programs in China in 2006-7. Dr. Wu received his Ph.D. in business logistics and marketing from the Pennsylvania State University, an M.A. in international management from the University of Texas, and graduate and undergraduate degrees in transportation management from National Cheng Kung University in Taiwan.

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Yamagami, Masao

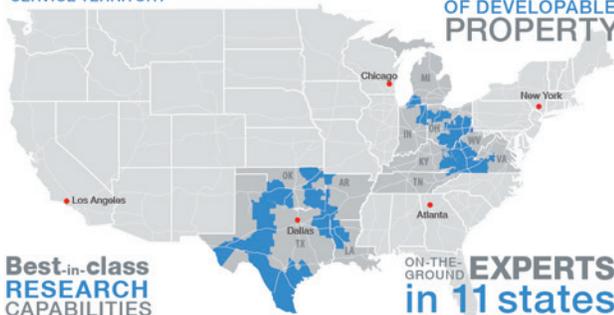
Masao Yamagami is Executive Vice President of Mitsubishi Aircraft Corporation, and Chairman and CEO of Mitsubishi Aircraft Corporation America, Inc. He started his career at Mitsui & Co., one of the most important trading firms in Japan, in 1977. After handling various kinds of aviation business in Japan (covering narrow body and wide body aircraft, including turbo props and helicopters), he spent almost ten years in the United States where he established a broad network in the regional jet market. Between 1995 and 2000 he completed many transactions as the President of Tombo Aviation. He was a member of the Board of Directors of the International Society of Transport Aircraft Trading from 1997 to 2001 and this is the only case so far for a Japanese person to take such an important position in the industry. Since 2008, he has been initiating sales promotion of the Mitsubishi Regional Jet worldwide. He holds a bachelor degree and a master degree in Mechanical Engineering from Waseda University.

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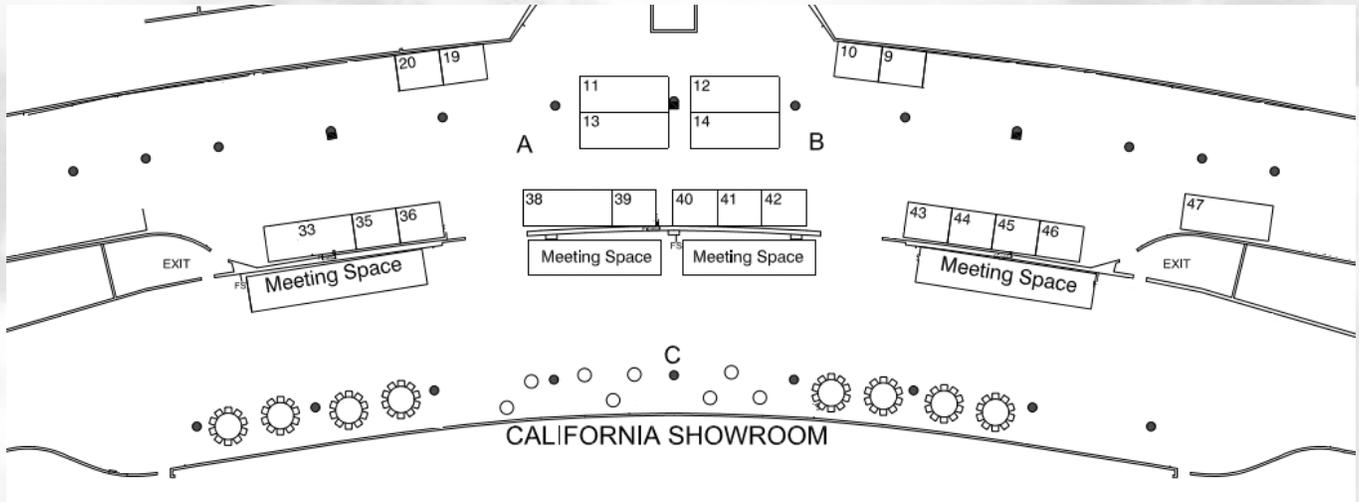
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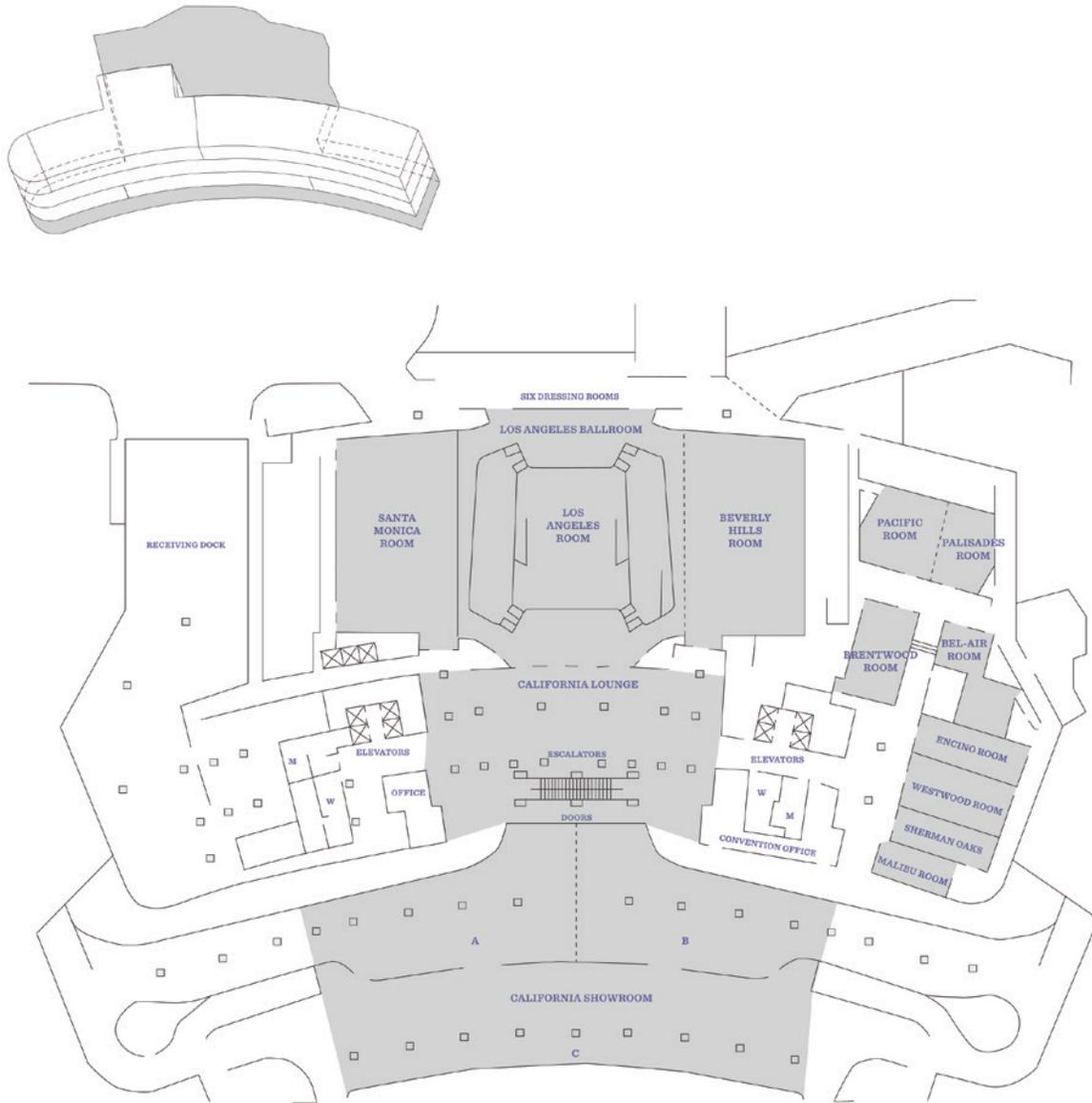


Company	Booth	Company	Booth
Alaska Aerospace Corp	43	State of Indiana	45
Arlington, Texas	35	State of Iowa	19
Aerospace States Association	36	State of Kansas	9
City of Victorville, California	47	State of Nevada	20
Puerto Rico Industrial		State of New Mexico	33
Development Company (PRIDCO)	39	State of Oklahoma	46
Gateway Galactic, Inc.	44	State of South Carolina	40
JobsOhio	13	State of Utah	38
Rockford AEDC (Illinois)	10	State of Washington	11
State of Alabama	41	State of Wisconsin	12
State of Colorado (OED)	42	USC Center for Economic Development	14



FLOOR PLAN

FLOOR PLAN
California Level

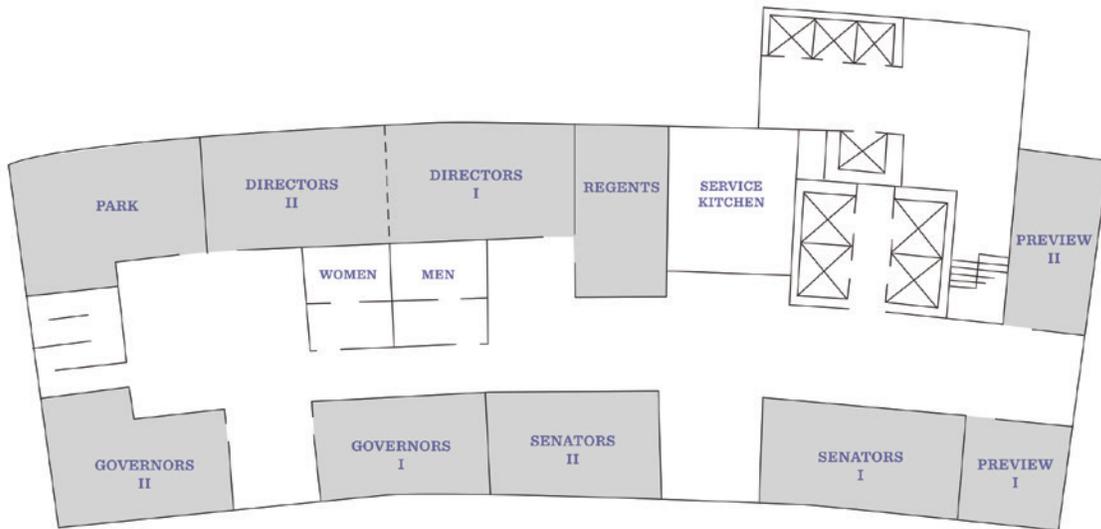
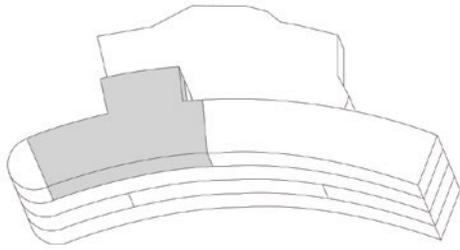


12-12



FLOOR PLAN

FLOOR PLAN
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