Disruption continues to reign

Performance and growth relies highly upon adaptability while delivering on commitments

Key topics we expect to hear about and/or discuss at this year's show:



Uncertainty



Tariffs



Ramp-up

Do things begin to stabilize in the 2^{nd} half of the year?

If not, how might scenario planning need to evolve?



While supply chain lead times were improving post-COVID-19, potential tariffs add new complexities to the value chain



Both defense and commercial sectors continue to stretch internal capacities and suppliers' ability to deliver in 2025



Growth in Space/ Golden Dome



Conflict in Ukraine



Tensions in Asia-Pacific

Continued growth of Low Earth Orbit satellites and orders is challenging industry's ability to meet demanding timelines



Maybe an end in sight? Can the European industrial base meet the demand in a possible absence of the U.S.?

Increasing concerns about regional stability are requiring renewed focus on alliances to provide deterrence



International Defense Spending/ Growth



MRO

Once in a generation opportunities for all players as the world continues to spend aggressively



With commercial ramp-up slower than expected, does the golden age continue? For how much longer?



M&A/ Deal Activity

How is uncertainty impacting deals for the rest of the year? Does operational improvement become more important in the absence of certainty?



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