

# A&D Mergers and Acquisitions Conference

The Peninsula Beverly Hills • Beverly Hills, CA

## Moderator & Speaker Biographies



### **Michael J. Richter**

Managing Director, Global Head of A&D Investment Banking Group • Lazard

Mr. Michael Richter is a Managing Director and Global Head of Lazard's Aerospace & Defense Investment Banking group, primarily focusing on companies in the defense, commercial aerospace & homeland security sectors. Mr. Richter has managed more than 225 investment banking transactions, totaling more than \$80 billion in transaction value, including mergers, acquisitions, divestitures, IPOs, as well as public and private placements of debt. Previously, he was President of Jefferies Quarterdeck, where his group completed more than 100 transactions in the sector. Prior to Jefferies Quarterdeck, he was a Managing Director and Head of CIBC World Markets' Aerospace & Defense Investment Banking Group, and also served as the Head of their San Francisco office. Mr. Richter holds a B.A. degree from The University of California at Berkeley and an MBA from The Stern School of Business at New York University.

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### **Dr. Brad M. Meslin**

Senior Managing Director • CSP Associates

Dr. Brad Meslin is a founder and Senior Managing Director of CSP Associates where he heads the firm's strategic and transaction advisory practices, and manages CSP's private investment affiliate, CSP Equity Partners. Over the past 25 years, CSP has been engaged in approximately 1,000 industry transactions on behalf of more than 250 private equity investors, strategic buyers and institutional financing sources active in the commercial aviation, defense, and government technology services sectors. Dr. Meslin was also a co-founder and Director of Spacehab, Inc. which developed the first privately-financed human spaceflight habitat and flew 22 missions aboard the U.S. Space Shuttle fleet, and served as acting Chief Executive Officer of Sentient Jet, Inc., the largest provider of business aviation charter services. Dr. Meslin is a member of the Boards of Advisors of the Fletcher School of Law & Diplomacy, ORock Technologies and EconoFact. Dr. Meslin holds MALD and PhD degrees from the Fletcher School and a B.A. degree from York University in Toronto, Canada.

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### **Dr. Charles H. Dallara**

Chairman of the Americas • Partners Group Holdings;  
former CEO, Institute of International Finance

Dr. Charles Dallara is a Partner of the firm and an independent member of the Board of Directors of Partners Group Holding AG, and is also the Chairman of the Americas and a member of the Board's Markets Committee. Dr. Dallara is a member of the Board of Directors of Scotia Bank and Scotia Holdings (US) Inc. and of the Middle East Investment Initiative and a director at large of the National Bureau of Economic Research (NBER). Prior to joining Partners Group, he was the Managing Director and Chief Executive Officer of the Institute of International Finance. Previously, he was a Managing Director at J.P. Morgan & Co. In addition, he held the following positions in the George H.W. Bush and Ronald Reagan administrations: Assistant Secretary of the Treasury for International Affairs, Assistant Secretary of the Treasury for Policy Development and Senior Advisor for Policy to the Secretary of the Treasury, United States Executive Director of the IMF and, concurrently Senior Deputy Assistant Secretary of the Treasury for International Economic Policy and US Alternate Executive Director at the IMF. Dr. Dallara has 42 years of industry experience and holds a Master of Arts in Law & Diplomacy and a PhD from the Fletcher School of Law and Diplomacy at Tufts University, Massachusetts, USA, and a Bachelor's degree in Economics from the University of South Carolina.

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### Tom Gentile

President and Chief Executive Officer • Spirit AeroSystems

Mr. Tom Gentile was named President and Chief Executive Officer of Spirit AeroSystems in August 2016 after joining the company in April 2016 as Chief Operating Officer. Prior to Spirit, he served as President and Chief Operating Officer of GE Capital, overseeing global operations, IT and capital planning. Before this role, he was President and CEO of GE Healthcare Systems, a \$14 billion diagnostic imaging business, and has also served as President and CEO of GE Aviation Services, a \$7 billion global enterprise providing maintenance, repair, and overhaul as well as spare parts to GE Aviation's global fleet of jet engines for commercial airlines. Mr. Gentile began his career at GE in 1998, holding a succession of leadership roles across GE Capital in the U.S., France and Australia, and has held numerous other leadership and strategy roles with McKinsey and Company, U.S. broadcaster CBS and General Motors. In addition, he was previously Chairman and continues to serve on the board of InSightec, a global leader in non-invasive image guided therapy. An active community member, he serves on the executive committee of the Aerospace Industries Association and the governing board of the Greater Wichita Partnership. Mr. Gentile earned his Bachelor's degree in Economics magna cum laude and an MBA from Harvard University, and studied international relations at the London School of Economics.

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### Erich M. Fischer, Ph.D

Principal • Deloitte

Dr. Erich Fischer is a Principal in Deloitte Consulting LLP's Industrial Products & Construction/Aerospace & Defense and Strategy & Analytics Practices, and has spent the past 25 years in the aerospace & defense, satellite telecommunications and manufacturing sectors as a consultant, industry executive and space scientist. His specialties include corporate and market strategy, large-scale transformation, digital transformation, post-merger integration and new business building. Dr. Fischer joined Deloitte Consulting from Booz & Company, where he was the Managing Partner for that firm's Washington, DC Aerospace & Defense team, serving clients around the world in management and technology consulting. Dr. Fischer also led Booz & Company's North American Space business, consulting to companies across the private space, satcom, satnav and other satellite-related services sectors, as well as to space-related agencies such as NASA, NOAA and the NRO and has also advised countries on establishing and expanding their space agencies. Dr. Fischer holds a Ph.D. and M.Sc. from Brown University in Geological and Planetary Sciences, and a B.A. from Dartmouth College in Earth Sciences, Physics and Astronomy.

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### Paul E. Fulchino

Operating Partner • AE Industrial Partners

Mr. Paul Fulchino's business experience spans 47 years as a chief executive and strategic advisor to senior management. In these capacities, he assumed leadership positions in both the aerospace and professional services industries. In addition to his management responsibilities, he serves on several public and private Boards and continues to assist non-profit organizations. His public Company Boards include Spirit Aerosystems, Inc. and Wesco Aircraft. Since 2015, he serves as an Operating Partner with AE Industrial Partners LLC, a private equity firm focused on acquisitions of companies in the aerospace and power generation industries. In this role, he assists the acquisition, development and value creation of several portfolio companies. Since his involvement three years ago, he has contributed to a 50% increase in portfolio Company valuations. Mr. Fulchino attended the United States Military Academy, received an A.B. in Mathematics from Boston College and earned his M.B.A. from Columbia University Graduate School of Business with a concentration in finance and operations research.

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### **Paul DellaNeve**

Vice President, Corporate Development • MOOG

Mr. Paul DellaNeve is currently Vice President of Corporate Development for Moog Inc., a \$2.6B public company. Moog is a worldwide designer, manufacturer and integrator of precision motion control products and systems. Moog's high-performance systems control military and commercial aircraft, satellites and space vehicles, launch vehicles, missiles, industrial machinery, wind energy, marine applications and medical equipment. Mr. DellaNeve is a 22-year Moog employee including past responsibilities within Moog's Aircraft Group as VP of Business Development, Salt Lake City

Site Operations Manager and leading the F-35 development teams. Previously, he worked for Sierra Research and Bell Aerospace Textron. Mr. DellaNeve is a graduate from Clarkson University, Board member of Insyte Consulting, founding member of the Buffalo Manufacturing Works and Moog's point person for government affairs.



### **Ronald Kirk**

Senior of Counsel • Gibson, Dunn & Crutcher

Mr. Ronald Kirk is Senior of Counsel in Gibson, Dunn & Crutcher's Dallas and Washington, D.C. offices and is also the Co-Chair of the International Trade Practice Group and a member of the Sports Law, Public Policy, Crisis Management and Private Equity Practice Groups. Ambassador Kirk focuses on providing strategic advice to companies with global interests. Prior to joining the firm in April 2013, he served as the 16th United States Trade Representative (USTR) and was a member of former President Obama's Cabinet, serving as the President's principal trade advisor, negotiator and spokesperson on trade issues. Ambassador Kirk

was nominated to be United States Trade Representative by ex-President Barack Obama and was confirmed by the United States Senate in 2009. The office of USTR is responsible for the development and oversight of U.S. trade policy, including strategy, negotiation, implementation and enforcement of multilateral, regional/bilateral and sector-specific trade agreements. Ambassador Kirk successfully negotiated the conclusion and Congressional passage of trade agreements with Colombia, Panama and Korea, and Russian's entry in the World Trade Organization. Ambassador Kirk draws upon more than 30 years of diverse legislative and economic experience on local, state and federal levels.



### **Adam M. Smith**

Partner • Gibson, Dunn & Crutcher

Mr. Adam M. Smith, a partner in the Washington, D.C. office of Gibson, Dunn & Crutcher is an experienced international lawyer with a focus on international trade compliance and white-collar investigations, including with respect to federal and state economic sanctions enforcement, the Foreign Corrupt Practices Act, embargoes and export controls. From 2010-2015, he served in the Obama Administration as the Senior Advisor to the Director of the U.S. Treasury Department's Office of Foreign Assets Control (OFAC) and as the Director for Multilateral Affairs on the National Security Council. At OFAC, he played a primary role in all

aspects of the agency's work, including briefing Congressional and private sector leadership on sanctions matters, shaping new Executive Orders, regulations and policy guidance for both strengthening sanctions (Russia, North Korea and Syria) and easing measures (Iran, Burma and Cuba), and advising on enforcement actions following sanctions violations. During his tenure on the White House's National Security Council, he advised the President on his multilateral agenda including with respect to international sanctions, coordinated inter-agency efforts to relieve U.S. economic restrictions on Burma, and developed strategies to counter corruption and illicit flows and to promote stolen asset recovery.



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### **Sam Romeo**

President • Sunshine Metals – A Company of AMA

Mr. Sam Romeo is the President of Sunshine Metals and the Senior Vice President of Aero Metals Alliance. Sunshine Metals and Aero Metals Alliance specializes in distribution and raw material optimization for the aerospace industry. Mr. Romeo has 43 years in the metals industry and has worked throughout the aluminum supply chain from primary metals to fabrication. His career started with Kaiser Aluminum working in the primary products division, managing in the United States, United Kingdom and West Africa. He managed extrusion operations in the US and Canada for Kaiser as the

Vice President of Sales for the Distribution, Aerospace and Defense markets. Mr. Romeo graduated from Pikeville College with a degree in Business Administration.

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### **Jose W. Fernandez**

Partner • Gibson, Dunn & Crutcher

Mr. Jose W. Fernandez is a partner in the New York office of Gibson, Dunn & Crutcher and Co-Chair of Gibson Dunn's Latin America Practice Group. His practice focuses on mergers, acquisitions and finance in emerging markets in Latin America, the Middle East, Africa and Asia. Mr. Fernandez has substantial experience in the telecommunications, energy, water, banking and consumer industries. His clients have included major multinational companies, financial institutions and private equity groups, as well as nearly a dozen foreign governments looking to attract foreign investors. Mr. Fernandez has also successfully advised

U.S. and European companies involved in disputes in developing countries. Nominated by former President Obama and unanimously confirmed by the Senate, he served as Assistant Secretary of State for Economic, Energy and Business Affairs from 2009 to 2013. During his tenure, he led the Bureau that is responsible for overseeing work on international trade and investment policy; international finance, development and debt policy; economic sanctions and combating terrorist financing; international energy security policy; international telecommunications and transportation policies; and support for U.S. businesses and the private sector overseas. His work focused on development as a business opportunity for U.S. companies and a strategic imperative for the United States, mostly in the areas of infrastructure, trade and investment, entrepreneurship and agriculture.

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### **John M. Pollack**

Partner • Gibson, Dunn & Crutcher

Mr. John M. Pollack is a partner in the New York office of Gibson, Dunn & Crutcher and is a member of the Mergers and Acquisitions, Private Equity, Aerospace and Related Technologies and National Security Practice Groups. Mr. Pollack focuses his practice on public and private mergers, acquisitions, divestitures and tender offers, and his clients include private investment funds, publicly-traded companies and privately-held companies. Mr. Pollack has extensive experience working on complex M&A transactions in a wide range of industries, with a particular focus on the aerospace, defense and

government contracts industries.

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### Michael Bruno

Senior Business Editor & Content Manager • Aviation Week Network

Mr. Michael Bruno is Aviation Week's Senior Business Editor, based in Washington and covers aviation, aerospace and defense businesses, their supply chains and related issues. Since joining Aviation Week in 2005, he also has covered U.S. federal budgets, regulatory issues and congressional affairs. Besides reporting, he regularly hosts or helps organize Aviation Week's conferences and events. For six years through 2012, he was managing editor of a unique team of defense and space reporters and freelancers that garnered three Jesse H. Neal business journalism awards, called "the Pulitzer Prize of business media." Mr. Bruno further has received two Neals, has been a finalist for other awards including the annual media awards at the Paris and Farnborough airshows, and is a founding author of *Aviation Week & Space Technology's* Going Concerns business column. Before Aviation Week, he was a staff writer for the Washington Post and Bloomberg BNA. Mr. Bruno has a Master's degree in Print Journalism from Syracuse University and a Bachelor's degree from Vanderbilt University.

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### Rick Nagel

Managing Partner • Acorn Growth Companies

Mr. Rick Nagel is the Managing Partner of Acorn, where he leads the strategic direction of the firm and its portfolio assets. Mr. Nagel first served Acorn as an Advisory Board Member and in 2004 joined as a partner, launching the firm's private equity practice, where he leads and is responsible for Acorn's current geographic footprint, fund operations, fundraising activity, investment deal generation, portfolio integrations and performance improvement initiatives. Prior to joining Acorn, he was with Platinum Equity, as part of their operating team, where he led several revitalization and transformation strategies that spanned high growth enterprises and successful turnarounds. Mr. Nagel is a current member of the Board of Governors for the Aerospace Industries Association (AIA), the Oklahoma Aerospace Association and the US Air Force Association and also serves on the Board of Directors for the State Chamber of Oklahoma, is involved with numerous civic organizations, locally and nationally, and is the state president of the Oklahoma Alliance of Boys & Girls Clubs. In addition, he is the treasurer for US Congressman Tom Cole (R-OK, Appropriations & Rules), a position he also served for former US Congressman JC Watts. Mr. Nagel is also a former Finance Chairman for the Oklahoma Republican Party. A Phillips 66 Scholar, he holds a B.S. degree from the University of Oklahoma's College of Engineering in Environmental Science.

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### Steve Taub

Managing Director of Investing • GE Ventures

Mr. Steve Taub is a Managing Director of Investing. Based in Boston, MA, he joined the team in 2012 and leads investments in companies whose products and services, such as advanced robotics and additive manufacturing, fit into GE's manufacturing and operations. Mr. Taub is always looking for great entrepreneurs in attractive markets so that he can work with them to identify opportunities and synergies across GE's portfolio. His career with GE began in 2006 as a strategist and market analyst for the renewable energy group at GE Capital's Energy Financial Services. Previously, he spent nine years as a consultant in the electric power industry, where he specialized in assessing the market for new technologies. Earlier in his career, he worked for a large aerospace company and with the US Department of Energy's environmental cleanup program. Mr. Taub holds Master's degrees in Mechanical Engineering and Technology and Policy from the Massachusetts Institute of Technology and a Bachelor's degree in Mechanical Engineering from Columbia University. Currently, he is a board observer at Optomec, Rethink Robotics, and Hyperloop One.

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### Mark Baptista

Partner • McKinsey & Company

Mr. Mark Baptista is a Partner in the Stamford, CT office of McKinsey & Company where he is a leader of the Aerospace & Defense industry practice and the Product Development functional practice. With responsibility for leading McKinsey's service line in Supply Chain Innovation, he has supported multiple primes/OEMs, tier suppliers at all levels, and services providers across a range of strategy and operations topics in A&D. Mr. Baptista holds an MBA from the Massachusetts Institute of Technology. In addition, he received a Masters in Electrical Engineering from Rensselaer Polytechnic Institute, a B.S. in Mechanical Engineering and a B.A. in Economics from Carnegie Mellon University. Prior to joining

McKinsey, he worked as an aerospace research engineer at General Electric's Global Research Center focused on advanced control systems algorithms.

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### Jacob Markish

Vice President, Strategy & Corporate Development • Thales

Mr. Jacob Markish is Vice President for Strategy and Corporate Development at Thales USA, Inc. As the country lead for strategy and M&A, he formulates, coordinates, and helps to implement the US growth roadmap of Thales Group, a leading global integrator of complex systems in aviation, space, ground transportation, defense and security. His responsibilities include identifying, assessing, and supporting pursuit of a range of growth initiatives, from organic to inorganic, in support of the all the Thales market verticals, as well as the company's cross-portfolio vision of digital transformation. Prior to joining Thales, he accumulated

14 years of experience in the aerospace and defense sector as a management consultant, serving as Principal at Renaissance Strategic Advisors and earlier at Charles River Associates. As a consultant, he led engagements in strategy, market assessments and M&A support for strategic and financial clients across a broad range of market segments and technologies, including commercial aviation, defense and space. Mr. Markish's areas of focus included corporate planning under uncertainty; technology situational awareness; new venture investing by established players and new entrants; and the implications of commercial technology innovation dynamics on defense and national security markets. Mr. Markish holds Bachelor's and Master's degrees in Aeronautics and Astronautics from the Massachusetts Institute of Technology (MIT).

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### Kevin Stein

CEO & President • TransDigm Group Inc.

Mr. Kevin Stein currently holds the position of President and Chief Executive Officer at TransDigm Group Inc. (NYSE: TDG), and is a leading global producer, designer and supplier of highly engineered aerospace components, systems and subsystems for use in both military and commercial aircraft. TransDigm operates through three segments: Power & Control, Airframe and Non-aviation. Prior to his employment with TransDigm Group in 2014, he served as President and EVP of Portland, Oregon-based Precision Castparts Corp for six years. At Precision he led the Fasteners and Structural Divisions with over 10,000 employees

under his management. Prior to his tenure at Precision, he was the President at Cooper Industries (now Eaton), directing 3 business units consisting of Electrical Products, Transportation Products and Electronic Circuit Protection. Earlier in his career, he worked for Tyco International, where he was a General Manager, Operations Director and R&D Manager for 12 years for the Raychem Circuit Protection Division. Mr. Stein achieved his PhD and Masters of Science in Inorganic Chemistry from Stanford University, with a Bachelor of Science degree in Chemistry from Hobart College in Geneva, NY.



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### **Eric A. Mendelson**

Co-President • HEICO Corporation

Mr. Eric A. Mendelson is the Co-President and a Director of New York Stock Exchange traded HEICO Corporation and has served in various capacities with the company since 1990. Mr. Mendelson has been President and CEO of the company's Flight Support Group since 1993. In addition, he serves as the Immediate Past Chairman of the Board of Trustees of Ransom Everglades School in Coconut Grove, Florida, a member of the Columbia College Board of Visitors and a member of the Advisory Board of Trustees of Mount Sinai Medical Center in Miami Beach, Florida.

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### **Rowan G.P. Taylor**

Partner • Liberty Hall Capital Partners

Mr. Rowan G.P. Taylor is the founding Partner of Liberty Hall Capital Partners, a private equity firm focused exclusively on investments in businesses serving the global aerospace and defense industry, whose current portfolio companies include Accurus Aerospace Corporation and AIM Aerospace Corporation. Prior to founding Liberty Hall in July 2011, he was a Partner of Oak Hill Capital Management, a private equity firm with more than \$8 billion under management. At Oak Hill, which he joined in 1999, he was head of its Basic Industries group where he led a team of investment professionals focused on industrial and transportation businesses, including those serving the aerospace and defense industry, and served on Oak Hill's Investment Committee. Oak Hill's portfolio companies included Avolon, Firth Rixson and Primus International. Prior to joining Oak Hill, he was a Principal of The Clipper Group and its successor, Monitor Clipper Partners, both private equity firms associated with CS First Boston, which he joined in 1991. Mr. Taylor began his career as a Financial Analyst in the Merchant Banking group of CS First Boston in 1989. His B.A. in Economics, summa cum laude, was earned from Washington and Lee University.

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### **Tracy Glende**

Chief Executive Officer • Valence Surface Technologies

Mr. Tracy Glende grew up in the greater Houston, Texas area achieving his Bachelors of Science in Electrical Engineering from the Lloyd B. Cherry School of Engineering at Lamar University and his Masters in Business Administration from the Carey Business School at Arizona State University. Mr. Glende's early career spanned multiple business units at Honeywell in the Industrial and Aerospace markets. Over his career he has held positions in marketing, sales, program management, operations and six sigma where he achieved a Black Belt and Lean Expert certification. Prior to his current role as Chief Executive Officer of Valence Surface Technologies, he held roles as the Vice President Customer Service at Honeywell Aerospace, President and Chief Operating Officer at Applied Surface Technologies, President of the Aerospace, Defense and Energy business at Bodycote Plc and the Chief Executive Officer of Veritas Steel.

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### Joanna Speed

Managing Director, A&D and SpeedNews Conferences • Aviation Week Network

In 1979, Gilbert Speed, one of the aviation industry's respected entrepreneurs, launched *SpeedNews*, along with his wife Ann Speed, which quickly became the aviation industry's most innovative newsletter. Under the tutelage of her father Gil, Joanna Speed began her informal education in commercial aviation at *SpeedNews*, and studied business in the Pepperdine University graduate program. Ms. Speed then took on an executive management role with greater responsibility within the company, streamlined the company to increase revenue and reduce costs, led the effort toward online distribution and created new marketing programs for large corporate subscribers. When SpeedNews Conferences emerged as the nation's most influential forecasting and intelligence forums, she refined and expanded marketing strategies for the Aviation Suppliers Conferences. As Managing Director, she introduced four successful forecasting and intelligence forums for the Aerospace & Defense Industry. In 2006, *SpeedNews* was purchased by Penton and following Penton's acquisition of Aviation Week in 2013, she was promoted to Managing Director, Aerospace & Defense Events for the Aviation Week Network, with an expanded portfolio of events including DefenseChain, featuring Program Excellence and Banquet, A&D Mergers & Acquisitions Conference, and Executive Roundtables. Penton was acquired by Informa in 2016.

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