



Lt. Gen. Bruce "Orville" Wright, USAF (Ret.):

Well, good morning still. I have to share, looking at this incredible crowd, what an amazing show of force for what's good about the United States of America and a strong message to those who would challenge us to just back off. So thank you so much for your commitment for being here. Well, for years our nation has been led by innovative industry, innovative engineers and I'm honored to introduce Marc Bell, Chairman, Chief Executive Officer, and Co-founder of Terran Orbital, our ballroom partner today. Terran Orbital is a leading manufacturer of satellite products, primarily for aerospace and defense industries. And Terran Orbital has supported more than 80 missions over the last decade and conducted 200 plus satellite launch services for the Department of Defense and NASA. And Marc, thank you for kicking off this session because right behind you is Heather Penny leading the Kill Chain Panel, and if that doesn't put the bad guys on notice, I don't know what would. So between Marc Bell and Heather Penny, look out. Marc, please.

Marc Bell:

Great. Thank you very much. First off, I just want everyone to smile because I'm going to tag all of you on social media. Because if it doesn't happen on social media, it didn't happen. My kids keep telling me that. And I just want to start off thanking everybody for their service, who serves here today. Without the men and women here who serve in our military, protecting our country, we probably wouldn't be here today. So thank you all very much for your service. Thank you.

So with that, it is a privilege to be here and I appreciate the opportunity to talk about the advancements in responsive space. I'm Marc Bell, I know it's been introduced. I'm the CEO, Co-founder and Chairman of Terran Orbital. Terran Orbital is a leading supplier of small satellite solutions for the military and intelligence community. We have a 13-year history of designing and advancing small satellite technologies.

So we're going to go back a little bit. In 2005, then Colonel Jay Raymond co-wrote a paper called Operationally Responsive Space: A New Defense Business model. He was way ahead of his time. In 2005, satellites were the size of a school bus, one could spend an entire career working on just one program and what used to cost billions of dollars and a decade to do, we can now do it for millions and we can do it in months. Satellites currently in orbit were based on a strategy that started in 1997. We all know how hard it is to predict the future. People today are talking about a strategy for 2050, but that type of long-term strategic planning just doesn't work anymore. Architectural evolution needs to happen every three to five years, technology refresh on the order of months is tremendous tactical advantage. A responsive space initiative will get us there. Responsive space is a solution in an era of great power competition without the guarantee of air and space superiority. It is a concept that emphasizes the ability to rapidly adapt to changing circumstances.

It encompasses a range of capabilities and strategies, including the ability to build and launch satellite platforms. Responsive space also includes the development of advanced technology, tactics, techniques, and procedures to safeguard our space assets from dynamic threats. This includes the development of advanced satellite systems with enhanced maneuverability, collision avoidance, rapid launch capabilities and resilient communication networks. One key aspect of responsive space is the development of responsive launch systems and the compatibility across multiple launch providers. These systems enable us to rapidly put satellites into orbit and replenish and augment existing space assets. They reduce our dependence on traditional lengthy development schedules and allow us to respond swiftly to evolving threats or operational requirements. The formation of the Space Development Agency four years ago highlights a key organizational change to accelerate responsive space initiatives. This agency, now part



of the US Space Force, was formed to disrupt the acquisitions of systems, speed up things and foster commercial development to drive down costs and increase agility.

They wanted satellites to build in two years, not 10, and they wanted it to cost millions and not billions, and they have succeeded in their mission. In tactically responsive space, our strength is deterrence. The warfighter can replenish space assets quickly or rapidly respond to adversarial actions in space by buying a stocking satellite, bus platform and payload. We can rapidly support a wide range of missions such as ISR, PNT, missile defense, space domain awareness, cyber and SATCOM. This is where Terran Orbital comes in. We recently announced a responsive space initiative where we will deliver satellite buses to customers within 30 days of order. And within 60 days, we will deliver you a complete satellite with payloads with some of our payload partners. We are creating new standards just like we did when we created the CubeSat over a decade ago. We recently announced seven new bus platforms that will be participating in this program and that will be the standard for all small sets from everybody over the next decade.

Our advanced production capabilities through the implementation of automation and robotics are game changers for the industry. If you control your supply chain, you control your destiny. We produce 85% of our modules and components in-house and this is how we guarantee a secure supply chain and on-time delivery. The world is changing rapidly and we need to change along with it. Responsive space is not just a concept anymore, it's a necessity and reality in today's congested space environment. And ensures the security of our space assets, protects our national security interests, and enables us to respond to emergency challenges effectively, and most importantly helps us build systems to protect the warfighter. Thank you for having me today.