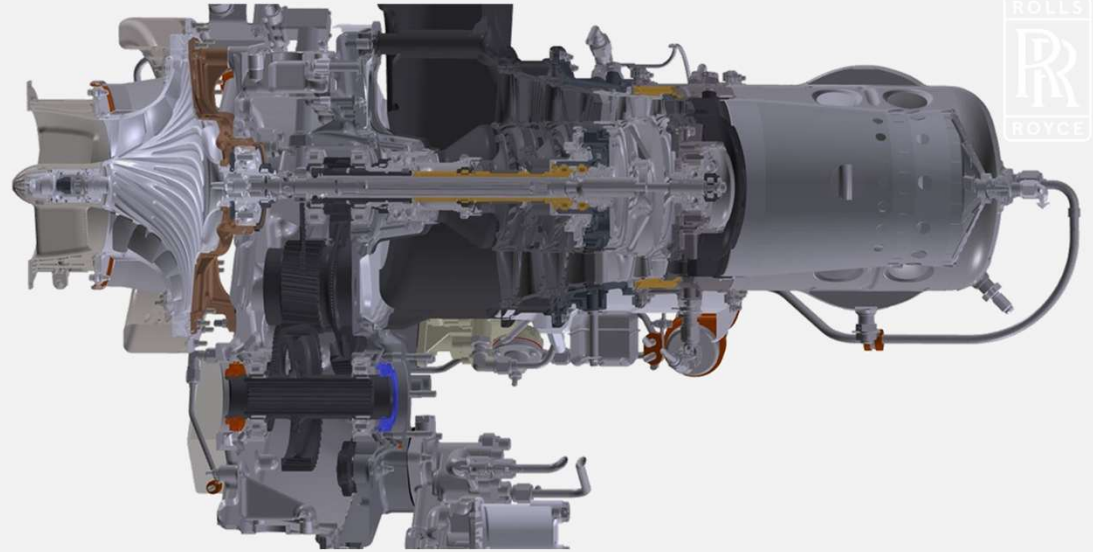


EMBEDDING SUPPLY CHAIN STRATEGY IN PROGRAM LEADERSHIP TO DRIVE AEROSPACE SUPPLIER EXCELLENCE AND QUALITY STANDARDS

Kristoffer Hall
VP, Helicopter Programs

NOVEMBER 2025



AGENDA

01 Introduction

02 Program Execution and Supply Chain Management

03 Forecasting and Decision Making

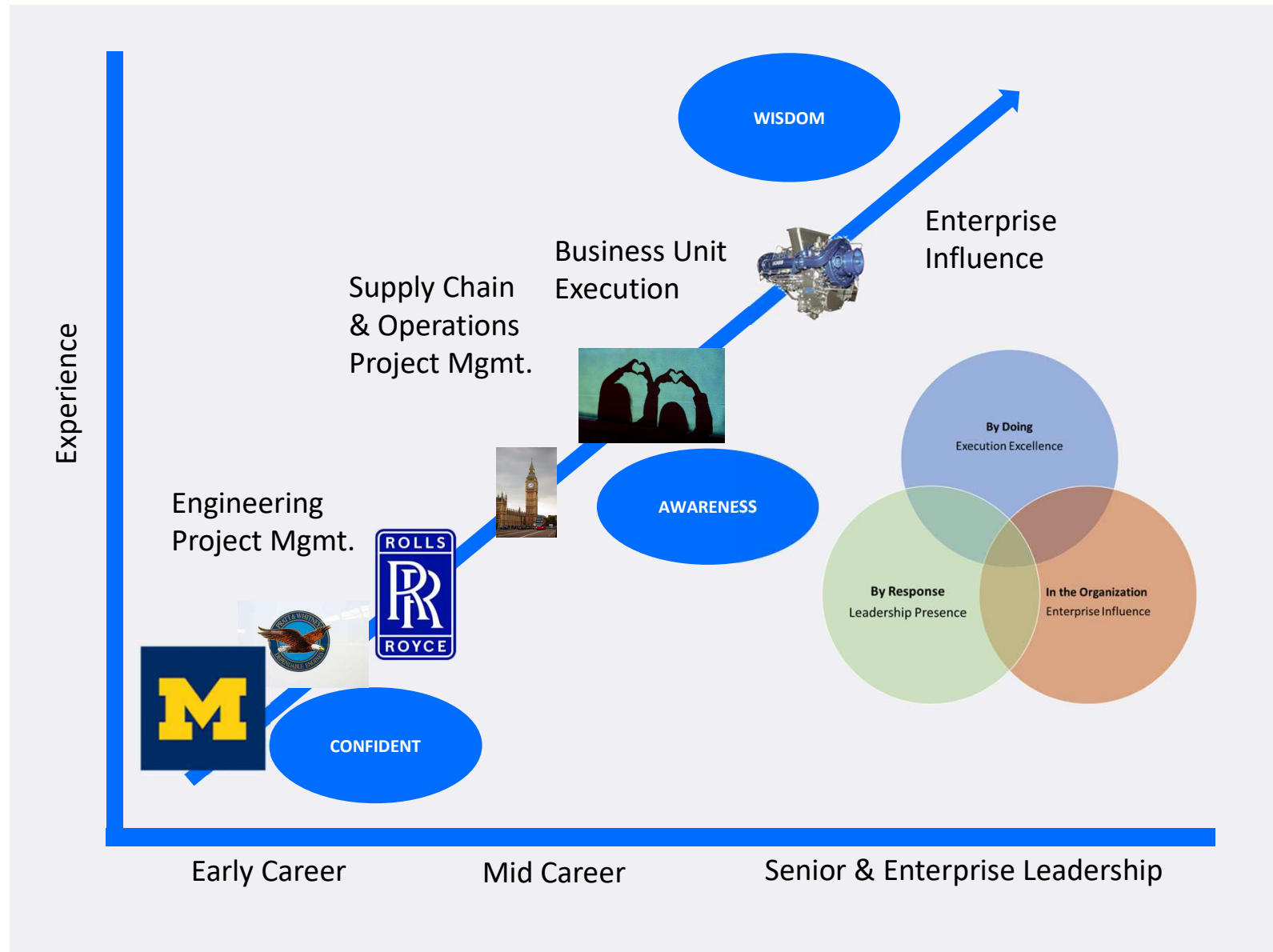
04 Governing for Success



Kristoffer Hall

Senior Advisor and Consultant

1. Learn the Process
2. Transform Outcomes



Program Mission

WE SAVES LIVES!

- Safety
- Excellence
- Delivery
- “Keep the Rotors Turning:



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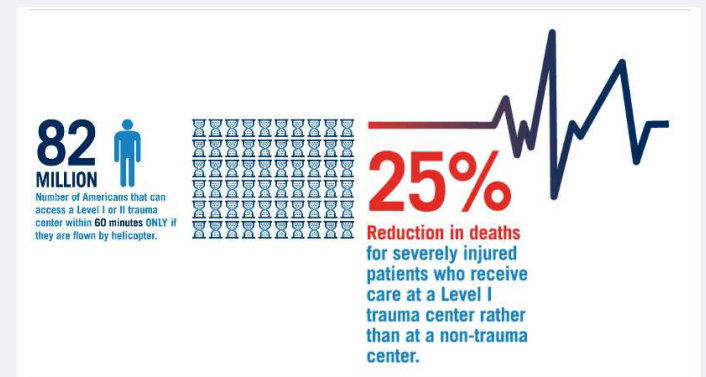


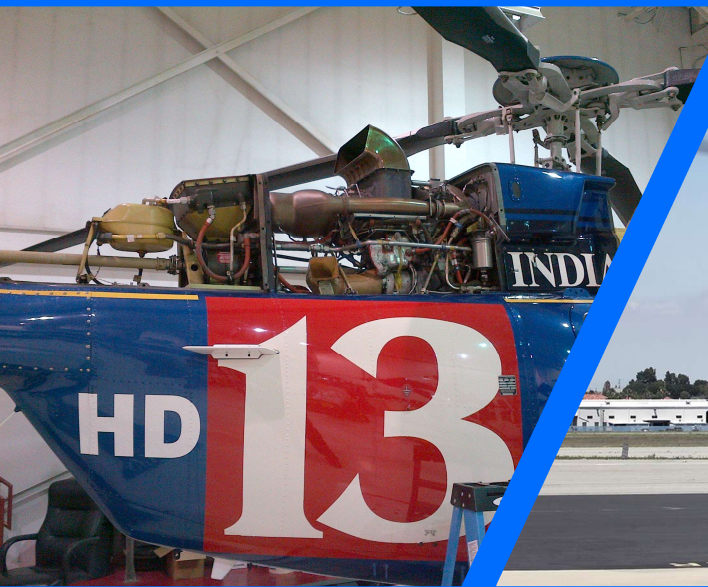
What does it mean to be in Helicopters?

- **Deliver safety** improvements / mods
- Deliver reliable product **on-time to customer commitments**
- **Proactive** approach to **minimize risk and delivery disruption**

How do our roles play into “Keeping the Rotors Turning” mission?

- **Emergency Medical Response**
- Serving Our Communities
- Small businesses
- Protecting Our Country



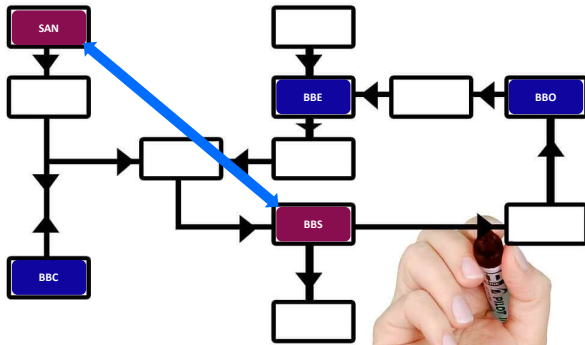




02

Program Execution and Supply Chain Management

Uniting supply chain and program execution to meet
demand for high-performance engine platforms



Cross Functional Integrated Team Governance

EXECUTION IS NOT OPTIONAL!
CUSTOMERS EXPECT RESULTS!
BUSINESS KPIs ARE NOT GRADED ON A CURVE



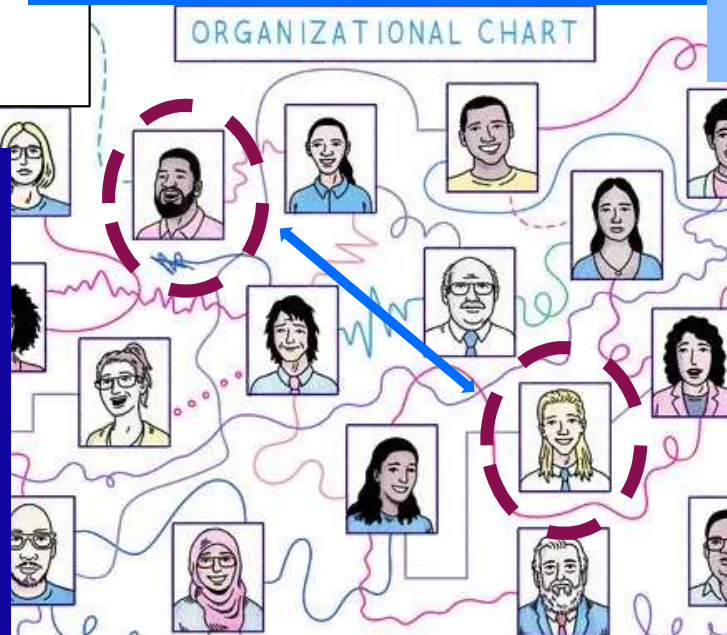
Organizational Structure

[*ôr-gə-nə-'zā-shnəl 'strək-cher]*

A system that outlines how certain activities are directed in order to achieve the goals of an organization.

Investopedia

INDEPENDENT OF ORGANIZATIONAL DESIGN



1. WHERE IS THE BELLY BUTTON?
2. SWISS ARMY KNIFE?



03

Forecasting and Decision Making

Managing constrained components by forecasting intelligently and engaging suppliers earlier in the process

EXAM PROBLEM

- CONSTRAINED PART(S)
- MULTIPLE CUSTOMERS

1. Cross Functional Team

- Weekly Constrained Part Reviews
- Escalate to Leadership to break the tie

2. EMPOWER THE TEAM

- Decision Matrix
- Set Clear Boundaries



POST COVID CHALLENGES

MARKET DEMAND EXPLOSION

SUPPLIER RESOURCE AND CAPABILITY MISMATCH

CUSTOMER 1
PO Arrears - Strategic

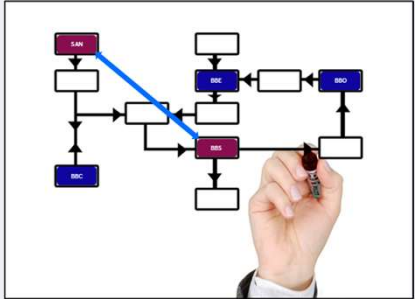
CUSTOMER 2
PO Arrears - Strategic

CUSTOMER 3
AOG - Several Missed Commitments

CUSTOMER 4
Upcoming Contract – Don't Disappoint

CUSTOMER 5
Spare Sales - Must Deliver

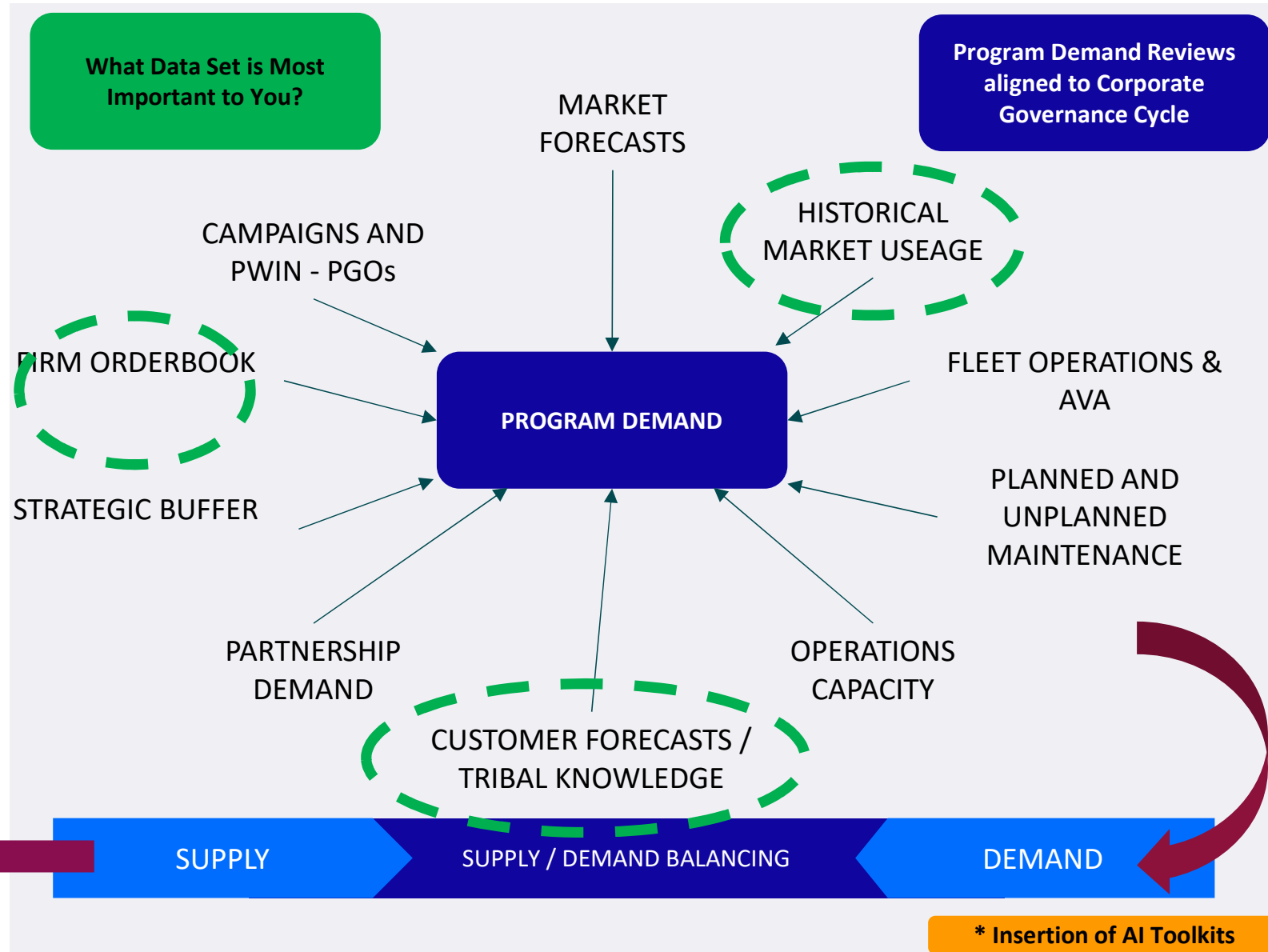
WHO GETS THE PART?



**BALANCING ACT TO
LIMIT BUSINESS &
CUSTOMER IMPACTS**

TRIAGE SUPPLY

- Supply Chain Design
- Commodity Strategy
- Dual Sources
- Transfers
- Engineering Mods



04

GOVERNING FOR SUCCESS

Establishing clear escalation paths to address bottlenecks
without impacting customer delivery timelines

SUPPLY CHAIN ESCALATION

1 SC Strategic Playbook

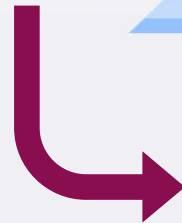
- Fast Make Offload
- Manu Ops Offload
- 2nd Source Strategy
- Quality Improvements
- MoM Changes
- Eng/ME Collaboration

2 SC 101 Tactical Playbook

- ✓ Supplier Leadership
- ✓ RR Senior Engagement
- ✓ "BOG"
- ✓ Expedite Fees
- ✓ Commercial Leverage
- ✓ Engineering Support
- ✓ VOC

Program Management Governance Model

	Name	Level	Cadence	Horizon	Output	Rules of Engagement
Call EMS	Key Issues	C-Suite	Monthly	Holistic Long-term	SC 101 Longer Term Stakeholder MgMT	Impact to Sector KPIs Global Sector Customer
Mom Dad	Mission Critical	Executive Mgmt.	Weekly	Impact to HY	Additional Resources Tiger Teams SC 101 Supplier Triage Remove Constraints	Impact to Business KPIs Customer Impact Confirmed
Grand Parents	Program Rate Review	Senior Mgmt.	Weekly	Impact to Quarter	Recovery Plan Commit To Achieve Rate	Escalation based on impact of KPIs
Baby Sitter	Stand-Ups	BB / SAKs / Cx FT	Daily	-4-12 wks.	IRIA SC 101 Playbook Launched	Focus on critical line stops and second tier constraints



Mon	Tue	Wed	Thu	Fri
1. Crit Path 2. OPS Plan	1. SC Plan 2. OPS Plan	1. Eng/Other 2. OPS Plan	1. Allocations 2. OPS Plan	1. Open Invite 2. OPS Plan

* Insertion of AI Toolkits

Q&A