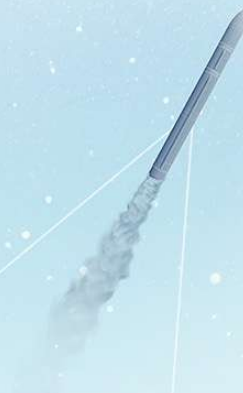




**L3HARRIS**

FAST. FORWARD.



# ELEVATING DEFENSE SYSTEM PERFORMANCE THROUGH QUALITY EXCELLENCE AND RISK- DRIVEN MISSION ASSURANCE STRATEGIES

American Aerospace & Defense Summit

**Scott Alexander | President**  
**Missile Solutions | Aerojet Rocketdyne**

Dec. 4, 2025

# Deterrence in the 21<sup>st</sup> Century



**New Era of Threats**  
Europe, Middle East, Pacific

**Deterrence Depends on**  
**Capacity + Resilience**

**Solid Rocket Motors**  
Missile Arsenal

# From Fragility to Renewal



**“ We’ve allowed production lines to go cold, watched as parts became obsolete, and seen sub-tier suppliers consolidate or go out of business entirely. ”**

*– Dr. William A. LaPlante, former USD(A&S)*

1990s–2000s: demand diminished,  
suppliers consolidated

2023: L3Harris acquisition of Aerojet  
Rocketdyne stabilized a national asset

SRM base fragile: limited ability to  
surge, lost critical parts and suppliers

# MODERNIZING & EXPANDING, INCREASING SRM PRODUCTION SPEED AND SCALE



## › **Greater Capacity to Meet Generational Demand**

Scaling SRM production with 30+ new and upgraded “factories of the future,” doubling and even tripling capacity for some key programs

## › **Modernization & Digital Transformation**

Leveraging robotics, AI, digital engineering and automation to reduce cost, boost efficiency, enhance safety and improve quality

## › **Powering Missions of Today and Tomorrow**

Program-agnostic facilities will support critical programs while offering flexibility to support evolving military missions

# Our Discussion Today



**Growing SRM Production**



**Collaboration with Industry & Government**



**Call to Action**

## Growing, Modernizing & Innovating - Leadership



- **Mission assurance is a collective responsibility, involving everyone in the organization**
- **Constraint-hunting mentality**
- **Prime-grade customer engagement**



## Growing, Modernizing & Innovating - **Processes**



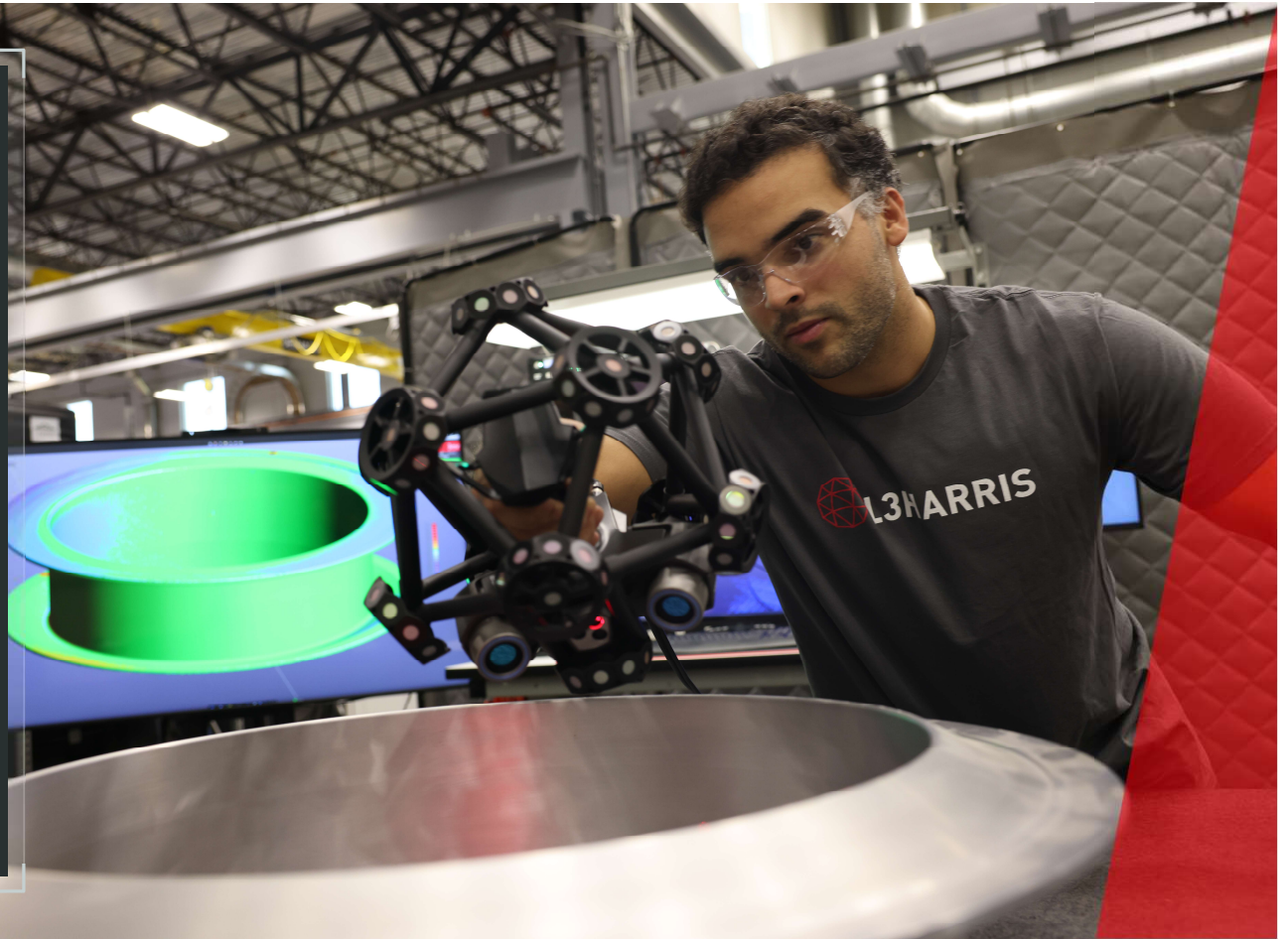
- Full line-by-line review
- Quality built in early
- Rapid prototyping



## Growing, Modernizing & Innovating - Resourcing



- › Investing more than half a billion to expand and modernize SRM production nationwide
- › \$215M Defense Production Act agreement driving Javelin, Stinger and GMLRS capacity
- › Major expansions and groundbreaking in Camden, Huntsville and Orange County
- › \$250M+ sub-tier investment to strengthen critical suppliers and materials flow
- › Growing workforce: +800 employees since 2020 across Camden, Orange and Huntsville



# Accelerating Together



- **Shared build plans and quality baselines** with major primes to solve, not report, issues
- **Co-investment with sub-tier suppliers** to expand capacity and stabilize material flow
- **Transparent demand signals from government** enable smart, sustained industry growth
- **Acquisition reform is mission reform:** predictable funding, faster awards, fewer delays
- **CEO-level advocacy:** Chris Kubasik's call for shift toward outcomes, accountability and speed



# Call to Action



- Continue to invest in the industrial base
- Strengthen partnerships across industry and government
- Streamline acquisition processes to match urgency
- Deliver technology that protects warfighters and ensures deterrence





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