FRIDAY, DECEMBER 2

5:00 PM – 7:30 PM  WELCOME RECEPTION

7:30 PM – 9:00 PM  POLICY DINNERS

SATURDAY, DECEMBER 3

7:15 AM – 8:30 AM  PANEL 1 & BREAKFAST

FINGER ON THE PULSE: PUBLIC OPINION ON AMERICA'S GLOBAL RESPONSIBILITIES

Panelists:

- Sen. Deb Fischer, U.S. Senator, Nebraska
- Mr. Karl Rove, Former Special Advisor and Deputy Chief of Staff, President George W. Bush
- Rep. Adam Smith, Chairman, House Armed Services Committee
- Mr. Brad Smith, Vice Chair and President, Microsoft Corporation

Moderator: Ms. Abby Phillip, CNN

8:30 AM – 9:00 AM  Morning Break

9:00 AM – 9:55 AM  PANEL 2

REDEFINING WARFARE: RESPONDING TO HYBRID CHALLENGES IN THE CYBER AGE

Panelists:

- Hon. Frank Kendall, Secretary, U.S. Air Force
- Sen. Angus King, U.S. Senator, Maine
- Gen. Paul Nakasone, Commander, U.S. Cyber Command
- Mr. Horacio Rozanski, President and CEO, Booz Allen Hamilton, Inc.


9:00 AM – 9:55 AM  PANEL 3

RESTORING STRENGTH AT HOME: TOWARD A ROBUST AND RESILIENT INDUSTRIAL BASE

Panelists:

- Adm. Michael Gilday, Chief of Naval Operations, U.S. Navy
- Hon. William LaPlante, U.S. Under Secretary of Defense for Acquisition and Sustainment
- Mr. James Taiclet, Chairman, President, and CEO, Lockheed Martin Corporation
- Sen. Roger Wicker, U.S. Senator, Mississippi

Moderator: Ms. Morgan Brennan, CNBC News
10:00 AM – 10:55 AM | PANEL 4  
**UKRAINE’S FIGHT FOR FREEDOM: RUSSIAN AGGRESSION AND THE FUTURE OF NATO**  
Panelists:  
- Sen. Joni Ernst, U.S. Senator, Iowa  
- Mr. Gregory J. Hayes, CEO and Chairman, Raytheon Technologies  
- Gen. B. Chance “Salty” Saltzman, Chief of Space Operations, U.S. Space Force  
- Hon. Christine Wormuth, Secretary, U.S. Army  
**Moderator:** Ms. Jennifer Griffin, *FOX News Channel*

10:00 AM – 10:55 AM | PANEL 5  
**I WANT YOU: RESTORING CONFIDENCE AND RECRUITING THE MILITARY WE NEED**  
Panelists:  
- Hon. Gilbert R. Cisneros, Jr., U.S. Under Secretary of Defense for Personnel and Readiness  
- Sen. Tammy Duckworth, U.S. Senator, Illinois  
- Rep. Mike Gallagher, U.S. Representative, Wisconsin  
**Moderator:** Ms. Dana Perino, *FOX News Channel*

11:00 AM – 1:00 PM | LUNCHEON KEYNOTE & DISCUSSION  
**THE HONORABLE LLOYD J. AUSTIN III, U.S. SECRETARY OF DEFENSE**

1:10 PM – 1:40 PM | FIRESIDE CHAT  
**Hon. Avril Haines, Director of National Intelligence**  
**Moderator:** Ms. Andrea Mitchell, *NBC News*

1:50 PM – 2:45 PM | PANEL 6  
**DEFENDING FREEDOM: GREAT POWER CONFLICT AND DETERRENCE IN THE INDO-PACIFIC**  
Panelists:  
- Adm. John C. Aquilino, Commander, U.S. Indo-Pacific Command  
- Rep. Seth Moulton, U.S. Representative, Massachusetts  
- Sen. Mike Rounds, U.S. Senator, South Dakota  
- Ms. Kathy Warden, Chair, CEO, and President, Northrop Grumman Corporation  
**Moderator:** Mr. Idrees Ali, *Reuters News*

1:50 PM – 2:45 PM | PANEL 7  
**OUR STRATEGIC ADVANTAGE: COOPERATION WITH ALLIES AND PARTNERS**  
Panelists:  
- Sen. Lindsey Graham, U.S. Senator, South Carolina  
- Hon. Antti Kaikkonen, Minister of Defence, Finland  
- Dr. Alexander C. Karp, Co-Founder and CEO, Palantir Technologies  
- Hon. Ng Eng Hen, Minister for Defence, Singapore  
- Gen. Laura Richardson, Commander, U.S. Southern Command  
**Moderator:** Mr. Olivier Knox, *The Washington Post*

2:50 PM – 3:45 PM | PANEL 8  
**INVIGORATING THE INNOVATION ECOSYSTEM: COMPETING IN THE 21ST CENTURY**  
Panelists:  
- Gen. Charles Q. Brown, Jr., Chief of Staff, U.S. Air Force  
- Mr. Theodore “Ted” Colbert III, President and CEO, Boeing Defense, Space, and Security  
- Ms. Karen Dahut, CEO, Google Public Sector  
**Moderator:** Ms. Lauren Williams, *Defense One*
2:50 PM – 3:45 PM PANEL 9
PRESSURES & PRIORITIES: THE IMPACT OF ECONOMIC DISRUPTIONS ON RESOURCING OUR DEFENSE
Panelists:
• Mr. Tom Arseneault, President and CEO, BAE Systems, Inc.
• Rep. Ken Calvert, U.S. Representative, California
• Hon. Carlos Del Toro, Secretary, U.S. Navy
• Hon. Michael McCord, U.S. Under Secretary of Defense (Comptroller)
• Rep. Jimmy Panetta, U.S. Representative, California
Moderator: Mr. Hans Nichols, Axios

3:45 PM – 4:15 PM Afternoon Break

4:15 PM – 5:00 PM PEACE THROUGH STRENGTH AWARDS CEREMONY

5:10 PM – 6:00 PM PANEL 10 | CLOSING PLENARY
PROJECTING STRENGTH: A DISCUSSION WITH FORMER NATIONAL SECURITY LEADERS
Panelists:
• Hon. Mark T. Esper, Former U.S. Secretary of Defense
• Hon. Leon Panetta, Former U.S. Secretary of Defense
• Hon. John Ratcliffe, Former U.S. Director of National Intelligence
Moderator: Mr. Bill Hemmer, FOX News Channel

6:00 PM – 7:30 PM CLOSING RECEPTION