

WE MUST DELIVER A NAVY DESIGNED TO DETER
CONFLICT AND HELP WIN OUR NATION'S WARS AS
WE MAINTAIN A GLOBAL POSTURE TO ASSURE OUR
PROSPERITY. OUR NATIONAL SECURITY DEPENDS ON IT.

WE WILL BUILD FUTURE PLATFORMS WITH
MODERNIZATION IN MIND—HARDWARE
UPGRADEABLE AND SOFTWARE UPDATEABLE
AT THE SPEED OF INNOVATION.



NAWCAD Business Strategy Overview

Presented to Industry

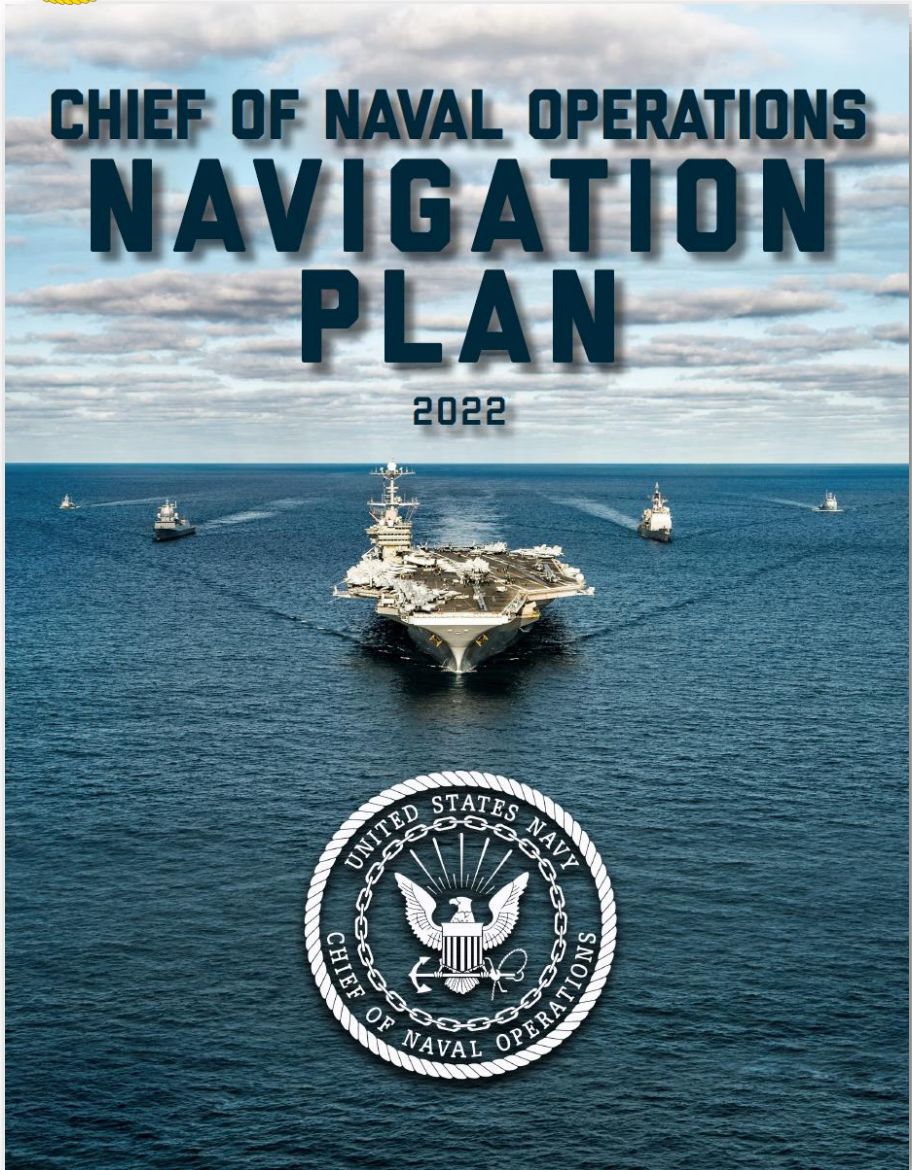
Industry Day – 18 April 2023

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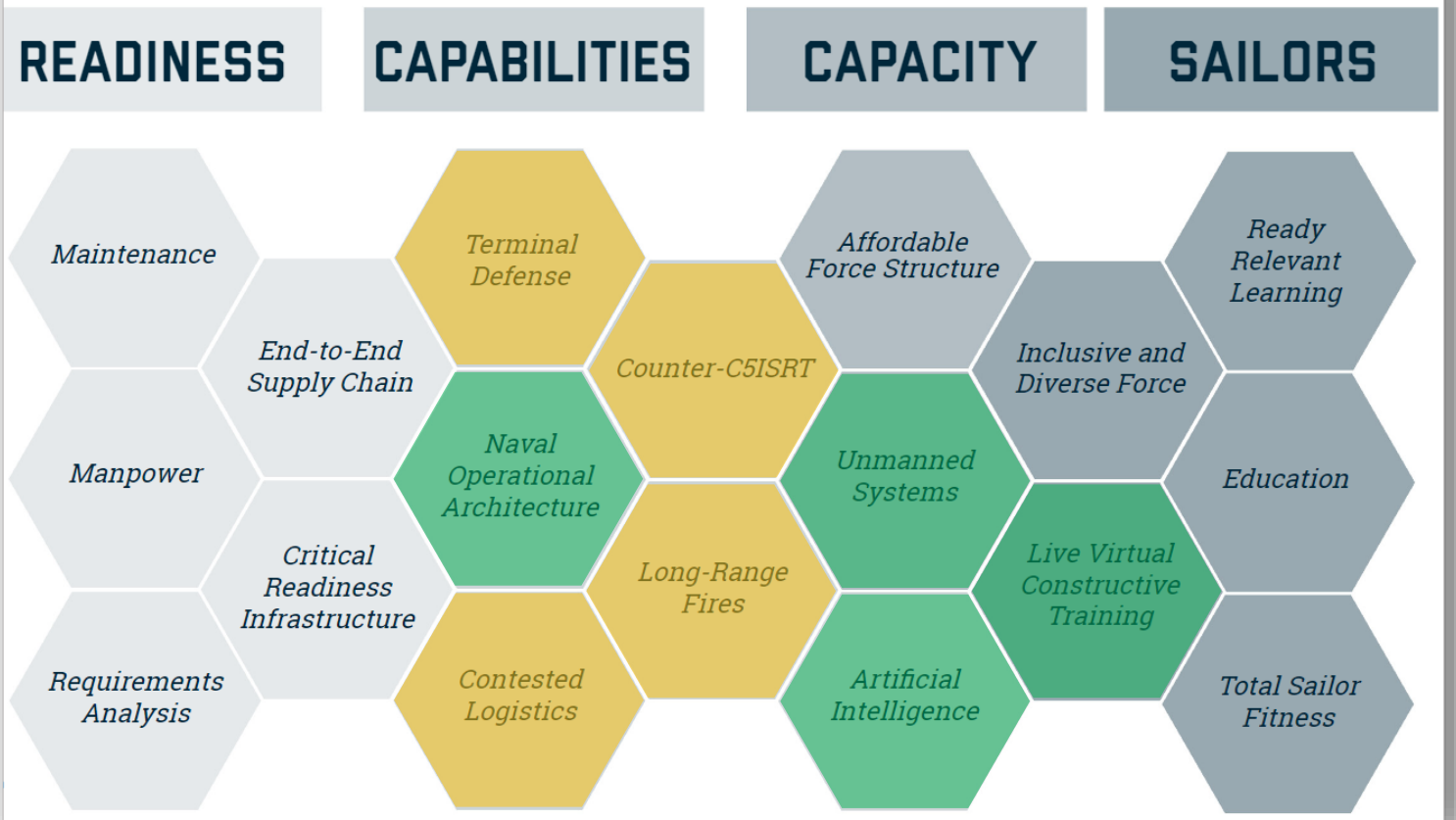
**BUILDING ENDURING ADVANTAGES IN A COMPLEX, RAPIDLY CHANGING
THREAT ENVIRONMENT DEMANDS A WARFIGHTING CULTURE
FOCUSED ON CONTINUOUS IMPROVEMENT.**



The CNO's NAVPLAN



NAVIGATION PLAN PRIORITIES AND OBJECTIVES





NAVAIR Core Values and Behaviors

“Our North Star is delivering the warfighting capability the fleet needs to win, at a cost we can afford.”

CORE VALUES



Start with the Fleet.
Focus on outcomes that matter to the Warfighter.



Change the Game.
Be bold. Challenge assumptions.
Innovate, learn and improve.



Win with Inclusion and Respect.
Treat your teammates with dignity and respect—**always**. Support your teammates.

BEHAVIORS FOR A WINNING CULTURE

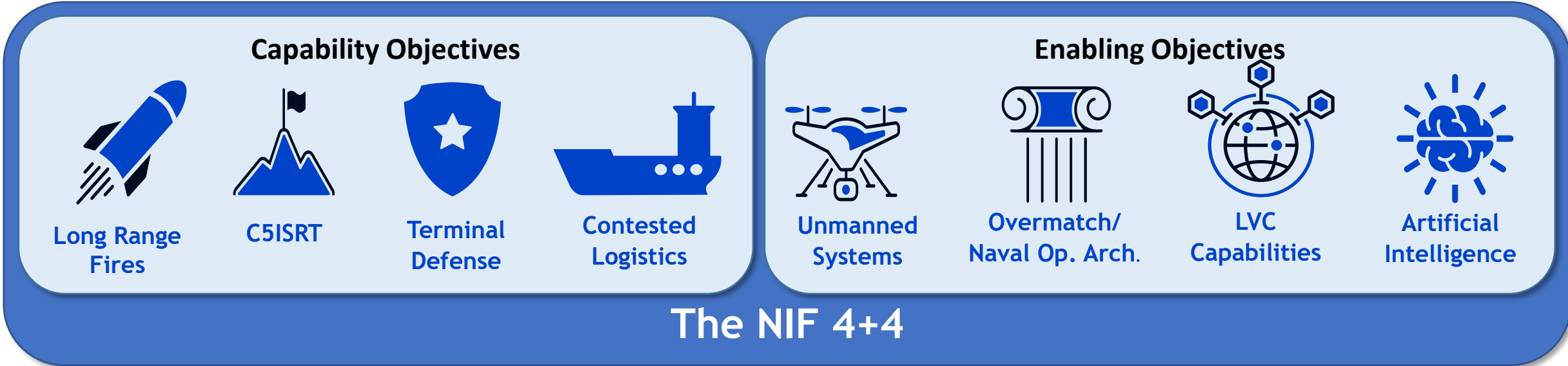
- ▶ **Be bold.** Challenge assumptions. Don't take no from someone who can't give you a yes.
- ▶ **Raise issues quickly.** Don't sit the sidelines if you see something isn't working.
- ▶ **Think differently.** Look at the problem from a new perspective. Redefine “how” we execute to achieve required outcomes.
- ▶ **When in command, command.** Make the hard decisions and own the results.
- ▶ **Listen first.** Be open to ideas that are different from your own. Provide feedback.
- ▶ **Look long for the lineup.** The future is now. Define your North Star.
- ▶ **Get Real.** Take time to understand the problem before you put in a fix. Slow down to speed up.
- ▶ **Have an abundance vs. scarcity mindset.** How we will vs. why we can't.
- ▶ **Get better.** Start with outcomes that matter to the Fleet. Address root cause. Measure outcomes.
- ▶ **Practice “Appreciative Inquiry.”** Find what's working. Teach others. Scale successes.
- ▶ **Be cost conscious.** Every dollar counts.
- ▶ **Be data driven.** Measure what's important to the customer.
- ▶ **Strengthen partnerships.** Increase collaboration and trust.
- ▶ **Include everyone on the team.** Invite inquiry and healthy debate. Empower each other to decide and act.

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Our Warfare Centers are vital to delivering integrated Naval Aviation Enterprise capability



The NAWCs enable Integrated Warfighting Capabilities & North Star Program objectives by transforming and maturing key enabling capabilities across platforms and programs.

NAWCAD is focusing on Driving Results & Outcomes, Building Enduring Value, and Developing Our People. We are transforming our organization through:

- End to End Value Chain Optimization
- Digital Transformation
- Organic NAWC Direct Product/Capability Delivery

Capability
Availability
Affordability
 NAE North Stars



Naval Air Warfare Center Business Plan "House Chart"

Capability – Affordability – Availability

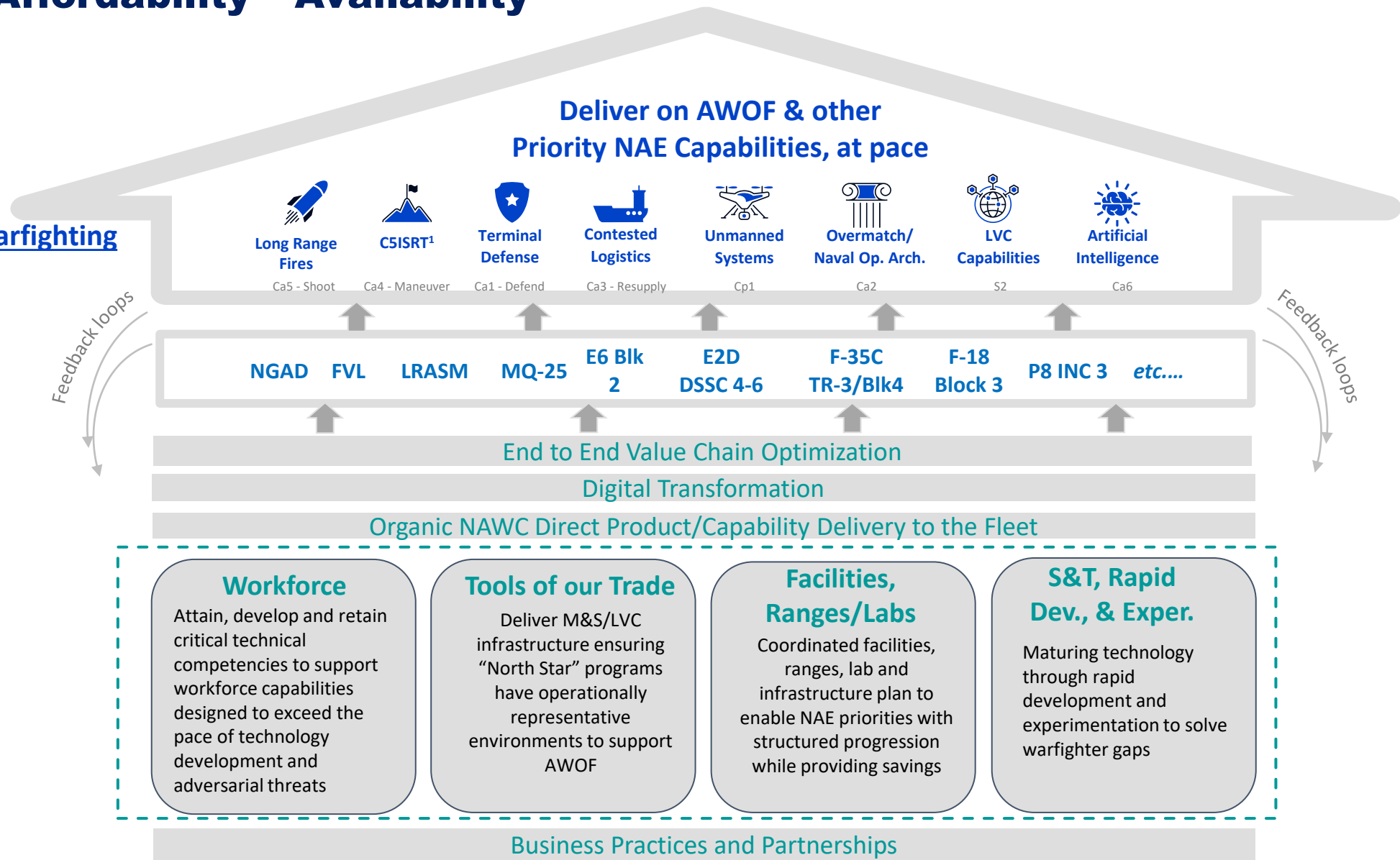
NAWC enables Integrated Warfighting Capabilities...

Informed by the NIF 4+4

...& North Star Program objectives...

...which will require NAWC to transform our business...

...and to maturing key enabling capabilities...



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1. Counter-Command, Control, Computing, Communications, Cyber, Intelligence, Surveillance, Reconnaissance and Targeting