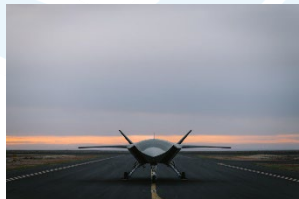
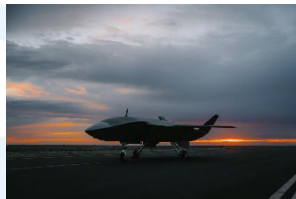


Australian Aerospace Industry & MQ-28 Development ICAS 2026 Presentation



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Scope

- Industry foundations
- MQ-28 overview
- Development journey
- Program achievements
- Technologies and processes
- Industry learnings



Boeing Australia history

Airplane manufacturing base, de Havilland Australia, established in 1927.



Becoming a leading producer of military and commercial aircraft during the Second World War (1939-1945).

Completed a series of strategic mergers and acquisitions to become Australia's leading aerospace company.



1927



1936



1939



1952



1961



1967



1973



1987



2000



Current

Boeing presence and economic impact in Australia



100+
Boeing Defence products acquired and maintained in-country



~200
Boeing commercial aircraft in service or on order



\$371M+
Exports in 2025



25
ANZ locations and the broadest aerospace portfolio in Australia



\$400M+
Domestic annual spend with more than 2,000+ suppliers and partners



\$36M+
Research and development spend in 2024



5,000

Boeing employees in Australia and New Zealand



Australia-wide First Nations Strategy to support Reconciliation



\$25M+
Investment since 2009 funding STEM, veterans and community activity



37
Year partnership with the CSIRO



12
Australian University partnerships and funding for 30+ PhDs





Small, agile

Length of a trainer and the full wingspan of a modern stealth fighter.



Lightweight, modular

Up to 12,000lbs (maximum take-off).



Low cost enabler (affordable)

Extends sensor and strike range of existing systems and lowers cost per flight hour.



All-digital design

Robotic production system and model-based engineering system afford warfighting analysis rigour.



Next-generation technology

Autonomy, machine learning, artificial intelligence and advanced sensors.



Modular nose

- Reconfigurable – can be tailored to meet specific customer and mission requirements and rapidly swapped out in the field
- Contains power, space and cooling provision for third-party payload insertion
- Government Reference Architecture-aligned open mission system

Mission ready / reconfigurable

Human factors at the forefront of the access panels and controls design:

- Simple closures
- Height ensures ease of visibility

Trusted autonomy

- Universal C2 interface-compliant
- Communications suite
- Global allied interoperability
- Open architecture trusted autonomy
- Allows third-party behaviour integration

Agile Operations

Ground operations enabling agile deployment, rapid force readiness, and mission specific configuration:

- High mobility
- Rapid configurability
- Fast turnaround time and flexible deployability

Development approach: concept to capability

Customer driven priorities

- Early engagement with ongoing collaboration shaped the program.

Capability roadmap

- The platform was developed to be modular, interoperable and relevant to operational needs.

Right-sized product design

- Designed and built for simplicity, cost, scale and effectiveness.

Concurrent product & production system design

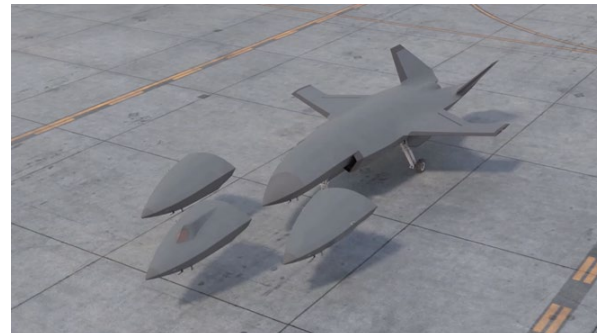
- An engineering manufacturing development mindset was applied from the start of conceptual development.

Digital enterprise & MBE

- Digital tools supported speed, agility and first-time quality.

Accelerated development with appropriate risk tolerance

- A capability-focused team culture, Boeing Australia/U.S. and Commonwealth of Australia collaboration, and iterative design cycles helped manage risk.



40th Flight Test Squadron, US Air Force

The development approach: how

Re-use of proven production materials & processes

- Production system design for future certification
- Repeatability, stability and quality

Design for safety

- Ergonomics focused, maximum automation

No manually drilled holes

- Automated drill and fill for carbon fiber reinforced polymer skins
- Full Size Determinant Assembly for all sub-structure internal joints

Stabilize build - Shimless assembly

- Machined sub-structure with no engineered gap
- Inner Mould Line tooled external composite skins

Standardisation

- Standard part types (bolts, washers, clips, etc) selected by manufacturing, heavy reduction in variances/types to simplify stocking & inspection



Production Ready

The development journey

MQ-28
GHOST BAT



What's next?

- Prepare for **transition to RAAF operations**
- Continue **delivery/acceleration of capability enhancements**
- Build production aircraft at **Boeing's Australian production facility**, with the ability to considerably scale this rate both in Australia and abroad
- Provide solutions to meet **allied nations' requirements**





Aviation demands vision, courage and collaboration

- Aviation is a high-stakes industry built on bold vision.
- New aircraft programs balance ambition with safety, quality, and technical risk.
- Decisions on technology, timing and integration shape success.
- Challenges are inevitable in product development; learning is essential.
- Creativity, curiosity and courage (3C) drive progress.
- Collaboration brings in the best ideas.
- Different perspectives improve thinking, challenge assumptions and drive better results.



A history of innovation. A future of advanced capabilities.

Boeing has a long history in Australia.

- From Boomerangs in the 1940s to MQ-28 Ghost Bat, the program reflects decades of aerospace capability.

MQ-28 is a major milestone for Australian industry.

- It is the first military aircraft designed, developed and manufactured in Australia in more than 50 years.

The program is built on enduring collaboration.

- Boeing Australia, the Royal Australian Air Force and Australian industry are working together to grow sovereign capability.

The opportunity is expanding.

- MQ-28 is helping build a stronger Australian aviation and defence supply chain for the future.



