

Daniel J. Ryan
Vice President
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Daniel J. Ryan is vice president of the Operations and Integrated Supply Chain Cross-Business Team (CBT) for Raytheon Integrated Defense Systems (IDS). In this role, he is responsible for all aspects of IDS development and manufacturing; facility operations; environmental, health and safety programs; security services; and partnerships with IDS' suppliers. A key area of focus has included transitioning the manufacturing effort from a traditional model to a lean manufacturing model with a results-based cultural shift, and engaging suppliers in IDS' lean initiatives. This effort has been validated with U.S. Navy Best Practice Awards, the 2006 Association of Manufacturing Excellence Award, and Gold and Silver Shingo Prize awards for excellence in manufacturing (called "The Nobel Prize of manufacturing" by *Business Week* magazine).

Ryan's CBT supports 15 Raytheon centers in the U.S., with more than 5.8 million square feet of office, engineering and manufacturing space. He was appointed to the Operations position in March 2004 and gained added responsibility for Integrated Supply Chain in early 2009.

Raytheon Company (NYSE: RTN), with 2008 sales of \$23.2 billion, is a technology and innovation leader specializing in defense, homeland security and other government markets throughout the world. With headquarters in Waltham, Mass., Raytheon employs 73,000 people worldwide.

Integrated Defense Systems is Raytheon's leader in Global Capabilities Integration providing affordable, integrated solutions to a broad international and domestic customer base, including the U.S. Missile Defense Agency, the U.S. Armed Forces and the Department of Homeland Security.

Biography

Before assuming his current position, Ryan was the vice president of Facilities; Security; and Environmental, Health and Safety for IDS. He previously served as director of Operations for the Naval & Maritime Integrated Systems business unit of Raytheon Electronic Systems, an organization with sales of more than \$900 million. In this capacity, he had oversight responsibility for operations in Portsmouth, R.I.; Andover, Mass.; San Diego, Calif.; and Keyport, Wash.

Since joining Raytheon in 1981, Ryan has held various positions of increasing responsibility. He served as the operations program manager for theater air defense shipboard radar programs with annual sales of \$250 million. He also served as manufacturing manager for Electronic Systems, supervising a variety of manufacturing programs for the U.S. Navy.

A personal area of interest for Ryan is community relations. This has led to many company-sponsored community projects, including Special Olympics, military personnel and family support programs, roadside cleanup efforts, and emergency medical services and fire department training programs. Ryan has also served as a consultant to the Rose Kennedy Greenway project in Boston, Mass.

Other positions held within Raytheon include industrial engineer, quality manager, manufacturing manager, and programs director supporting numerous production programs for the U.S. Department of Defense.

Ryan holds a bachelor's degree in industrial engineering from Northeastern University and an associate degree in architectural engineering from Wentworth Institute of Technology.