

Working Agenda- Connecting businesses to retain military advantage

28th – 30th September 2026

Expected attendees: 150-200

Monday, 28/09/2026		
Time	Activity	Notes
AM	Delegates arrive in London and check into their hotels	
18:30-21:00	Welcome Reception Sponsored by Scaleout Systems	1 Great George Street
Tuesday, 29/09/2026		
Time	Activity	Speaker
08:30	<i>Registration and Refreshments</i>	
09:00	Welcoming Remarks	Julie Marionneau ADS DI, PIA, Zebulon Carlander, SOFF
09:20	Keynote Address – UK	Rupert Pearce, National Armaments Director
09:40	Future Defence Capability Needs – UK	Avril Jolliffe DG International-NAD Group
10:00	Future Defence Capability Needs – Denmark	Acting NAD- Peter Michael Nielsen
10:20	Future Defence Capability Needs – Finland	NAD - Janne Kuusela (tbc)

10:50	Future Defence Capability Needs – Sweden			SWE MoD/NAD (tbc)
11:10	Networking Refreshment Break			
11:30	Panel session on High North cooperation- <i>As strategic competition intensifies across the High North, the UK, Sweden, Finland and Denmark are strengthening cooperation through the Joint Expeditionary Force (JEF) and deeper defence-industrial collaboration to address growing challenges, from subsea infrastructure threats and increased military activity to pressure on critical maritime routes. The panel will explore how closer government-industry collaboration can enable faster, more integrated responses in complex northern and maritime environments, including through concepts such as the JEF Navy and Hybrid Navy.</i> <i>Discussion will consider how joint industry-government mechanisms can support resilience, interoperability and capability development across borders, with particular focus on ISR, surveillance, infrastructure protection and the protection of critical maritime and subsea assets.</i> Moderated by ADS			UK- NAD Rupert Pearce DK - Acting NAD Peter Michael Nielsen FI - NAD Janne Kuusela SWE MoD
12:20	Introduction to Breakout Sessions			ADS, DI, PIA, SOFF
12:30	Networking Lunch			
13:40	Parallel Breakout Sessions: Procurement in the short- and long-term. <i>Each panel will explore current and future capability priorities, procurement approaches and areas of national specialism within its domain, while identifying where closer cross-border collaboration could support operational requirements, strengthen supply chain resilience and improve interoperability.</i> 10 min per speaker 20 panel discussion 20 mins audience questions Summary			
	<u>Air</u> UK- Director Capability, RAF	<u>Naval</u> UK- (tbc)	<u>Land</u> UK- Director Capability, Army (tbc)	

	Air commercial (tbc) FI- Defence Forces, Air SE- Col: Joakim Sellén, Head of future capability and analysis, Swedish Defence Materiel Administration (FMV) DK- DALO	FI- Captain Juha Ravanti, Defence Attache SE- RDML Fredrik Lindén, Director Naval Systems Division, Swedish Defence Materiel Administration (FMV) DK- DALO	FI- Defence Forces, Land SE- COL Oscar Elardt, Head of Systems Management, Land Systems Division (FMV) DK- DALO	
15:00	Refreshment Break			
15:30	Parallel breakout sessions: Overview of UK, Danish, Finnish and Swedish Defence Industries <i>These parallel breakout sessions will bring together industry representatives from the UK, Denmark, Finland and Sweden for domain-focused discussions across Air, Naval and Land. Each panel will explore the relevant industrial ecosystem, key capability assets and areas of national specialism within its domain, while identifying where cross-border collaboration could strengthen supply chains, support future capability requirements and improve interoperability. Speakers will also be invited to reflect on lessons from Ukraine, including the importance of speed, adaptability, scalable production and closer alignment between industry and government in responding to operational needs.</i> <i>7 minutes per speaker</i> 20 panel discussion 20 mins audience questions Summary			
	<u>Air</u> UK- BAES (tbc) FI-tbc	<u>Naval</u> UK- Babcock (tbc) FI- Patria	<u>Land</u> UK- (tbc) FI- Valmet Automotive	

	SE- Martin Moore, Head of Strategy, Saab (Air) DK- tbc	SE- tbc DK- MacArtney A/S	SE- tbc DK- tbc	
	Re-group in main hall			
16:50	Recap of all breakout sessions Introduction to pre-arranged Business-to-Business Meetings Closing Remarks			ADS, DI, SOFF, PIA
17:15	Conference Ends			
17:30- 19:30	Networking Reception			Millenium Gloucester Hotel
Wednesday, 30/09/2026				
Time	Activity			Notes
09:00	Pre-arranged B2B Meetings between Swedish, Danish, Finnish and UK companies			Via B2Match
12:30	ENDEX			