

OFFICIALLY SUPPORTED BY
AERONAUTICA MILITARE

"It's clear to me that the ability to fly together and to work together and have the same common operational picture is something that we absolutely need to realise as soon as possible. And that's something that we have established and will continue to establish at the International Fighter Conference."

General Ken Wilsbach, Commander, Air Combat Command

04 - 06 November 2025

Sheraton Rome Parco de' Medici, Rome, Italy

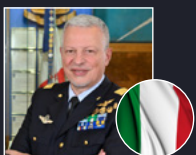
TOWARDS AN INDEPENDENT INDUSTRIAL BASE FOR COMBAT AIR



HEAR FROM LEADERS FROM THE GLOBAL COMBAT AIR COMMUNITY, INCLUDING:



General Adrian Spain
Commander
Air Combat Command



Lieutenant General Antonio Conserva
Chief of Staff
Italian Air Force



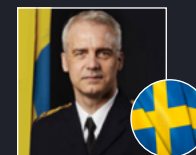
Lieutenant General David Tabor
Deputy Chief of Staff for
Plans and Programs
U.S. Air Force



Lieutenant General Giovanni Balestri
Deputy Chief of Staff
Italian Air Force



Vice Admiral Daniel Cheever
Commander, Naval
Air Forces
US Navy



Major General Jonas Wikman
Commander
Swedish Air Force



Major General Jeff Smyth
Chief Fighter and
NORAD Capability
Royal Canadian Air Force

FOUR STAR
LEAD PARTNER**GENERAL ATOMICS**
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PARTNERS**NORTHROP**
GRUMMANCOLLINS AEROSPACE
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radar systems

WELCOME

Dear Colleague,

Celebrating its 25th anniversary, the annual **International Fighter Conference (IFC)** continues to be the world's leading event bringing together the greatest minds in combat aviation, from across the globe. With **official support from the Italian Air Force**, we are delighted to confirm that IFC will be returning in 2025 to the **brand new location of Rome, Italy**, where **500 senior** leaders and air force commanders from across continents, who are working to ensure air superiority in an increasingly contested battlespace, will meet to collaborate and discuss the latest developments in combat air operations, and next-generation technology.

As nations continue to develop their Future Combat Air Systems and contracts start to be awarded, interoperability across the aerospace domain remains a key factor in ensuring air superiority and maintaining the advantage over adversaries. From **NGAD** and **FCAS**, to **GCAP** and **F/A-XX**, there is a lot of discussion around the technologies available and the operational environments that these systems will contend with when they enter service. The evolving role of industry as nations look to establish a more independent industrial base is also playing a critical part in the development of next-generation platforms and capabilities.

Nations are working to integrate key systems into existing platforms which will enable the use of **autonomous collaborative platforms, artificial intelligence, and electronic warfare** in future operations. Ensuring interoperability between these emerging capabilities and existing aircraft will be paramount to the success of air combat systems. Furthermore, observations from the Russia-Ukraine conflict will be key to establishing the future requirements and strategies of forces as they balance competing priorities.

The 2025 agenda is designed to address a range of topics critical to the current issues faced by fighter pilots and what's possible for the future operating environment. A particular focus will be given to the integration of systems, as developments in **AI, EW, autonomy** and **MUM-T** continue to evolve and advance platforms at an unprecedented rate.

New for 2025 is the inclusion of conference tracks dedicated to both operational readiness and advanced engineering and technology, allowing attendees to take a deep dive into developments in advanced weapon systems, avionics, electronic warfare and more.

Attracting senior military leaders, government officials, and industry experts at the forefront of fighter technology, IFC is the only global event with up-to-date information on the ongoing lessons and changes in combat air warfare and equipment and remains a vital gathering for driving extensive collaboration between military, government, and industry leaders.

I look forward to welcoming you to IFC 2025 in Rome — the world's most influential conference on combat air for the past 25 years.



Alice Andrews
Senior Conference Producer
Defence IQ

MEET OUR 2025 CONFERENCE CO-CHAIRS:



**General (Ret'd)
Mark D. Kelly**
Former Commander,
Air Combat Command
USAF

General Mark D. Kelly completed his 38-year USAF career as the Commander, Air Combat Command, Joint Base Langley-Eustis, Virginia where he trained, equipped and provided combat-ready air, space, cyber and intelligence forces for worldwide rapid deployment and operations.

Prior to leading Air Combat Command, General Kelly served as the Deputy Chief of Staff for Operations, Headquarters, United States Air Force at the Pentagon. He has also commanded two Numbered Air Forces (12AF and 9AF), an Air Expeditionary Wing in Afghanistan, two Fighter Wings and a Fighter Squadron.

General Kelly entered the Air Force in 1986, receiving his commission from the Air Force ROTC program at Southwest Texas State University. He is a graduate of the US Air Force Fighter Weapons School, the National War College and the Harvard Kennedy School of Executive Education. General Kelly earned his pilot wings at Euro-NATO Joint Jet Pilot Training at Sheppard Air Force Base, Texas and is a command pilot with more than 6,000 flying hours, including over 800 combat hours in fighter aircraft. General Kelly resides in Raleigh, NC and currently serves as an independent defense and leadership consultant.



**General (Retd.)
Frank Gorenc**
Former Commander,
USAFE-AFACRICA and
AIRCOM (2012-2016)
Chairman

General Frank Gorenc served as Commander of U.S. Air Forces in Europe and Africa, Commander of NATO Allied Air Command, and Director of the Joint Air Power Competence Centre in Germany. He oversaw Air Force operations across 104 countries spanning Europe, Africa, Asia, the Middle East, and multiple oceans—covering over 19 million square miles and impacting over a quarter of the world's population and GDP.

Born in Ljubljana, Slovenia, General Gorenc commanded at every level, from fighter squadron to expeditionary wing, and held leadership roles in the Air Force District of Washington and a component Numbered Air Force. His staff assignments included positions with Air Combat Command, the Air Staff, Joint Staff, and U.S. European Command/Supreme Headquarters Allied Powers Europe.

Before his final role, he was the Assistant Vice Chief of Staff and Director of the Air Staff at U.S. Air Force Headquarters in Washington, D.C. A command pilot, General Gorenc logged more than 4,800 flight hours over his distinguished career.

AGENDA AT A GLANCE

TUESDAY, 4 NOVEMBER 2025		WEDNESDAY, 5 NOVEMBER 2025		THURSDAY, 6 NOVEMBER 2025
REGISTRATION & REFRESHMENTS		REGISTRATION & REFRESHMENTS		REGISTRATION & REFRESHMENTS
STRATEGIC OVERVIEW OF AIR POWER: ADAPTING TO UNCERTAINTY IN A CHANGING GLOBAL LANDSCAPE		ACHIEVING FUTURE AIR DOMINANCE: PROGRAMME UPDATES Latest developments for FCAS, GCAP & NGAD		PRIORITIES FOR FUTURE AIR OPERATIONS
MORNING BREAK		MORNING BREAK		MORNING BREAK
HARNESSING AUTONOMY FOR NEXT GENERATION AIR DOMINANCE TODAY		OPERATIONAL TRACK	ADVANCED ENGINEERING & TECHNOLOGY TRACK	INCREASING TRAINING CAPACITY
		ENABLERS FOR FUTURE AIR OPERATIONS: ELECTRONIC ATTACK, AIR TO AIR REFUELLING, AEW & BATTLE MANAGEMENT	AIRCRAFT DESIGN & MANUFACTURING	
LUNCH BREAK		LUNCH BREAK		LUNCH BREAK
OPERATIONAL TRACK	ADVANCED ENGINEERING & TECHNOLOGY TRACK	OPERATIONAL TRACK	ADVANCED ENGINEERING & TECHNOLOGY TRACK	MODERNISATION STRATEGIES FOR SMALLER AIR FORCES
MAXIMISING CURRENT OPERATIONAL READINESS FOR CURRENT & FUTURE THREATS	C2, COMBAT CLOUD, AND PROCESSING AT THE EDGE	ENABLERS FOR FUTURE AIR OPERATIONS: ELECTRONIC ATTACK, AIR TO AIR REFUELLING, AEW & BATTLE MANAGEMENT	PROPULSION, POWER, AND SITUATIONAL AWARENESS	
AFTERNOON BREAK		AFTERNOON BREAK		AFTERNOON BREAK
OPERATIONAL TRACK	ADVANCED ENGINEERING & TECHNOLOGY TRACK	ENABLERS OF AIR POWER		HARNESSING AIR POWER FOR MULTI-DOMAIN OPERATIONS
MAXIMISING CURRENT OPERATIONAL READINESS FOR CURRENT & FUTURE THREATS	ADVANCED WEAPON SYSTEMS			
NETWORKING DRINKS RECEPTION		END OF DAY TWO		END OF IFC 2025

WHAT'S NEW FOR IFC 2025?



Hear **first-hand updates on next-generation fighter programs**, including NGAD, FCAS and GCAP as contracts begin to be awarded and requirements continue to be defined.



Interactive exhibition featuring a to-scale CCA model, the centerpiece of the ultimate showcase of next-generation combat air solutions and technologies.



For the first time, the International Fighter Conference includes a **Technology and Engineering track**, enabling senior engineering leads from government, Air Forces, and industry to connect through technical presentations and discussions.



Brand new location of Rome, Italy, a connected hub for military and industry providers to meet and discuss the future of combat air.



Hear the **latest observations from current conflicts**, and discuss how allied nations need to come together to solidify partnerships, foster collaboration, and move towards an **independent industrial base**.



Extended breaks and extra social activities throughout the conference for all attendees, to maximise your time onsite to collaborate and foster longer lasting relationships.



Increased focus on the **latest developments in AI and autonomy in air combat**, with strategic briefings on the future of CCAs, and technical updates focusing on technology integration.



More nations in attendance than previously before, including new perspectives from Malaysia, Norway and Belgium on the agenda, making this the most international IFC to date.

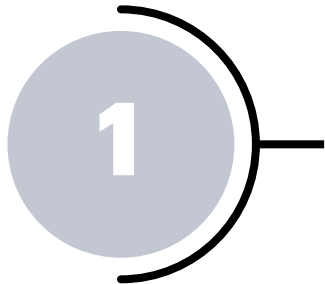


“The benefit of coming to the International Fighter Conference is you get to interact, talk and liaise with a broad cross section of similar minded aviators and commanders and generals talking about the contemporary issues in in fighter combat and combat aircraft today.”

Air Commodore Howard Edwards, Combat Air Force Commander, Royal Air Force

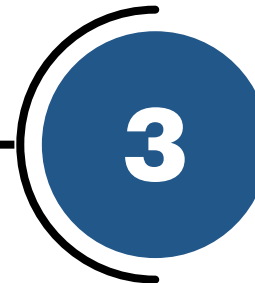


2025 KEY THEMES



Balancing force readiness with modernisation—Examine strategies for integrating emerging technologies while ensuring operational effectiveness amid budget constraints and evolving threats

Multi-domain operations integration—Understand how air, space, cyber, and ground forces must work together to maintain dominance in combat air



Strategic deterrence and global force posture—Explore insights into optimising airpower positioning, deterring adversaries, and responding to shifting geopolitical landscapes



Recruiting, training, retaining and developing the next generation of airpower leaders—Identify solutions to personnel shortages, pilot retention challenges, and leadership training for future air force commanders



Countering adversary advancements and emerging threats—Analyse how nations are responding to hypersonic weapons, electronic warfare, and next-generation air defence systems to maintain air superiority



BENEFITS OF ATTENDING

New Technology & Engineering Track – Running alongside the traditional IFC, adding depth to discussions.

Direct Engagement with Air Force Commanders, Procurement Leaders, and Technology Experts – Military, government and industry experts connect in a dedicated space.

Stronger Industry-Air Force Collaboration – Senior leaders will present operational challenges and technical cases while reinforcing business arguments.

Aligned Decision-Making – Both technical and operational leaders working together like never before

Greater Impact – Expanded benefits of your participation, integrating technical and operational expertise.

2025 SPEAKERS INCLUDE



**General (Ret.)
Mark D. Kelly**
Former Commander,
Air Combat
Command
U.S. Air Force

CONFERENCE CHAIRMAN



**General (Ret.)
Frank Gorenc**
Former Commander
**USAFE/
AFAFRICA**

CONFERENCE CHAIRMAN



**Major General (Ret'd)
Sylvain Ménard**
Former Chief Fighter
and NORAD Capability
**Royal Canadian Air
Force**

CONFERENCE CHAIRMAN



General Adrian Spain
Commander
Air Combat Command



**Lieutenant General
Antonio Conserva**
Chief of Staff
Italian Air Force



**Lieutenant General
David Tabor**
Director of Programs
U.S. Air Force



**Lieutenant General
Giovanni Balestri**
Deputy Chief of Staff
Italian Air Force



**Vice Admiral
Daniel Cheever**
Commander, Naval
Air Forces
U.S. Navy



**Major General
Jonas Wikman**
Commander
Swedish Air Force



**Major General
William D Betts**
Plans, Programs and
Requirements Director
**Air Combat Command
(ACC)**



**Major General
Jeff Smyth**
Chief Air & Space
Force Development
**Royal Canadian
Air Force**



**Major General
Larry Broadwell**
Deputy Commander
Sixteenth Air Force



**Major General
Cezary Wiśniewski**
Polish National Military
Representative
SHAPE



**Major General
Ahmad Khusairi bin
Ahmad Fadil**
Air Support Commander
Royal Malaysian Air Force



**Air Vice-Marshal
Shaun Harris CBE**
Director Support and
Chief Engineer
Royal Air Force



**Air Commodore
Martin Lowe**
FCAS Programme
Director
UK MoD



**Major General
Gregory Kreuder**
Commander 19th Air Force,
Air Education and Training
Command (AETC)
19AF/AETC



**Rear Admiral
Richard Burgess**
Commander
NAWDC



**Air Commodore
Pete Robinson**
Commander,
Air Combat Group
Royal Australian Air Force



**Air Commodore
Alun Roberts**
Head Air to Air Missiles
Royal Air Force



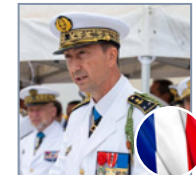
**Rear Admiral
Giancarlo Ciappina**
Commander, Naval
Aviation Department
Italian Navy



**Air Commodore
Chris Layden**
Combat Air Force
Commander
Royal Air Force



**Brigadier General
Paolo Rubino**
Chief of Staff of the
Air Education Training
Command / 3rd Air
Region
Italian Air Force



**Rear Admiral
David Desfougères**
Commander of
the French Naval
Aviation Force
French Navy

2025 SPEAKERS INCLUDE



Tom Goffus
Assistant Secretary
General for
Operations
NATO



**Brigadier General
Phillipe Suhr**
Operational Chief,
FCAS Project
**French Air and
Space Force**



**Brigadier General
Ugrik Csaba**
Flight Director
**Hungarian Defence
Force**



Crista-lynn Ferguson
Director General
Fighter Capability
**Royal Canadian
Air Force**



Thomas Lawhead
Assistant Deputy
Chief of Staff,
Strategy, Integration
and Requirements
U.S. Air Force



**Colonel
Ralf Kleindienst**
Deputy Commander,
Weapon Systems
Support Center 1
Bundeswehr



**Colonel
Lee Bryant**
96th Operations
Group Commander
U.S. Air Force



**Colonel Roeland
Van Thienen**
F-35A Capability
Director
Belgian Air Force



**Colonel
Vito Cracas**
Assistant Director
JAPCC NATO



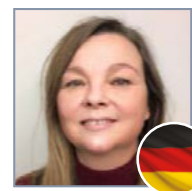
**Colonel
Timothy Helfrich**
Director, Agile
Development Office
U.S. Air Force



**Colonel
John Cummings**
Autonomous
Collaborative
Platforms Division
Chief, ACC
U.S. Air Force



**Colonel
Klaus Wuggazer**
Coordination
Officer F-35A
**Bundesministerium
der Verteidigung**



Regine Friedberger
Branch Chief
**Bundesministerium
der Verteidigung**



**Commander
Jean Duboin**
Navy Rafale Program
Manager
French Navy



**Col. (Ret.)
David Jake Timm**
Future Fighter
Training
U.S. Air Force



Jason Hawker
Principal Officer NATO
Flying
Training Europe
NSPA



Dr. Sophy Antrobus
Senior Research Fellow
**The Freeman Air and
Space Institute, King's
College London**



Douglas Barrie
Senior Fellow for
Military Aerospace
IISS



Justin Bronk
Senior Research
Fellow for Airpower
RUSI

“The event gives us the opportunity to connect with our customers and then exchange with them. It also gives opportunity to nurture our network and expand with different perspectives with different customers and different operators from across the globe.”

Hans Georg Schroder, Product Marketing, Airbus Defence and Space

2025 INDUSTRY SPEAKERS



Stephane Hebert
IFTS Business Leader,
LCAJT Chairman of the
Board of Directors
CAE Services Italia srl.



Ryan Tseng
Chief Strategy Officer
and Co-Founder
Shield AI



Nathan Michael
Chief Technology
Officer
Shield AI



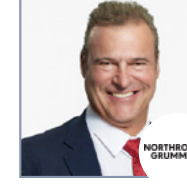
**Stephanie
Lingemann**
Senior Director
Air Domain
Helsing



David Nyikos
Director, International
Electronic Warfare
Programs Airborne
Combat Systems
**L3Harris
Technologies, Inc.**



Jon Norman
VP, Air & Space
Defense Systems,
Requirements &
Capabilities
**Raytheon, an RTX
business**



**Lieutenant General
(Ret'd) Joseph "Gus"
Guastella**
Corporate Vice
President and
Regional Executive for
Europe & Middle East
Northrop Grumman



**Jorge Tamarit-
Degenhardt**
CEO
Eurofighter Typhoon



**Cristiano
Montrucchio**
Chief Operating
Officer Capabilities
Sustainment and
Future Enhancements
Eurofighter Typhoon



Ben Bellows
Vice President,
Engineering, Military
Engines
**Pratt & Whitney,
an RTX Business**



Thomas Grohs
Head of Future
Capabilities
**Airbus Defence
& Space**



**Captain
Kevin McLaughlin**
Director of Air Wing of
the Future
Boeing



Rodney Meranda
Business Development
Director
Boeing



Diem Salmon
Vice President, Air
Dominance and Strike
Anduril



Simon Murray
Business Development
and Strategy Lead
for Autonomous Air
Systems
Boeing



Taylor Frank
Executive Director, Air
Dominance Strategy
Boeing



Jeffrey Harrigian
Vice President,
Strategy and Business
Development, Skunk
Works®
Lockheed Martin



Dr. Jason Levin Ph.D.
Senior Vice President
of Engineering
Anduril



Mikael Olsson
Head of Flight Test
Department
Saab AB



Rob Hewson
Public Relations
Director
Saab AB

PRE-CONFERENCE | MONDAY 3 NOVEMBER

1800

PRE-CONFERENCE ICE BREAKER

Join us for some casual drinks and pick up your badge before we kick-start the main event!

Hosted by Lockheed Martin



CONFERENCE DAY ONE | TUESDAY 4 NOVEMBER

0700

CONFERENCE WELCOME BREAKFAST

Hosted By Anduril



0800

DEFENCE iQ WELCOME

Alice Andrews, Conference Director, Defence iQ

0805



CHAIRMAN'S OPENING REMARKS

General (Ret'd) Mark D. Kelly, Former Commander, Air Combat Command

General (Ret'd) Frank Gorenc, Former Commander, USAF-AFACRICA

0815

WELCOME ADDRESS FROM GENERAL ATOMICS

OVERVIEW OF AIR POWER: ADAPTING TO UNCERTAINTY IN A CHANGING GLOBAL LANDSCAPE

0820

HOST NATION ADDRESS: PROMOTING AIR POWER THROUGH COLLABORATION AND INNOVATION

- Perspective on developments in 6th generation aircraft, and how cutting-edge technologies will support the Italian Air Force's future capabilities
- Demonstrating the F-35 fleet's Joint Air Power capabilities and growing proficiency with large-scale and international exercises
- Instilling a fifth-generation mindset with advanced training to achieve operational success



Lieutenant General Giovanni Balestri, Deputy Chief of Staff, Italian Air Force

0850

INDUSTRY INSIGHTS FROM GENERAL ATOMICS



0920

ADVANCEMENTS NEEDED IN NATO AIR POWER TO EFFECTIVELY DETER AND DEFEAT THREATS FROM RUSSIA

- Gap analysis on NATO Air Power Developments against Russia
- Importance of rapidly increasing airborne electromagnetic warfare capabilities in Europe to bolster Western airpower
- Key observations from the conflict in Ukraine as allies offer air support

Justin Bronk, Senior Research Fellow for Airpower and Technology, RUSI



CONFERENCE DAY ONE | TUESDAY 4 NOVEMBER

0950

INDUSTRY INSIGHTS FROM AIRBUS: NEED FOR SPEED

- Link of Air operations with Multi-Domain Operations
- Digital Capabilities to accelerate operational cycle & Weapon systems development
- Autonomy roadmap

Thomas Grohs, Head of Unmanned Aerial Systems, **Airbus Defence and Space**

AIRBUS

1020

RAPID MODERNISATION OF CHINESE COMBAT AIR POWER

- How the Chinese Air Force are combining speed, power and agility to enhance performance and combat capabilities
- Strategic implications of Chinese 6th Generation aircraft development on NATO and the Indo-Pacific
- Keeping pace with advancements in AI-powered drones and loyal wingman to enhance force flexibility

Douglas Barrie, Senior Fellow for Military Aerospace, **IISS**



1050

MORNING COFFEE & NETWORKING BREAK

HARNESSING AUTONOMY FOR NEXT GENERATION AIR DOMINANCE TODAY

1120

CANADA'S APPROACH TO MAINTAINING AIR SUPERIORITY

- Overview of Canada's Air Forces' defense strategy for the air domain and how a next-generation fighter would fit in
- Updates on Canadian Air Force's current initiatives, program status, and anticipated timelines for implementation
- Adopting common operational and communication strategies and standards for effective collaboration with allies

Major General Jeff Smyth, Chief Air and Space Force Development, **Royal Canadian Air Force**

Crista-lynn Ferguson, Director General Fighter Capability, **Royal Canadian Air Force**



1150

PANEL DISCUSSION: THE EVOLUTION OF AIRPOWER - FROM ENDURING PRINCIPLES TO EMERGING TECHNOLOGY

Airpower is proving decisive worldwide—from Israel and Iran to Ukraine, Russia, Pakistan, and India—offering lessons for U.S. and NATO priorities. As Collaborative Combat Aircraft and new technologies emerge, the U.S. looks to the Pacific while Europe focuses on Russia, highlighting a strategic inflection point for airpower investment.

- Do the principles of airpower (Flexibility, Range, Payload, Spectrum, Speed, Survivability) still hold true and how do we balance these against the need to be affordable and in greater numbers?
- Does the world need 6th Generation technology?
- Do lessons from WWII inform current/future requirement?
- Should we wait for 'requirements' or should industry 'push' more cutting edge technology?
- Next Gen drivers are needed to pace technological development. Just because it's possible should it still be pursued, and is it probable? What about uncrewed/affordable mass, manpower, and ethical questions?
- How do you manage rebalancing/refilling current capabilities while developing future capabilities in an era where budgets aren't always aligned?
- What are the core beliefs we should hold to in the changing character of airpower technology?

Moderator: **General (Ret'd) Frank Gorenc**, Former Commander, **USAFE-AFACRICA**

Panellists:

Jeff Harrigan, Vice President of Business Development Skunk Works, **Lockheed Martin**

Taylor Frank, Executive Director, Air Dominance Strategy, **Boeing**

Lieutenant General (Ret'd) Joseph "Gus" Guastella, Corporate Vice President and Regional Executive for Europe & Middle East, **Northrop Grumman**



CONFERENCE DAY ONE | TUESDAY 4 NOVEMBER

1220



BOOSTING AIR COMBAT CAPABILITY TO ADDRESS AUSTRALIA'S DETERRENCE GAP

- Increasing Air Combat mass, lethality, and survivability with increased force size, and supplementing squadrons with autonomous aircraft
- Challenges of integrating CCAs with the existing combat air fleet
- Enhancing combat readiness to respond to new and evolving threats

Air Commodore Pete Robinson, Commander, Air Combat Group, **Royal Australian Air Force**

1250



Shield AI

ANDURIL

AIRBUS

PANEL DISCUSSION: DELIVERING MISSION AUTONOMY FOR NEXT GENERATION AIR DOMINANCE TODAY

The rapid acceleration of AI-driven air autonomy is transforming the future of combat air power. With platforms like Boeing's Ghostbat, the USAF's YFQ-44A and YFQ-42A CCAs, and Helsing's Centaur AI pilot integrated into the Saab Gripen-E, the shift from experimentation to operational deployment is well underway.

This panel explores how Autonomous Collaborative Platforms (ACPs) and Collaborative Combat Aircraft (CCAs) will reshape mission roles, redefine risk calculus, and drive new operational concepts and tactics, while addressing the technical and doctrinal challenges that remain.

- How will the successful integration of combat air autonomy fundamentally affect the employment of air power and help deliver air superiority?
- What missions and roles do air forces foresee Autonomous Collaborative Platforms (ACPs) and CCAs undertaking? How will they alter the risk calculus for combat air operations and develop novel combat air operational concepts and tactics?
- How will the successful integration of ACPs / CCAs drive the future combat air force mix between crewed and uncrewed capabilities?
- How do we ensure that AI agents flying ACPs/CCAs stay competitive?
- What's the biggest challenge to moving autonomous platforms from the laboratory to real-world environments? What are the technical and human challenges that need to be considered?
- What policies, ethical frameworks, or guardrails are most urgently needed to ensure autonomy is harnessed responsibly without slowing down innovation?
- As we field autonomous uncrewed systems across different domains and with allied forces, how do we ensure interoperability, common standards, and effective command-and-control integration?

Moderator: **General (Ret'd) Mark D. Kelly**, Former Commander, **Air Combat Command**

Panelists:

Stephanie Lingemann, Senior Director Air Domain, **Helsing**

Nathan Michael, Chief Technology Officer, **Shield AI**

Diem Salmon, Vice President, Air Dominance and Strike, **Anduril**

Thomas Grohs, Head of Unmanned Aerial Systems, **Airbus**

1330

NETWORKING LUNCH BREAK

CONFERENCE DAY ONE | TUESDAY 4 NOVEMBER

OPERATIONAL TRACK

READINESS FOR CURRENT & FUTURE THREATS

1430

SWEDISH AIR FORCE PERSPECTIVE ON THE EVOLVING OPERATIONAL ENVIRONMENT, AND ITS IMPACT ON CURRENT AND FUTURE REQUIREMENTS

- Exploring the evolving threat landscape and its implications for airpower agility, resilience, and multi-domain integration
- Swedish Air Force research initiatives into autonomy and MUM-T, with a focus on the development and operational integration of CCAs
- Identifying capability gaps and future force structure requirements shaped by emerging technologies, peer-level threats, and joint operational demands



Major General Jonas Wikman, Commander, Swedish Air Force

1500

GENERATION SPEED - DISRUPTING AIR POWER WITH SOFTWARE, DATA AND AI

- Embracing the software revolution: Proof Points following IFC 2024
- Effect on Flight Operations
- Effect on User and Customer Adaption
- Operational Perspective

Mikael Olsson, Head of Flight Test Department, Saab AB



1530

UPDATES ON THE AIR FORCE'S COLLABORATIVE COMBAT AIRCRAFT

- Insights into USAF's Collaborative Combat Aircraft (CCA), updates on progress, building and fielding CCA
- Exploring CCA, an affordable, capable aircraft that complements the existing force
- Updates on acquisition and operations, working together to build, test, and integrate this new capability

Colonel Timothy Helfrich, Director, Agile Development Office, U.S. Air Force

Colonel John Cummings, Autonomous Collaborative Platforms Division Chief, Air Combat Command



1600

AFTERNOON TEA & NETWORKING BREAK

ADVANCED ENGINEERING & TECHNOLOGY TRACK

C2, COMBAT CLOUD, AND PROCESSING AT THE EDGE

1430

UTILISING AI AND ML FOR ENHANCED DECISION MAKING

- How artificial intelligence can support NATO's future force and capability development, and what is the timeline for implementation in fixed-wing aircraft
- Ethical considerations for increasing reliance on automation, and potential disadvantages of adversaries use of AI without ethical considerations

Colonel Vito Cracas, Assistant Director, Joint Air Power Competence Centre



1500

INDUSTRY INSIGHTS FROM GENERAL ATOMICS



1530

INCORPORATING INFORMATION WARFARE AT THE OPERATIONAL AND TACTICAL LEVEL - SIXTEENTH AIR FORCE PRIORITIES

- Current priorities for the 16th Air Force
- Importance of information sharing with allies to collectively address global challenges
- Challenges of persistently engaging and responding to threats today and in the future

Major General Larry Broadwell, Deputy Commander, Sixteenth Air Force



CONFERENCE DAY ONE | TUESDAY 4 NOVEMBER

OPERATIONAL TRACK

READINESS FOR CURRENT & FUTURE THREATS

1630

ENSURING SUCCESSFUL INTEGRATION OF AUTONOMOUS SYSTEMS WITHIN THE POLISH AIR CAPABILITIES

- Observations from Polish air activities as the Ukraine conflict continues
- Integrating systems such as UAVs into air combat capabilities to enhance operations
- Ensuring interoperability between multiple systems as they continue to be developed



Major General Cezary Wiśniewski, Polish National Military Representative, SHAPE

1700

FUTURE VISION OF AIR FORCE AND ALLIED COMBAT CAPABILITY

- Priorities for plans & programmes
- Enhancing interoperability
- Strategies for air dominance



Major General William Betts, Plans, Programs and Requirements Director, Air Combat Command

1730

RETURN TO PLENARY

ADVANCED ENGINEERING & TECHNOLOGY TRACK

ADVANCED WEAPON SYSTEMS

1630

UK PERSPECTIVE ON FUTURE WEAPONS AND ARMAMENTS RESILIENCE

- Strategic direction: Understand how the 2025 SDR shapes the trajectory of UK weapon development
- Armaments Resilience: Explore the need to diversify and reinforce armaments production to meet current demands
- Impact on future effectors: examine how the current strategic picture is impacting the development of future weapons



Air Commodore Alun Roberts, Head Air to Air Missiles, Royal Air Force

1700

CAPABILITIES OF WEAPON SYSTEM SUPPORT CENTRE 1 TO SUPPORT EUROFIGHTER AND TORNADO

- Strategies to maintain and support combat aircraft during both development and deployment
- Supporting the phase-in of remotely piloted aircraft
- Priorities for sustaining weapon capabilities for aircraft currently in deployment
- Associated technical challenges with supporting weapon systems for next-generation aircraft



Colonel Ralf Kleindienst, Deputy Commander, Weapon Systems Support Center 1, Bundeswehr



“Overall, I felt this was an outstanding conference. The topics addressed the current issues we all face and what’s possible for the future, and the subject matter experts presented the topics well.”

Senior Director Europe, Metrea

CONFERENCE DAY ONE | TUESDAY 4 NOVEMBER

1735

INDUSTRY LEADERS PANEL DISCUSSION: INDUSTRIAL SOVEREIGNTY AND COMBAT AIR - THE LINE BETWEEN PARTNERSHIP AND DEPENDENCE

- How does industry see the shift towards an independent industrial base impacting supply chain? What are the practical implications—and trade-offs—of building a more autonomous industrial base for combat air?
- How can sixth-generation ambitions be shaped to reflect the industrial realities of Europe's defence ecosystem—without compromising on capability or credibility?
- How can air forces and governments better structure programmes to ensure Europe's broader supplier ecosystem contributes meaningfully to next-gen combat air—and what role can you, as primes, play in enabling that? Is there a risk that without deliberate intervention, we default to familiar industrial patterns—and miss out on the agility and innovation smaller players can bring?
- Where do you see alignment—or tension—or opportunity between European autonomy and U.S. industrial interests?
- How might US firms embed capability on the continent, and what should European governments do to make that investment climate viable without compromising on strategic autonomy?

Moderator: **General (Ret'd) Mark D. Kelly**, Former Commander, **Air Combat Command**

Panellists:

Industry Leader, **General Atomics**

Rob Hewson, Public Relations Director, **Saab AB**

Jorge Tamarit-Degenhardt, CEO, **Eurofighter Typhoon**

Jeff Harrigan, Vice President of Business Development Skunk Works, **Lockheed Martin**



1810

CHAIRMAN'S CLOSING REMARKS

General (Ret'd) Mark D. Kelly, Former Commander, **Air Combat Command**

General (Ret'd) Frank Gorenc, Former Commander, **USAFE-AFACRICA**



1815

NETWORKING DRINKS RECEPTION HOSTED BY GENERAL ATOMICS



CONFERENCE DAY TWO | WEDNESDAY 5 NOVEMBER

0720	REGISTRATION AND REFRESHMENTS	
0815	CHAIRMAN'S OPENING REMARKS General (Ret'd) Mark D. Kelly , Former Commander, Air Combat Command General (Ret'd) Frank Gorenc , Former Commander, USAFE-AFRICA	 
ACHIEVING FUTURE AIR DOMINANCE: PROGRAMME UPDATES		
0820	NEXT-GENERATION AIR DOMINANCE: ACHIEVING AIR DOMINANCE WITH THE F-47 • Updates from the Air Force program of the Future Years Defence Plan • Progress of the Next Generation Air Dominance program with the award of the F-47 contract in 2025 • Addressing the challenge of interoperability across the USAF's key capabilities Lieutenant General David Tabor , Deputy Chief of Staff for Plans and Programs, U.S. Air Force	
0850	INDUSTRY INSIGHTS FROM EUROFIGHTER TYPHOON Jorge Tamarit-Degenhardt , CEO, Eurofighter Typhoon	
0920	GCAP AND FCAS UPDATE FROM THE UK • Updates on Tempest development to improve air combat capabilities and address evolving threats • Progress on GCAP negotiations and strategies to accelerate procurement • Importance of collaboration for future fighter aircraft capabilities Air Commodore Martin Lowe , FCAS Programme Director, UK MoD	
0950	FROM CONCEPT TO COMBAT: DELIVERING SOVEREIGN, SUSTAINABLE, LETHAL FIRES • Nations need systems that deliver sustainable, distributed, long-range lethal fires in volume • Shield AI's new multirole strike fighter, X-BAT, enables precisely that—scalable, autonomous strike capability for contested environments • Autonomy is no longer theoretical: Hivemind powers real systems and is ready for coalition adoption • Partnerships show how Europe can achieve sovereign autonomy while aligning with allied interests Ryan Tseng , Chief Strategy Officer and Co-founder, Shield AI	
1020	ADVANCING AIR COMBAT CAPABILITIES FOR THE US NAVY: MEETING TODAY'S AND TOMORROW'S THREATS • Updates on the Navy's NGAD program to achieve future air dominance • Challenges of integrating legacy and future platforms to counter evolving peer threats • Modernisation and upgrade programs for 4th and 5th generation platforms to enhance strike, reach, survivability, and networked operations Vice Admiral Daniel Cheever , Commander, Naval Air Forces, U.S. Navy	
1050	INDUSTRY INSIGHTS FROM ANDURIL Dr. Jason Levin Ph.D. , Senior Vice President of Engineering, Anduril	

CONFERENCE DAY TWO | WEDNESDAY 5 NOVEMBER

1120

MORNING COFFEE & NETWORKING BREAK

OPERATIONAL TRACK

ENABLERS FOR FUTURE AIR OPERATIONS: ELECTRONIC ATTACK, AIR TO AIR REFUELLING, AEW & BATTLE MANAGEMENT

1150

INDUSTRY INSIGHTS FROM LOCKHEED MARTIN


1220

UPCOMING REQUIREMENTS FOR THE US AIR FORCE TO SUPPORT FUTURE OPERATIONS

- Upcoming requirements for an integrated Air Force
 - Assessing the current operating environment to determine future requirements
 - Delivering the right capabilities to the warfighter in a timely manner
- Thomas Lawhead**, Assistant Deputy Chief of Staff, Strategy, Integration and Requirements, **U.S. Air Force**



1250

INDUSTRY INSIGHTS FROM NORTHROP GRUMMAN

Lieutenant General (Ret'd) Joseph "Gus" Guastella, Corporate Vice President and Regional Executive for Europe & Middle East, **Northrop Grumman**



ADVANCED ENGINEERING & TECHNOLOGY TRACK

AIRCRAFT LOGISTICS, DESIGN & MANUFACTURING

1150

MODERNISATION AND CAPABILITIES TRANSFER OF THE GERMAN FIGHTER FLEET TO MAINTAIN AND INCREASE COMBAT READINESS

- Seamless transition of TORNADO capabilities onto other platforms
 - The enabler for the German Air Force
 - Introduction of the F-35A – challenges and opportunities
- Regine Friedberger**, Branch Chief, **Bundesministerium der Verteidigung**
Colonel Klaus Wuggazer, Coordination Officer F-35A, **Bundesministerium der Verteidigung**



1220

THE EUROFIGHTER TYPHOON – CURRENT AND FUTURE OPERATIONAL EFFECTIVENESS SUPPORTED BY TECHNOLOGIES AND CAPABILITIES

- The Eurofighter Typhoon in the context of the current operations – ensuring air power and combat mass to partner nations and allies
- Product capabilities evolution – what we are doing
- The Typhoon in the next decades – enabling sustained operational relevance in future scenarios

Cristiano Montruccio, Chief Operating Officer Capabilities Sustainment and Future Enhancements, **Eurofighter Typhoon**



1250

FLIGHT-TESTED, FUTURE READY: ENGINEERING AIR DOMINANCE

- Understand how the 96th Operations Group is aligning strategies for air superiority with digital transformation
- Gain insights into the testing of manned and unmanned systems for future air operations
- Testing priorities and strategies for AI and other digital tools, and plans for successful integration

Colonel Lee Bryant, Commander, 96th Operations Group, **U.S. Air Force**



CONFERENCE DAY TWO | WEDNESDAY 5 NOVEMBER

1320

NETWORKING LUNCH BREAK

OPERATIONAL TRACK

ENABLERS FOR FUTURE AIR OPERATIONS: ELECTRONIC ATTACK, AIR TO AIR REFUELLING, AEW & BATTLE MANAGEMENT

1420



FRANCE'S FUTURE AIR COMBAT CAPABILITIES

- Current French air combat capabilities and upcoming requirements
 - Moving towards collaborative air warfare with allies
 - Progress on the NGWS and the French Air and Space Force's contribution
- Brigadier General Phillipe Suhr**, Operational Chief, FCAS Project, **French Air and Space Force**

1450

PANEL DISCUSSION: INCREASING DEPTH TO MAXIMISE THE NUMBER OF AIRCRAFT AVAILABLE FOR COMBAT

- How can air forces and industry partners shift from lean inventories to scalable, resilient munitions stockpiles without compromising efficiency?
- How should munitions planning adapt to account for high-consumption rates in prolonged, high-intensity conflict scenarios?
- What are the key supply chain vulnerabilities affecting magazine depth today, and how can they be mitigated across allied forces?

Moderator:

General (Ret'd) Mark D. Kelly, Former Commander, **Air Combat Command**
 Panellists: **Jon Norman**, VP, Air & Space Defense Systems, Requirements & Capabilities **Raytheon**, an **RTX business**
Air Commodore Alun Roberts, Head Air to Air Missiles, **Royal Air Force**
Captain Kevin McLaughlin, Director of Air Wing of the Future, **Boeing**

ADVANCED ENGINEERING & TECHNOLOGY TRACK

SUPPORTING ADVANCED CAPABILITIES: PROPULSION, POWER, AND SITUATIONAL AWARENESS

1420



PANEL DISCUSSION: POWERING NEXT-GENERATION AIRCRAFT

- What are advancements needed in integrated propulsion, power, and thermal management to meet future fighter aircraft requirements?
- How can new technologies be tested, matured, and transitioned effectively across legacy fleets and next-generation platforms to accelerate fleet modernisation while minimising integration risk?
- What are the key challenges in scaling, certifying, and transferring emerging capabilities across diverse aircraft fleets, and how can industry-government collaboration streamline this transition process?

Moderator:

General (Ret'd) Frank Gorenc, Former Commander, **USAFE-AFACRICA**

Panellists:

Ben Bellows, Vice President, Engineering, Military Engines, **Pratt & Whitney**, an **RTX Business**

Colonel Lee Bryant, Commander, 96th Operations Group, **U.S. Air Force**

1450



BOLSTERING IN-FLIGHT DECISION MAKING WITH ADVANCED TECHNOLOGY

- Current developments in the Navy Rafale Program
- Technical capabilities to detect, track, and identify threats across air, sea, and land domains
- Empowering pilots with timely, actionable intelligence with enhanced decision support

Commander Jean Duboin, Navy Rafale Program Manager, **French Navy**

CONFERENCE DAY TWO | WEDNESDAY 5 NOVEMBER

1530

AFTERNOON TEA & NETWORKING BREAK

RETURN TO PLENARY

1600



KEYNOTE: FORGING READINESS TOGETHER: THE POWER OF PARTNERSHIP IN A COMPLEX WORLD

- Highlights the critical role of partnerships in achieving air superiority through seamless integration across air, space, and cyber domains.
- Showcases how joint and coalition operations enhance readiness and interoperability to counter evolving global threats.
- Emphasizes the importance of industry innovation in delivering cutting-edge technologies that ensure future air dominance.

General Adrian Spain, Commander, **Air Combat Command**

1630



ACADEMIC INSIGHTS: CHALLENGES AND OPPORTUNITIES IN THE ROYAL AIR FORCE

Dr Sophy Antrobus, Senior Research Fellow and Co-Directorm Freeman Air and Space Institute, **King's College London**

1650



CAE

BOEING

PANEL DISCUSSION: ADVANCING OPERATIONAL TRAINING FOR CURRENT AND FUTURE CONFLICTS: ESSENTIAL MISSIONS AND GETTING READY FOR CCAs

- What are the key missions that pilots must ace in a peer conflict and given lessons from Ukraine? How must air forces prioritise live and synthetic training for lethal advantage?
- What are the future trends in training for 6th generation aircraft, alongside unmanned systems?
- Changing training needs on the fly: How to build-in flexibility and minimize disruption in the transition from a traditional training cycle? How would existing training regimes need to evolve and how quickly can this transition take place when needed?
- What might the teaching of "softer" but necessary skills such physical and mental resilience need to look like and how to measure and assess these skills?
- How are air forces increasing retention of new pilots, and what strategies are they using to recruit the next generation of fighter pilots?

Moderator:

Major General (Ret'd) Sylvain Ménard, Former Chief Fighter and NORAD Capability, **Royal Canadian Air Force**

Panellists:

Crista-lynn Ferguson, Director General Fighter Capability, **Royal Canadian Air Force**

Brigadier General Paolo Rubino, Chief of Staff of the Air Education Training Command / 3rd Air Region, **Italian Air Force**

Stephane Hebert, IFTS Business Leader, LCAJT Chairman of the Board of Directors, **CAE Services Italia srl.**

Simon Murray, Business Development and Strategy Lead for Autonomous Air Systems, **Boeing**

1730



CLOSING KEYNOTE - ITALIAN CONTRIBUTION TO THE SIXTH GENERATION COMBAT AIR SYSTEM: DEVELOPMENT AND INTEGRATION OUTLOOK

- How the Italian Air Force contributes to defining the operational concepts, requirements, and integration of the future system
- The role of Italian industry in developing core technologies for the GCAP system

Colonel Antonio Vivolo, FCAS Tempest Director & Senior Technical Representative to GCAP, **Italian MoD National Armament Directorate**

1800



CHAIRMAN'S CLOSING REMARKS

General (Ret'd) Mark D. Kelly, Former Commander, **Air Combat Command**

General (Ret'd) Frank Gorenc, Former Commander, **USAFE-AFRICA**

CONFERENCE DAY THREE | THURSDAY 6 NOVEMBER

0730

REGISTRATION AND REFRESHMENTS

0815

CHAIRMAN'S OPENING REMARKS



General (Ret'd) Mark D. Kelly, Former Commander, **Air Combat Command**
General (Ret'd) Frank Gorenc, Former Commander, **USAFE-AFRICA**

PRIORITIES FOR FUTURE AIR OPERATIONS

0820

KEYNOTE: PRIORITIES FOR ITALIAN NAVAL AVIATION



- Prioritising stealth and multirole strike capabilities with the F-35 fleet
 - Enhancing carrier air wing operations and integrating with NATO maritime forces
 - Future priorities to integrate manned-unmanned teaming, and counter A2/AD threats
- Rear Admiral Giancarlo Ciappina**, Commander, Naval Aviation Department, **Italian Navy**

0850

RAF COMBAT AIR – SETTING THE FORCE TO FLY, FIGHT AND WIN, IN THE 5TH GENERATION AND BEYOND



- The combat air platforms and capabilities we intend to field, and how we'll employ them
 - How we will need to support our national combat air capability, founded on a conflict-ready national arsenal and the full spectrum of enablement, ranging from logistics to information and cyber/electro-magnetic capabilities
 - What sort of fighter pilots we will need, and how we will train them: their mindset, capabilities and approach
- Air Commodore Chris Layden**, Combat Air Force Commander, **Royal Air Force**

0920

PANEL DISCUSSION: ENABLERS OF AIR POWER - ELECTRONIC WARFARE, AEW, A2A REFUELING

What are the key missions that pilots must ace in a peer Drawing on insights from the recent air engagement between Pakistan and India where stand-off tactics, AEW systems, and guided long-range weapons shifted the tactical calculus this discussion will explore how to optimise modern combat air operations against advanced, long-range adversaries. The discussion will also explore key enabling technologies and systems that enhance the effectiveness of combat air operations at range, including airborne early warning (AEW), air-to-air (A2A) refuelling, electronic warfare, and networked battlespace capabilities.

- What new EW and counter-countermeasure technologies are required to protect our network-centric warfare architecture while still enabling stand-off engagements?
- In an environment where the adversary can strike from beyond traditional engagement distances, how must our approach to enabling systems change?
- What are the central lessons we can extract from the recent May 2025 engagement regarding the evolution of long-range aerial threats?
- Given current long-range threat profiles, how critical is the role of AEW systems in detection and weapon guidance?
- To what extent did AEW and ISR capabilities redefine the rules of engagement and what improvements are needed for the future?
- What operational and logistical challenges are associated with extending fighter endurance in a high-threat, stand-off environment?
- In scenarios where rapid force projection is essential, how can we ensure that refuelling operations themselves remain resilient to enemy detection and countermeasures?
- How can we refine our doctrine to maximise the synergy between stand-off detection, passive engagement, and rapid, precision retaliation?
- What do we need to understand about our adversaries' EW capabilities and tactics to ensure spectrum dominance?

Moderator: **General (Ret'd) Frank Gorenc**, Former Commander, **USAFE-AFRICA**

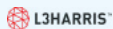
Panelists:

Tom Goffus, Assistant Secretary General for Operations, **NATO**

Rodney Meranda, Business Development Director, **Boeing**

Major General Jeff Smyth, Chief Air & Space Force Development, **Royal Canadian Air Force**

David Nyikos, Director, International Electronic Warfare Programs Airborne Combat Systems, **L3 Harris Technologies**



CONFERENCE DAY THREE | THURSDAY 6 NOVEMBER

1000

ENABLING COMBAT AIR AGILITY: INTEROPERABILITY ON THE GROUND

- Configured for efficiency, not resilience and agility?: Since the end of the Cold War, we have become configured more for efficiency in smaller scale conflict than the resilience and agility required in full-scale coalition warfighting.
- Resilience & Agility = Logistics: To rapidly disperse and operate combat aircraft, responding to evolving threats, we must minimise equipment movements, utilising what is available, and assisted by our NATO allies.
- Cross-Servicing – a force multiplier: We must be able to conduct basic activities to get each other's aircraft back into the fight, with minimal support.



Air Vice-Marshal Shaun Harris CBE, Director Support and Chief Engineer, **Royal Air Force**

1030

AIR POWER FROM THE SEA AND AT SEA - HOW THE AIRCRAFT CARRIER CAN MEET TODAY'S CHALLENGES

Rear Admiral David Desfougères, Commander of the French Naval Aviation Force, **French Navy**



1050

MORNING COFFEE & NETWORKING BREAK

INCREASING TRAINING CAPACITY

1120

SOLVING THE FIGHTER PILOT CRISIS

- Defining a Quality Graduate
- Requirements, Resources, and Risk
- Instilling Objective Rigor into Pilot Training Through Competency Mapping



Major General Gregory Kreuder, Commander, **19th Air Force**

1150

MULTINATIONAL FAST JET AND ADVERSARY TRAINING REQUIREMENTS – NATO FLIGHT TRAINING EUROPE

- Successes and challenges of the NFTE after reaching full operational capability
- Leveraging existing structures to maximise training capacity
- Collaboration with industry partners to deliver on NFTE goals



Jason Hawker, Principal Officer, **NATO Flight Training Europe**

1220

DEVELOPMENTS IN THE SURROGATE TRAINING FAMILY OF SYSTEMS TO SUPPORT FUTURE FIGHTER PILOTS

- Supporting the next generation of pilots with training designed around the integration of CCAs and autonomy
- US Air Force Leadership priorities to determine the pace of advancing future fighter training and readiness
- How developments in 6th generation fighter programmes are influencing training programmes



David "Jake" Timm, Future Fighter Training SME, Air Combat Command, **U.S. Air Force**

1250

TRAINING UPDATES FROM THE ITALIAN AIR FORCE

- ItAF Training Pipeline
- International Flight Training School in Decimomannu
- Achievements and Developments



Brigadier General Paolo Rubino, Chief of Staff of the Air Education Training Command / 3rd Air Region, **Italian Air Force**

1330

NETWORKING LUNCH BREAK

CONFERENCE DAY THREE | THURSDAY 6 NOVEMBER

MODERNISATION STRATEGIES TO RESPOND TO CURRENT THREATS

1420



HOW THE RMAF IS MODERNIZING ITS FLEET TO INCREASE COMBAT STRENGTH

- Enhancing combat air capabilities, and addressing gaps with additional F/A-18s
- Technical and logistical challenges of integrating new aircraft with the existing fleet, and steps to ensure operational compatibility
- Collaboration with allies and partners to enhance maintenance efficiency and operational readiness

Major General Ahmad Khusairi bin Ahmad Fadil, Air Support Commander, **Royal Malaysian Air Force**

1450



STRENGTHENING EXISTING FIGHTER CAPABILITIES WITH TARGETED UPGRADES AND FLEET EXPANSION

- Ensuring readiness and interoperability within NATO
- Maintaining a cost-effective defence strategy with strategic fleet expansion
- How targeted upgrades are ensuring the Hungarian Defence Force stays ahead of evolving threats

Brigadier General Ugrik Csaba, Flight Director, **Hungarian Defence Force**

1520



MODERNISATION OF THE BELGIAN AIR FORCE TO ENSURE OPERATIONAL READINESS

- Updates on the ongoing transition from F-16 to F-35A
- Priorities for ensuring pilots and maintainers to operate and sustain 5th generation aircraft
- Considerations for international collaboration and interoperability

Colonel Roeland Van Thienen, F-35A Capability Director, **Belgian Air Force**

1550

AFTERNOON TEA & NETWORKING BREAK

HARNESSING AIR POWER FOR MULTI-DOMAIN OPERATIONS

1620



ENSURING AIR SUPERIORITY OF NAVAL AVIATION THROUGH ADVANCED TTP ACROSS COMBAT MISSION AREAS

- Refining the latest innovations and tactical strategies in Naval air operations
- Enforcing combat proficiency standards for air combat training and tactics
- Ensuring alignment of training procedures and programs to mitigate gaps across all platforms

Rear Admiral Richard Burgess, Prospective Commander, **NAWDC**

1650



CLOSING KEYNOTE: ITALIAN AIR FORCE STRATEGY FOR FUTURE OPERATIONS

Lieutenant General Antonio Conserva, Chief of Staff, **Italian Air Force**

1720



CHAIRMAN'S CLOSING REMARKS

General (Ret'd) Mark D. Kelly, Former Commander, **Air Combat Command**
General (Ret'd) Frank Gorenc, Former Commander, **USAFE-AFACRICA**

1730

END OF INTERNATIONAL FIGHTER 2025

MAXIMISE YOUR INVOLVEMENT: SPONSORSHIP AND EXHIBITION OPPORTUNITIES

IFC 2025 will be attended by senior air force leaders and decision-makers from across military, government personnel, as well as key industry stakeholders, bringing together buyers and suppliers in one location. With tailored networking, sponsors can achieve the face-to-face contact with air force leadership that overcrowded trade shows cannot deliver.

Take the opportunity to showcase your solution, increase brand recognition, and meet with prospects in an environment built for making business connections.

Solutions & Technologies in Demand at IFC 2025

If you want project leaders to be aware of the capability you bring to next generation fighters and the upgrade market, you need to be influencing the requirement now. Air Force leaders and senior decision makers at IFC 2025 are looking to meet with:

- Fighter Aircraft Manufacturers
- Weapon System Providers
- AI/ML & Autonomous System Software Developers
- Flight Training & Simulation Providers
- Electronic Warfare Companies
- Sensors & Avionics Companies
- Combat Cloud & C2 System Solution Providers
- Propulsion & Thermal Management Technology & Solution Providers

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Create lasting relationships and build trust by being an official networking event sponsor



Participate in comprehensive pre-event marketing campaigns to build awareness and excitement around your involvement

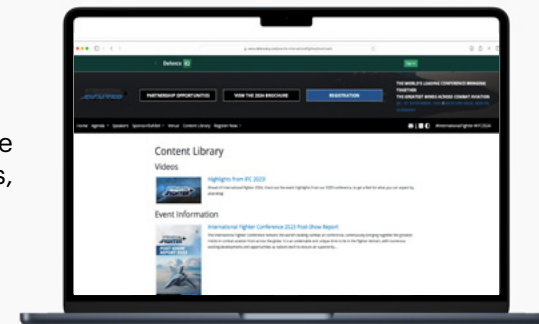


For more information and to discuss the right opportunity, contact **Yousuf Malik** on **+44 (0)207 368 9300** or **partner@iqpc.co.uk**



Free Industry Resources

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WHO COULD YOU MEET AT IFC 2025?

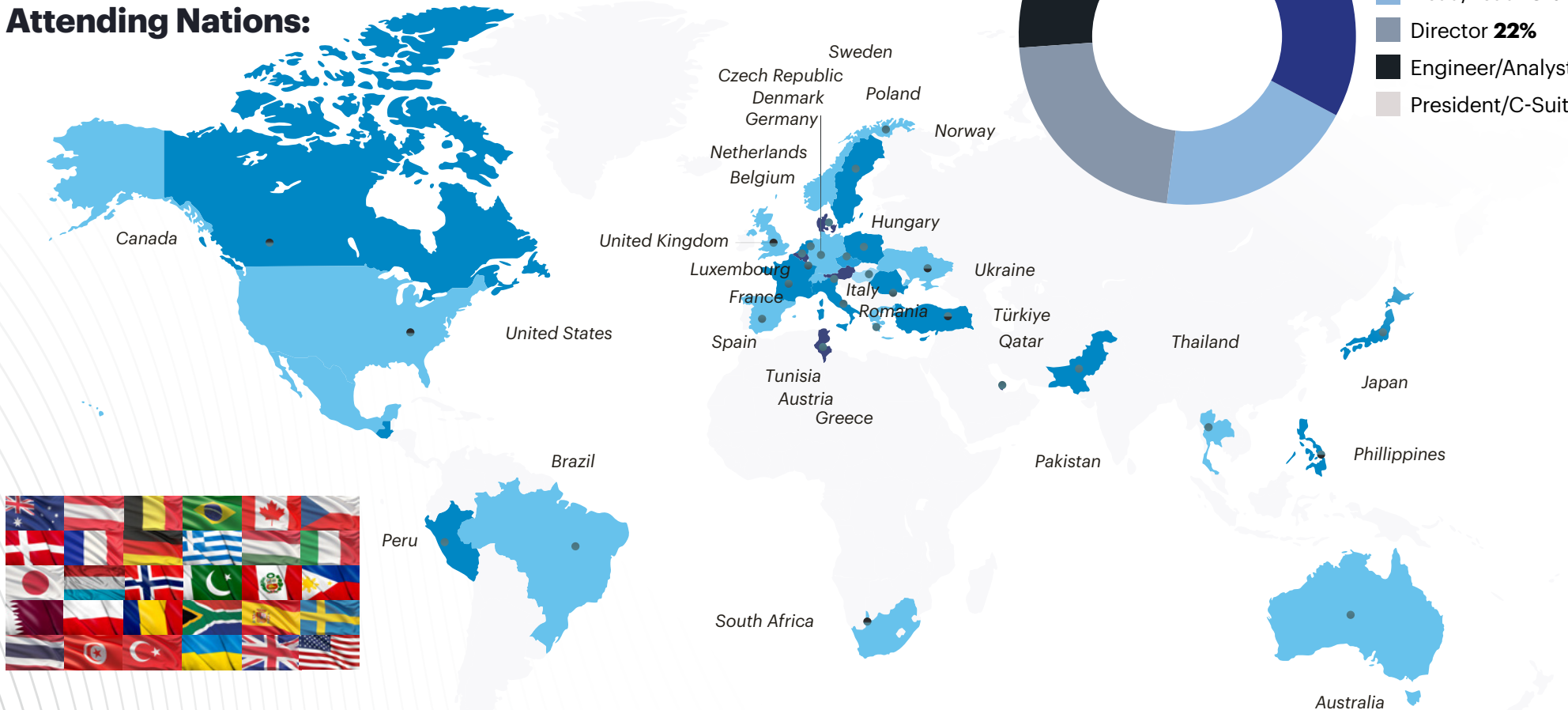
The IFC annually attracts over 400 senior military practitioners, including Air Force Commanders, procurement specialists, capability planners, and – of course – pilots, from large and small air forces alike, to address all aspects of contemporary and future combat airpower delivery.

Attendee Breakdown:

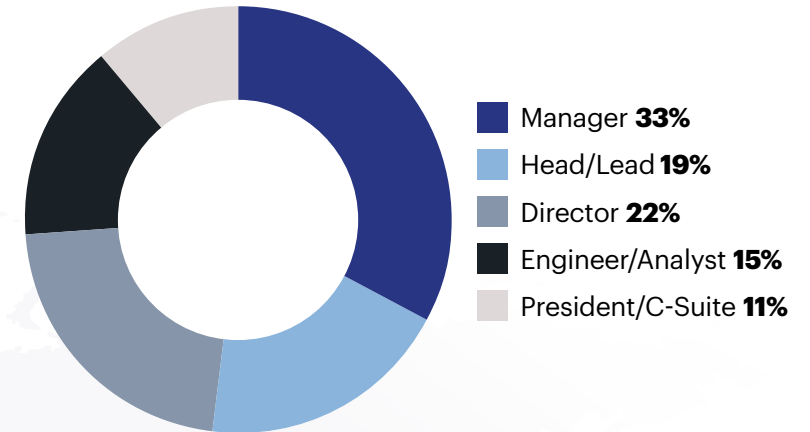
Military 54%

Industry 46%

Attending Nations:



Industry seniority level:



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General Atomics Aeronautical Systems, Inc. (GA-ASI), an affiliate of General Atomics, is a leading designer and manufacturer of proven, reliable RPA systems, radars, and electro-optic and related mission systems, including the Predator® RPA series and the Lynx® Multi-mode Radar. With more than eight million flight hours, GA-ASI provides long-endurance, mission-capable aircraft with integrated sensor and data link systems required to deliver persistent situational awareness. The company also produces a variety of sensor control/image analysis software, offers pilot training and support services, and develops meta-material antennas.

www.ga-asi.com

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www.airbus.com/en/defence



Eurofighter Typhoon is a world leading new generation multi-/swing-role combat aircraft. As Europe's largest military collaborative programme, it delivers both air dominance and effective air to ground capability through leading-edge technologies and unrivalled performance. Eurofighter GmbH manages the programme on behalf of its Partner Companies: Airbus Defence and Space, BAE Systems and Leonardo. The twin-engine aircraft is the effective, proven and trusted backbone of European air power and sustains 100,000 highly skilled jobs and a network of about 400 suppliers.

www.eurofighter.com



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<http://www.boeing.com/defense/>



Shield AI is a venture-backed defense technology company whose mission is to protect service members and civilians with intelligent systems. In pursuit of this mission, Shield AI is building the world's best AI pilot. Its AI pilot, Hivemind, has flown a fighter jet (F-16), a vertical takeoff and landing drone (V-BAT), and a quadcopter (Nova). The company has offices in San Diego, Dallas, Washington DC and abroad. Shield AI's products and people are currently in the field actively supporting operations with the U.S. Department of Defense and U.S. allies. For more information, visit www.shield.ai.

www.shield.ai

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Anduril Industries is a defence technology company with the mission to transform US and allied military capabilities with advanced technology. Anduril utilises advancements including AI, computer vision, sensor fusion, optics and automation to solve complex national security challenges.

www.anduril.com/



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The corporation, led by James Taiclet, chairman, president and chief executive officer, is organized around our core business areas: Aeronautics, Rotary and Mission Systems, Missiles and Fire Control, and Space Systems. Aeronautics delivers breakthrough capabilities and landmark aircraft that continually redefine flight. The Aeronautics employees are committed to the relentless research and development of high-performance aircraft, seeking innovative, low-cost design and manufacturing strategies, and delivering operational readiness for our customer's missions to ensure continued relevancy for the life cycle of our products.

www.lockheedmartin.com

TWO STAR PARTNERS ★★



Helsing is a defence AI company, providing software-based capabilities to protect our democracies. Our world-leading team of engineers and AI talent works closely with industry partners and democratic governments to deliver cutting-edge software that enhances mission capabilities.

Helsing businesses in the UK, Germany and France, serve each country's specific sovereign requirements, utilising operational data at all levels to achieve significant capability gains from in-service platforms, such as AI-enabled EW for the German Eurofighter.

Helsing's investment to address armed forces' most urgent capability requirements, across all domains, will ensure advanced AI has the biggest operational impact with the most rapid implementation.

<https://helsing.ai>



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