



Ministry
of Defence



SDSC Welcome - Richard Morgan

Industry Day Timetable

TIME	EVENT	LEAD
0915-0920	Open & Housekeeping Brief	Mr Richard Morgan
0920 - 1005	Defence Update – the 4 pillars including creation of the NAD	Adam Mehers
	Cyber and Specialist Operations Command. SDR Next Steps, towards the Defence Investment Plan (DIP)	Brigadier Andy Gilks
	Defence Industrial Strategy	Andrew Fox
1005 - 1030	Q&A	
1030 - 1100	Comfort Break & Refreshments	
1100 - 1130	Defence Uncrewed System Centre	Brigadier Stuart Nasse
1130 - 1200	Innovation	James Gavin
1200 - 1255	Lunch	
1255 - 1320	Establishing the Office of Small Business Growth	Harrison Talbot-Brown
1320 - 1340	Commercial X	Dina Kakaras
1340 - 1400	Helping UK SMEs with Defence Exports	David Woodbridge
1400 - 1420	Defence Finance Exports	Mark Lynam
1420 - 1440	Q&A	
1440 - 1510	Comfort Break	
1510 - 1555	Lethality and Protect	Commodore Caroline Dix
	Specialist Vehicles and Uncrewed Land Systems	Steve Hayward
	Electronic Warfare and Standards for Integrated C5ISR/EW Systems (STICS)	Steve Westwood
	Special Projects	Adam Mehers
	UAS	Simon Holford
1555 - 1630	Final Q&A	



Ministry of Defence

Briefing for Industry Partners at SDSC-UK 2026

Maximising our war-fighters' collective ability to
operate, deter, fight and win.



Defence Investment Plan

The Defence Investment Plan will set out how the Department will allocate spending over the next 10 years, ensuring that resources are directed effectively to meet our priorities.

It is vital that these decisions are carefully considered so that the Department gets these decisions right.

We are working hard to finalise the plan, and it will be published at the earliest opportunity once it is ready.

Defence Reform 2025

“One Defence” making Britain secure at home and strong abroad.



“

When launching major reforms, the National Armaments Director will lead acquisition, drive the Defence Industrial Strategy, ensure supply-chain resilience, and crack down on waste - forming part of a restructured leadership “Quad” to bring simplicity, accountability, and better value to Defence.

“Our Defence Industrial Strategy will make Defence an engine for growth, backing British jobs, British industry and British innovation. The UK has one of the most advanced and innovative Defence industrial bases the world over, but we are in a new era of threat, which demands a new era for UK Defence. To move to warfighting readiness to deter threats and strengthen security in the Euro-Atlantic, we will reform procurement, innovate at wartime pace, and grow our industrial base.”

Rt Hon John Healey MP
Secretary of State

To set Defence up to achieve the deliverables in the [Strategic Defence Review](#) and the [Defence Industrial Strategy](#) a new Defence Operating Model is being designed and implemented.

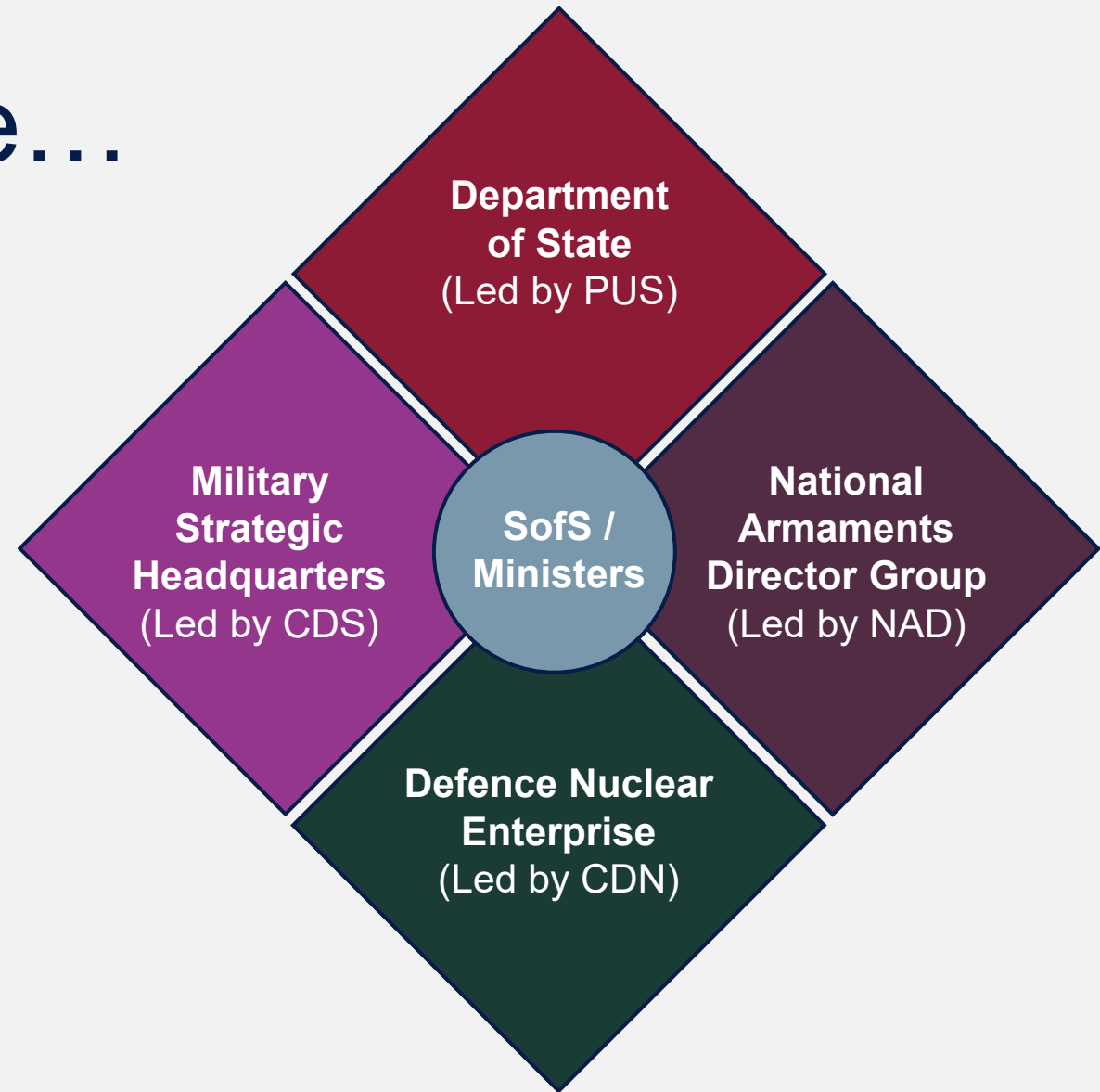
Simplifying the structure...

To allow defence to be more agile, cohered and integrated, our complex system has been simplified.

Defence is now structured into four areas instead of seventeen separate organisations. Each area has clear responsibilities and single points of accountability.

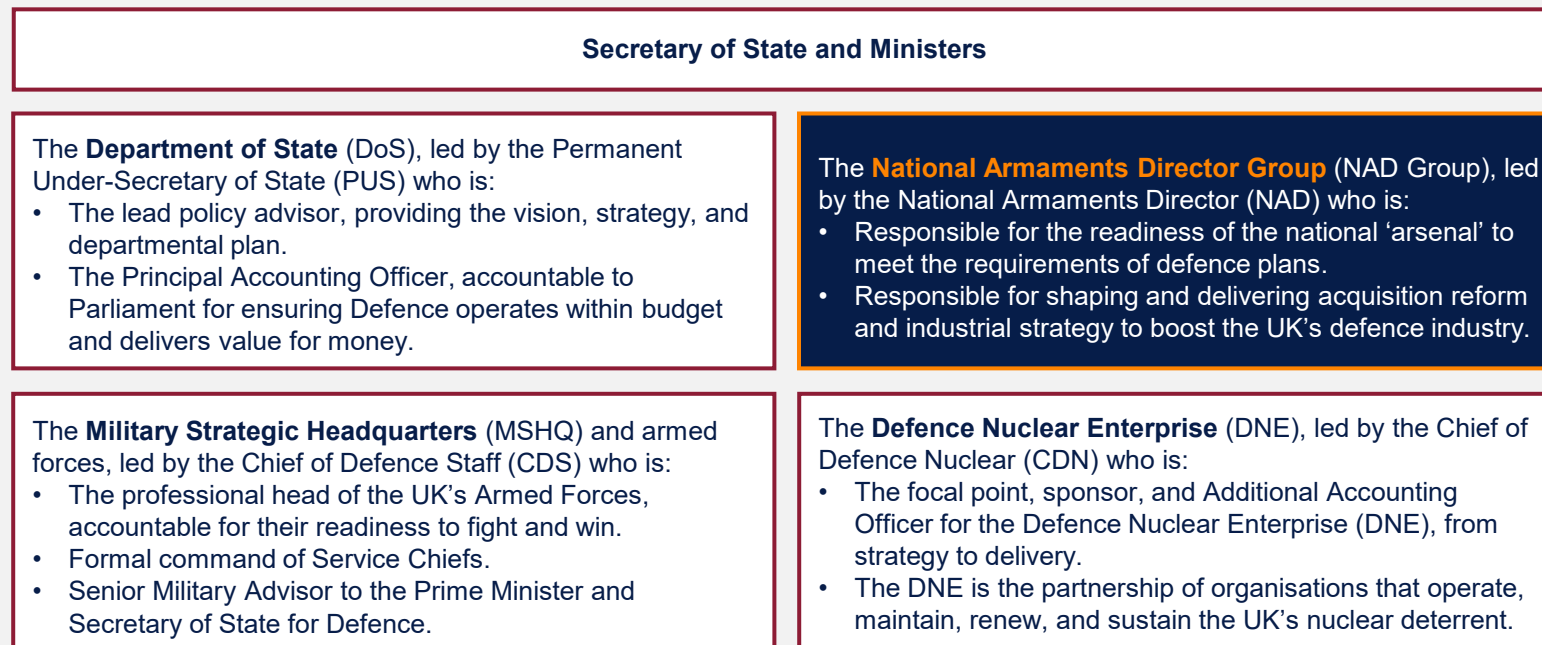
This new approach enables us to:

- focus on outcomes
- speed up decision making
- secure faster delivery
- achieve the best value for money for taxpayers
- work together as One Defence



The NAD Group's place in the Defence Operating Model...

Defence Reform's purpose is to strengthen Defence to deter, fight and win. We will achieve this by creating an effective Defence system, simple and efficient processes, clearer accountabilities, better decision-making and a One Defence culture. The starting point was the simplification of 17 organisations to 4 areas designed to work as one and creating clear accountabilities of senior leadership. This has given the areas the tools to lead transformation.



Defence has four key Areas:

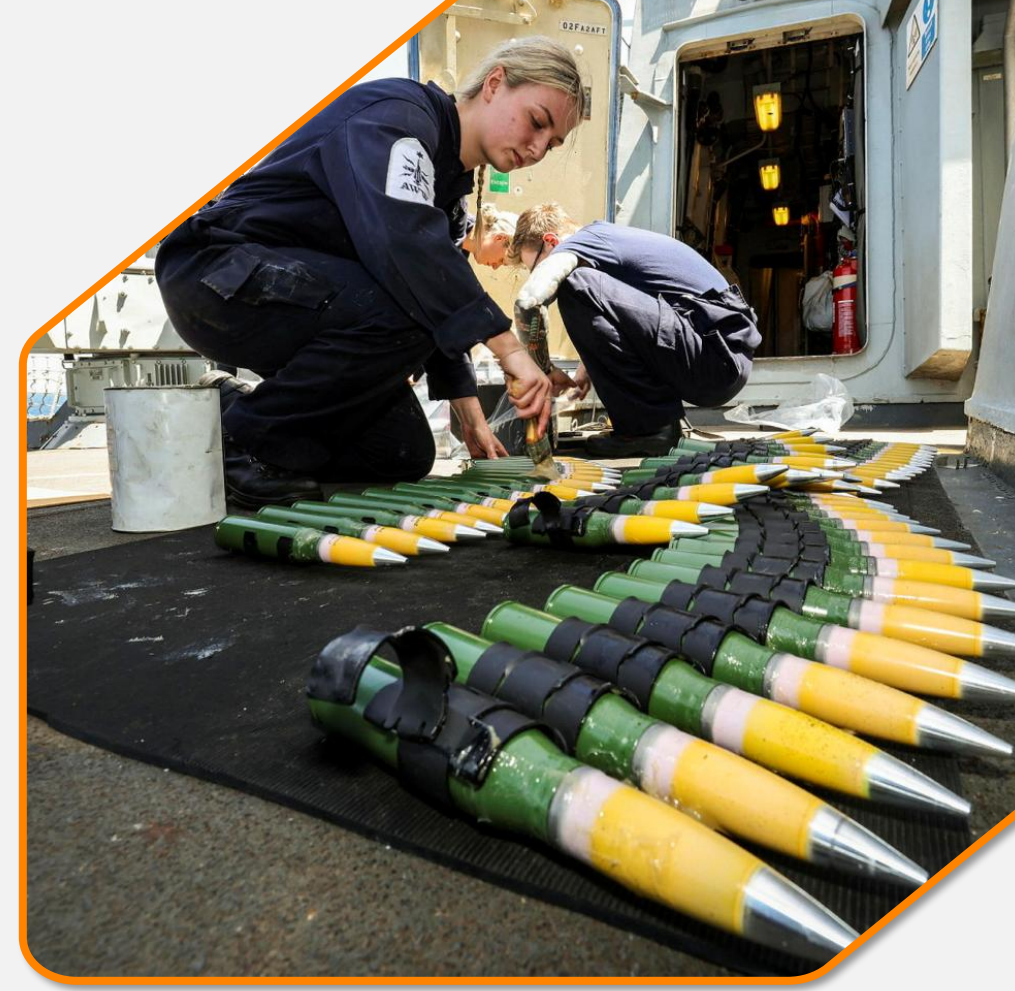
- Department of State (DoS)
- Military Strategic HQ (MSHQ) and Armed Forces
- Defence Nuclear Enterprise (DNE)
- National Armaments Director (NAD) Group

The NAD Group mission...

Maximising our war-fighters' collective ability to operate, deter, fight and win.

This is supported by four strategic outcomes:

- 1. Build a competitive armaments ecosystem** – by creating the conditions for a productive, adaptable and survivable military-industrial-tech enterprise with international allies.
- 2. Design and deliver the right capabilities** – through operational support, shared services and equipment to create deterrence and give our armed forces the edge.
- 3. Drive economic growth** – by maximising defence spend to increase exports, employment and economic security.
- 4. Increase productivity and efficiency** – to operate together in the most affordable, timely and efficient way.



Aligned to the Strategic Defence Review...

We have aligned our mission to achieve the Strategic Defence Review (SDR) - sustaining defence readiness, growing UK prosperity through industry, and strengthening global partnerships to ensure our forces can operate, deter, fight and win.

By 2035, the UK will be a leading tech-enabled defence power, with an Integrated Force that deters, fights and wins through constant innovation at a wartime pace.



This is supported by five strategic priorities:

- Nuclear Deterrence
- Strengthened Homeland Defence & Resilience
- Deterrence through Warfighting Readiness
- Support Ukraine
- Shape the Global Security Environment

and three principles:

- Engine for Growth
- Innovation & Integration
- Reform & Efficiency

NAD Group Mission:

Maximising our war-fighters' collective ability to operate, deter, fight and win.

This is supported by four strategic outcomes:

- **Build a competitive armaments ecosystem** – by creating the conditions for a productive, adaptable and survivable military-industrial-tech enterprise with international allies.
- **Design and deliver the right capabilities** – through operational support, shared services, and equipment to create deterrence and give our armed forces the edge.
- **Drive economic growth** – by maximising defence spend to increase exports, employment and economic security.
- **Increase productivity and efficiency** – to operate together in the most affordable, timely and efficient way.

Our Operating Model design principles...

The Strategic Defence Review, Defence Industrial Strategy and Defence Investment Plan (when published) set clear headmarks against which the NAD Group must deliver. These principles have been ratified with the Defence Reform logic, and they broadly align.

1

Deliver a more lethal UK Defence: Move to warfighting readiness by delivering a new hybrid Navy, x10 more lethal British Army, next generation RAF, homeland Defence & CyberEM Command. Force elements are deployable at readiness within required time frames.

2

Engine for Growth: Increased investment in UK priority sub-sectors, places and skills. Spend £7.5 billion with SMEs by 2028 – a 50% increase. Bolster future skills of defence workers through an ambitious joint package - in addition to existing investment valued at over £1 billion. New approach to social value and UK offsets regime.

3

Exports & International Capability mainstreamed: New Defence Exports Office will be established, positioning UK to be Europe's leading Defence exporter by 2035. Exports doubled and considered from the outset. Attract more inward investment.

4

Accelerate Functional Leadership and Integration: Improve interoperability and interchangeability with NATO Allies, including through co-manufacturing in multiple nations. Provide relevant functional leadership for Defence (e.g Digital Functional Leadership)

5

Deliver more outputs for Defence: Deliver an increasing Programme of Work at pace through simpler empowered service-agnostic delivery portfolios, wider acquisition reforms – including a segmented approach with accelerated commercial pathways - and improved shared services.

6

Adopt Innovative Technologies: Establish a revitalised system for science and technology and innovation that more directly responds to the threats and exploits commercially available tech. Establish Defence Research & Evaluation and UK Defence Innovation organisations with a £400M innovation investment.

7

Deliver Reform and Efficiency: Unlock nearly £6bn of new savings over the course of this Parliament through efficiency and productivity savings, civilian workforce changes, structural simplification and digitalisation - including 15% Civil Service cost reduction.

8

One Defence - Our People: Create a workplace where all are empowered to deliver by removing red tape and excessive bureaucracy. Address the structural, behavioural, and leadership barriers to the creation of a high-performing workforce that drives for innovation and productivity.

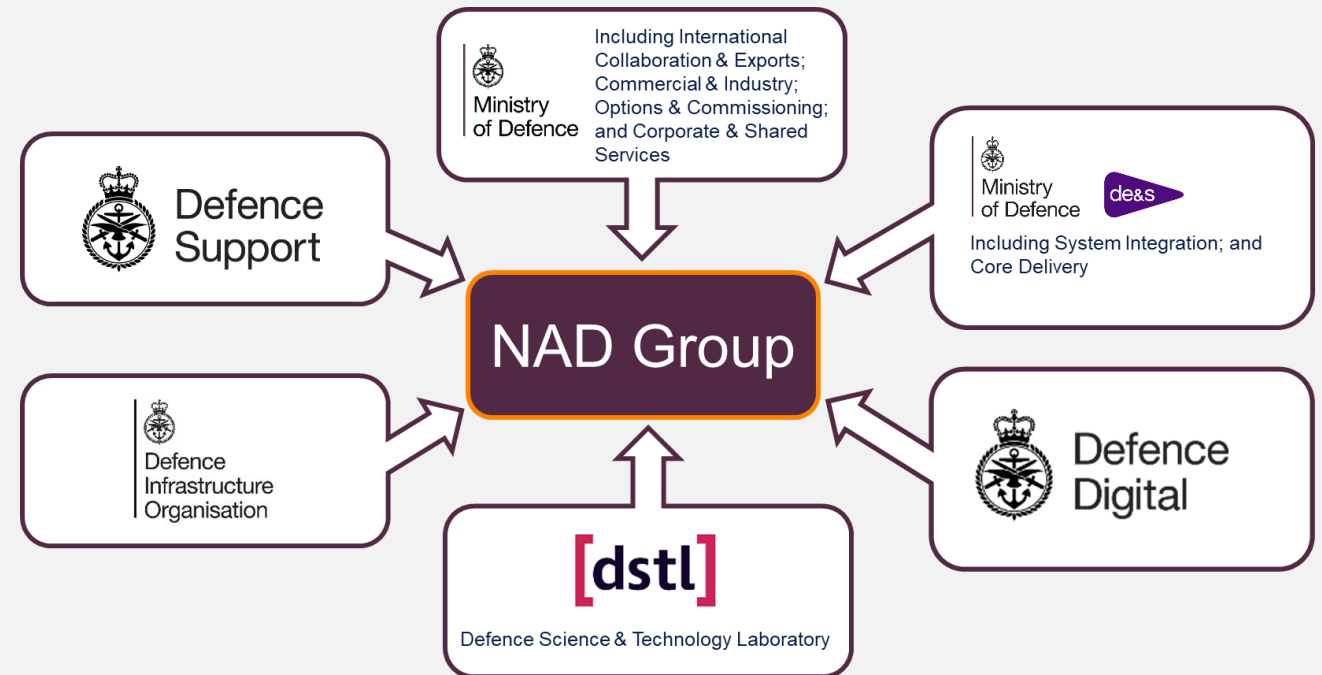
Who is in the Group...

Five existing organisations:

- **Defence Science and Technology Laboratory (Dstl)** – Research & Development and innovation
- **Defence Support** - Logistics and sustainment
- **Defence Equipment and Support (DE&S)** - Procurement and equipment support
- **Defence Infrastructure Organisation (DIO)** - Estate and infrastructure management
- **Defence Digital (DD)** - Digital capabilities and cyber operations

Four new NAD Group areas:

- **International Collaboration & Exports (IC&E)**
- **Commercial & Industry (C&I)**
- **Options & Commissioning (O&C)**
- **Corporate & Shared Services**



The NAD Group opportunity...



1 in 60 UK jobs supported by defence



24,000 apprentices



£28.8bn annually spent with UK businesses



Safety

by March 2025

Organisational Safety Assessment completion a "safety critical decision"



Finance

£100bn+ annual defence spending by 2035

(vs £60bn today)

£300bn 10-year programme pipeline managed

£11bn annual NAD 'invest budget'



Exports

£100bn+ export pipeline managed

£14bn → **£28bn** pa target by 2035 (doubling exports)

£10bn Norwegian frigate contract delivered

£1.6bn lightweight-multirole missile deal with Ukraine

"NATO First" (but not NATO only) approach ensuring equipment designed for export markets



People

27,000 people across integrated organisations

DIS pledges an £182m comprehensive skills package

5x Defence Technical Excellence Colleges established

800,000 school-age students engaged through regional STEM initiatives

New Defence Office for Small Business Growth by **January 2026**



Support to Operations



>180,000 UK Armed Forces personnel supported



56 million items delivered to Ukraine



50,000 Ukrainian troops trained



39,000 Service families housed



67 UK universities engaged

SDR/DIS stats relevant to NAD deliverables



UK Defence Innovation: **£400m+** annual ringfenced budget

10% minimum equipment spend on novel technologies from 2026

£7.5bn total SME spending by **2028 (£2.5bn/50% increase)**

£150m testing and evaluation transformation

200+ industry engagements conducted for DIS development



NAD Group Operating Model evolution...

April 1 2025

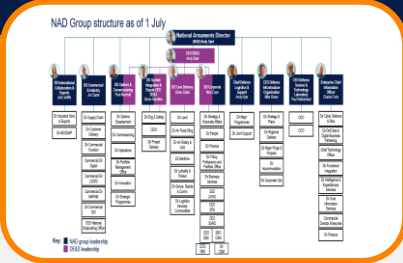
July 1 2025

April 1 2026

April 1 2027

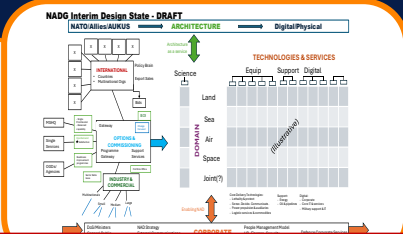
Epoch 1

- Areas that form the NAD Group are aligned under one management model
- Purpose and scope of NAD Group defined



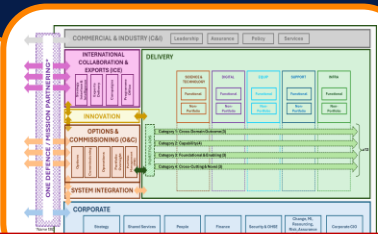
Epoch 2

- Support and Digital transition to NAD Group
- SDR published to set priorities and DIP initiated
- Scope and purpose of each NAD Group area defined
- Design work carried out



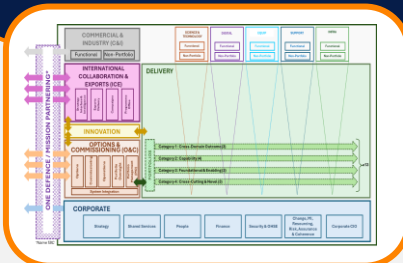
Epoch 3

- NAD Group Board and governance operating; TLB established
- O&C, Corporate, IC&E, UKDI are established
- Portfolios commissioned (first pathfinders)
- Functional authority and scope agreed
- Delivery area formed



Epoch 4

- Delivery role enhanced as portfolios mature
- Further shared services integrated, planned and implemented
- Focus on reduction, standardisation, simplification, and driving efficiency at pace



All images displayed on this slide are representative NOT definitive!

NAD Group concept design: Key features & benefits...



Key features of the future model...

- There is joined up view of demand for the NAD Group across delivery – the prioritisation and balance is made prior to commissioning. Delivery is commissioned with clear boundaries and guidelines.
- A broad set of options are developed by pan-Defence multi-disciplinary Option Development Teams prior to delivery being commissioned.
- Defence moves from a siloed programme-centric view of delivery to a holistic Portfolio management approach; O&C have overview of Enterprise Portfolio delivered by NAD Group.
- Functions provide the operating authority across the Group and MOD, and direct standards into commissioning and delivery to ensure operational excellence.



Key benefits of the future model...

- Simplified interface for engaging all areas of Defence to agree demand and speed up decision-making and procurement processes.
- Streamlines the Defence operating model, cutting duplication for better value for money.
- Enhances collaboration with industry to drive UK growth and prosperity.

Combined collaboration...

Strengthening Military – Industrial – Alliance partnerships...



Industry Partnership:

Crucial collaboration from project inception, driving innovation, securing supply chains, and bolstering UK prosperity through defence investment.



International Cooperation:

A unified approach enhances engagement with NATO allies, non-NATO partners, and industry, ensuring capability alignment, technological advancement, and interoperability.



Innovation Focus:

Leveraging collective intelligence, resources, and capabilities across 27,000 personnel to exploit new technologies and deliver more lethal, effective systems.

NAD Group Portfolios

To enable the pace and agility needed, a key element of Defence Reform is establishing 13 NAD Group portfolios.

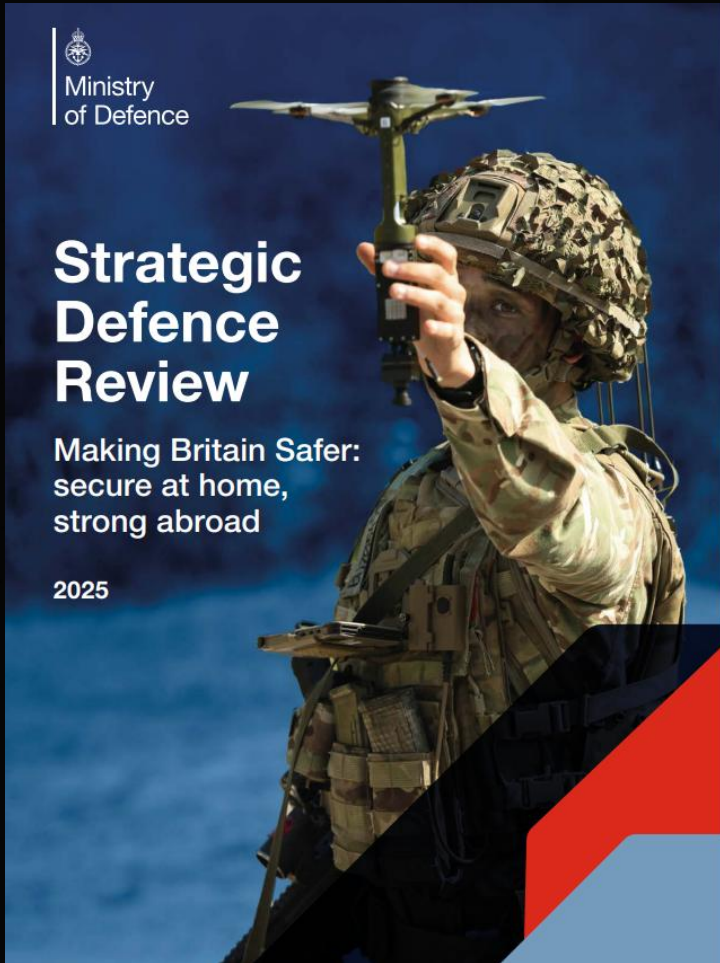
Led by an empowered Portfolio Director who will have the authority to:

- Move resources, money and people to rapidly rebalance investment and deliver the most value.
- Pause or stop work within their portfolio as priorities change.
- Freedom to act within guardrails (including available money).
- Oversee Capability Delivery (NAD Group will co-ordinate across DLODs)



Brigadier Andy Gilks MBE
Head of Capability Special Projects
Specialist Defence and Security Convention
3 February 2026

Strategic Defence Review: Specialist Forces



- Defence must continue to enhance its Special Forces, ensuring UK sovereign choice by maintaining this strategic capability at the very highest level.
- It is critical that Defence assets are maintained, equipped, and held at readiness to ensure the Special Forces can always act decisively and at speed.
- The Specialist Units of UK Armed Forces represent a working model of the Integrated Force: leading the way in the innovation of new technologies and systems across all domains.
- The UK's single Service-designated Special Operations Forces provide additional choice and resilience.

Cyber and Specialist Operations Command - Strategy

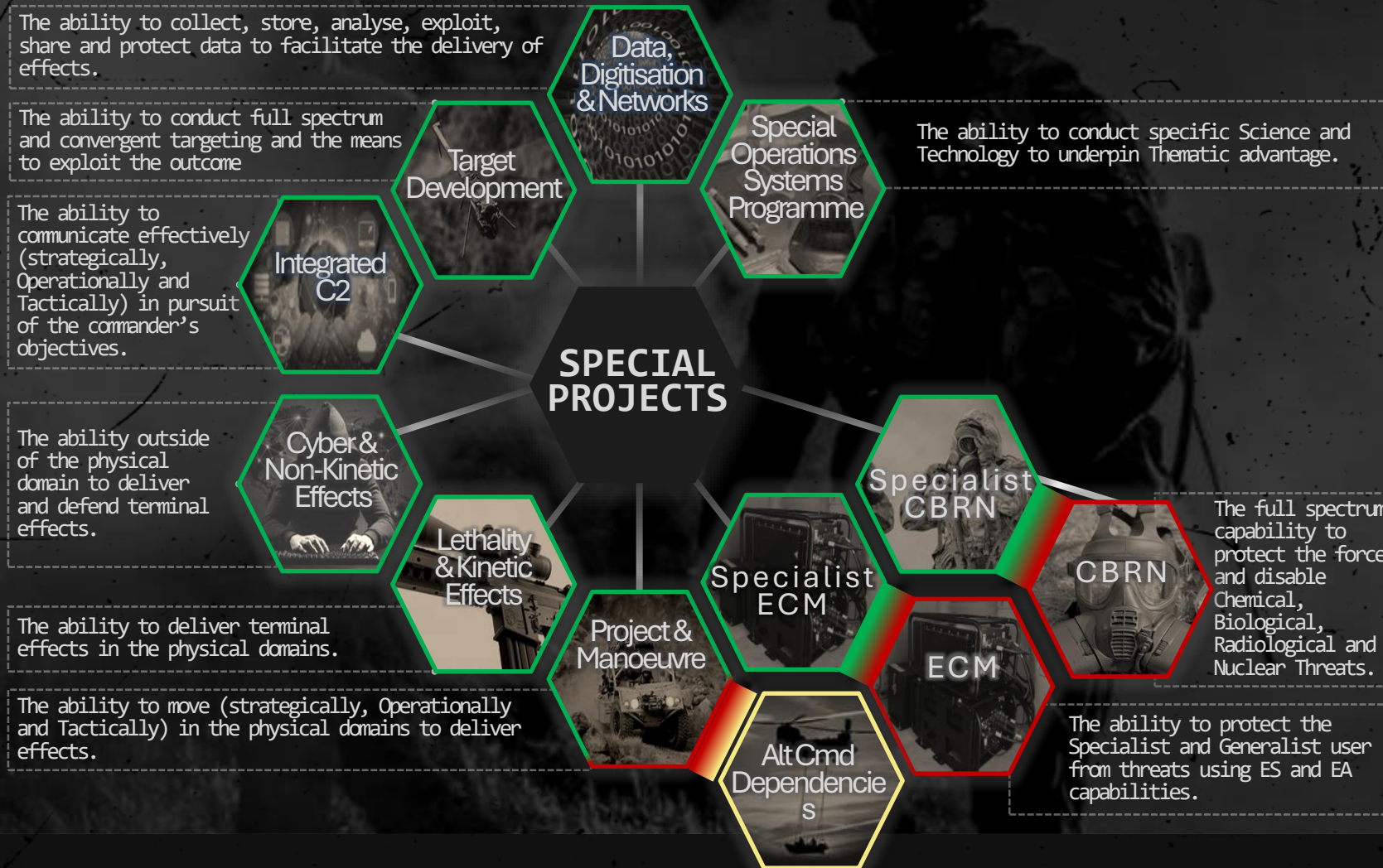
- A new military command vice Defence's integrator.
- Military Intelligence Services.
- Integrated Global Defence Network.
- Cyber & EM Command.
- Permanent Joint HQ.
- Specialist Operations Command.

Special Project Portfolio Overview

Scope of Special Projects Portfolio:

- ◻ In
- ◻ Linked
- ◻ Dependencies

Equip Specialist Users with what they need, when needed, to out-adapt adversaries and support the Integrated Force to ensure it is ready to deter, fight and win.



CAPABILITY
SPECIAL PROJECTS





Ministry of Defence



National Armaments
Director Group

Defence Industrial Strategy

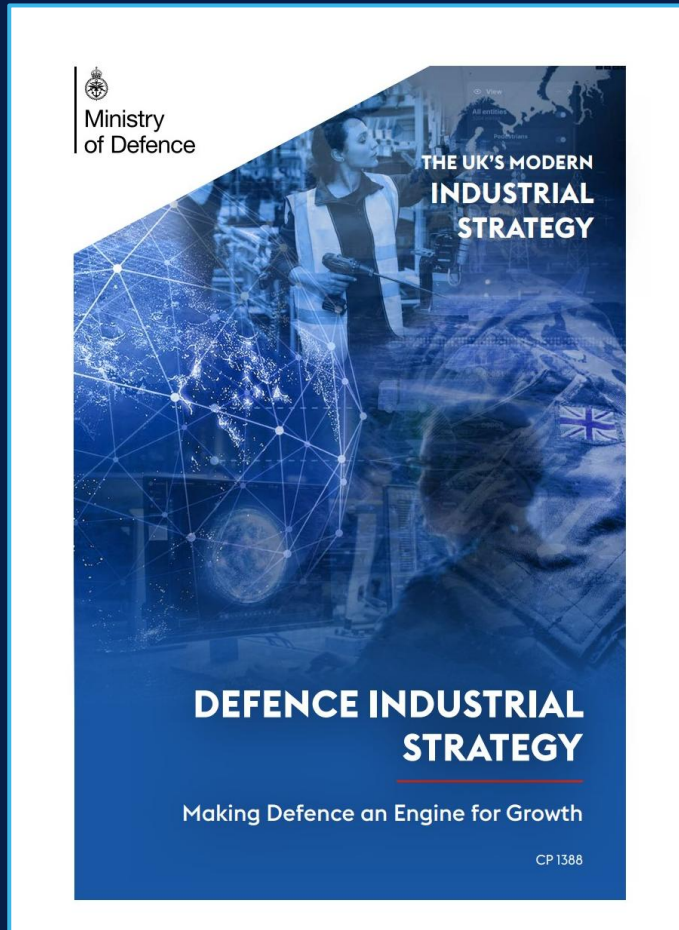
Making Defence an Engine for Growth



The Defence Industrial Strategy (DIS) *An overview*

The **DIS** was published on **8 September 2025** and implementation will be led by the National Armaments Director Group (NADG).

- The **Defence Industrial Strategy (DIS)** is one of eight sector plans under the Modern Industrial Strategy (MIS), launched in July 2025 by the Department for Business and Trade (DBT).
- As one of the MIS sector plans it aligns **national security priorities with economic growth**, supports the outcomes of the **Strategic Defence Review** and sets out how the UK will become a **global leader in the defence industry by 2035**, supported by £773 million in funding.
- Following publication of our statement of intent, we had over 200 response and the DIS reflected those inputs. The Strategy therefore outlines **77 actions** for how the government and industry together will combine around **6 priority outcomes**:
 1. Making Defence an Engine for Growth
 2. Backing UK-based businesses
 3. Positioning the UK at the leading edge of defence innovation
 4. Developing a resilient UK industrial base
 5. Transforming procurement and acquisition systems
 6. Forging new and enduring partnerships.



C&I Commitments 26 DIS Commitments

DIS Action ID	DIS Action Title	3*/DG SRO(s)	DIS Action ID	DIS Action Title	3*/DG SRO(s)
DIS.07	The new Office for Defence Small Business Growth improves access to finance.	Jim Carter DG Commercial and Industry	DIS.46	Best practice on surge capacity and resilience is shared between the UK and allies & partners.	Jim Carter DG Commercial and Industry
DIS.14	UK offsets regime launched, subject to full consultation, by early 2026 to boost UK investment, growth and employment.	Jim Carter DG Commercial and Industry	DIS.47	Strengthen Supply Chain Data and Enhance Resilience	Jim Carter DG Commercial and Industry
DIS.15	A social value model that works for Defence	Jim Carter DG Commercial and Industry, Dominic Wilson DG Transformation	DIS.49	Promoting Resilience through Defence Procurement	Jim Carter DG Commercial and Industry, Paul Wyatt DG Policy
DIS.16	Improve monitoring of defence sector competition and supply chain structures.	Jim Carter DG Commercial and Industry	DIS.60	Increasing early market engagement.	Jim Carter DG Commercial and Industry
DIS.17	Defence Office for Small Business Growth.	Jim Carter DG Commercial and Industry	DIS.63	Segmented Approach to Procurement	Jim Carter DG Commercial and Industry
DIS.18	A bold SME Action Plan and new Commercial Pathway	Jim Carter DG Commercial and Industry	DIS.64	Digitally Enabled Acquisition	Jim Carter DG Commercial and Industry
DIS.19	SME spend targets set.	Jim Carter DG Commercial and Industry	DIS.65	Accelerated commercial pathways	Jim Carter DG Commercial and Industry
DIS.21	Improved support to UK-based businesses drives better and more cost-effective results.	Jim Carter DG Commercial and Industry	DIS.67	Enhanced Approach to Supply Chain Management	Jim Carter DG Commercial and Industry
DIS.30	Improved industry access to innovation funding and advice.	Jim Carter DG Commercial and Industry'	DIS.68	Defence Contracting Reform.	Jim Carter DG Commercial and Industry
DIS.38	Targeted regulatory sprints in priority growth sub-sectors and emerging technologies.	Jim Carter DG Commercial and Industry	DIS.69	A new government-industry partnership	Jim Carter DG Commercial and Industry
DIS.39	Regulatory reform supports regional defence industrial strength.	Jim Carter DG Commercial and Industry	DIS.70	More open, trusting collaboration between MOD and Industry	Jim Carter DG Commercial and Industry
DIS.42	A New Organisational Approach and a Collective Endeavour with Industry	Jim Carter DG Commercial and Industry	DIS.71	New Strategic Partnerships.	Jim Carter DG Commercial and Industry
DIS.45	Scalability and resilience of production regularly assessed for all major procurements	Jim Carter DG Commercial and Industry	DIS.72	Expanding our collaboration and information sharing with the wider defence sector	Jim Carter DG Commercial and Industry
DIS.46	Best practice on surge capacity and resilience is shared between the UK and allies & partners.	Jim Carter DG Commercial and Industry			

Defence Industrial Strategy (DIS) Update – early successes

Growth Deal & Employment	<ul style="list-style-type: none"> • Announced five Defence Growth Deals across the UK (Plymouth, South Yorkshire, Scotland, Wales and Northern Ireland) backed by £250m of new funding. Team Plymouth launched on 19th September. • Other job-creating announcements include a £125M deal supplying spare tracks for the British Army, securing 125 jobs in the North-East, and a £118M contract for Sky Sabre missile launchers, supporting up to 140 jobs in the North- West.
Skills	<ul style="list-style-type: none"> • Announced £182m to bolster skills in the defence industrial sector; improving STEM uptake amongst young people including the establishment of five Defence Technical Excellence Colleges; we are working with Department for Education and Department of Work and Pensions to launch the application competition by the end of this year.
Innovation	<ul style="list-style-type: none"> • New strategic partnership with Palantir to create 350 high-skills jobs in AI and defence technology. • UK Defence Innovation launched in July (CEO is being hired early 2026). • Accelerating the adoption of cutting-edge dual-use commercial technologies across UAVs, new networks (5G) and resilient Positioning, Navigation, and Timing (PNT) technologies.
SMEs	<ul style="list-style-type: none"> • Launched Office for Small Business Growth at the Defence Procurement and Supply Chain Summit (DPRTE) in Manchester which will be stood up by January 2026. • Target to spend £7.5 billion annually with SMEs by 2028, a 50% increase from a FY 23/24 baseline.
Exports	<ul style="list-style-type: none"> • Signed £10bn Norwegian frigates contract (4000 jobs), £8bn Typhoon deal with Türkiye (20,000 jobs). • Sold HMS Bulwark to Brazil.
Investment	<ul style="list-style-type: none"> • Defence Investment Advisory Group (DIAG) up and running. • Working on formation of the Defence Investment Unit to value and support private sector opportunities with external capital, linking with the priorities of the DIAG.
Reform	<ul style="list-style-type: none"> • Silly Rules initiative launched; Single Source Contract Regulations review underway; Segmented approach for Procurement underway. • Public consultation on offsets policy launched.



Where are we? Approach to implementation

Progress

- **Growth Deals** - Launch of Plymouth Defence Growth Deal; Progressing the other Defence Growth Deals.
- **Offsets Policy** - Public Consultation on Offsets Policy Launched 23 October.
- **Office for Small Business Growth** – Launched at the Defence Procurement and Supply Chain Summit (DPRTE) .
- **Defence Industrial Joint Council (DIJC)** - DIJC Comms Forum held on 18 November, DIJC Delivery Group held 25 November.

Upcoming activities/milestones:

- **Defence Investment Plan (DIP)** – DIP summary document is currently due for publication early this year.
- **DIJC** – Next DIJC Top Council meeting February 2026
- **Growth Deals** - Announcement on Scotland, Wales and Northern Ireland Defence Growth Deals by end of March 2026.
- **Defence Technical Excellence Colleges** - Announce the selected DTECs in April 2026.
- **Segmented approach to procurement** – Transition to segmented approach by April 2026
- **UKDI** - Recruitment of UKDI CEO (early 2026).

Approach to implementation

- **Data gathering and reporting** – Regular drumbeat of reporting underway. Team working to align DIS reporting the current MOD SDR reporting process, automating data collection and analysis using Power BI.
- **Governance and resourcing** – Development of a comprehensive governance and implementation framework to drive DIS implementation in alignment with other related activities, such as the SDR, and to support internal and external governance.
- **Monitoring and evaluation** – In partnership with MoD’s Analysis Directorate, “Theories of Change” models developed to articulate how DIS actions are expected to drive outcomes. Metrics are being developed to track progress across DIS implementation.
- **Stakeholder engagement** – DIS implementation engagement approach has been developed. This is now being turned into a proactive and actionable plan of engagement activities, with a particular focus on external engagement with Industry.



Ministry
of Defence



Q&A Session



Ministry
of Defence



Comfort Break- Seated By 1100

DRONE CAPABILITY COALITION

BRIGADIER STU NASSÉ OBE



DRONE
COALITION

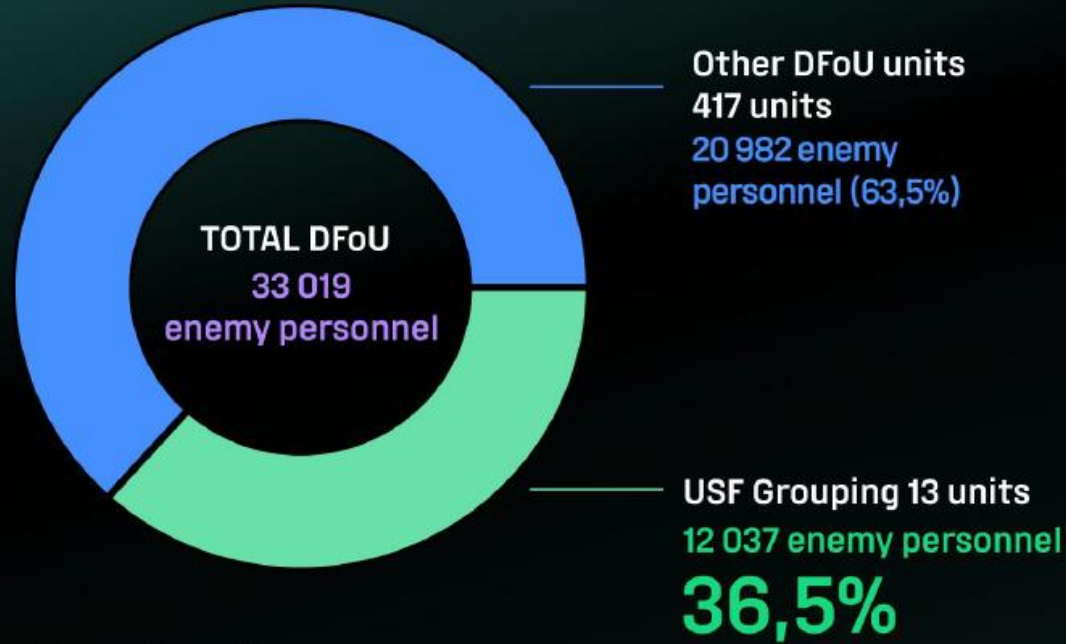


Online scoreboard "Counting" - report of the UKR Group



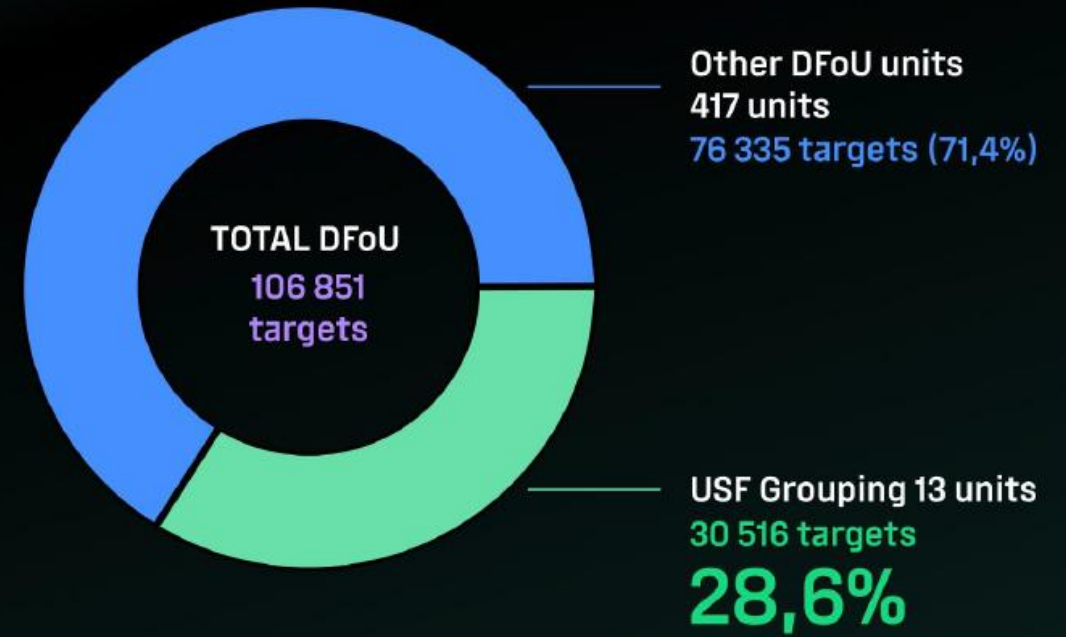
Correlation of USF Grouping results relative to overall results of the Defence Forces of Ukraine (DFoU), December 2025

Number of enemy personnel eliminated/wounded



Every **2,7** enemy is eliminated/wounded by USF Grouping

Number of enemy targets destroyed/damaged



Every **3,5** target is destroyed/damaged by USF Grouping

REPORT OF USF GROUPING

14:41:21 Fri
30.01.2026

January

December (2025)

30 519
damaged targets

10 919
incl. destroyed

72 091
strike flights

58 071
recon flights

12 037
enemy personnel

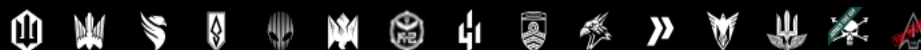
6 462
including killed

5 575
incl. wounded

	damaged	incl. destroyed
Enemy personnel	12 037	6 462
Drone launch positions	1 062	27
Antennas	1 420	991
Radars (vehicles)	2	0
Radars (equipment)	19	7
EW (vehicles)	1	1
EW (car)	179	58
EW (equipment)	100	45
Enemy wings	1 006	970
Shaheds and Gerberas	444	425
Tanks	87	19
APCs, IFVs, ACVs	140	26
Guns, howitzers	262	14
Self-propelled artillery	19	4

	damaged	incl. destroyed
Mortars	32	5
MRLS, SAMs, anti-aircraft guns	25	6
Light, Heavy, Special-purpose vehicles	1 102	224
Motorcycles and military buggies	895	272
Ammo, fuel and equipment depots	221	143
Strategic infrastructure	TOP SECRET	TOP SECRET
Tactical infrastructure	54	4
Shelters	7 234	367
Dugouts	3 039	92
Network equipment	302	174
Cameras	11	6
Enemy copter drones	542	506
Enemy unmanned robotic complexes	82	26
Other	163	44

VKP ENG



James Gavin



UK Defence
Innovation

How can UK Companies get involved?

- Generic UKDI contact: [UKDI Website](#)
- Regional Engagement Team: Google for the regional POCs, talk to the DASA regional reps
- Venture Builder: DASABG&F@dstl.gov.uk
- Futures Labs:
 - FSLabProcurement@qinetiq.com / DESFCG-FuturesLab@mod.gov.uk
- Monitor the Defence Sourcing Portal for the notices and competitions



Ministry
of Defence



Lunch - Seated By 1255

Industry Day Timetable

TIME	EVENT	LEAD
0915-0920	Open & Housekeeping Brief	Richard Morgan
0920 - 1005	Defence Update – the 4 pillars including creation of the NAD	Adam Mehers
	Cyber and Specialist Operations Command. SDR Next Steps, towards the Defence Investment Plan (DIP)	Brigadier Andy Gilks
	Defence Industrial Strategy	Andrew Fox
1005 - 1030	Q&A	
1030 - 1100	Comfort Break & Refreshments	
1100 - 1130	Defence Uncrewed System Centre	Brigadier Stuart Nasse
1130 - 1200	Innovation	James Gavin
1200 - 1255	Lunch	
1255 - 1320	Establishing the Office of Small Business Growth	Harrison Talbot-Brown
1320 - 1340	Commercial X	Dina Kakaras
1340 - 1400	Helping UK SMEs with Defence Exports	David Woodbridge
1400 - 1420	Defence Finance Exports	Mark Lynam
1420 - 1440	Q&A	
1440 - 1510	Comfort Break	
1510 - 1555	Lethality and Protect	Commodore Caroline Dix
	Specialist Vehicles and Uncrewed Land Systems	Steve Hayward
	Electronic Warfare and Standards for Integrated C5ISR/EW Systems (STICS)	Steve Westwood
	Special Projects	Adam Mehers
	UAS	Simon Holford
1555 - 1630	Final Q&A	



Ministry of Defence

The Defence Office for Small Business Growth

Harrison Talbot-Brown

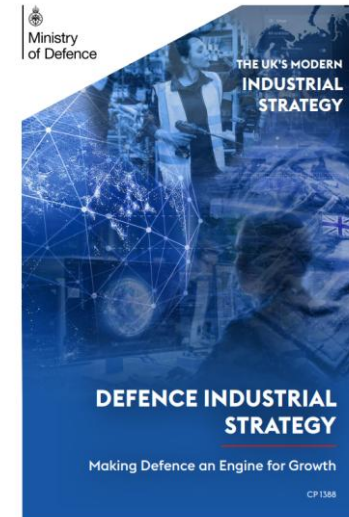
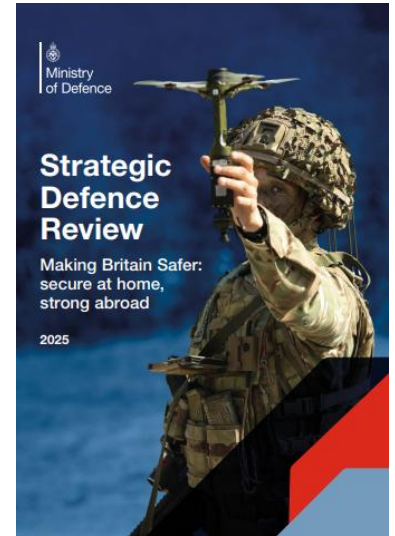
Dep Director – Industry Collaboration



Supply Chain with DIS and SDR

“Our Armed Forces are only as strong as the industry that stands behind them”

- 16 recommendations from the SDR that impact Supply Chain.
- Of the 70 DIS Commitments, 20 fall to The Defence Supply Chain Capability Programme to deliver.



The Defence Supply Chain is critical to war-fighting readiness and economic growth



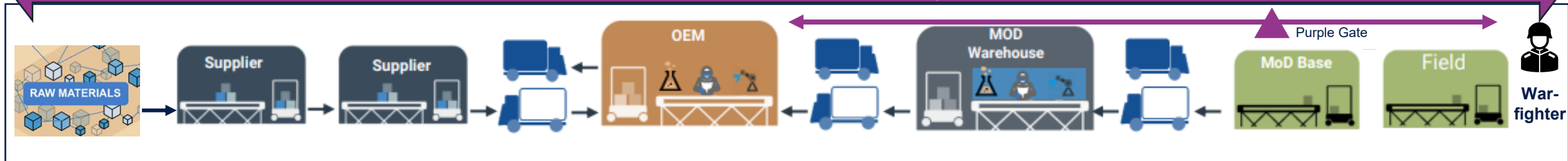
The changes made by DSCCP aim to deliver

- ✓ An improved warfighting readiness and a supply chain which is sufficiently resilient to act as a credible deterrent
- ✓ Improved economic growth through a better-engaged defence industrial base
- ✓ Stronger collaboration between MOD and Industry which delivers more innovative, faster solutions together.
- ✓ A more responsive supply chain that can adapt quickly to changing requirements
- ✓ A more resilient supply chain that can withstand disruption

The End to End Supply Chain...as strong as it's weakest link

DSCCP is setting the conditions for Defence to design, manage and operate the supply chains we need to deter, fight and win in the future

The End-to-End Defence Supply Chain



The Vision



A vibrant UK ecosystem of well capitalised and high growth small businesses who are attracted to the defence market, confident in MOD and Prime suppliers and working at a wartime pace, delivering war fighting readiness to the Armed Forces and allied customers.



Strategic Objectives

1. Support the Government's growth mission by making it easier for SMEs to find, compete for, and win defence work

2. Improve the diversity and resilience of UK defence supply-chains by requiring better practices from MOD and its major suppliers

3. Challenge MOD policy and behaviours, simplify entry routes, and improve our approach to working with SMEs

4. Increase spending with SMEs by 50% by May 2028



The leadership team for the Office, within the NAD group



Ken Turley
Industry Lead



Tim Ketton-Locke
Head of the Office for Small Business Growth



John Kite
Deputy Head



Sam Gregory

Assistant Head, Policy and Strategy



Catherine Proudlove
Assistant Head, Service Delivery



Farooq Mitha
Strategic Advisor

The services we will offer

Shape

to lead defence in designing more SME involvement into the defence portfolio

Advise

to advise MOD and SMEs on how to enter the Defence Supply Chain



Grow

to provide support to SMEs to grow their business in Defence

Direct & Assure

to provide clear direction and strong oversight to ensure strategic alignment and effective management of the Defence Office for Small Business Growth

A networked approach to service delivery:

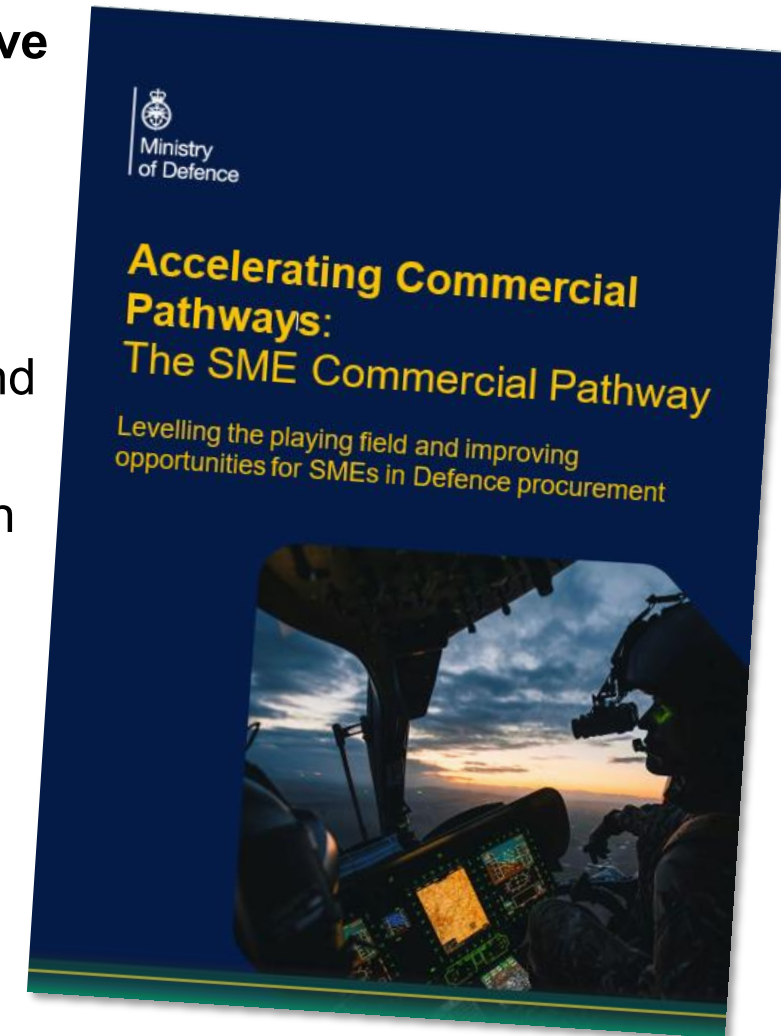


Accelerating Commercial Pathways – reducing barriers and increasing opportunities for SMEs to bid for MOD work

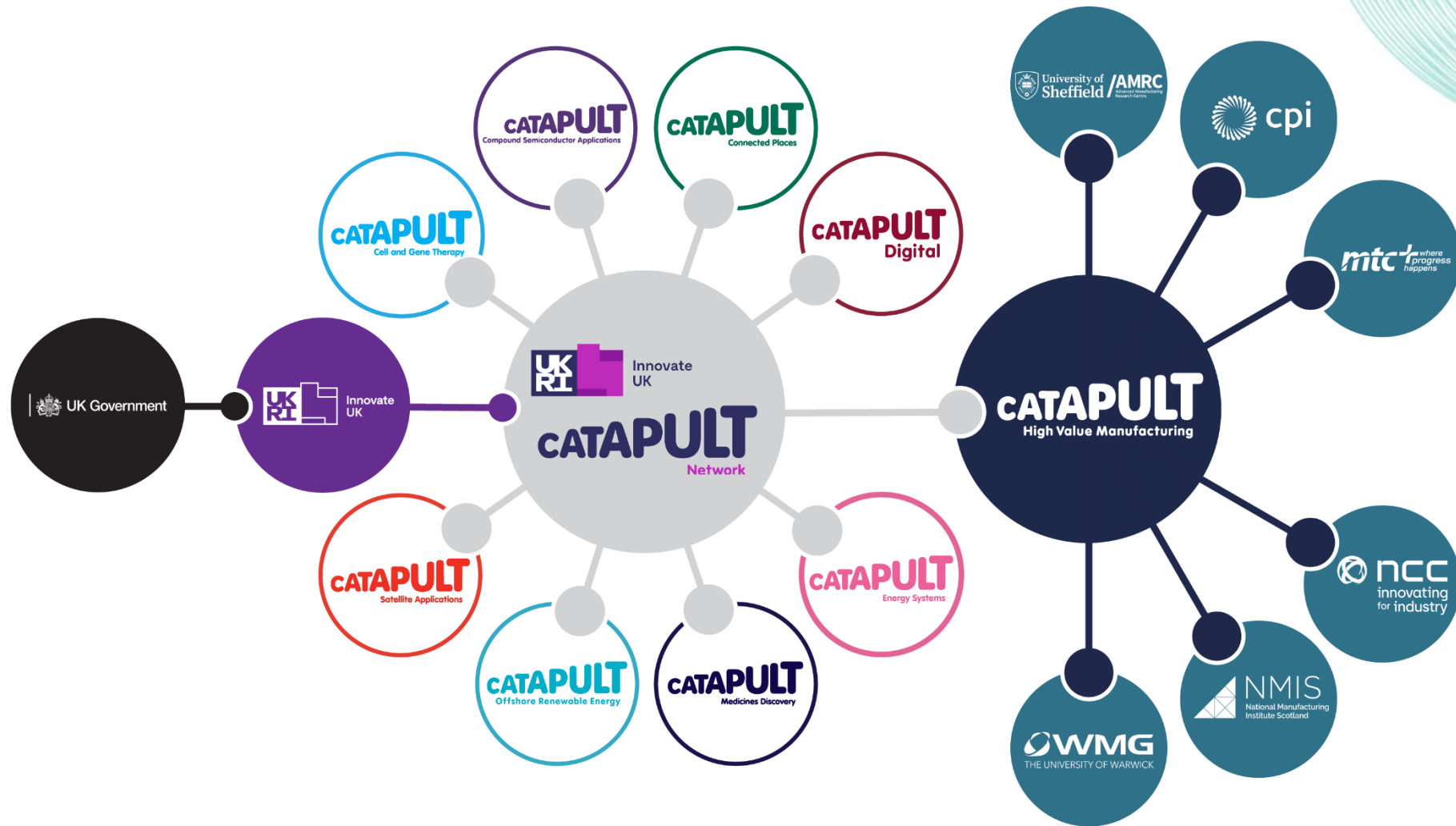
SME Commercial Pathway aims to level the playing field and improve opportunities for Small- and Medium-Sized Businesses in Defence procurement:

- Practical guidance based on proven practice, to drive changes behaviours and ways of working across MOD
- Focus on tackling barriers that prevent or deter SMEs from bidding and increase opportunities for SMEs
- SME Commercial Pathway, Defence Office for Small Business Growth will work in tandem – driving best practice and reducing barriers for

1 Better promote opportunities and increase SME engagement	2 Increase the number of procurement opportunities that SMEs can bid for	3 Do not be risk averse with SMEs	4 Drive supply chain collaboration and transparency	5 Strengthen SME resilience through improved cash-flow
--	--	---	---	--



HVM Catapult – a national asset



We are now established – but need to grow

New team aims to help British small businesses win defence contracts

The Defence Office for Small Business Growth has been launched.

Lucinda Cameron

Tuesday 27 January 2026 01:43 GMT



Minister calls for 'defence to be an engine for growth' during Paisley visit





Ministry
of Defence

Commercial X

*Getting groundbreaking
innovation into Defence's hands,
faster*

3 February 2025

Overview of Commercial X

- Commercial X and where we operate

Global Context

- Supporting Defence's wider ambition
- Typical challenges with the Commercial process

What Commercial X is delivering

- Areas of growth and opportunity we're driving
- Examples of our work.



About Commercial X

We were established in 2022 to disrupt and modernise Defence's approach to acquisition while reducing bureaucracy. **Our mission is to get groundbreaking innovation into Defence's hands, faster.**



Positive Disrupters: A commercial team expert in procuring and scaling innovation and digital at speed. They support the frontline to deliver contracts valued up to £50 million within two years, driving pace by innovating within existing processes.



Modernising Procurement: A team committed to overhauling procurement processes and policies to better support fast-moving innovation, cutting through excessive bureaucracy and red tape.



Specialist Skills Development: A development programme designed to build the commercial officers of the future—equipping them to be digital-savvy, risk-smart, customer-focused, and agile.

Our scope

The what



Get innovation into Defence faster



<£50m



<two years

The how

- Fast paced acquisition of technology and innovation
- Emerging Capability
- Making it easier for smaller suppliers (SMEs)



Who we support

We operate across Defence, helping frontline commands and their supporting teams procure innovative capabilities and access the commercial digital expertise they need. We report to Jim Carter, DG Commercial and Industry.



Defence Nuclear Organisation



Cyber & Specialist Operations Command



UK Defence Innovation



National Armaments Director Group

What does 'Innovation' mean for Commercial X?

Yes, it's this...



New or significantly upgraded products, processes, tools and ways of working

But it's also this



Existing commercial solutions that have **never been used in Defence** before

And this



Solution that's in use in Defence but can be **repurposed for another use case or frontline command**, e.g. applying a tech tested in Air into the Maritime domain

Global context



At the start of a new era for Britain, we need a new era for defence. Hollowed-out armed forces, procurement waste and neglected morale cannot continue. Meanwhile, we need to be clear eyed about the threats we face, with the world becoming more volatile and technology changing the nature of warfare.



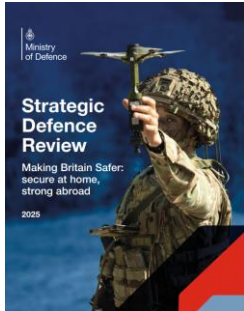
- Rt Hon John Healey MP, Defence Secretary, Launch of Strategic Defence Review, 16 June 2025



We support Defence's wider ambition

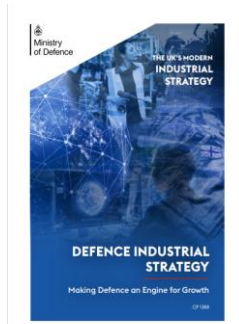
Our work is driving the priorities within:

Strategic Defence Review
2025 – Making Britain Safer:
secure at home, strong abroad



“Radical root-and-branch reform of defence procurement”

Defence Industrial Strategy 2025



“...we will REFORM procurement, INNOVATE at wartime pace and GROW our industrial base.”

Procurement Act 2023



“...simplify the bidding processes to make it easier to bid, negotiate and work in partnership with the public sector – including a new ‘competitive flexible’ procedure”

Defence Supplier Capability Development Programme - GOV.UK



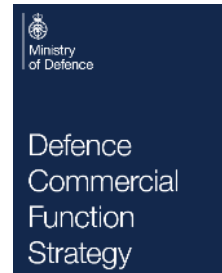
“The DSCDP provides significant support for UK-based Small and Medium Enterprises (SMEs) and mid-tier suppliers in defence sector supply chains.”

The Digital Strategy, 2021



“...adapt our processes to...develop and exploit technologies in an agile way.”

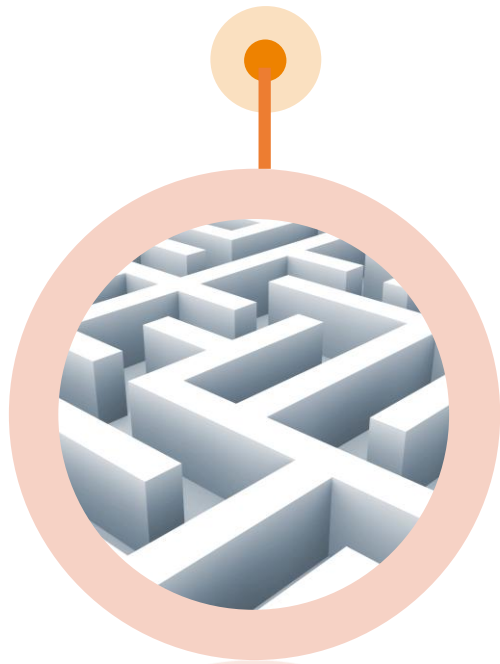
The Commercial Strategy, 2023 to 2026



“We will have systems, policies and processes ...to deliver at pace compliantly”

Typical problems with commercial processes

Ideas get stuck in **the valley of death** - due to restrictive policies and bureaucratic processes



One-size-fits-all approach - generic procurement policies covering a wide range of procurement types – not always relevant for lower value innovation and digital acquisitions.



Barriers to entry for small suppliers – lack of visibility of tenders, resource intensive tender processes, SMEs don't hear about opportunities in time. Best innovation comes from SMEs.



Lack of visibility of best practice across Commercial. It does exist but isn't always shared.



What Commercial X is delivering

Increase efficiency in the acquisition process

Team of **dedicated Commercial X professionals** delivering technology, innovation and digital outcomes:

- Managed risk appetite
- Focus on increased pace and simplification of process
- Automate nonvalue add tasks e.g. introduction of the Commercial Acquisition Tool.

Reduce barriers to entry for SMEs and start ups

Policy and process change to **reduce barriers to entry** for small and micro suppliers:

- New framework, e.g. Neutral Vendor Framework for innovation (NVFi), Dynamic Market and Vanguard
- Clear guidance
- SME-friendly contracts and processes

Develop a permanent team

Permanent commercial team **skilled in the acquisition of innovation** and digital capacity at pace:

- 1-to-2-year intensive skills development programme covering core skills & risk appetite
- Secondment to private sector
- Delivery of commercial tasks

Getting SMEs on contract faster

650

contracts signed as of January 2026


465

micro, small and medium sized suppliers awarded £336 million worth of contracts

47%

faster than average timelines for similar procurements


Two high profile programmes Commercial X has supported

 Home > Defence and armed forces > Military equipment, logistics and technology


Press release
Boost for Armed Forces as new laser weapon takes down high-speed drones

MBDA awarded £316 million contract to deliver new DragonFire systems to the Royal Navy from 2027, after achieving UK first in latest testing by shooting down high-speed drones with new laser system.

From: [Ministry of Defence](#) and [Luke Pollard MP](#)
 Published 20 November 2025



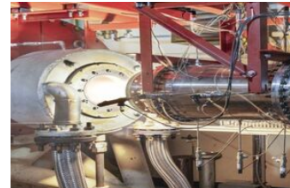
DragonFire firing on recent trials

 Home > Defence and armed forces > Military equipment, logistics and technology

Press release
UK and US hit major milestone in development of hypersonic weapons

UK hypersonic research, which could see weapons travelling at several thousand miles per hour, has reached a landmark moment after successful completion of a major testing programme.

From: [Ministry of Defence](#) and [Defence Science and Technology Laboratory](#)
 Published 6 April 2025



Hypersonic engine being tested

Supporting the defence ecosystem



Dynamic Market

- A new route to market for defence teams to **buy innovation at any stage of development**, from proof of concepts to battlefield-ready solutions
- **Permanently open** for new suppliers to join
- No specific categories to ensure the **maximum number of suppliers can join**, including those from industries not affiliated with defence.

Find out more and join via
Defence Sourcing Portal



Neutral Vendor Framework for Innovation

- Delivered by Constellia
- Nearly 600 suppliers on the marketplace spread over 14 categories - 68% are micro and small. Suppliers can onboard at any time.
- 23 contracts awarded so far – Army, Royal Navy, RAF, CSOC, Space - worth c.£14.4 million with more in the pipeline worth another £58 million (MOD). This list is growing weekly.
- NVfl also being used by DSIT, Home Office, PDS, FCDO and MoJ



Vanguard

- A restricted dynamic purchasing system for requirements at secret and top secret
- Solutions delivered by a niche ecosystem of suppliers who are best equipped to solve some of Defence's most complex problems in this area
- Suppliers can be onboarded at any time
- The onboarding process is simple and fast and we use Commercial X's simplified terms and conditions to support SMEs





New GOV.UK page

- Lists **sources for contracts** in technology and R&D
- Links to **defence supplier forums and networks** where we share problems to solve
- Details of **grants, competitions and regional innovation partners** who can advise suppliers with solutions or ideas of potential interest to defence

[Home](#) > [Defence and armed forces](#)

Guidance

Find contracts in technology and research and development with the Ministry of Defence

A list of places to find Defence contracts and funding in the technology and innovative research and development (R&D) space.

What	Buying categories	Open to new entrants	Register or find out more	Notes
Defence Sourcing Portal	All types of goods and services	Yes	Register for Defence Sourcing Portal	Main source advertised Ministry of Defence contracts
Neutral Vendor Framework for Innovation (NVFi)	R&D covering 14 categories from AI to Internet of Things	Yes	Register to join the NVFi on Constellia's website	Contract value up to £50 million

Things

R&D covering 22 categories from robotics to advanced materials

Small business-friendly terms and conditions

- Strip out a lot of the clauses that **don't apply to smaller businesses** which create confusion
- **Written in simple English** anyone can understand
- **Come with guidance** explaining what each part of the contract means so you have complete confidence in what you're signing

Our T&Cs are often used when buying via our Commercial X marketplaces



Clear guidance to help SMEs navigate defence

- A supplier mythbuster that busts some common myths around clearance and gives advice on what you can do to facilitate the clearance process
- **Email us for a copy:**
defcomrcl-comrclx@mod.gov.uk
- A new leaflet explaining the different routes into working with the Ministry of Defence from collaborative supplier ecosystems to bidding for contracts



Find out more

Contact Commercial X



DefComrcl-ComrclX@mod.gov.uk

Contact us:
DefComrcl-
ComrclX@mod.gov.uk



Find out more:
Visit GOV.UK for information
about Commercial X
<https://www.gov.uk/guidance/mini-stry-of-defence-commercial-commercial-x>





Helping UK SMEs with Defence Exports

Tuesday 3rd February 2026

David Woodbridge

SME Engagement Team Leader, UK Defence Exports



Ministry
of Defence

UK Defence Exports within MOD



Who are UK Defence Exports (UKDE)?

Our focus:

1. Help UK defence and dual use companies of all sizes to **export products, technology, and services.**
2. Unlock **high-value and strategic inward investment** in these industries across the whole of the UK.

UKDE sits within the International Collaboration and Exports division of the UK Ministry of Defence. As part of the NAD Group, this team creates a single point of focus to connect UK companies in the defence and dual-use sectors directly with international opportunities.

www.gov.uk/government/organisations/uk-defence-and-security-exports



Ministry
of Defence

NAD Group

International
Collaboration & Exports,



Ministry
of Defence

How UK Defence Exports supports SMEs



Working with UK Defence Exports





SME Engagement Team – Our People



Dominic McNeice

Assistant Head, Events
& SME Engagement



David Woodbridge

SME Engagement
Team Leader



Jacob Cooney

SME Engagement
Project Manager



Ethan Baker

SME Engagement
Project Manager



Colin Baron

SME Engagement
Project Manager



Paul Spencer

SME Engagement
Support



How the UKDE SME team supports SMEs

Raise Awareness: visit exhibition stands at all key industry events to onboard UK SMEs to our Export Faculty so we can effectively engage with and support them.

The UKDE Export Faculty: Website, Bulletins, EOIs for live export opportunities, Trade Missions, International Events, Meet the Buyers, Webinars, SME Surgeries and much more...

Helpdesk Support: facilitate support to SMEs on request – incl. signposting and introductions to Desk Officers, Military Capability Advisors, Gov agencies, Embassies and more...

Help remove barriers to export for SMEs and support their export objectives to drive economic growth.



Events and Initiatives

Participate in trade shows, trade missions, SME networking events, upskilling webinars, Meet the Buyers, Meet the Primes etc.

Events and Initiatives



Learning and Development

Targeted, sector specific learning and development via recorded webinars and upskilling sessions. Hear from expert speakers and government contacts alike.

Learning and Development



Export Support Team

Comprised of British Army officers and soldiers, the Export Support Team provides specialist military services and advice to UK defence and security companies.

Export Support Team



Useful Links and Contacts

Find a curated list of resources and contacts to help you navigate government services and get the support you need to export in the Defence and Security Sector.

Useful Links and Contacts



How the SME team Supports SMEs: UKDE Export Faculty

A free online learning and development hub aimed at UK SMEs in the Defence & Dual Use sectors. The UKDE Export Faculty offers:

Regular Bulletins

Stay ahead with curated sector updates and invitations to upcoming trade missions and high-impact events in the sector.

SME Surgeries

High-value, bi-monthly events bringing together SMEs for direct access to senior HMG officials, primes, trade bodies and other like-minded peers.

Meet the Buyers

Connect directly with overseas buyers and prime procurement teams looking to onboard UK innovation into their supply chains.

Export Webinars

Interactive webinars covering a wide range of export-related topics—from market-specific insights to practical guidance on government processes.

Live Export Opportunities

Expressions of Interest (EOIs) with Export Faculty members for real-time export opportunities sourced through UK Embassies and other HMG channels.

International Trade Shows and Trade Missions

Take part in a UK Government trade mission or exhibit as part of an HMG cohort at an international trade show.



Export Faculty - Newsletter

Here is an example of our Faculty Bulletin

J-Goodtech – UK / Japan Defence Collaboration Introduction Webinar

3 September 2024 @ 09:00-10:00am BST
Old Admiralty Building/ Virtual via MS Teams



UK Defence and Security Exports, the Ministry for Economy, Trade and Industry and the Acquisition, Technology and Logistics Agency have recently announced the launch of a new online business matching platform for British and Japanese defence and security industries, J-Goodtech.

To provide an overview on the service and to answer any questions that you may have, we will be hosting a hybrid webinar at 0900 – 1000 AM BST on the 3rd of September.

In-person attendance is extremely limited and will be offered on a first-come, first served basis. Please register for both in person and virtual attendance by completing the form linked below.

[Registration Form](#)

Open Call for Capabilities in Defence, Space and Support Services

Submit your application by 5 September 2024



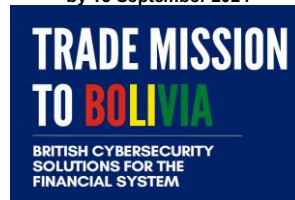
The Department for Business & Trade are working with Embraer. They are interested in companies that have the following capabilities in Defence, Space and Support Services.

- Fasteners and standard parts
- Castings and forgings
- Electrical connectors
- Aerodynamic seals
- Air filters
- Anemometric tubes, hoses and connections
- Hoses
- Patient isolation transport unit (interior)
- Rods (airframe)
- Sleeves (environmental control systems)
- Tubing batteries (exhausting)
- Tubing thermal management systems
- Machining (Titanium)
- PCB's
- Raw material (Steel 300m)

All suppliers interested in the opportunity, please fill out the form below and return to Edward.Wells@businessandtrade.gov.uk by 5th September.

Cybersecurity Trade Mission to Bolivia

26 - 29 November 2024
La Paz and Santa Cruz, Bolivia
Deadline for Expressions of Interest is by 15 September 2024



The British-Bolivian Chamber of Commerce (BRITCHAM Bolivia) and the British Embassy are pleased to invite you to an exclusive trade mission focused on cybersecurity solutions for the financial ecosystem.

This event will allow your company to meet with the country's leading banking institutions as well as companies in the insurance sector, among others, in the cities of La Paz and Santa Cruz.

For further information on this mission including fees, agenda and contact details please click the button below.

[Further Details](#)

SAHA EXPO Turkey

22 - 26 October 2024
Istanbul Expo Centre



UKDSE are delighted to announce our participation at SAHA EXPO in Istanbul and would like to extend a personal invitation for Export Faculty Members to join us as exhibitors in the UK Zone.

SAHA EXPO is Türkiye's premier international defence and aerospace exhibition. This exhibition offers an opportunity to showcase your products and services on an international stage, tapping into Türkiye's rapidly growing aerospace industry and independent production capabilities.

As part of the 'UK Zone', you will benefit from enhanced visibility, networking opportunities with key industry leaders, and the support of the UKDSE team to help you make the most of this strategic market.

***Please note that stand space will be purchased directly from SAHA organisers, not from UKDSE. SAHA organisers are offering UK Exhibitors a discounted price of €450 per sqm.**

Please express your interest directly to jacob.cooney@businessandtrade.gov.uk, who will provide further details.

[Further Details](#)



Forward Look – UKDE Export Faculty

SME Surgeries

- **London** - SME Surgery – 31st Mar '26
- **Wales** – SME Surgery – 28th May '26
- **Northern Ireland** – SME Surgery - July (TBC)
- **Scotland** – SME Surgery – 24th Sep '26
- **Midlands** – SME Surgery – 24th Nov '26



Other Events

- **Defence and Dual Use Showcase (Meet the Investor)** – 5th Feb 2026
- **USA Meet the Buyer** – DPRTE '26 (March 2026); Farnborough Air Show '26 (July 2026);

[Upcoming Events - UKDE Events](#)

Webinars

- **Brave 1, Ukraine's Frontline Innovation Engine** – Recording available
 - **Exporting to Australia** – 11th Feb
 - **Doing business with AUKUS** – Early-Mar (TBC)
 - **Export Controls** – Mid-Mar (TBC)



Ministry
of Defence

UKDE Export Faculty

If you are a UK SME in the defence and dual-use sectors, whether you're already exporting or looking to start, join the 2,500+ SMEs already members of the UKDE Export Faculty, a free on-line portal for all your export needs.

Scan the QR code to register:



<https://eu.eventscloud.com/UKDSEExportFaculty>



Questions?

Contact:

ukdse.smeenquiry@businessandtrade.gov.uk



UK Export
Finance

SDSC ^{UK}

UK EXPORT FINANCE

WIN CONTRACTS | **FULFIL ORDERS** | **GET PAID**

Mark Lynam

Export Finance Manager, Greater Birmingham, Leicestershire, Lincolnshire & Rutland



ABOUT UK EXPORT FINANCE

- The **world's first export credit agency**, established in 1919
- Work with Department for Business and Trade, His Majesty's Treasury and over 70 private lenders and credit insurers
- Complement, not compete with the private sector
- We support UK businesses that export – our **tried and tested product range** includes:
 - Buyer finance
 - Working capital support products
 - Export insurance policies

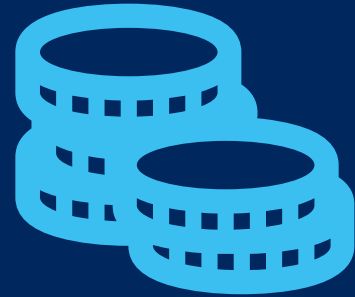
MISSION

To advance prosperity by ensuring no viable UK export fails for lack of finance or insurance, doing that sustainably and at no net cost to the taxpayer

IN 2024-25:



**PROVIDED £14.5
BILLION IN NEW
FINANCING,
SUPPORTING UK
EXPORTERS**



**£5.4 BILLION
GROSS VALUE
ADDED TO THE UK
ECONOMY**



**SUPPORTED AN
ESTIMATED 70,000
UK JOBS**



**ALL SECTORS;
GOODS, SERVICES
AND INTANGIBLES**

UK EXPORT FINANCE - Defence



PRIMEs

UK Government Guarantee supports lending to Overseas Buyers for large purchases paid back over an extended period

Defence supply chain

UKEF provides Government backed Guarantee to lenders as security so they can support UK SME Exporters

Includes:

- Growth Funding
- Working Capital Funding
- Advance Payment Guarantees
- Performance Bonds
- Export Insurance

OUR PRODUCTS

Exporter guarantees

Fulfil orders: help companies access the support they need to fulfil a contract, giving them the confidence to **take on more contracts and increase turnover.**

- Bond Support Scheme
- Export Working Capital Scheme
- General Export Facility
- Export Development Guarantee
- Supply Chain Discount Guarantee

Insurance

Get paid: help companies manage risks in challenging markets, **ensuring that they get paid** even when the private market is not able to offer insurance.

- Bond Insurance Policy
- Export Insurance Policy
- Overseas Investment Insurance

Buyer finance

Win contracts: attractive financing terms for overseas buyers of UK goods and services can help exporters **make their offering more competitive.**

- Buyer Credit Facility
- Direct Lending
- Lines of Credit
- Standard Buyer Loan Guarantee
- Bills and Notes Guarantee



UK Export
Finance

General Export Facility (GEF)



General Export Facility

Our General Export Facility (GEF) provides partial guarantees to banks to help UK exporters to gain access to trade finance facilities

- Supports facilities up to £30M (no minimum!)
- Repayment terms of up to 5 years
- Does not need to be linked to an export contract

GEF can support the following facility types:

- Working capital and/or capex funding
- Cash facilities such as trade loans
- Contingent obligation facilities such as bonding and letter of credit lines



ELIGIBILITY CRITERIA

Applicants must:

- Be carrying on business in the UK
- Satisfy our anti-bribery and corruption and environmental social and human rights due to diligence processes
- Declare that they do not solely engage in the supply of goods that have been manufactured or sourced outside the UK
- Declare that in any one of the last 3 financial years, at least 20% of annual turnover has been made up of UK export sales

Or

- In each of the last 3 financial years, at least 5% of annual turnover has been made up of UK export sales



CASE STUDY

Leaffield

PRODUCT	General Export Facility
----------------	-------------------------

SECTOR	Naval management and disposal
---------------	-------------------------------

REGION	Chippenham
---------------	------------

MARKET	Worldwide
---------------	-----------

Opportunity

- Leaffield manage the disposal of surplus naval material from the UK Ministry of Defence and work with the navies of NATO and allied nations around the world to provide the parts they need and ensure their equipment is safe and efficient.
- Exports make up over 90% of the business's operations.

Impact

- £2.4Mn General Export Facility enables the company to free up cashflow and support growth.
- The financial backing will bolster the business's working capital cycle to allow them to support more deals internationally and take on larger contracts which otherwise would stretch its working capital.

CASE STUDY

DEA Aviation Limited

PRODUCT	Export Development Guarantee
SECTOR	Aviation
REGION	Nottinghamshire
MARKET	Europe

Opportunity

- DEA is a provider of specialised aerial data acquisition services to the intelligence, surveillance & reconnaissance (ISR), search & rescue and aerial mapping sectors.

Impact

- A £16.5 million Santander facility, backed by a UKEF guarantee, unlocks new funding to support DEA to meet customer demand in its complex and growing end-user markets across the UK, Europe and beyond.
- The funding package is expected to enable the company to expand their 200-person workforce.



EXPORT WORKING CAPITAL SCHEME

- Allows the unlocking of working capital to cover the cost of delivering an export contract
- Provides a guarantee on a bank loan covering up to 80% of the lenders risk
- Useful in circumstances where an exporter:
 - Wins a higher value contract than normal
 - Needs to finance additional contracts
- Ideal for:
 - First time exporters
 - Businesses who don't export directly but are in the 1st tier of the supply chain to an exporter
 - Where the lender wishes to 'structure' facilities

BOND SUPPORT SCHEME (BSS)

Partial guarantee to banks for exporter contract bond requirements, freeing up exporter working capital.

- Guarantees up to 80% of the bond value
- No maximum or minimum term
- Often reduces the size of deposit needed to secure the bond
- Bonds supported include bid, advance payment, performance, retention and warranty bonds
- Accessed through participating banks



OUR PARTNERS



INSURANCE: EXPORT INSURANCE POLICY

UKEF's Export Insurance Policy (EXIP) **provides cover against the risk** of not being paid due to:

- Default by the buyer
 - Termination of the export contract by the buyer
 - Specified political, economic or administrative events
-
- Covers up to **95%** of the contract value
 - Available for **both goods and services** exports, tailored to the export contract
 - Useful when **entering new or higher-risk markets**, or where private insurance is unavailable





BUYER CREDIT FACILITY

Provides a guarantee to a bank making a loan to an overseas buyer, enabling the bank to provide competitively priced finance for that buyer to purchase capital goods and services sourced from the UK.

- Covers up to 85% of contract value
- Transaction values typically **over £30m**
- With this guarantee UKEF takes documentary risk
- Exporter is paid as though it has a cash contract
- Buyer can access extended repayment terms
- Apply by contacting UKEF

CASE STUDY 3

SRT Marine Systems

PRODUCT	Buyer Credit
SECTOR	Technology
REGION	Somerset
MARKET	Indonesia

Opportunity

- SRT Marine Systems specialises in advanced surveillance technology incorporating new generation AI driven solutions
- Won deal to deliver national integrated maritime surveillance system solution to the Indonesian Coast Guard to create a National Maritime Security System (NMSS)
- UKEF provided a comprehensive buyer credit export financing package worth €157.9 million

Impact

- The investment in new and innovative technology has resulted in the creation of over 100 high-tech jobs in the UK with more to come

SUPPORTED DEFENCE TRANSACTIONS



Poland

Financing of the NAREW air defence programme delivered by PGZ/MBDA, bolstering Poland's air defences.

£7.7bn



Ukraine

Financing for mine countermeasure vessels under Ukraine Naval Capability Enhancement Programme, strengthening Ukraine's maritime security.

£119.3m



Indonesia

Financing of Thales UK's contract to supply air defence systems to Indonesia, enhancing the nation's aerial security.

£31.7m



Qatar

Financing for 24 Typhoon jets and nine Hawk trainer jets.

£5bn



EXPORT FINANCE MANAGER NETWORK

- Regional point of contact for exporting businesses seeking working capital funding, trade guarantees and trade credit insurance
- Provide information on:
 - Payment methods and risks
 - Types of finance available
 - Making an application
- Find your regional Export Finance Manager [on our website](#)





UK Export
Finance

SDSC^{UK}

THANK YOU
Questions ?

Mark Lynam

Export Finance Manager, Greater Birmingham, Leicestershire and Lincolnshire

Mob: 07768 558847

Email: Mark.Lynam@ukexportfinance.gov.uk





Ministry
of Defence



Q&A Session



Ministry
of Defence



Comfort Break – Seated by 1510



Lethality & Protect 2

Commodore Caroline Dix MBE RN

Head of Lethality 2 & Deputy Director Lethality and Protect Group



PROTECT Delivery Team

Current Activity:

- Materiel and Personnel Exploitation (MPE) - incl MPE support to MOD and the Biometric Capture and Identification System (BCIS) and support of the UK Defence Exploitation Facility (UKDEF).
- Disablement and Access equipment (and associated PPE) - Land & Maritime environments.

Future Activity:

- Largely driven by Pipeline activity.
- Firing Devices (Land and Subsurface)
- Materiel and Personnel Exploitation

Opportunity: Develop cutting edge technology to provide an edge over our adversaries. Work within an agile/ spiral manner.

Challenges: Recognise the Commercial process is often cumbersome for the type of procurements we undertake. DE&S tries to be as proportionate as possible.



Dismounted Close Combat (DCC)



Lethality & STA

Current activity:

- Future Machine Gun Capabilities.
- Night Vision Device framework
- Support Weapon Enhanced Sighting System (SWESS)
- Counter-sUAS technology – Detect, Hard Kill, Soft Kill
- SA80 A3 Conversion Programme
- STAS Support Contract

Future activity:

- Project Grayburn – replacement UK Assault Rifle
- Support landscape: LWSSS, STAS.

Survivability

Current activity:

- VIRTUS Re compete
- Personal Hard Armour Framework
- Tactical Ballistic Plates
- Ballistic Testing Services
- Next Generation Hearing Protection – Basic User
- Personal Load Carriage Equipment
- EOD Suit Life extension

Future activity:

- Future Hard Armour requirements.
- Future Head systems.

Opportunity: Digital weapon sights & head mounted optics. Facilitates movement of data and shared situational awareness.

C-UAS - DCC Soft Kill capability.

Challenges: Integration to the user and secure management of the data.





Steve Hayward
Specialist Vehicles and Uncrewed Land Systems (SVULS)
DE&S



Ministry
of Defence

de&s

Specialist Vehicles & Uncrewed Land Systems (SVULS)

Current Activity:

- Procurement and support of non-standard **specialist military vehicles for multiple mission partners.**
- Procurement and support of **robotic EOD systems**
- Procurement and support of **uncrewed ground vehicles (UGVs).**
- All fleets are **operationally deployed.**
- Procurement of **experimentation vehicles.**



Electronic Warfare

Steve Westwood, Force Protection Electronic Countermeasures Team Leader

Steve.Westwood872@mod.gov.uk

SDSC-UK 2026



Ministry
of Defence

de&s

Electronic Warfare

Richard Bloomfield

Head Electronic Warfare

Richard.Bloomfield202@mod.gov.uk

Steve Westwood

Force Protection Electronic
Countermeasures Team Leader

Steve.Westwood872@mod.gov.uk

Martin Chalmers

Joint Electronic Surveillance Team Leader

Allan Paterson

Maritime Electronic Warfare Team Leader

- Land Electromagnetic Surveillance, Attack and Defence
- Maritime Communications and Radar Support Measures
- Ship Protection Countermeasure Launchers
- Maritime Radar Decoys
- NATO Electronic Warfare Training Systems
- Technology sharing and skilled people support to parts of Air EW and Counter-UAS
- Please visit Steve Westwood at the DE&S stand
 - Can you support the NAD Group EW Community of Interest?





CRENIC



**TEAM
PROTECT**





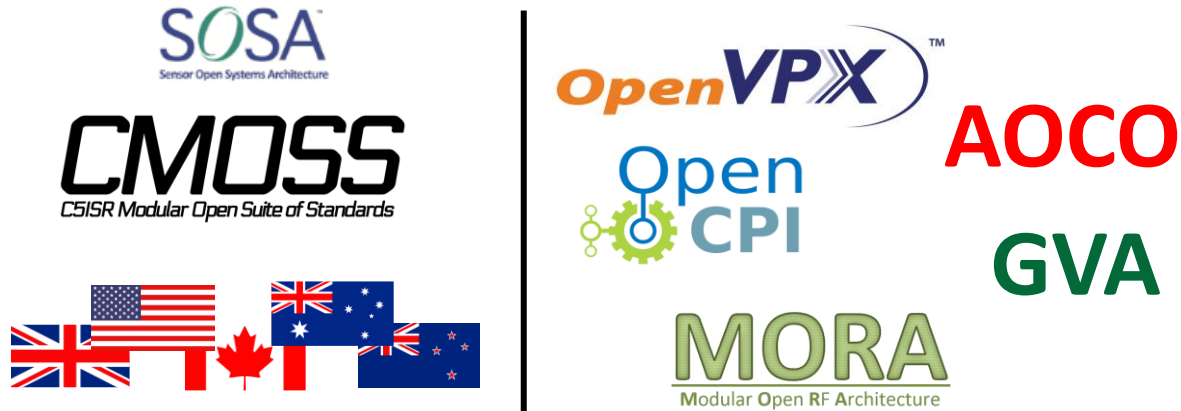
Standards for Integrated C5ISR/EW Systems

A suite of open standards and specifications enabling modularity and interoperability in C5ISR and EW systems.

<https://www.gov.uk/guidance/standards-for-integrated-c5isrew-systems-stics>

Or Google “STICS”

Standards Development and Management



STICS Plug Fest 2027 Visit the team – Stand 98

- What incentivises SME participation?
- What might you be able to show?
- How long do you need to prepare?
- What dependencies might you have?

We are seeking advice on how to design the best event for us and you



Defence Equipment & Support

Adam Mehers

Head of Special Projects



Simon Holford
Head of Uncrewed Air Systems
NAD Group (Core Delivery)



Ministry
of Defence



Q&A Session