



International Advisory Committee – June 2025



Agenda

- AOC Europe 2025
- AOC Asia 2025
- EW Live 2025
- NATO
- Capability Coalition EW – Partnering with Ukraine
- Thor's Hammer 2026 – Norway

AOC Europe 2025 Highlights

- 4 Keynotes and 37 Speakers across 12 Sessions

- 88 CFP Submissions (record number)

6-8 May | Rome, Italy

- Hugely successful Plath Intelligence Day
- 2026 Exhibit Sales = 94.4% sold out of drawn space
 - Able to add more stands in expansion area



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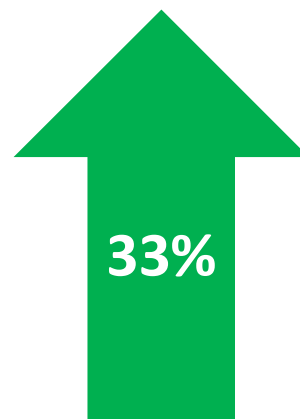
AOC Europe 2025 saw an increase that was beyond expectation. The growth is likely a response to both the ongoing war in the Ukraine, and the European Commission (EC) Initiative to “rearm Europe 2030”. Note that not everything can be attributed to current threats to European security, NATO started a pivot away from counter insurgency (COIN) operations back to state-on-state warfare as early as 2012. The Norwegian “near area” initiative as a call to wake up to a more assertive Russia came before the illegal annexation of Crimea, and since then EW has been on the strategic agenda for NATO and Europe, including a balancing of SEAD capabilities across the North Atlantic. This is also traceable in NATO EMS Strategy that was approved just a year prior to Russia’s full-scale invasion in 2022.

Having tried to manage expectations for the last two years and also being proved wrong for almost three years – my (supported by Dr. Bob Andrews) current prediction is that we will see an increase for AOC Europe 2026 in Helsinki. We now predict that we will see an additional increase of 10-20% for 2026 pushing towards matching AOC Annual Symposium numbers.

AOC Europe 2025 Registration Numbers/Growth



	2023	2024	2025	Change
Attendees	1197	1442	1921	33%
Conf. Delegates	622	864	894	3%
Mil/VIP	283	322	328	2%
Pub.Sector/Govt	122	227	244	7%
Exhibitors	81	109	112	3%



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AOC Europe 2025 Revenue



	2025 Final Numbers	2025 Final Revenue	2025 Budget	2025 % to Budget
Registration	2145 Registered 1921 Attended	€ 405,475.00	€ 226,720	178.84%
Sponsorships	6 Sponsor Companies	€ 155,109	€ 152,055	102.01%
Exhibits	112 Exhibitors 1852 SQM SOLD OUT	€ 1,373,358	€ 1,289,349	106.52%
Meeting Rooms	5 Meeting Rooms	€ 14,500	€ 14,000	103.57%
Packages (we retain 50% of revenue)	19 Packages	€ 7,212.50	n/a	n/a
TOTALS		\$1,948,442	\$1,682,124	115.83%
as of 05/28/25				

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Revenue is higher than we anticipated, therefore expenses are also projected to be higher. Projected to have a surplus of at least €1,000,000.



AOC Asia 2025 is run as a ROK Chapter event with AOC support. The 2025 symposium is a steppingstone for AOC to re-establish a footprint above chapter level in Asia. 2025 will serve as a «get to know the audience and possibilities» that a re-newed AOC Asia can offer.

It is likely that AOC Asia will run with at financial loss for the first couple of iterations. However, we are a non-profit organisation and need to support our members across all regions.

EWLive 2025: Prevailing in EME/CEMA Operations

23–26 September 2025

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[EWLive 2025: Prevailing in EME/CEMA Operations - Tangent Link Limited](#)

Attached is the agenda for EW Live 2025.

Dr. Bob Andrews is already in touch with EW Live. And I as Director for AOC International Region I have a direct invite to join.

TangentLink informed AOC Staff during AOCEurope2025 that they will not include AOC as a partner for EW Live 2025. Even though they are preying on the keynotes and speakers from AOCEurope - we discover them, we do the vetting and give the speakers a platform where we can “qualify” them, and EW Live “inherits” our A-list.

Do pursue a future partnering, or do we stop our participation at EW Live - Myself and Dr. Bob Andrews will share a recommendation by end of August 2025.



AGENDA – 23 September 2025

0800 – 0815 **Transport from Dorpat Hotel to Tartu Näitused**

0815 – 0845 **Registration & Morning Coffee**

0845 – 0850 **Moderator** – Thomas Withington, Editor & Analyst, Armada International

0850 – 0915 **Keynote Address** – Roger McDermott, Visiting Senior Research Fellow, King's College, London, UK

COST EFFECTIVE ELECTROMAGNETIC WARFARE

0915 – 0950 **PANEL: What is Cost-Effective EW – A Practitioners' View**
Moderator: Thomas Withington
Panellists: Dr Kaarel Piip, Research, Estonian Military Academy, Estonia

0950 – 1010 **Presentation** – Blyth Crawford, NATO, UK

1010 – 1030 **Cost Effective EW Capability**
Rohde & Schwarz GmbH & Co. KG, Germany

1030 – 1100 **Refreshment Break**

1100 – 1140 **PANEL: Is 90% Cheaper Always Better in EW?**
Moderator: Thomas Withington
Panellists: ACSYeS, USA
3 available for commercial vendor

1140 – 1200 **Cost Effective EW Capability**
Paul Curtis, Thales Group, UK **tbc**

1200 – 1240 **PANEL: Ukraine Delivering Cost Effective EW/CUAS**
Moderator:
Panellists: 4 Ukraine Organisations

1240 – 1340 **Lunch Break**

STREAM ONE – Group 1

SESSION ONE – CASE STUDIES OF REAL-WORLD CEMA ACTIVITIES

These are real world CEMA activities, un-classified briefings

1330 – 1350	CASE STUDY ONE:	CRs & how to use them for CEMO by CR14
1350 – 1410	CASE STUDY TWO:	ELT Group, Italy
1410 – 1430	CASE STUDY THREE:	Open-source tool demo by Clarified Security
1430 – 1450	CASE STUDY FOUR:	Available for commercial vendor
1450 – 1510	CASE STUDY FIVE:	Introduction to GNSS and MDO by Nortal

1510 - 1535 **Refreshment Break**

STREAM ONE – Group 2

SESSION ONE – CASE STUDIES OF REAL-WORLD CEMA ACTIVITIES

These are real world CEMA activities, un-classified briefings

1535 – 1555	CASE STUDY ONE:	CRs & how to use them for CEMO by CR14
1555 – 1615	CASE STUDY TWO:	ELT Group, Italy
1615 – 1635	CASE STUDY THREE:	Open-source tool demo by Clarified Security
1635 – 1655	CASE STUDY FOUR:	Available for commercial vendor
1655 – 1715	CASE STUDY FIVE:	Introduction to GNSS and MDO by Nortal

1715 - 1730 **Moderator Closing Remarks** – Thomas Withington, Editor & Analyst, Armada International

1730 **Buses to Dorpat Hotel**

1900 – 2100 **Drinks Reception at Military Academy sponsored by Patria**

Conference Close

STREAM TWO – Group 2

SESSION TWO – CEMA DEMONSTRATIONS

1330 – 1420	Red-on-Blue CEMA Attack/Defence on a UGV by Nortal
1420 - 1510	“Defending Tartu”; CEMA Effects in an Urban Warfighting Environment by Cybexer

STREAM TWO – Group 1

SESSION TWO – CEMA DEMONSTRATIONS

1535 – 1625	Red-on-Blue CEMA Attack/Defence on a UGV by Nortal
1625 – 1715	“Defending Tartu”; CEMA Effects in an Urban Warfighting Environment by Cybexer

PROGRAMME TIMINGS ARE NOT FINALIZED AND MAY BE SUBJECT TO CHANGE

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- NATO EMS Strategy implementation
 - AOC seen to be an important part of several Lines-of-Effort (LoEs)
 - AOC has no visibility in NATO Industry Advisory Group (NIAG) although a majority of NIAG participants (companies and individuals) are AOC members

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NATO is still working the implementation of its 2021 EMS Strategy. AOC has been identified as an important platform for advocacy, and a means to communicate with academia and industry through the session offered to NATO at AOC Europe. Note that for 2025 AOC hosted NATO Aerospace Capability Group 3 (ACG3) on Joint EW by offering an exclusive meeting room during AOC Europe in Rome. ACG3 feedback is that this was highly appreciated and very informative to the group, as they were able to add breaks in their own program in order to join keynotes, special sessions, and spotlight sessions that aligned with their current program of work.

During both AOC Europe 2024 and 2025 NATO Industry Advisory Group (NIAG) have had participants sharing findings from NATO HQ sponsored NIAG studies. NIAG studies are sponsored studies, including financing for participation that are offered out to industry for deep-dive into a specific problem set. A benefit of these studies is that the reports are very informative in respect to maturity of supporting technology, but the studies also often end up by industries partnering up for future projects. Currently AOC has no

visibility or role in such NIAG studies. This is a missed opportunity if AOC wants to be a bridge across military, industry and academia. For starts, AOC could offer NATO to publish EW and EMO (EMSO) study projects, and in future – possibly also take on the role as rapporteur or chair. This would be beneficial to our industry members and individual members.



- EMS Survival
 - stay in the fight today
- EMS Equality
 - sustain the fight for tomorrows
- EMS Superiority
 - dominate the fight in the future

Training and Education.

- EW Training Centre. A dedicated in-country EW centre is under development and will serve as a force multiplier for the AFU. To reach full operational capacity, it requires material resources (e.g., books, simulators, EW equipment) and educational support (e.g., trainer mentorship, online courses). The Enhanced Training Centre initiative and the NSATU Trust Fund have been identified as support mechanisms. The AFU welcomes NATO mentors on a rotational basis, offering them valuable experience in return.
- Military Education. The AFU is seeking educational partnerships to broaden both its and the Alliance's EW expertise. The Association of Old Crows (AOC) and NATO School have been identified as potential partners. English language courses are also a priority to enhance AFU officers' ability to engage in EW and advanced programs, including AI and space/satellite-related training.

Research and Development.

- To remain competitive in the electromagnetic spectrum, the AFU must strengthen partnerships with the scientific community and academia. Relevant organizations include the Science and Technology Organization (STO), NATO Industry Advisory Group Studies (NIAGS), and national R&D centres across the Alliance. NSATU will facilitate this network through SHAPE and NSATU National Representatives (NRs).

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The Capability Coalition for EW (CapCoEW) is the newest of several CapCos – almost all other CapCos have some element of EW as part of donations, procurement or by need, and still building a robust EW ecosystem, including capability, knowledge and leadership has been postponed until now. The first signing ceremony saw 10 nations join in. The second signing ceremony (June 4th) likely added another 7 nations to the coalition. Ukraine is an equal partner, and not just a recipient of donations.

AOC has been identified as a possible partner in support of education. Online webinars and On-Demand courses are identified as low-hanging fruits that AOC can contribute.

There is also a need for support with online repository of e-books and articles on EW to support the new EW training center.



Thor's Hammer 2026, Norway





Norway 26th May – 26th June 2026.
DV-Days 17-18th June 2026.

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Thor's Hammer is a NATO trial series that is built around live jamming test for countering RC-IEDs. The Thor's Hammer community is an MoU construct coming out of NATO Sub-Group 1 (sister group to NATO Sub-Group 2 that have support AOC Europe with the NATO special session). The Thor's Hammer trial series runs every two years due to planning cycle and how intense the activity is on personnel and logistics of the event.

The group started out with a focus on RC-IEDs but have extended the focus to include countering UAS. Note that the group only focus on the electromagnetic engagement of the UAS as other NATO groups cover sensor-clusters and kinetic engagements.

Thor's Hammer 2026 will be held in Norway in the weeks following AOC Europe 2026. Since Norway is hosting the event there is an opportunity for AOC to join through #FTCN with a live podcast and through JED, both to provide insight to our members of what is going on with regards to countering improvised threats in, or on ground and from the air.

AOC participation will be accepted outside the DV-Day period.