



Global Outlook



Defence



Energy & Climate



Democratic Resilience

WARSAW STAGE

9:30	SCENE-SETTING CONVERSATION WITH THE AUDIENCE
10:00	OPENING REMARKS
10:10	OPENING SPEECH
10:30	OPENING CONVERSATION <i>Europe's Strategic Moment in a Fracturing World</i>
11:00 11:50	PANEL DISCUSSION <i>Can Europe Defend Itself?</i>
13:10	SPECIAL CONVERSATION <i>Theory of Victory: How Do We Achieve Military Success Against Russia in Deterrence and Defence?</i>
13:40	PANEL DISCUSSION <i>Securing Europe's Economy for a Fragmented World</i>
14:40	PANEL DISCUSSION <i>How Can Europe Build the Military Power It Needs?</i>
16:00	SPECIAL CONVERSATION <i>Powering Europe's Future: Energy Security from the North to the South</i>
16:30	SPECIAL CONVERSATION <i>Checkmate or Stalemate? Rethinking the West's Game Against Russia</i>
17:00	PANEL DISCUSSION <i>Will the Transatlantic Alliance Hold?</i>
18:00	PANEL DISCUSSION <i>The West Under Attack: Confronting Malign Powers</i>
	PARTNER NATION RECEPTION

CHICAGO STAGE

9:00 10:00	PANEL DISCUSSION <i>NATO 3.0: Keeping the Americans In, the Russians Out, and the EU Up</i>
11:00	SPECIAL CONVERSATION <i>What Will It Take to Win the Next War?</i>
11:30	PANEL DISCUSSION <i>European Nuclear and Conventional Deterrence: What's on the Table?</i>
12:30	PANEL DISCUSSION <i>The Future of Air Power: Winning Superiority in a Contested Air Domain</i>
13:30	GENERAL PARTNERS CONTRIBUTIONS
14:00 15:00	PANEL DISCUSSION <i>From Ukraine to Iran: Lessons for Air and Missile Defence</i>
15:30 16:15	SPECIAL CONVERSATION <i>American Foreign Policy: Lessons from Decades of War and Diplomacy</i>
16:30 17:30	PANEL DISCUSSION <i>Game of Drones: Proliferation, Implementation and Evolution of Unmanned Technologies</i>
20:00 21:30	NIGHT OWL SESSION <i>The Midterms That Could Make or Break NATO?</i>

BRUSSELS STAGE

9:00 10:00	PANEL DISCUSSION <i>Ukraine and the Human Cost of War</i>
10:30 11:40	PANEL DISCUSSION <i>Futureproofing Energy Systems for an Era of Shocks and Conflict</i>
11:50 12:50	PANEL DISCUSSION <i>Shielding the Lifelines: Protecting Critical Energy Infrastructure on the Baltic Sea</i>
13:00 14:00	PANEL DISCUSSION <i>Nuclear Energy Renaissance in the Making: Learning from the Past, Building for the Future</i>
14:10 15:10	PANEL DISCUSSION <i>Climate Change and the Arctic: Balancing Opportunity, Security and Sustainability</i>
15:30 16:45	PANEL DISCUSSION <i>From Space to Sea Floor: Protecting Europe's Critical Infrastructure with Satellite Sovereignty</i>
17:00	GENERAL PARTNERS CONTRIBUTION
17:10 18:00	PANEL DISCUSSION <i>Democratizing Data while Elevating Defense: The New Cyber Security Paradigm</i>
20:00 21:30	NIGHT OWL SESSION <i>Will Putin's Russia Survive the War?</i>

MADRID ROOM

9:00 10:00	ROUNDTABLE <i>The North Korea-China-Russia Axis: Myth or Reality?</i>
11:00 12:00	ROUNDTABLE <i>Belarus: Full-Scale Militarization</i>
12:30 13:30	ROUNDTABLE <i>Shielding Strategic Assets: Counter-UAS Defense and Critical Infrastructure Resilience</i>
14:00 15:00	ROUNDTABLE <i>Securing the Baltic Energy System for a Contested Era</i>
15:30 16:30	ROUNDTABLE <i>The Transatlantic Divorce: Temporary Rift or Permanent Break?</i>
17:00 18:00	ROUNDTABLE <i>The Berlin-Warsaw Divide: Europe's Biggest Strategic Risk?</i>



WARSAW STAGE

9:45	SCENE-SETTING CONVERSATION WITH THE AUDIENCE
10:00	OPENING REMARKS
10:10	PANEL DISCUSSION <i>The Return of Power Politics: Europe Between War and Rivalry</i>
11:00	PANEL DISCUSSION <i>What Comes After the Liberal International Order?</i>
13:10	PANEL DISCUSSION <i>A New European Security Architecture: Is There a Way Back to Strategic Stability?</i>
14:00	PANEL DISCUSSION <i>Half-Baked or Step-by-Step? Rethinking EU Enlargement</i>
15:00	PANEL DISCUSSION <i>What Ukraine Means for Europe's Future?</i>
15:50	PANEL DISCUSSION <i>Negotiating Peace in the Middle East: Lessons from the Frontlines of Diplomacy</i>
16:40	PANEL DISCUSSION <i>Are Russia and China Successfully Redrawing the International Order?</i>
17:40	CONFERENCE CLOSING & FAMILY PHOTO
18:00	FAREWELL COCKTAIL
19:00	

CHICAGO STAGE

9:00	AWARD CEREMONY
10:00	
10:30	GENERAL PARTNERS CONTRIBUTION
11:00	PANEL DISCUSSION <i>The More, the Better – How to Transform Armed Forces to Meet Peer Competitors?</i>
12:30	PANEL DISCUSSION <i>Rough Seas: The Maritime Front of Great Power Competition</i>
13:30	PANEL DISCUSSION <i>Technology, AI, and Transatlantic Security: Who Will Shape the Digital Battlefield?</i>
15:00	PANEL DISCUSSION <i>War on Two Fronts: How Western Technologies Are Fueling Adversaries</i>
16:00	PANEL DISCUSSION <i>Kaliningrad's Future: Nuclear Signalling and the Baltic Security Order</i>
17:00	

BRUSSELS STAGE

9:00	PANEL DISCUSSION <i>The State that Holds: Whole of Government Resilience in an Age of Hybrid Pressure</i>
10:10	PANEL DISCUSSION <i>The First Line of Defence: Are Intelligence Services Already at War?</i>
11:20	PANEL DISCUSSION <i>The Transatlantic Road to Digital Sovereignty: Europe in the New Technology Game for the Future</i>
12:30	PANEL DISCUSSION <i>Two Theaters, One Response: How Europe and Asia Can Counter Military Threats</i>
13:40	SPECIAL CONVERSATION <i>The Democratic Frontline: Leadership Against Russian Authoritarianism</i>
14:50	PANEL DISCUSSION <i>The Battle for Democracy in the AI Age</i>
16:00	PANEL DISCUSSION <i>Funding the Unthinkable: Who Pays for Resilience Before Crisis Hits?</i>

MADRID ROOM

7:45	WORKING BREAKFAST <i>Mass as Deterrence: Building NATO's Production Capacity</i>
9:30	ROUNDTABLE <i>Strategic Parliamentarians' Dialogue on Transatlantic Unity</i>
11:30	ROUNDTABLE <i>EU's Eastern Partnership Reimagined</i>
13:15	ROUNDTABLE <i>Northern Shield: Securing the Baltic-Arctic Front</i>
14:30	ROUNDTABLE <i>The Middle East at an Inflection Point</i>