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U.S. - SWEDEN COOPERATION
DEVELOPING FUTURE CAPABILITIES

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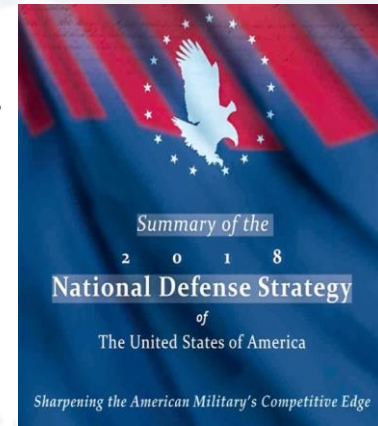
Presented at 17th US-Sweden Defense Industry Conference
May 16, 2019

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National Defense Strategy

As we expand the competitive space, we must:

- 1) Be strategically predictable, but operationally unpredictable.
- 2) Integrate with U.S. interagency.
- 3) Counter coercion and subversion.
- 4) Foster a competitive mindset.



We will expand the competitive space while pursuing three distinct lines of effort:

- 1) Restore military readiness as we build a more lethal force
- 2) Strengthen alliances and attract new partners
- 3) Bring business reforms to the Department of Defense

CNO Perspective

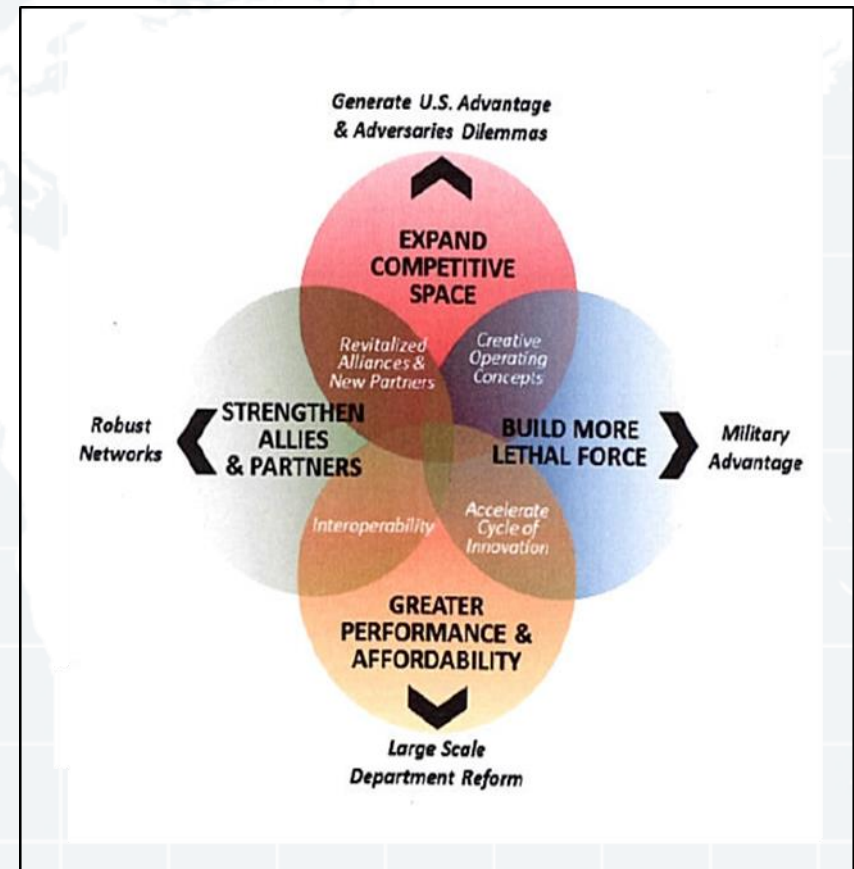
“We must grow, yes. But we must also implement new ways of operating our battle fleet, which will comprise new types of ships. The clear conclusion is that linear expansion and improvement will not achieve the exponential pace that will enable us to win in the future.”

***Admiral John Richardson, Chief of Naval Operations
May 17, 2017***



NDS Ways (Strategic Approach)

- **Expand** the competitive space
- **Rebuild** military readiness as we build a more lethal Joint Force
- **Strengthen** alliances as we attract new partners
- **Reform** DoD's business practices for greater performance and affordability

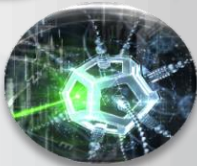


Research & Development Priorities

Augmented Warfighter



Integrated & Distributed Forces



Operational Endurance



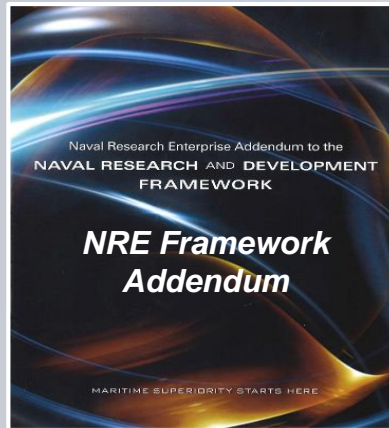
Scalable Lethality



Sensing & Sense-Making



Five Framework Priorities that are Strategic and Warfighter-Focused...



... Translates to Six Technology-Focused Integrated Research Portfolios



Amphibious Expeditionary Maneuver



Information, Cyber & Spectrum Superiority



Undersea Battlespace & Maritime Domain Access



Mission Capable, Persistent & Survivable Sea Platforms



Warfighter Supremacy



Aviation, Force Projection & Integrated Defense



US-SWE Opportunities

- US & SWE partner on S&T and SNR opportunities
- USN & SWE have established IEAs
- US & SWE also partner multi-laterally through NATO
- Throughout the year, US & SWE stakeholders engage in technical and programmatic conversations related to multiple areas of collaboration
- Focused Workshops are conducted to discuss, consider and prioritize collaboration efforts
- Academic Collaboration (Grants)
 - Warfighter Supremacy
 - Assure Access to the Maritime Battlespace
- Potential areas of collaboration
 - Mine Countermeasures
 - Undersea Surveillance and Communications
 - Autonomy
 - Command & Control
 - Communications

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Questions?