

EVENT RUN SHEET

| | |
|------------------------------|--|
| Date: | Friday 9 th May 2025 |
| Function Name: | NZDIA Space Tech & Innovation event |
| Number of People: | 150 |
| Room Name: | Outset Ventures- Balfour Road, Parnell, Auckland. 1052 |
| Sponsor | Nova Systems |
| Function Description: | Members Meeting |
| Contact | Ian Harman (CEO) - s9(2)(a) |

| | |
|-------|---|
| 14.00 | Room set up. |
| 15.00 | Networking- arrival Tea & Coffee |
| 15.30 | Welcome – Briar Riddell – Dep. Chair NZDIA |
| 15.35 | Introduction to Outset Ventures – 9(2)(ba)(i) |
| 15.40 | Presentations from: <ul style="list-style-type: none"> • Event Sponsor - Nova Systems - 9(2)(ba)(i) • Defence Science & Technology - s9(2)(g)(i) • (MoD) Long Term Insights Brief - s9(2)(g)(i) ○ Break for Tea/Coffee - Networking • Kea Aerospace - 9(2)(ba)(i) • NZ Space Agency - 9(2)(ba)(i) |
| 16.30 | Minister Collins arrives – welcomed by Ian Harman – CEO & Nova System - Sponsor |
| 16.40 | Minister introduced by Briar Riddell – Dep. Chair NZDIA |
| | Hon Minister Collins KC provides closing address followed by Q & A session. |
| 17.00 | Thank you to the Minister and the Outset Ventures Team - John Campbell – NZDIA Chair |
| | Networking – Food & Drinks |
| 18.00 | Event close. |
| | Note; Food will be available throughout the event. |

**Speech by the Minister of Defence and Minister for
Space: New Zealand Defence Industry Association
Space & Technology Event (9 May 2025)**

Introduction

- **Thank you all for being here tonight. To have such a large turnout shows the genuine desire from New Zealand's defence, space and advanced technology leaders to work together to find new ways to tackle the significant challenges the world is facing.**
- **Most of you will be aware that alongside my role as Minister of Defence, I am also New Zealand's first Minister for Space.**

- **Defence and Space overlap more now than ever before. Having a strong space sector goes hand in hand with having a strong Defence Force, which is why it's great to see so much collaboration between everyone in this room.**
- **We have a tremendous opportunity to establish ourselves at the global forefront of space technology. Not only is this good for our defence industry, it also helps New Zealanders because it boosts productivity and grows our economy.**

The Space and Advanced Aviation Economic Study

- **Last year, as Minister for Space, I released the New Zealand Space and Advanced Aviation Strategy 2024-2030, which outlines the**

ambitious goal of doubling the size of our space and advanced aviation sectors by 2030.

- **Earlier today I revealed that the space and advanced aviation sectors added more than \$2.5 billion to New Zealand's economy in the last financial year.**
- **Space sector revenue alone has grown by more than 50% in the past five years.**
- **We're outperforming the global space economy and we're setting the pace on the world stage.**
And we're not slowing down anytime soon.

- **These findings were part of a survey commissioned from Deloitte and Space Trailblazer, and the report was full of highlights.**
- **It found that growth has been led by strong increases in space manufacturing, operations, and applications.**
- **This has translated into space supporting 17,000 jobs in New Zealand's economy.**
- **For the first time, we also surveyed the advanced aviation sector. It contributed nearly \$500 million to GDP annually, while supporting 3,700 jobs.**

- The space and advanced aviation sectors are closely linked and there is some overlap.
- Last year the Government signalled our intention to support the sector through a light-touch regulatory approach. We have natural advantages of clear skies and geography, and we want to give innovators the flexibility to test their ideas and continue driving growth.
- These sectors are export-intensive, R&D intensive, and growing.
- They're also largely home-grown, with the vast majority of those surveyed saying they employ mostly New Zealanders, which highlights the breadth and depth of the talent in New Zealand.

- The full survey results are now live on the Ministry of Business, Innovation and Employment website, and I encourage you to take a look.

- As I said before, space and defence are intrinsically linked.

- One initiative I'm very excited about is the Space Squadron the Defence Force is establishing to coordinate New Zealand's contributions to space security.

- And there is plenty more to talk about when it comes to our commitment to defence.

The Defence Capability Plan

- **Last month the Government launched the Defence Capability Plan, which is a big part of our response to the significant challenges facing the world.**
- **Global tensions are increasing, and we must deal with the world as it is, not as we wish it to be.**
- **That's why we're building a modern, combat capable New Zealand Defence Force and we're giving our serving personnel the tools they need to operate in a rapidly changing environment.**

- **Because as you all know, there's no economic security without national security.**
- **The DCP outlines \$12 billion of planned commitments over the next four years across 28 major investments, including enhanced strike, space capabilities, and uncrewed autonomous systems and counter-systems.**
- **And last Sunday, we announced the first step in turning the DCP into action, with \$2 billion plus put aside to replace the Defence Force's ageing Seasprite helicopters, and a \$957 million investment in Defence Force activities, personnel, and estate in Budget 25.**

- **This is just the beginning, and I will have more to say on Budget Day on additional Defence investment.**
- **The first line in the first chapter of the Defence Capability Plan provides the context for these decisions: “New Zealand is facing its most challenging and dangerous strategic environment for decades.”**
- **Our region is of increasing strategic significance, and global challenges and tensions are having direct impacts on our security which emphasise the need for New Zealand to act deliberately to protect and promote our interests.**

- In addition, the return of high intensity state-on-state warfare in Europe has seen some major technology shifts.
- It has also exposed real vulnerabilities in our regional Defence industrial base which has struggled to keep pace with demand.
- For example, the cost of some munitions have risen by as much as 600 percent since Russia's invasion of Ukraine.
- This has put a premium on international cooperation aimed at strengthening regional supply chains and growing industrial base resilience, and New Zealand's Defence industry has a major role to play.

A new partnership between Defence and Industry

- **Against this backdrop, I am proud of the DCP and of the positive reactions to it, both domestically and internationally.**
- **But the hard job of implementation begins now.**
- **This is a significant opportunity for New Zealand industry.**
- **Officials have scheduled two days on 19 and 20 May for detailed discussions with industry on the particular capabilities outlined in the DCP, and I encourage you to take up this opportunity.**

- **What I want to focus on today is how I see the role of industry in working with Defence to implement the Plan.**
- **The days when industry was an input into Defence capability, when the partnership between Defence and industry started with a contract and ended at delivery, have long gone.**
- **A nation's ability, either alone or with partners, to equip its Defence Force and sustain military operations over time, is about building deterrence.**
- **When we talk about deterrence we are talking about influencing the decisions of states not to take actions against our national interests.**

- **A key lesson from the war in Ukraine is that a strong and resilient defence industry is part of your deterrence posture.**
- **It is a capability in its own right, and not just an input into it.**

Implementing the DCP

- **A new partnership between Defence and industry will be set out in a Defence Industry Strategy that will support implementation of the Defence Capability Plan.**
- **Implementation is about Defence and industry working in partnership to ensure our servicemen and women are equipped and**

**empowered to do the jobs we expect of them,
often under very challenging conditions.**

- Delivering this equipment needs to be done faster and smarter.**
- Experience in Ukraine shows that conventional systems are still needed, but we are also seeing the use of new technologies in new ways – tanks and drones operating in the same battlefield are a warfighting reality.**
- As stated in the Defence Capability Plan, new technologies and innovations will help the NZDF with intelligence, surveillance, and reconnaissance activities – in addition to adding strike power.**

- **The key to deterring and defending against aggression is the ability to make the right decisions faster than your adversaries.**
- **In the short- to medium-term, Defence plans to focus on uncrewed technology, including long range uncrewed aerial vehicles to provide more persistent maritime surveillance.**
- **We will also invest in uncrewed surface and subsurface vessels to help monitor and protect our Exclusive Economic Zone, and support our Pacific partners.**
- **A two-yearly review cycle of the Defence Capability Plan will provide greater flexibility by adopting technologies earlier in their lifecycle,**

and by incorporating new but proven technologies.

- **Defence is also exploring new procurement approaches which will give selected advanced technology firms access to NZDF test ranges and military use cases to prototype and experiment new technology and, if successful, pull that capability into service.**
- **Whilst this is currently being done on a limited scale, the inclusion in the Defence Capability Plan of a Technology Accelerator will enable the NZDF to do a lot more.**
- **How the Accelerator will operate is still being developed.**

- However, once in place it will support New Zealand's high technology sector to quickly develop advanced platforms and systems specifically focused on New Zealand defence problems, which are often shared problems with other Defence Forces.
- Whilst still to be determined, the centre-of-gravity could lie in the areas where New Zealand can genuinely compete, such as space, autonomous systems, and sensors, which are also areas that have dual-use applications and, by association, large international markets.
- This is an important point.

- **Whilst the lift in government spending on Defence over the next four years and out to 2040 is significant, few companies will be able to survive on NZDF revenue alone. Growing a resilient New Zealand Defence industrial base requires us selling into other Defence Force supply chains.**
- **Defence will work with industry to create new offshore markets and new opportunities for Kiwi innovators and businesses, including in the Australian Defence market where we have a commitment on both sides of the Tasman to support industry integration and reduce any barriers of entry. This involves working closely with our colleagues across government,**

including the New Zealand Space Agency, when it comes to our space sector.

Closing remarks

- In my final comments to this audience last year, I touched on the issue of social licence and the partnership between Defence and New Zealand's space and high-technology sectors.**
- New Zealand companies are leading the world in space and high-technology in part because the sector is grounded in an open and competitive market economy that encourages innovation, and a free and democratic society committed to using that technology responsibly.**

- I argued one year ago that the social licence to use that technology to help defend those values is without question.
- Indeed, just last week, I announced the establishment of a new regulatory regime to manage national interest and national security risks posed by ground-based space infrastructure.
- The very positive response to the Defence Capability Plan is, to me, the best evidence we have seen that most New Zealanders share this view.
- I look forward to working with you as we move to implement the Defence Capability Plan and,

**at the same time, grow the New Zealand
economy and the wealth of New Zealanders.**

Released under the Official Information Act 1982

NZDIA speech - public Q&A and talking points
Minister of Defence
9 May 2025

Topics

New Zealand Defence Industry

- As we head into a more conflict prone world, it is now necessary to grow New Zealand's industrial and logistical base.
- It is important to this Government that Defence and industry work in partnership to ensure our servicemen and women are equipped and empowered to do the jobs we expect of them.
- I believe there are very real opportunities for New Zealand businesses in the Defence sector. And I have been clear that Defence has a role to play in the Government's economic growth agenda.
- Defence is developing an Industry Strategy that will outline how Defence can play a role in reinforcing onshore talent and improving national resilience.
- The Defence Industry Strategy will outline a vision for a new partnership between Defence and industry, which will, in-turn, support the implementation of the Defence Capability Plan.
- The Defence Industry Strategy contains the underlying themes of building sector resilience and faster delivery of capability, without compromising on Government and public confidence in Defence's advice and processes.
- The strategy aims to generate improved engagement, greater information awareness, and enhanced readiness to respond collectively to needs and requirements.
- Delivering Defence equipment needs to be done faster. We also need to be smarter.

Industry and DCP25

By providing a clear pathway of our intentions for defence investment in the Defence Capability Plan, we are providing more certainty to industry, our partners, to current and future serving personnel, and the public.

- When Defence works in partnership with industry, it supports the Government's economic growth agenda, including through the use of New Zealand businesses in the defence industrial base, fostering exports, and promoting innovative and advanced technologies.

- While the Defence Capability Plan has been designed with a 15-year horizon in mind, it deliberately focuses on critical investments in the next four years to ensure we can adapt as the world around us changes.
- Indicative investments out to 2040 have been outlined to show our intent for the force of the future, but this is not a static plan. The mix of investments and timings is likely to change over the next 15 years.
- Every major investment will require a robust business case process and consideration by the Cabinet of the day.
- The DCP process is now moving to a two yearly review cycle, which will give Government's opportunities to revise and refresh the plan more regularly.
- The Technology Accelerator outlined in the Defence Capability Plan will play a critical role in the Defence and industry relationship - It is being designed to support New Zealand's high technology sector to quickly develop advanced platforms and systems.

What is the Technology Accelerator and how will it work with industry? Is it a lab, or a hub, or network? Will it be funded?

- Indicative funding of between \$100 - \$300 million has been set aside for the accelerator. Officials have started work on a business case that will establish how the Technology Accelerator will operate.

How is the technology accelerator going to be administrated and how will it be funded?

- The purpose in establishing the accelerator is to develop advanced platforms and systems specifically focused on New Zealand defence problems. It will be a vehicle for providing R&D funding to New Zealand companies. More information on the accelerator and its implementation will be provided as the business case for it is developed.

Industry asked for more certainty and greater partnership. How is the DCP delivering on that?

- The plan clearly outlines where our efforts will be focused for the next four years. That will be:
 - Maintaining a **combat capable** force with **enhanced lethality**;
 - A force multiplier with Australia and **interoperable** with partners; and
 - **Innovative** and with **improved situational awareness**
- Defence is also committed to an enduring partnership with industry. We need to work together to successfully deliver what is required in the changing strategic environment, to protect and defence New Zealand's interests.
- We know that a number of New Zealand businesses are agile and innovative and capable of developing tools and capability that we need.

What's an example?

- Last year, as part of hosting the South Pacific Defence Ministers' Meeting, where I took the opportunity showcase the exciting work of 13 New Zealand businesses. The companies were: Beca, Boxfish Robotics, Cratos, Dawn Aerospace, Dotterel/Konos, Electronic Navigation Ltd/WASSP, Bluebottle, Kea Aerospace, Staples VR, Starboard Maritime Intelligence, SYOS, Tāwhaki National Aerospace Centre, United Machinists.

How will you work more closely with New Zealand businesses to leverage existing work and expertise?

- The successful implementation of the DCP requires a strong partnership with industry, which is why a new Defence Industry Strategy is underway. Defence is already hosting a number of domain specific industry workshops to kick start this process.

What is innovative in DCP25?

- For a small defence force, innovation is a necessity. It is important we make the most of innovations that enable us to adapt rapidly.
- Innovation in this plan covers new ways of doing things, as well as exploring new technologies for the NZDF such as uncrewed vehicles, new space technologies, and increased funding for Defence Science & Technology.
- There is also funding for a technology accelerator to support New Zealand's high technology sector to quickly develop advanced platforms and systems.
- Because New Zealand faces a more dynamic world, we need a DCP that is also dynamic. A refreshed Plan will be presented to Government every two years, starting in 2027, so that innovation, new technologies, and emerging risks can be considered and adjustments made.
- Where there is limited opportunity to scale up, leveraging cutting-edge technology, automation and smarter ways to do things can provide a disproportionate advantage to the NZDF.

Why are autonomous or uncrewed systems not a major focus?

- They are a major focus of the plan. DCP25 includes, for the first time, planned investments in uncrewed surface and sub-surface maritime surveillance, to increase security and awareness across our vast maritime area of interest.
- Over time, Defence will invest in long-range uncrewed aerial vehicles for intelligence, surveillance and reconnaissance. Investments include uncrewed vertical take-off and landing aircraft to replace some maritime helicopter tasks, as part of the maritime helicopter replacement project.

- Defensive systems against drones, to protect personnel and infrastructure, are also included for the first time.

Does NZDF use of AI and uncrewed systems include killer drones?

- No. The use of uncrewed systems for surveillance and reconnaissance is included in the DCP, and Defence already uses drones for some tasks. However, these are not so-called 'killer drones' (lethal autonomous weapons systems) and there is no intention for New Zealand to purchase this capability.

How will the Defence Capability Plan enhance New Zealand's ability to respond to emerging threats like cyber warfare and AI-driven technologies?

- The plan includes provision for defensive cyber capabilities. Individual business cases will assess whether AI-driven technologies can and should be utilised as part of various systems or processes.

Is the NZDF using AI currently? If so how?

- The NZDF has not currently integrated AI onto its networks. It may be explored in the future; however it is not anticipated in the short term.

Why are some investments split across such a long time frame?

- Some investments require long lead times for procurement, with time needed for market engagement, design, build and delivery. Some investment timings are also aligned with the expected retirement from service of existing assets, or when increased investment most makes sense based on the overall force structure of the NZDF at that time, workforce projections, and technology readiness.

What happens if the project business cases are not approved by Cabinet?

- All indicative investments require an approved business case before Defence can begin procurement. Should there be a change in priorities, or Cabinet makes different investment choices, these will be reflected in the two yearly update of the Plan. This is the advantage of the two year review.

Why are the cost ranges for each investment so large?

- Broad cost ranges are included due to commercial sensitivities and to protect the Crown's negotiating position in future contracts. If the specific budget for a particular investment was released, it would undercut efforts to attain value for money when approaching the market. At the individual project level, figures will be refined through business case processes, and through formal approaches to the market. This approach is the same taken for the previous DCPs.

Partners and the DCP

- I have been able to discuss the DCP with a number of my international counterparts, including Australia and the United States. Our partners have welcomed our updated approach and our intention to invest more in New Zealand's defence capabilities.
- We have remained engaged with partners throughout the process. They understand that New Zealand is making decisions in our interests and we see the world in a similar way – where international norms are being challenged and it is inherently more dangerous than it has been in recent years.

Ground Based Space Infrastructure – regulatory framework announced 29 April

- The government is taking action to stop attempts by foreign entities that do not share our values or interests from establishing ground-based space infrastructure (GBSI) in New Zealand.
- From July, new legislation will be in place for operators of ground-based space infrastructure (GBSI) to deter foreign interference and protect New Zealand's national interests including national security.
- Following this, regulations will be put in place setting out detailed requirements for GBSI registration, including for protective security and due diligence systems in scope GBSI operators will need to implement.
- Once the new regulations are in place later this year, there will be a transition period until 1 March 2026 for operators to implement the necessary systems for successful registration.
- Ground-based space infrastructure are the systems on Earth that carry out tracking and control of spacecraft, space surveillance, and the transfer of data to and from spacecraft.
- Ground-based space infrastructure presents important commercial and defence opportunities for New Zealand, but it can also be used to facilitate activities that may harm our national security or are contrary to our national interests.
- It will be an offence to ignore the requirements of the regulatory regime, and could lead to the seizure of equipment, a \$50,000 fine or up to one year in jail for an individual or both, and a fine up to \$250,000 for a body corporate.

Who will the regulatory regime apply to?

- The regime will apply to all in-scope operators in New Zealand, including those operating the infrastructure established prior to the regime coming into effect.

Unclassified

- The regulatory regime targets the following GBSI activities, noting that this will apply to existing operators in New Zealand:
 - Telemetry, tracking and control (including capability that could degrade or disrupt satellite operations) of spacecraft (including, for example, geodetic infrastructure).
 - Space surveillance and identification of spacecraft.
 - Satellite data reception.
- It will not capture widespread, consumer-oriented products, such as household television satellite dishes or domestic satellite broadband terminals.

Is this going to create more regulatory burden on businesses?

- The regime will be relatively light touch, while still addressing the risks.
- The regime will be targeted at high-risk ground-based space infrastructure and we do not expect there to be significant regulatory burden for existing operators, nor new businesses wishing to establish ground-based space infrastructure. In scope GBSI operators will need to implement protective security and due diligence systems.

Is this new regulatory regime aimed at a particular country?

- Our approach is country neutral, and is intended to protect New Zealand's national interests and national security.

AUKUS

- New Zealand welcomes AUKUS as an initiative to uphold regional security and stability, and buttress the international rules-based order. This is consistent with New Zealand's interests, and aligns with our national security, defence and foreign policy settings.
- Cabinet will make an informed decision on any contribution to Pillar II of AUKUS, based on a comprehensive assessment of New Zealand's interests.
- New Zealand's long-standing and bipartisan nuclear free policy will not change.

If raised: Decision on New Zealand's participation

- No decision has been made on whether New Zealand will participate in Pillar II, nor the nature of any contribution decided. This will be for Cabinet in due course.
- We are not setting specific timeframes at this stage; this will be an ongoing discussion with AUKUS members.

Unclassified

If raised: What areas of Pillar II is New Zealand considering?

- The AUKUS members have said publicly that Pillar II will cover areas such as cyber, artificial intelligence, quantum technologies, hypersonic and counter-hypersonic capabilities, electronic warfare and undersea capabilities.
- More work is needed to determine whether cooperation on any of these areas would be of benefit to New Zealand. These discussions are at a very early state and it would be premature to comment on the process that is under way.

s9(2)(g)(i)



If raised: Why isn't investment in AUKUS included in the DCP? Does this mean we aren't joining Pillar 2?

- No decisions have been made on potential participation in AUKUS Pillar II projects by New Zealand. Officials are undertaking an orthodox policy process of gathering information, and undertaking analysis which will lead to advice on possible options should a decision be taken in future.
- If a decision was made to participate in AUKUS Pillar II projects then any defence funding for this could be considered in the first DCP review in 2027.