

TÓPICOS PARA A INTERVENÇÃO DO ALMIRANTE CHEFE DO ESTADO-MAIOR DA ARMADA E AUTORIDADE MARÍTIMA NACIONAL

REPMUS 26 – DV DAY

Tróia, 24 de Setembro de 2026

Good morning,

Your Excellency the Secretary of State for Defense,

tank you Sir for presiding this event and allow me to extend my welcome to all the other members of the Portuguese Government.

The Honorable Member of the Parliament and President of the Defense Commission,

thank you for your presence and support.

Distinguished diplomats attending REPMUS,

welcome and allow me to greet the Ambassador of Ukraine in Portugal, thanking the invaluable warfighting experience being shared with us.

Professor Ana Paula Pego, from FEUP, Doctor Eric Pouliquen, from CMRE, Mr. Jurgen Scrabak, from EDA and Mr. Alan Jaegers, from JCGMUS,

thank you for your outstanding and continued support to REPMUS development, as trusted partners an co-organizers.

Admiral Gouveia e Melo,

a special welcome to my predecessor and one of the biggest enthusiasts of REPMUS.

Admiral Deputy-Commander Portuguese Navy,

General Deputy-Commander Portuguese Army on behalf General Commander Portuguese Army,

General Deputy-Commander Portuguese Air Command, on behalf General Commander Portuguese Air Force,

Admirals, Generals and Flag Officers,

Representatives from allied and partner nations,

Members of academia and industry,

Distinguished guests,

Welcome **aboard** REPMUS 26!

It is a privilege **to have you with us today** and to showcase what has been achieved throughout these past weeks.

What you have seen, or about to see, is **much more** than a demonstration of technology.

It is a demonstration of **cooperation and trust**.

And, above all, a demonstration of **how innovation can be transformed into operational capability** when nations, industry, academia and military end-users work together towards a common objective.

Few places in the world bring together such a diverse community of operators, scientists, engineers, companies and decision-makers in a realistic operational environment. Here, emerging technologies can be **tested**, **challenged** and **validated** at a scale and level of multinational participation that is truly remarkable.

But innovation only matters if it helps us solve real problems.

And that is precisely the reason why REPMUS 26 **marks the beginning of a new phase** in the evolution of this exercise.

This year, we introduced a new governance model designed to **strengthen responsibility**, **improve coordination** and ensure that our experimentation efforts remain **firmly focused on operational needs**.

The most important change is perhaps a very simple but **meaningful** one.

Instead of starting with technology and asking what it can do, we start with **operational challenges** and ask how technology can help us overcome them.

The introduction of our **Key Operational Challenges** places operational requirements at the centre of the exercise. They provide **common guidance** to all participants and ensure that our collective efforts contribute to addressing real capability gaps and specific operational demands.

We have also introduced a **new participation model**.

For the first time, through their Navies, nations are not simply participants; **they have become sponsors**.

Each nation assumes responsibility for the companies, academia and solutions it brings to REPMUS. This creates a stronger connection between those who understand the operational problem and those researching and developing the technology to solve it. It **increases ownership**, **improves alignment** and helps ensure that **innovation responds to effective military needs.**

In parallel, we have adopted a new digital platform, TIDEPEDIA, which allows us to better plan activities, manage information, capture results and share knowledge **across the entire community**.

And this because good experimentation **does not end** when a test is completed.

Its' value lies in the lessons identified, the knowledge generated and the ability to build on what we have learned.

Distinguished guests,

Technology development, by itself, is **never** the final objective.

The true measure of success is whether these technologies can be **employed operationally**; whether they can **help commanders make better decisions**; whether they can **improve the effectiveness, resilience and**

security of our maritime forces; and whether they can provide **real operational advantage**.

This is the **true** purpose of REPMUS.

To **shorten** the distance between innovation and operations.

To **accelerate** the transition from technology development to operational capability.

Off course **none of this would be possible** without multinational cooperation.

The strength of REPMUS comes from bringing together **different perspectives, different experiences and different capabilities**, creating an environment where **cooperation generates results** that none of us could achieve alone.

Portugal and the Portuguese Navy are proud to facilitate this environment.

We do not aspire merely to host an exercise.

We aspire to provide a **trusted platform** where innovation can **flourish**, partnerships can **grow**, and future capabilities can be developed for the benefit of our nations and our **collective defense** and cooperative security.

I firmly believe that what has been achieved during REPMUS 2026 demonstrates that we are moving in the right direction.

The technologies and challenges will evolve, but **our commitment** to **innovation**, **cooperation** and **operational excellence** must remain constant.

Thank you for your **commitment**, your **expertise** and your **partnership**.

We look forward to continuing this journey **together** and to welcoming you again to REPMUS in the years ahead, as we look forward to **building the future of maritime operations**.

Distinguished guests,

Today, when leaving this event, **please** remember that the true measure of our success will be evaluated by the **effective capacity** that we will be bringing to our man and women serving, in mission!

Thank you very much.