



**DISCURSO DO ALMIRANTE
CHEFE DO ESTADO-MAIOR DA ARMADA
POR OCASIÃO DO REPMUS 23
- DISTINGUISHED VISITORS DAY -
- DVDAY-**

CEOM, 22 de setembro de 2023

**Minister of Defence, Excellency,
General Chief of General Staff of the Portuguese Armed Forces,
Secretary of State for Defence,
Ambassador of Israel in Portugal,
Admiral Deputy Supreme Allied Commander Europe,
General Deputy Supreme Allied Commander Transformation,
Vice-Admiral Commander Allied Maritime Command,
Lieutenant-general Head of Critical Undersea Infra Coordination
Cell, Office of NATO Secretary General,
Dean of Aveiro University
Dear Admirals, Generals,
Distinguished Guests,**

I would like to welcome her excellency the Minister of National Defense.

Madam, your presence is a stimulus for our work, thank you.

I also would like to thank all the participants in REPMUS and NATO exercise Dynamic Messenger 23 for their presence, support, and hard work.

Autonomous systems are changing naval operations. A small set of Ukrainian drones is successfully conducting a sea denial campaign in the Black Sea against a much stronger Russian Navy.

REPMUS, which is **in its 13Th** edition, has been growing in the last years in size, complexity, and achievement, to the point that it has become an international reference. The results cannot only be attributed to the Portuguese Navy, but to you all, our partners in this endeavor.

We are extending the frontiers of our knowledge, challenging old concepts, testing new ideas. In REPMUS we join the academics, the industry, and the military in a melting pot of innovation and creativity. What we are doing will have a huge impact in the future concepts, operations, technology, and new system. We are writing history - through our joint effort, thinking outside of the box, and making it happen against the typical inertia of big organisations.

We still must face and solve a lot of problems:

- standard communication protocols and data exchange allowing full interoperability.
- autonomy of systems, ethical and regulatory questions.
- multidomain operations crossing natural barriers.
- long range and large bandwidth communications being able to work on a contested electromagnetic spectrum.
- precise positioning **beyond** what we have today with GPS or similar systems.

- the right balance between size, weight, speed, endurance, capabilities, price, and functionality.

(Pause)

The Portuguese navy envisage a near future where mixed crews of carbon and silicon beings will work together in a complementary and integrated way **exceedingly** tenfold the present capabilities.

Numbers **have a beauty in themselves**, so we favour less complex and expensive systems, operating in large numbers and in extended areas, able to perform the mission with more resilience and flexibility.

We will pursue this new, and totally asymmetric strategy, as we must - with very limited resources - be able to respond to the huge challenges that the sea and our geography have forced on us. For the Portuguese Navy this is a dilemma that we have to solve. We must discover our new Caravels of the XXI century.

We can assure **you all** that REPMUS, Tróia facilities, and our free technological zone will be part of this new future. We will have here an ecosystem where you can develop and test new ideas - a fast track to experimentation and innovation.

Your support is greatly appreciated; Total partnership will be our behavior. REPMUS is not any longer Portuguese, it belongs to all of us.

We will:

- organize the next editions through a board of directors open to your participation and input.
- improve the facilities to lodge people at reasonable prices for long periods.
- continue to develop REPMUS, not only as an annual event, but rather as continuous work throughout the entire year.

I will end my intervention, quoting Charles Darwin: “It is not the strongest of the species that survives, nor the most intelligent; it is the one most adaptable to change.”

Changing and challenging established assumptions and inertia will be our motto.

Thank you very much.

Henrique Eduardo Passaláqua de Gouveia e Melo

Admiral