

HİZMETE ÖZEL

Sayı : E-23371670-141.12-6008003

EK-1
07 Nisan 2026

Qatar, Switzerland, United Arab Emirates



NATO Allied Foresight Conference

Berlin
Germany

23 – 25 June 2026



ACT/SEC/ECD/TT-1873/SER:NU:228

TO: See Distribution

SUBJECT: **NATO ALLIED FORESIGHT CONFERENCE 2026 – INVITATION**

Date: 27 March 2026

1. Allied Command Transformation (ACT) is pleased to invite you to the next iteration of the Allied Foresight Conference (AFC), which will be held in **Berlin, Germany, 23 – 25 June 2026**.
2. The theme for this year's Conference is **"From Today to the Fight of Tomorrow"**. The conference will aim to promote a proactive and collective approach to strategic foresight in anticipating the future security environment, understanding the next generation of threats and the implications for NATO.
3. **AFC26 will be a combination of an ACT "Diamond Event" and an expert level workshop.** The first 1½ days will be a "Diamond Event" aimed at senior civilian and military leaders (Flag Officers/General Officers), from allied and selected Partner nations, organizations, academia and industry who are involved in strategic foresight, defence planning, and policy shaping. Following the Diamond Event, another 1½ days' workshop will take place, bringing together foresight subject matter experts for in-depth discussions. The tentative programme is at Annex A. **Note:** The organizers will continually review the programme to ensure relevance with political and policy developments, particularly in the context of the NATO Summit this year in Ankara.
4. **Administrative Arrangements.** These can be found at Annex B.
5. Please direct any questions regarding Administration to Ms Audrey Desmarteaux-Houle at +1.757.747.3921 (audrey.desmarteaux-houle@nato.int), and content to LTC Sebastian Koeqler at +1.757.747.3404 (sebastian.koeqler@nato.int).

FOR THE DEPUTY SUPREME ALLIED COMMANDER TRANSFORMATION:

Aurelio Colagrande
General, Italian Air Force
Deputy Supreme Allied Commander Transformation

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ANNEXES:

- A. Tentative Programme
- B. Administrative Arrangements

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ANNEX A TO
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DATED 27 MAR 2026

TENTATIVE PROGRAMME

23 – 25 June 2026 in Berlin, Germany

Time	Activity	Dress
Monday, 22 June 2026		
Conference Venue: Humboldt Carré		
1500 – 1800	Conference Check-In Desk Open at Humboldt Carré	
Tuesday, 23 June 2026		
Conference Venue: Humboldt Carré and Icebreaker Venue: German Parliament		
0830 – 0900	Self-arranged transport/Conference Check-In/ Welcome Coffee/ Admin remarks	
0900 – 0930	Opening Remarks	
0930 – 0950	Keynote: Grand Strategic Assumptions	
0950 – 1030	Panel Discussion: Total Defense to Full Spectrum Defence	
1030 – 1050	Coffee break	
1050 – 1130	Moderated Discussion: Emerging Tech and Weak Signals	
1130 – 1145	Keynote: Optimistic Approaches	
1145 – 1215	Trialogue: The Fight Tonight & Fight Tomorrow Complex	
1215 – 1230	Breakout Sessions Intro: The Future Operating Environment	
1230 – 1330	Buffet Lunch	Service Dress / Class A (mil) Business Attire (civ)
1330 – 1615	Breakout Sessions:	
1500 – 1530	Regional Approaches	
Coffee break	Functional Approaches to Critical Systems	
	Strategic Actors	
1615 – 1630	Self-arranged transport to accommodation venue	
1630 – 1830	Executive time	
1830 – 1900	Organised Transport from Hotel Hilton to ICEBREAKER venue	
1900 – 2100	Host Nation Icebreaker – German Parliament	
2100 – 2130	Organised Transport to Hotel Hilton	
Wednesday, 24 June 2026		
Conference/Workshop Venue: Humboldt Carré		
0830 – 0900	Self-arranged transport/Conference Check-In/ Welcome Coffee/ Admin remarks	
0900 – 0930	Wrap-up Day 1 / Announcements for Day 2	
0930 – 1020	Panel Discussion: Decipher – Design – Develop – Deliver	Service Dress / Class A (mil)
1020 – 1040	Coffee break	
1040 – 1130	Panel: 'So What for Nations and NATO?' - Wrap up Dialogue, Closing Remarks	Business Attire (civ)
1130 – 1230	Buffet Lunch → End of Diamond Event	

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Relocatable to: Australia, Austria, Bahrain, Canada, Republic of Korea, New Zealand, Kuwait, Qatar, Switzerland, United Arab Emirates

Time	Activity	Dress
Wednesday, 24 June 2026		
Workshop Venue: Humboldt Carré		
1230 – 1300	Workshop Opening Remarks	Service Dress / Class A (mil) Business Attire (civ)
1300 – 1600 1430 – 1500 Coffee break	Workshop Phase 1 with 8 tracks: ➤ From Weak Signals to Warfighting Advantage ➤ Preposterous Futures Lab ➤ Future Security Environment – Post Conflict Gulf Regional Security and Implications on NATO ➤ Future Operating Environment – Regional Deep Dives ➤ Beacon Project Acceleration Design Sprint ➤ Evolving Technology and Science and technology Office Integration ➤ Demographic Disruption and Force Models ➤ Futures Beyond Multi-polarization	
1600 – 1630	Wrap-up of Workshop Phase 1 → D&G for next phase	
1900 – 2100	ACT Hosted Standing Dinner – Location (TBD)	
Thursday, 25 June 2026		
Workshop Venue: Humboldt Carré		
0830 – 0900	Self-arranged transport/ Welcome Coffee/ Admin remarks	Service Dress / Class A (mil) Business Attire (civ)
0900 – 1200 1015 – 1045 Coffee break	Workshop Phase 2 with 8 tracks	
1200 – 1300	Buffet Lunch	
1300 – 1430	Presentation: Workshop Outcomes	
1430 – 1500	Coffee break	
1500 – 1530	Panel: Wrap Up Dialogue and Closing Remarks	

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ANNEX B TO
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DATED 27 MAR 2026**ADMINISTRATIVE ARRANGEMENTS**

1. **Registration.** Attendees are required to register for this conference no later than **09 June 2026** via CVENT: <https://cvent.me/mrXyXa>. During the registration process attendees will be able to select their preferred workshop track.
2. **Conference Information.** AFC26 will be a paperless event. All conference information, including the latest agenda, read-ahead, biographies and administrative information will be made available on the CVENT app, accessible via smart phone. Following registration, attendees will receive instructions by e-mail on how to download the app and access the event content.
3. **Visas.** Compliance with visa requirements for entry into Germany is an individual responsibility. For more information, please use this is a link to the official German website: <https://www.germany-visa.org/>
4. **Transport.** When arriving or departing Germany, **conference attendees are responsible for their own transportation.** The host nation will only provide transportation from the Hotel Hilton to the icebreaker venue (German Parliament).
5. **Conference Venue.** The conference and workshop will take place in the **Humboldt Carré** in downtown Berlin, **Behrenstraße 42, 10117 Berlin.** The venue can be entered via the main entrance by presenting your conference badge. It will not be possible to access the Humboldt Carré without a conference badge.
6. **Conference Badges.** Conference attendees are required to collect their conference badge from the Conference Help Desk. This will be located at the **Humboldt Carré** and will open from **1500 – 1800 on Monday 22 June**, and **23 – 24 June from 0830 – 0900.** Please have personal identification documents available with you. **It will not be possible to access the Conference without a conference badge.**
7. **Conference Fees.** There are no conference fees.
8. **Hotel Accommodation.** Conference attendees are strongly encouraged to stay in one of the following hotels that are within walking distance of the Humboldt Carré. Upon registration, attendees will receive a CVENT link to the hotels, which offers a limited number of rooms at a special rate on a first-come, first-served basis. Attendees are strongly encouraged to book accommodation **as soon as possible:**
 - a. **Hilton Berlin.** Address: Anton-Wilhelm-Amo-Straße 30, 10117 Berlin.
 - b. **The Westin Grand Berlin.** Address: Friedrichstrasse 158-164, 10117 Berlin.

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c. **Titanic Gendarmenmarkt Berlin.** Address: Französische Straße 30, 10117 Berlin.

9. **Icebreaker.** The German Bundeswehr Office for Defence Planning will host the conference icebreaker for all attendees at the German Parliament on the evening of Tuesday 23 June 2026. The Host Nation will provide transport to/from this event to/from the Hotel Hilton.

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