Official Programme

Mr Warren King
CEO DMO

SEA1000 Future Submarine Project
European Engagement
Stockholm, Copenhagen, Kiel, Berlin, Paris

29 November-10 December
Saturday 29 November

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1705</td>
<td>Depart Canberra on flight QF1520</td>
</tr>
<tr>
<td>1800</td>
<td>Arrive Sydney</td>
</tr>
<tr>
<td>2145</td>
<td>Depart Sydney on flight QF8413</td>
</tr>
<tr>
<td>0515</td>
<td>Arrive Dubai</td>
</tr>
<tr>
<td>0745</td>
<td>Depart Dubai on flight QF8157</td>
</tr>
<tr>
<td>1145</td>
<td>Arrive Stockholm</td>
</tr>
<tr>
<td>1230</td>
<td>Transfer by taxi to Melody Hotel</td>
</tr>
</tbody>
</table>

Accommodation

Melody Hotel
Djurgårdsvägen 68
Stockholm, 11521, Sweden
+4685025410

Notes:

Geraldine Gibson arrives on same flight as CEO DMO

Sunday 30 November

Own time

Notes:

Kylie Bryant arrives at 1320 on flight QR167
Brian Hickey arrives at 2340 on flight BA786

Accommodation

Melody Hotel
Djurgårdsvägen 68
Stockholm, 11521, Sweden
+4685025410
Monday 1 December

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>0830</td>
<td>Depart Melody Hotel for FMV</td>
</tr>
<tr>
<td>0900-1130</td>
<td>Meeting at FMV chaired by FMV Director General Lena Erixon</td>
</tr>
<tr>
<td>1130</td>
<td>Transit to Ambassadors' residence</td>
</tr>
<tr>
<td>1200-1345</td>
<td>Lunch at Ambassadors Residence</td>
</tr>
</tbody>
</table>

**Australia**
- HE Gerald Thomson - Australian Ambassador to Sweden
- Warren King - CEO DMO
- Kylie Bryant - Senior Adviser Defence Capability (PM&C)
- Geraldine Gibson - Director EUNAP (Europe) International Policy Division
- Brian Hickey - Counsellor Defence Materiel - London

**Sweden**
- Jan Salestrand - State Secretary for Defence
- Ms Lena Erixon - Director General FMV
- Rear Admiral Andreas Olsson - Director Naval Material Procurement Command
- Swedish Defence Material Administration (FMV)
- Reidar Ljöstad - Director (FAS equivalent) Department for Acquisition, Research and Development
- Ministry of Defence
- Peter Bager - Rear Admiral (LH)/Special Advisor, Department for Acquisition, Research & Development
- Ministry of Defence

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1400-1600</td>
<td>Meeting with SAAB</td>
</tr>
</tbody>
</table>

- Håkan Buskhe - President and CEO
- Gunilla Fransson - SVP and Head of Business Area Security and Defence Solutions (December 1st)
- Gunnar Öhlund - Senior Sales Executive
- Gerard Ogden - Head of Marketing and Sales (Australia and NZ)

**Topics**
- General update
- Gov't to industry relations
- Support from Gov't to industry
- Ongoing programs
• Saab Kockums
• Resources and capabilities
• IP

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1600</td>
<td>Transport to Stockholm Airport</td>
</tr>
<tr>
<td>1845</td>
<td>Depart Stockholm on flight SAS1409</td>
</tr>
<tr>
<td>2000</td>
<td>Arrive Copenhagen</td>
</tr>
<tr>
<td>2030</td>
<td>Transfer by taxi to Copenhagen Marriott</td>
</tr>
</tbody>
</table>

Accommodation

Copenhagen Marriott
Kalvebod Brygge 5
København V, 1560, Denmark
+ 4588339900

Alternate Swedish Program from 1600 for:

HE Gerald Thomson, Australian Ambassador to Sweden
Commodore Peter Scott, Navy Director General Submarine Capability
Kylie Bryant, Senior Adviser Defence Capability, Department of Prime
Minister and Cabinet
Geraldine Gibson, Director EUNAP, International Policy Division,
Department of Defence

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1600</td>
<td>Transport to Bromma Airport</td>
</tr>
<tr>
<td>1630</td>
<td>Flight Bromma to Ronneby Airport</td>
</tr>
<tr>
<td>1730</td>
<td>Arrival Ronneby Airport</td>
</tr>
<tr>
<td>1800</td>
<td>Check in at Clarion Collection Hotel Carlskrona</td>
</tr>
<tr>
<td>2000</td>
<td>Dinner - Hosted by CEO Saab Kockums</td>
</tr>
<tr>
<td></td>
<td>Naval Officers’ club</td>
</tr>
</tbody>
</table>

Accommodation

Clarion Collection Hotel Carlskrona
Skeppsbrokajen, 371 33
Karlskrona, Sweden
+46455361500
Tuesday 2 December  
CEO DMO and Counsellor Defence Materiel Only

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>0800</td>
<td>Depart Hotel</td>
</tr>
<tr>
<td>0945</td>
<td>Arrival Naval Base Korsoer. Board HDMS PETER WILLEMOES (F362). Met by Cdr. Sg. Kristian Haumann, Commanding Officer HDMS PETER WILLEMOES.</td>
</tr>
<tr>
<td>1000-1005</td>
<td>Welcome by Capt. (N) Per Bigum Christensen, Technical Director Maritime Division, DALO.</td>
</tr>
<tr>
<td>1005-1010</td>
<td>Commanding Officer, host presentation</td>
</tr>
<tr>
<td>1010-1030</td>
<td>The Danish Frigate Program - Concepts and Strategies Key note brief: The Danish Frigate Program by Cdr. Arne Drygaard.</td>
</tr>
<tr>
<td>1030-1130</td>
<td>Discussion on Design and Construction of Danish Frigates. Key note briefing by Odense Marine Technology focus on: Design and Engineering strategy, Procurement Strategy and Building Strategy in a distributed setup.</td>
</tr>
<tr>
<td>1130-1215</td>
<td>Working Lunch at &quot;Vikingestuen&quot;, Naval Base Kørsoer.</td>
</tr>
<tr>
<td>1215-1300</td>
<td>Tour de ship (Specific compartment or areas of the ship, as directed by AUS CEO DMO) Escorted by Commanding Officer HDMS PETER WILLEMOES.</td>
</tr>
<tr>
<td>1300-1315</td>
<td>Side-meeting SeaHawk cooperation Issues concerning the SeaHawk program cooperation by Capt. (N) Kim Bo Meier, Technical Director, Air Systems, DALO. To be conducted by VTC from CO mess.</td>
</tr>
<tr>
<td>1315-1400</td>
<td>Discussion on Danish industry cooperation with The Royal Danish Navy. Key note briefing by TERMA focus on: DNK industries cooperation with RDN and Integration of standardized container modules into flexible network architecture.</td>
</tr>
<tr>
<td>1400-1500</td>
<td>Time available for face-to-face discussions.</td>
</tr>
<tr>
<td>1500-1515</td>
<td>Closing discussions/remarks. Exchange of gifts/honors</td>
</tr>
<tr>
<td>1530</td>
<td>Departure from HDMS PETER WILLEMOES by Military transport to Copenhagen Marriott.</td>
</tr>
<tr>
<td>1830</td>
<td>Dinner – venue tbc (including Mrs King)</td>
</tr>
</tbody>
</table>

Accommodation  
Copenhagen Marriott  
Kalvebod Brygge 5  
København V, 1560, Denmark  
+ 4588339900
Alternate Swedish Program for:

HE Gerald Thomson, Australian Ambassador to Sweden
Commodore Peter Scott, Navy Director General Submarine Capability
Kylie Bryant, Senior Adviser Defence Capability, Department of Prime Minister and Cabinet
Geraldine Gibson, Director EUNAP, International Policy Division, Department of Defence

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>0800</td>
<td>Check out and transfer to Saab Kockums</td>
</tr>
<tr>
<td>0815</td>
<td>Arrive Saab Kockums</td>
</tr>
<tr>
<td>0830</td>
<td>Welcome Saab Kockums company brief - A-C Adolfsson</td>
</tr>
<tr>
<td>0900-0930</td>
<td>Australian program activities - G. Öhlund</td>
</tr>
<tr>
<td>0930-1015</td>
<td>Submarine design capability &amp; programs - L. Ekstrand</td>
</tr>
<tr>
<td>1015-1045</td>
<td>Research &amp; Development – R. Berg</td>
</tr>
<tr>
<td>1045-1200</td>
<td>Production capability and shipyard tour – R. Danell</td>
</tr>
<tr>
<td>1200</td>
<td>Lunch at Officers club</td>
</tr>
<tr>
<td>1300-1400</td>
<td>Visit Swedish submarine - J. Nyqvist</td>
</tr>
<tr>
<td>1400-1600</td>
<td>Continued discussions</td>
</tr>
<tr>
<td>1600</td>
<td>Depart for Malmö/Copenhagen</td>
</tr>
</tbody>
</table>

Notes

Ann-Cristin Adolfsson - CEO Saab Kockums
Gunnar Öhlund - Senior Sales Executive
Gerard Ogden - Head of Marketing and Sales (Australia and NZ)
Roger Berg - R&D Manager
Lars Ekstrand - Head of Development and Research
Roger Danell - Production Manager
Notes:

AUS Delegation

Mr. Warren King, CEO AUS Defence Materiel Organisation

Mr. Brian Hickey, Counsellor Defence Materiel, Australian High Commission, London.

DNK Delegation

Captain (N) Per Bigum Christensen, Technical Director, Maritime Division, DALO.

Cdr. Arne Drygaard, Program Manager, Danish Frigate Program, DALO.

Cdr. Sg. Kristian Haumann, Commanding Officer, HDMS PETER WILLEMOES (participating only during Tour de Ship)

Mr. Kåre Groes Christiansen, CEO, Odense Marine Technology.

Mr. Thomas Knudsen, COO, Odense Marine Technology

Mr. Peter Groes Petersen, Chief Naval Architect, Odense Marine Technology (Former Naval Architect Odense Steel Shipyard)

Mr. Thomas Blom, Vice President, TERMA, Naval Command and Control Systems

Mr. Jess Otzen, CEO, Nordic Defence Industries,

Mr. Troels Severinsen, CEO, Logimatic

Representative from MAN Diesel & Turbo

Rear Admiral (ret.) Kurt Birger Jensen, Director Naval Team Denmark

Cdr. Henrik Kim Schjoldager, Assisting Program Manager, Danish Frigate Program, DALO.
Wednesday 3 December

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>0900</td>
<td>Depart Copenhagen Marriott for airport</td>
</tr>
<tr>
<td>1210</td>
<td>Depart Copenhagen on flight SAS1647</td>
</tr>
<tr>
<td>1300</td>
<td>Arrive Hamburg</td>
</tr>
<tr>
<td>1330</td>
<td>Transfer to Hotel Kieler Kaufmann by minibus (Embassy arranged)</td>
</tr>
<tr>
<td>1530</td>
<td>Arrive Kiel</td>
</tr>
<tr>
<td>1900</td>
<td>Dinner at Kieler Kaufmann hosted by TKMS</td>
</tr>
</tbody>
</table>

Accommodation

Hotel Kieler Kaufmann
Niemannsweg 102, 24105
Kiel.
+49 431 88110
Thursday 4 December

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>0800</td>
<td>Transfer from Hotel to TKMS</td>
</tr>
<tr>
<td>0845</td>
<td>Welcome</td>
</tr>
<tr>
<td>0930</td>
<td>TKMS presentations and SEA1000 discussions</td>
</tr>
<tr>
<td>1200</td>
<td>Lunch provided by TKMS</td>
</tr>
<tr>
<td>1245</td>
<td>Shipyard/Submarine Tour</td>
</tr>
<tr>
<td>1430</td>
<td>Wrap up</td>
</tr>
<tr>
<td>1445</td>
<td>Transfer to Hamburg Train Station</td>
</tr>
<tr>
<td>1706</td>
<td>Depart Hamburg on JCE 1517 for Berlin Hbf</td>
</tr>
<tr>
<td></td>
<td>Seats 75-76 and 81-86 reserved in first class coach 28 – platform 5</td>
</tr>
<tr>
<td>1849</td>
<td>Arrive Berlin - taxi to Sofitel Hotel</td>
</tr>
</tbody>
</table>

Accommodation

Sofitel am Gendarmenmarkt.
Charlottenstraße 50, 10117
Berlin, Germany
+4930203750

Notes

Thyssen Krupp Marine Systems

Dr Hans Christoph Atzpodien, CEO of TKIS (part-time)
Herr Andreas Burmester, CEO TKMS
Herr Dieter Rottsieper, Member of TKMS Executive Board (part time)
Herr Dirk Hauser, Head of Operating Unit Submarines
Herr Manfred Klein, Campaign Manager SEA1000
Mr Phil Stanford, TKMS Australia
Mr Jim Duncăñ, TKMS Australia
Friday 5 December

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1110</td>
<td>Depart for Federal Ministry of Defence</td>
</tr>
<tr>
<td></td>
<td>Stauffenbergstrasse 18, 10785 Berlin</td>
</tr>
<tr>
<td>1125</td>
<td>Met at main gate by Mr Sammi Sandawi</td>
</tr>
<tr>
<td>1130-1200</td>
<td>Meeting with Major General Zimmer</td>
</tr>
<tr>
<td>1200-1230</td>
<td>Meeting with State Secretary Dr Katrin Suder</td>
</tr>
<tr>
<td></td>
<td>Australian Ambassador, David Ritchie to join</td>
</tr>
<tr>
<td>1230-1330</td>
<td>Lunch with Dr Suder and MAJGEN Zimmer</td>
</tr>
</tbody>
</table>

**Accommodation**

Sofitel am Gendarmenmarkt.
Charlottenstraße 50, 10117
Berlin, Germany
+4930203750

**Notes:**

**Federal Ministry of Defence**

State Secretary Dr Katrin Suder, Policy and Armaments
MAJGEN Zimmer, Head of BAAINBw (Armaments)
Herr Sebastian Schröder, position tbc
Herr Sammi Sandawi, International Armament Policy
Saturday 6 December

Own time

Accommodation

Sofitel am Gendarmenmarkt.
Charlottenstraße 50, 10117
Berlin, Germany
+4930203750

Sunday 7 December

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1615</td>
<td>Check out hotel and transit to Berlin airport by minivan</td>
</tr>
<tr>
<td>1815</td>
<td>Depart Berlin on flight AF1835</td>
</tr>
<tr>
<td>2000</td>
<td>Arrive Paris met by DA – Colonel Rupert Hoskin</td>
</tr>
<tr>
<td>2015</td>
<td>Transit to Marquis Hotel</td>
</tr>
<tr>
<td>2115</td>
<td>Check in Hotel Marquis</td>
</tr>
</tbody>
</table>

Notes:

Kylie Bryant to depart

Accommodation

Le Marquis
15, rue Dupleix
Paris, 75015
Tel: +33 (0)143 06 31 50
### Monday 8 December

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>0730</td>
<td>Colonel Hoskin to meet delegation at hotel</td>
</tr>
<tr>
<td>0800</td>
<td>Depart Hotel for to Hôtel le Brienne (Ministry for Defence)</td>
</tr>
</tbody>
</table>
| 0830-0930 | Meeting with MINDEF Staff  
> French attendees: Admiral Pascal Ausseur, Chief of Staff, and Mr Luis Vassy (Diplomatic Advisor, Minister for Defence) |
| 0930-1030 | Meeting with DGA  
> French attendees: Engineer General Stéphane Reb, Director for International Development |
| 1045   | Transit to naval Headquarters                                                                     |
| 1100-1200 | Meeting with Navy  
> French attendees: Admiral Rogel (Chief of Navy) and Vice Admiral Hervé Bléjean (Head of International Relations, Navy) |
| 1230-1400 | Lunch hosted by DGA |
| 1430-1630 | Joint presentation by DCNS and Thales  
> French attendees: Hervé Guillou (CEO-DCNS) and Thales |
| 1700   | Transit to hotel                                                                                  |
| 1800-1830 | Meeting – Delegation for Strategic Affairs.  
> At Marquis Hotel (private room to be booked)  
> French attendees: Philippe Errera, Director DAS, OR VADM Charles-Henri du Ché, Deputy Director DAS  
> Discussion topic: Government to Government arrangements and strategic partnership on submarines. |
| 1915   | Transit to restaurant                                                                             |
| 1930-2130 | Dinner hosted by DGA |

**Accommodation**

Le Marquis  
15, rue Dupleix  
Paris, 75015  
Tel : +33 (0)1 43 06 31 50
Tuesday 9 December

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>0700</td>
<td>Colonel Hoskin to meet delegation at Hotel Marquis</td>
</tr>
<tr>
<td>0715</td>
<td>Transfer to Villacoublay (Military Base)</td>
</tr>
<tr>
<td>0800-0830</td>
<td>Pre-flight coffee at Villacoublay (Military Base)</td>
</tr>
<tr>
<td>0830-0900</td>
<td>Flight Villacoublay to Cherbourg</td>
</tr>
<tr>
<td>0915-0945</td>
<td>Drive Cherbourg airport to DCNS</td>
</tr>
<tr>
<td>1000-1230</td>
<td>DCNS/Thales presentations, followed by site visit.</td>
</tr>
<tr>
<td>1230-1400</td>
<td>Lunch hosted by DCNS/Thales</td>
</tr>
<tr>
<td>1400-1600</td>
<td>Visit continues Shipbuilding facilities, 3D design modelling systems</td>
</tr>
<tr>
<td>1630-1700</td>
<td>Drive DCNS to Cherbourg airport</td>
</tr>
<tr>
<td>1730-1830</td>
<td>Flight Cherbourg to Villacoublay</td>
</tr>
<tr>
<td>1830-1900</td>
<td>Drive Villacoublay to hotel</td>
</tr>
<tr>
<td>1930</td>
<td>Dinner with CEO DMO meet DGA counterpart 'Délégué-général pour l’armement' (Mr Laurent Collet-Billon)</td>
</tr>
</tbody>
</table>

Accommodation

Le Marquis
15, rue Dupleix
Paris, 75015
Tel: +33 (0)1 43 06 31 50
**Wednesday 10 December**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>0630</td>
<td>Check out</td>
</tr>
<tr>
<td>0645-0755</td>
<td>Transit to CDG Airport (Embassy vehicle) Mr and Mrs King, CDRE Scott, Ms Bryant, Ms Gibson</td>
</tr>
<tr>
<td>0955</td>
<td>Depart Paris CDG on flight QF8072</td>
</tr>
<tr>
<td>1925</td>
<td>Arrive Dubai</td>
</tr>
<tr>
<td>2145</td>
<td>Depart Dubai on flight QF8422</td>
</tr>
</tbody>
</table>

**Thursday 11 December**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1225</td>
<td>Arrive Perth</td>
</tr>
<tr>
<td>1535</td>
<td>Depart Perth on flight QF718</td>
</tr>
<tr>
<td>2230</td>
<td>Arrive Canberra</td>
</tr>
</tbody>
</table>
On 13 February 2012 Warren King was appointed as the Chief Executive Officer of the Defence Materiel Organisation. In this role Warren is responsible for the Defence Materiel Organisation's massive portfolio of projects and commercial programs that involve purchases of war-fighting equipment and provision of maintenance and other critical supplies and services to the Australian Defence Force.

The DMO is positioned as a prescribed agency within the Defence portfolio to allow it to meet the expectations of the men and women of our defence force and the Government of the day and Defence's leaders.

Warren joined the Defence Materiel Organisation (DMO) in September 2004 as the Program Manager Air Warfare Destroyer (AWD), taking the project to Second-pass approval which was successfully achieved in July 2007.

In September 2007, Warren was promoted to the Senior Executive Service Band 3 position of General Manager Programs, DMO. In addition to his ongoing responsibilities for the AWD Program, he assumed overall management responsibility for a number of the DMO's largest projects as well as oversight of the Projects of Concern management process. From July to September 2008, Warren was invited to the Pentagon by the US Secretary of Navy to participate in reviews of major US Navy acquisition and sustainment projects. On 29 March 2010 Warren was appointed as Deputy Chief Executive Officer (Deputy CEO) DMO following the re-establishment of this position.

Warren has a strong international Defence business background with over 35 years experience in the Defence arena including 20 years service with the Royal Australian Navy (RAN). After serving in the RAN, Warren held a variety of senior managerial positions in Defence Industry ranging from small Australian enterprises to large multi national corporations.
Contact Numbers

Brian Hickey
Counsellor Defence Materiel - London
Tel: +44 20 7887 5228
Mob: $47F
E-mail: brian.hickey1@defence.gov.au

Commodore Peter Scott
Director General Submarine Capability
Tel: +61 2 6265034
Mob: $47F
Email: peter.scott3@defence.gov.au

Gerry Gibson
Director EUNAP
International Policy Division
Tel: 02 6265 6372
Mob: $47F
Email: geraldine.gibson1@defence.gov.au

Kylie Bryant
Senior Adviser Defence Capability
Department of the Prime Minister and Cabinet
Tel: +61 2 6271 5530
Mob: $47F
E-mail: kylie.bryant@pmc.gov.au

Group Captain Warrick Paddon
Defence Attache - Berlin
Tel: +49 (0) 30 8800 88371
Mob: $47F

Colonel Rupert Hoskin
Defence Attaché - Paris
Tel: +33 (0) 1 40 59 33 19
Mob: $47F
European Submarine Engagement – Proposed Itinerary 28 Nov – 10 Dec

CEO DMO Travel
28 Nov – Dep Australia
29 Nov – Arr Stockholm
30 Nov – Stockholm
(travel to be confirmed for the remainder of the party)

Party from Australia to include:
Mr Warren King, CEO DMO
Mrs King (own program accompanying Mr King)
CDRE Peter Scott, Navy Director General Submarine Capability
Ms Geraldine Gibson, Director EUNAP, International Policy Division
Ms Kylie Bryant, Senior Adviser, Defence Capability, PM&C

Program commences
Sweden (and Denmark Mr King only)

1 Dec – Stockholm
am: Discussions with FMV
Lunch: at the Ambassador’s residence with the State Secretary for Defence and MoD officials and Lena Ericsson from FMV
pm: Saab
eve: Mr & Mrs King fly to Copenhagen
(Accommodation recommendations from Post Radison Blu Waterfront, Nordic Light Hotel – not yet confirmed)

2 Dec – Stockholm (Party excluding Mr & Mrs King)
am: Flight to Ronneby
Visit to Karlskrona TBC
pm: train to Copenhagen
(Accommodation in Copenhagen not yet confirmed – recommendations appreciated)

2 Dec – Copenhagen (Mr King only)
Drive to Naval Base Korsoer (2 hours)
Meetings with Danish Acquisition and Logistic Organisation
Naval team Denmark
Industry including OMT
Return to Copenhagen (2 hours)
(Accommodation in Copenhagen not yet confirmed - recommendations appreciated)

Germany

3 Dec – All party to fly from Copenhagen to Hamburg, rent cars and drive to Kiel
(Kiel accommodation booked by German Embassy but not yet advised)

4 Dec – Kiel
Discussions with TKMS representatives and tour of submarine design and construction facilities
eve: fly or drive to Berlin?
5 Dec – Berlin
Discussions with German defence MoD/procurement counterparts.
6-7 Dec (weekend – Berlin)
7 Dec evening fly to Paris
(Accommodation 4-7 Dec – Sofitel Berlin booked by German Embassy)

France

8 Dec – Paris
Discussions with French MoD/procurement counterparts.

(Accommodation 7-10 Dec to be booked by the French Embassy – Marquis recommended)

9 Dec – Cherbourg (day trip)
Discussions with DCNS representatives and tour of submarine design/construction facilities
9 Dec evening back in Paris

End Program

Return travel
10 Dec – Paris to Australia
Mr Warren King
CEO DMO

Visit programme for

SEA1000 Future Submarine Project
Paris, France

7 – 10 December 2014
TABLE OF CONTENTS

Table of contents 2
Delegation and Defence Office details 3
Mobile telephone numbers 4
Official Programme 5-10
Sunday 7 December 5
Monday 8 December 6-7
Tuesday 9 December 8-9
Wednesday 10 December 10
Accommodation information 11
Contact details at Post 12
General information 13-15
Biographies 16-32
Notes 33
OFFICIAL DELEGATION

Mr Warren King  
CEO DMO

CDRE Peter Scott RAN  
*Director General Submarine Capability, Navy Strategic Command*

Ms Kylie Bryant  
*Senior Adviser Defence Capability, National Security Division, PM&C*

Ms Geraldine Gibson  
*Director EUNAP  
International Policy Division, Defence*

Mr Brian Hickey  
*Counsellor Defence Material, DMO London*

AUSTRALIAN EMBASSY PARIS

His Excellency Mr Stephen Brady CVO  
*Ambassador to France*

Colonel Rupert Hoskin  
*Defence Attaché Paris*

Ms Mairi Cunningham  
*Administration and Correspondence Officer*

Mrs Elizabeth Rule  
*Visit Coordinator – Defence Office*
### MOBILE NUMBERS

<table>
<thead>
<tr>
<th>Name</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Warren King</td>
<td>647F</td>
</tr>
<tr>
<td>Mr Brian Hickey</td>
<td>647F</td>
</tr>
<tr>
<td>CDRE Peter Scott</td>
<td>647F</td>
</tr>
<tr>
<td>Ms Kylie Bryant</td>
<td>647F</td>
</tr>
<tr>
<td>Ms Geraldine Gibson</td>
<td>647F</td>
</tr>
<tr>
<td>COL Rupert Hoskin</td>
<td>647F</td>
</tr>
<tr>
<td>Mr George Mina</td>
<td>647F</td>
</tr>
<tr>
<td>Ms Mairi Cunningham</td>
<td>647F</td>
</tr>
<tr>
<td>Mrs Elizabeth Rule</td>
<td>647F</td>
</tr>
<tr>
<td>Mr Franck Louvet</td>
<td>647F</td>
</tr>
<tr>
<td>Mr Raphaël Jammes</td>
<td>647F</td>
</tr>
<tr>
<td>Embassy Drivers</td>
<td></td>
</tr>
<tr>
<td>(Mercedes Viano)</td>
<td></td>
</tr>
<tr>
<td>Eugene (Sun)</td>
<td>647F</td>
</tr>
<tr>
<td>Kamy (Wed)</td>
<td>647F</td>
</tr>
</tbody>
</table>

#### Notes:

**Passports to be carried at all times** – in order to satisfy French security checks (and for access to Military Airport).

Diners Club Card is rarely accepted in France – please travel with another means of payment.

Dress: As indicated throughout programme.

Security: The French military is on a heightened alert status, in which travel on public transport in uniform is to be minimised. This policy has been adopted for ADF personnel in France.
**OFFICIAL PROGRAMME**

**Sunday 7 December 2014**

1230  Ms Kylie Bryant arrives Paris CDG T2F (AF1435)
      *To hotel by taxi*

1810  DA meets driver (Eugene) in car park to go to airport

2000  Arrive Paris CDG Terminal 2F (AF1835 from Berlin)
      *Mr & Mrs King, CDRE Scott, Mr Hickey and Ms Gibson*
      *To be met by DA*

2015 - Transit to Marquis Hotel
      *Embassy Viano (driver Eugene)*

2115  Check-in to Hotel

*Le Marquis*

15, rue Dupleix

*Paris 75015*

*Tel: +33 (0)1 43 06 31 50*

*lemarquis@inwoodhotel.com*

Booking references:

KING Warren: 175177
SCOTT Peter: 172470
GIBSON Gerry: 172471
BRYANT Kylie: 172829
HICKEY Brian: 172469

2130 Supper

*As required, local arrangements*
Monday 8 December 2014

Dress code: suit/uniform (winter service dress) – dress for cold weather

Mrs King – own programme

0645- 0655
DA walk to hotel Le Marquis

0700- 0745
Breakfast at Le Marquis
0745
DA in-brief CEO DMO over breakfast
Le Marquis, 15 rue Dupleix, Paris 15ème

0805- 0830
Transport from Le Marquis to Hôtel de Brienne
(Ministry for Defence)
Mr King, CDRE Scott, Ms Bryant, Ms Gibson, Mr Hickey, COL Hoskin
Accompanied by: ICA Jammes, CV Marboeuf (from 08h00), IPETA Louvet
(only at hotel)
14 rue Saint-Dominique, Paris 7ème, DGA vehicles (Berline + 807)

0825
Ambassador Stephen Brady arrives Hôtel de Brienne
Embassy transport (access arranged, dropoff in Cour d’Honneur)

0830- 0930
Meeting with MINDEF Staff
French attendees: RADM Pascal Ausseur (Chief of Military Staff), Luis Vassy
(Diplomatic Advisor), Christian Salomon (Industry Adviser), Mr Gruselle
(Deputy Diplomatic Adviser), CAPT(N) Velly (Head of International Relations
Section)

0935- 0950
Transport to DGA Headquarters
Blvd Victor, Balard, 15ème
DGA vehicles (including Ambassador Brady)

1000- 1045
Meeting with DGA – Introductions/discussions
French attendees: Engineer General Stéphane Reb (Director for International
Development), Engineer General Jacques Cousquer (Director Asia/Pacific)

1050- 1115
Transport to Hôtel de la Marine
DGA vehicles

1120- 1200
Meeting with Navy
French attendees: Admiral Bernard Rogel (Chief of Navy) and Rear Admiral
Hervé Bléjean (Head of International Relations, Navy)

1200
Ambassador departs
Embassy transport (2, Place de la Concorde, collect from cour d’honneur,
access near west end of Rue de Rivoli)
1200-1215 Transport to Maison des Polytechniciens
DGA vehicles

1230 - 1400 Lunch – hosted by DGA
Dining room in Maison des Polytechniciens
French attendees: M Gruselle, CV Velly, CV Benoit Duchenet, CC Anne Brun,
CV Marboeuf, ICA Pennanech, ICA Jammes, others TBA

1400-1500 Presentation by DGA/Navy on Barracuda submarine
programme and cooperation programmes (Brazil etc)
ICA Pierre Pennanech and ICA Jammes

1500-1715 Joint presentation by DCNS and Thales
French attendees: Hervé Guillou (CEO DCNS), Benoît Plantier (CEO Thales
Underwater Systems), ICA Jammes

1715 Short break

1720 Ambassador arrives at Maison des Polytechniciens
Embassy transport (12 rue de Poitiers, Paris 7ème) (met by DA)
Driver to drop-off then return at 1810 (parking inside not possible)

1730-1810 Meeting – Delegation for Strategic Affairs
French attendees: Philippe Errera (Director DAS), VADM Charles-Henri du
Ché (Deputy Director DAS)
Strategic Partnering, including Intér-Governmental Agreement on submarines

1810-1820 Transport from Maison des Polytechniciens to hotel
DGA vehicles
CEO DMO and DA to travel with Ambassador in Embassy vehicle

1820-1900 Change for dinner (as required, lounge suit)
Mrs King rejoins delegation

1900 -1910 DA and Mrs Rachel Hoskin taxi to restaurant
Restaurant ‘Les Ombres’ – 27 Quai Branly, Paris 7ème

1900-1910 Transport from Le Marquis to restaurant (and return)
Meet DGA Franck Louvet in lobby 19h00
DGA vehicle (Monospace)

1910-2100 Dinner - hosted by DCNS and Thales
Restaurant ‘Les Ombres’ – 27 Quai Branly, Paris 7ème (2 tables of 10)
French attendees: from the day's meetings.
Australian participants: Delegation plus Mrs Hoskin and Mrs King
Tuesday 9 DECEMBER 2014

Dress code: suit/uniform (winter service dress – dress for cold weather)

0600 - Breakfast at Le Marquis
0630

0645 DA and IPETA Louvet meet delegation in Lobby

0655 - Transport from hotel to Villacoublay (Military Base)
0730

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>0730</td>
<td>Pre-flight procedures at Villacoublay</td>
</tr>
<tr>
<td>0800</td>
<td>Flight Villacoublay to Cherbourg</td>
</tr>
<tr>
<td>0900</td>
<td>Drive Cherbourg airport to DCNS</td>
</tr>
<tr>
<td>0915</td>
<td>DCNS/Thales presentations, followed by site visit</td>
</tr>
<tr>
<td>1000</td>
<td>Lunch – hosted by DCNS/Thales</td>
</tr>
<tr>
<td>1230</td>
<td>Visit continues</td>
</tr>
<tr>
<td>1230</td>
<td>Drive DCNS to Cherbourg airport</td>
</tr>
<tr>
<td>1400</td>
<td>Flight Cherbourg to Villacoublay</td>
</tr>
<tr>
<td>1530</td>
<td>Transport to Bagneux</td>
</tr>
<tr>
<td>1530</td>
<td>French Air Force</td>
</tr>
<tr>
<td>1600</td>
<td>DGA Vehicles</td>
</tr>
<tr>
<td>1615</td>
<td>DGA Vehicles</td>
</tr>
<tr>
<td>1715</td>
<td>DGA Vehicles</td>
</tr>
<tr>
<td>1715</td>
<td>DGA Vehicles</td>
</tr>
<tr>
<td>1750</td>
<td>DGA Vehicles</td>
</tr>
</tbody>
</table>

Breakfast at Le Marquis

DA and IPETA Louvet meet delegation in Lobby

Transport from hotel to Villacoublay (Military Base)

Pre-flight procedures at Villacoublay

Will travel with DCNS (Droz Batholet, Joel Branchut, François de St Victor), Thales (Benoît Plantier, Chris Lloyd, Marc Delorme), DGA (IGA Jacques Cousquer, ICA Jammes, IPETA Louvet), and CV Yann Marboeuf

Passports required

Flight Villacoublay to Cherbourg

Drive Cherbourg airport to DCNS

DCNS vehicles

DCNS/Thales presentations, followed by site visit

On site

Visit continues

Shipbuilding facilities, 3D design modelling systems

Drive DCNS to Cherbourg airport

DCNS vehicles

Flight Cherbourg to Villacoublay

French Air Force

Transport to Bagneux

DGA Vehicles
Snacks to be provided prior to meeting

1815-1900
Meeting with DGA Mr Laurent Collet-Billon
(Délégué-général pour l’armement)
7-9 rue des Mathurins, Bagneux, with delegation (and interpreter)

1900-1930
‘Glass of champagne’ at Bagneux with DCNS CEO,
1930 Thales and DGA

1930-2000
Transfer Bagneux to hotel Le Marquis
DGA Vehicle Accompanied by IPETA Louvet, CV Marboeuf

2015
Dinner
As required, local arrangements


Wednesday 10 DECEMBER 2014

Dress code: travelling attire

0600 - Breakfast at hotel
0630

0630 - Check out of hotel
0645 *Le Marquis, 15 rue Dupleix, 75015*

0630 DA meets driver (Kamy) in car park

0645 - Transit to CDG Airport Terminal 2C
0755 *Embassy Viano (driver Kamy) Mr & Mrs King, CDRE Scott, Ms Gibson Accompanied by DA*

0755 – Check-in/pre-flight at CDG
0955

0955 Flight departs - QF 8072 to Dubai

1500 Ms Bryant Paris CDG Terminal 1 – QR40 to Doha
ACCOMMODATION INFORMATION

PARIS

Hotel Le Marquis
15 rue Dupleix
750015 Paris
Tel: +33(0)1 43 06 21 50
Fax: +33(0)1 40 56 06 78
AUSTRALIAN EMBASSY, PARIS

Address: 4 Rue Jean Rey
         Paris 75015
Office: +33 (0) 1 4059 3300
Fax: +33 (0) 1 4059 3311

Head of Mission

His Excellency Mr Stephen Brady CVO
Ambassador to France
Office: +33 (0) 1 4059 3422
Mobile: 

Defence Office

Colonel Rupert Hoskin
Defence Attaché
Office: +33 (0) 1 40 59 33 19
Mobile: 

12
GENERAL INFORMATION

MEDICAL CARE & EMERGENCIES

English speaking doctor:

Paris: Dr Slattery
10 avenue d'Eylau, 75016
+33 (0)1 47 42 02 34

EMERGENCY MEDICAL & DENTAL SERVICES:

SOS Médecins
+33 (0)1 47 07 77 77
+33 (0)1 48 28 40 04

SOS Dentistes
+33 (0)1 43 37 51 00

Emergency assistance:
Ambulance 18
Police 17
Fire 18
GENERAL INFORMATION

FRANCE TELEPHONE INFORMATION

For Australia dial
00 + 61 + area code + telephone no

For other countries dial
00 + country code + area code + telephone no

TIME DIFFERENCES:

Canberra + 10 hours
London - 1 hour

EXCHANGE RATE

as at 27 November 2014

$1AUD = € 0.70
# General Information

## Useful Language Phrases and Customs

<table>
<thead>
<tr>
<th>English</th>
<th>French</th>
<th>Pronunciation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Oui</td>
<td>whee</td>
</tr>
<tr>
<td>No</td>
<td>Non</td>
<td>no</td>
</tr>
<tr>
<td>Please</td>
<td>S'il vous plaît</td>
<td>seel voo play</td>
</tr>
<tr>
<td>Good morning</td>
<td>Bonjour</td>
<td>bon zhoor</td>
</tr>
<tr>
<td>Good evening</td>
<td>Bonsoir</td>
<td>bon swar</td>
</tr>
<tr>
<td>Goodbye</td>
<td>Au revoir</td>
<td>o·rhe·vwah</td>
</tr>
<tr>
<td>Pleased to meet you</td>
<td>Enchanté</td>
<td>on shon tay</td>
</tr>
<tr>
<td>Thank you</td>
<td>Merci</td>
<td>mair·see</td>
</tr>
<tr>
<td>You're welcome</td>
<td>Je vous en prie</td>
<td>zher voo·zon pree</td>
</tr>
<tr>
<td>Excuse me</td>
<td>Excusez-moi</td>
<td>ek·skew·zay·mwa</td>
</tr>
<tr>
<td>Sorry</td>
<td>Pardon</td>
<td>par·don</td>
</tr>
<tr>
<td>Where is...?</td>
<td>Où est...?</td>
<td>oo e... ?</td>
</tr>
<tr>
<td>Do you speak English?</td>
<td>Parlez-vous anglais?</td>
<td>par·lay·voo ong·lay</td>
</tr>
<tr>
<td>I don't understand</td>
<td>Je ne comprends pas</td>
<td>zher ner kom·pron pa</td>
</tr>
</tbody>
</table>

Note: Bonjour and Au revoir or other greetings should always be preceded by 'Monsieur' or 'Madame' as appropriate. For a General/Colonel, 'Bonjour Mon Général' or 'Bonjour Mon Colonel'.

## Tipping

Café and restaurant bills always include a service charge so tips are not required though a small tip is appreciated, especially in a high quality restaurant. Taxi drivers do not expect a tip but a small tip is appropriate if good service is provided.

## Security

Petty crime is a serious problem in Pariş during the tourist season. Be particularly vigilant for bag snatching, pickpocketing, scams and thefts at ATM machines, particularly in high density tourist areas such as around the Embassy.
Mr Warren King

On 13 February 2012 Warren King was appointed as the Chief Executive Officer of the Defence Materiel Organisation. In this role Warren is responsible for the Defence Materiel Organisation’s massive portfolio of projects and commercial programs that involve purchases of war-fighting equipment and provision of maintenance and other critical supplies and services to the Australian Defence Force.

The DMO is positioned as a prescribed agency within the Defence portfolio to allow it to meet the expectations of the men and women of our defence force and the Government of the day and Defence’s leaders.

Warren joined the Defence Materiel Organisation (DMO) in September 2004 as the Program Manager Air Warfare Destroyer (AWD), taking the project to Second-pass approval which was successfully achieved in July 2007.

In September 2007, Warren was promoted to the Senior Executive Service Band 3 position of General Manager Programs, DMO. In addition to his ongoing responsibilities for the AWD Program, he assumed overall management responsibility for a number of the DMO’s largest projects as well as oversight of the Projects of Concern management process. From July to September 2008, Warren was invited to the Pentagon by the US Secretary of Navy to participate in reviews of major US Navy acquisition and sustainment projects. On 29 March 2010 Warren was appointed as Deputy Chief Executive Officer (Deputy CEO) DMO following the re-establishment of this position.

Warren has a strong international Defence business background with over 35 years’ experience in the Defence arena including 20 years’ service with the Royal Australian Navy (RAN). After serving in the RAN, Warren held a variety of senior managerial positions in Defence Industry ranging from small Australian enterprises to large multi-national corporations.
Mr Brian Hickey
CDRE Peter Scott CSC RAN
Ms Geraldine Gibson
Ms Kylie Bryant
Mr Stephen Brady CVO

Australia’s Ambassador to France with non-resident accreditation to Morocco, Monaco, Algeria and Mauritania

Mr Brady is a senior career officer with the Department of Foreign Affairs and Trade (DFAT) and was seconded as Official Secretary to the Governor-General from 2008 to 2014. He has previously served as Ambassador to the Kingdom of the Netherlands (2004-2008) and Permanent Representative to the Organisation of the Prohibition of Chemical Weapons; Ambassador to the Kingdom of Sweden with accreditation as Ambassador to the Kingdoms of Denmark and Norway, and the Republics of Finland, Estonia, Latvia, Lithuania and Iceland (1998-2003); and Counsellor, then Chargé d’affaires, in Dublin.

Mr Brady worked in the Department of the Prime Minister and Cabinet from 1991 to 1996; and was Senior Adviser (Government) to the Prime Minister (1996-1998 and again from 2003-2004). Mr Brady worked also as Foreign Policy Adviser to Leaders of the Opposition and shadow Foreign Ministers. He holds a Bachelor of Arts with Honours from the Australian National University.

Mr Brady is a member of the European Australian Business Council (EABC).

Awards
Commander of the Royal Victorian Order (CVO) (2011)
Commander of the Order of Orange-Nassau (2009)
Commander of the Order of St John (2010)
Commander Royal Order of the Crown, Tonga (2010)
Colonel Rupert Hoskin was born on 7th January 1970. After completing secondary education, he entered the Australian Defence Force Academy in 1988. He subsequently graduated from the Royal Military College Duntroon in 1991 to the Royal Australian Engineers. Colonel Hoskin’s regimental career has included several postings in the 3rd Combat Engineer Regiment, most recently as Commanding Officer. He has also served in the 21st Construction Squadron, in HQ 3rd Brigade, as a Divisional Officer at ADFA, and as a combat development staff officer in Future Land Warfare Branch at Army HQ.

In 1998 COL Hoskin took leave without pay to work as a water-engineering consultant for UNHCR in Niger, supporting the repatriation of Tuareg refugees. In 2000 Colonel Hoskin served as an Engineer Operations Officer with NATO in Bosnia. In 2002 he was the engineer squadron commander for the 3 RAR Battle Group in East Timor. In 2011/2012 Colonel Hoskin was the Transition Director in the Operations Division of HQ ISAF in Kabul, Afghanistan, responsible for planning the handover of security leadership to the Afghan National Security Forces.

COL Hoskin has undertaken a range of construction and project management appointments, both in uniform and with industry. He was seconded in 1995 to work as a professional engineer for John Holland Construction Pty Ltd on the North West Shelf, and in 1998 worked on the Jubilee Line Extension Project in London. Colonel Hoskin was the Project Director for the $623m Hardened and Networked Army facilities project for the 1st Brigade at RAAF Edinburgh, which was delivered in accordance with an exceptionally demanding schedule, below budget, then awarded major prizes by the Australian Institute for Project Management and the Master Builders Association. He later served as Director National Projects in the Defence Support and Reform Group.

In 2011 Colonel Hoskin was seconded to the Parliament of Australia, where he served as the Defence Adviser to the Joint Standing Committee on Foreign Affairs, Defence and Trade. He is currently serving as Defence Attaché Paris, with secondary accreditations to Algeria and Morocco.

Colonel Hoskin has a Bachelor of Maritime Engineering with Honours from UNSW/ADFA, a Diplôme approfondi de langue française (Higher Diploma of French) from the French Ministry for Education, a Masters of Defence Studies from the Canadian Forces’ Command and Staff College, and an MBA (Technology Management) from Latrobe University.
Visit to Kiel and Berlin, Germany
by CEO Defence Materiel Organisation,
Mr Warren King & Delegation
03 – 07 December 2014

Wednesday 03 December 2014

13:00 ETA CEO DMO & Delegation Hamburg Airport,
Terminal 2 on SK 1647 from Copenhagen
(dep 12:10)
Met by GPCAPT Warrick Paddon
Transport: Mercedes VIP Sprinter (16-seater)
Registration RD HC 122

15:30 ETA Delegation at hotel in Kiel

Romantik Hotel Kieler Kaufmann
Niemannsweg 102
24105 Kiel
Tel: +49 431 88 11 0
Diners Club accepted

19:00 Dinner in hotel hosted by TKMS
Meet in hotel bar. Business suit

TKMS Representatives at dinner (tbc):

Dr Hans Christoph Atzpodien
CEO of TKMS (part time)
Herr Andreas Burmester
CEO TKMS
Herr Dieter Rottsteiner
Member of TKMS Executive Board (part time)
Herr Dirk Hauser
Head of Operating Unit Submarines
Herr Manfred Klein
Campaign Manager SEA1000
Mr Phil Stanford
TKMS Australia
Mr Jim Duncan
TKMS Australia

Thursday 04 December 2014
(Ladies programme as arranged by TKMS)
08:00  ETD Delegation with luggage for TKMS by coach: ThyssenKrupp Marine Systems GmbH, Werftstr 112-114, 24143 Kiel

08:45  Welcome & introduction: Dr H-C Atzpodiën
09:00  Company profile: Herr Andreas Burmester
09:15  Introduction by DMO
09:45  Presentation and discussion on SEA1000 Project: Dr Atzpodiën, Herr Manfred Klein, Mr Phil Stanford

12:00  Light lunch
12:30  Shipyard tour (Hall 9): Herr Tepper
13:30  Dolphin visit: Herr von Weydenberg
14:30  Wrap-up

14:45  ETD for Hamburg Hbf (railway station) by coach

16:45  ETA Hamburg Hbf
      Train departs from platform 5

17:06  Depart Hamburg on ICE 1517 for Berlin Hbf
      Seats 75-76 and 81-86 reserved in first class coach 28

18:49  Arrive Berlin Hbf
      Taxis to hotel (aware of late arrival)

Hotel Sofitel Gendarmenmarkt
Charlottenstrasse 50-52
10117 Berlin
Tel: +49 30 203 750
Diners Club accepted

Friday 05 December 2014

11:10  ETD Delegation to Federal Ministry of Defence
       Stauffenbergstrasse 18, 10785 Berlin
11:25  Met at main gate by Mr Sammi Sandawi
11:30  Meeting with MAJGEN Benedikt Zimmer
12:00  Meeting with State Secretary Dr Katrin Suder
Australian Ambassador, David Ritchie to join
12:30  Working lunch
13:30  Farewell and departure for hotel

Hotel Sofitel Gendarmenmarkt
Charlottenstrasse 50-52
10117 Berlin
Tel: +49 30 203 750
Diners Club accepted

Saturday 06 December 2014 – rest day

Sunday 07 December 2014

09:15  ETD Ms Kylie Bryant to Tegel Airport
      By taxi (hotel to book)

16:15  ETD Mr Warren King and Delegation to Tegel Airport
      Transport: Mercedes Sprinter (8-seater)

18:15  ETD Berlin Tegel on AF 1835 for Paris, arr 20:00 hrs

Australian Delegation

Mr Warren King, CEO DMO
Mr Brian Hickey, DMO Counsellor London
CDRE Peter Scott RAN, Director General
Submarine Capability, DMO
Ms Geraldine Gibson, Director EUNAP
International Policy Division, Defence
Ms Kylie Bryant, Senior Adviser Defence
Capability, National Security Division, PM&C

Australian Embassy Berlin

HE Mr David Ritchie, Ambassador
GPCAPT Warrick Paddon, Defence Attaché
Mr Evan Johns, Second Secretary, DFAT

Thyssen Krupp Marine Systems

Dr Hans Christoph Atzpodien, CEO of TKIS (part time)
Herr Andreas Burmester, CEO TKMS
Herr Dieter Rottsieper, Member of TKMS Executive Board (part time)
Herr Dirk Hauser, Head of Operating Unit Submarines
Herr Manfred Klein, Campaign Manager SEA1000
Mr Phil Stanford, TKMS Australia
Mr Jim Duncan, TKMS Australia

Federal Ministry of Defence

State Secretary Dr Katrin Suder, Policy and Armaments
MAJGEN Benedikt Zimmer, Head of Armaments Directorate at DEU MoD
Herr Sebastian Schröder, International Armament Policy
Herr Sammi Sandawi, International Armament Policy
COL (GS) Thomas Seifert, Branch Chief, International Armament Policy
LTC (GS) Jan Skultety, Policy Directorate (tbc) Herr Björn Seibert, Office of Dr Suder

Contact Numbers

Australian Delegation
Mr Brian Hickey +44 (0)77 755 95933
CDRE Peter Scott +47F
Ms Kylie Bryant +47F
Ms Geraldine Gibson +47F

Australian Embassy
GPCAPT Warrick Paddon +49 171 359 3916
Cate Waters +49 30 880088 372
Defence Office Manager

Hamburg Airport
POC: Herr Uwe-Scharlock
+49 172 405 8752

United Limousines Hamburg
Herr Mundt
+49 40 548 05 648
Driver: Herr Corleis
+49 171 451 3993
MB VIP Sprinter with registration RD HC 122

BERO Berlin Limousines
Frau Zellmer
+49 30 456 1111
Herr Stephan Schlicht
+49 173 628 1745
MB Sprinter
THANKS RE: POSTS' RESPONSES ON THE PROPOSED VISIT OF A DEFENCE DELEGATION TO SWEDEN, FRANCE AND GERMANY FOR CONTINUED DISCUSSIONS ON POTENTIAL SUBMARINE COOPERATION. CABLE PROVIDES AN UPDATE ON THE PROPOSED SCHEDULE FOR THE VISIT OF THE CHIEF EXECUTIVE OFFICER, DEFENCE MATERIAL ORGANISATION (DMO), MR WARREN KING, AND PARTY. GRATEFUL FOR POSTS' ASSISTANCE IN CONFIRMING THESE CALLS. CABLE ALSO PROVIDES DISCUSSION POINTS TO BE RAISED WITH INDUSTRY REPRESENTATIVES DURING THE SUBMARINE INSTITUTE OF AUSTRALIA'S CONFERENCE IN FREEMANTLE, 12-13 NOVEMBER. THESE POINTS ARE PROVIDED FOR POSTS' INFORMATION CONCERNING INDUSTRY ENGAGEMENT AND SHOULD NOT BE SHARED WITH FOREIGN GOVERNMENTS.

END SUMMARY

POSTS' REPORTING ON RESPONSES FROM SWEDEN, FRANCE AND GERMANY CONCERNING THE PROPOSED VISIT OF MR KING AND REPRESENTATIVES FROM NAVY AND INTERNATIONAL POLICY DIVISION BEFORE THE END OF 2014 IS APPRECIATED.

2. THE PROPOSED SCHEDULE HAS NOW BEEN BROUGHT FORWARD AS follows:

28 NOVEMBER - DEPART AUSTRALIA
29 NOVEMBER - ARRIVE STOCKHOLM
30 NOVEMBER - STOCKHOLM

PROGRAM COMMENCES

SWEDEN (AND DENMARK - MR KING ONLY)
1 DECEMBER - STOCKHOLM - DISCUSSIONS WITH SWEDISH DEFENCE PROCUREMENT COUNTERPARTS
1 DECEMBER EVENING TO COPENHAGEN* CEO DMO ONLY
2 DECEMBER - COPENHAGEN - DISCUSSION ON THE NEW DANISH FRIGATE (HUITFELDT) INCLUDING VISIT TO DANISH DEFENCE PROCUREMENT COUNTERPARTS AND SHIPBUILDING COMPANY OMT TO DISCUSS ITS FRIGATE PROGRAM.

* REMAINDER OF DELEGATION TRAVEL TO MALMO OR KARLSKRONA FOR
DISCUSSIONS ON 2 DECEMBER WITH SAAB KOCKUMS REPRESENTATIVES AND TOUR OF SUBMARINE DESIGN/CONSTRUCTION FACILITIES. DELEGATION THEN MEETS UP WITH CEO DMO IN KIEL ON 4 DECEMBER.

GERMANY
3 DECEMBER - FLY FROM COPENHAGEN TO HAMBURG RENT CAR DRIVE TO KIEL
4 DECEMBER - KIEL - DISCUSSIONS WITH TKMS REPRESENTATIVES AND TOUR OF SUBMARINE DESIGN AND CONSTRUCTION FACILITIES
4 DECEMBER EVENING TO BERLIN
5 DECEMBER - BERLIN - DISCUSSIONS WITH GERMAN DEFENCE PROCUREMENT COUNTERPARTS

6-7 DECEMBER (WEEKEND - BERLIN)
7 DECEMBER EVENING FLY TO PARIS

FRANCE
8 DECEMBER - PARIS - DISCUSSIONS WITH FRENCH DEFENCE PROCUREMENT COUNTERPARTS
9 DECEMBER - CHERBOURG (DAY TRIP) - DISCUSSIONS WITH DCNS REPRESENTATIVES AND TOUR OF SUBMARINE DESIGN/CONSTRUCTION FACILITIES
9 DECEMBER EVENING BACK IN PARIS

END PROGRAM

10 DECEMBER - PARIS TO HEATHROW
10 DECEMBER - HEATHROW TO AUSTRALIA

3. WE APPRECIATE POSTS' ASSISTANCE IN CONFIRMING THESE CALLS AND ADVISE, SUBJECT TO TRAVEL APPROVAL, COMMODORE PETER SCOTT, NAVY DIRECTOR GENERAL SUBMARINE Capability (PASSPORT NUMBER $47F47F47F47F47F) AND MS GERALDINE GIBSON, DIRECTOR EUROP, INTERNATIONAL POLICY DIVISION (PASSPORT NUMBER $47F47F47F47F47F47F47F47F47F) WILL ACCOMPANY MR KING (PASSPORT NUMBER $47F47F47F47F47F)

4. GRATNEW POSTS' RECOMMENDATIONS FOR ACCOMMODATION, GROUND TRANSPORT AND INTERNAL FLIGHTS (WHERE APPLICABLE) TO SENIOR EXECUTIVE ASSISTANT TO CEO DMO, MS SHARON SPARKS EMAIL: SHARON.SPARKS@DEFENCE.GOV.AU, TEL: +61 2 6265 3922. INTERNATIONAL POLICY DIVISION POINT OF CONTACT IS GERALDINE GIBSON EMAIL: GERALDINE.GIBSON@DEFENCE.GOV.AU, TEL: +61 2 6265 6372.

5. SENIOR DMO SUBMARINE PROGRAM REPRESENTATIVES ARE ALSO ATTENDING THE SUBMARINE INSTITUTE OF AUSTRALIA'S CONFERENCE IN FREEMANTLE ON 12-13 NOVEMBER, WHERE MEETINGS WITH SAAB, DCNS AND TKMS ARE EXPECTED. FOR POSTS' AWARENESS (BUT NOT BE RAISED WITH FOREIGN GOVERNMENTS) POINTS TO BE USED IN DISCUSSIONS WITH SHIPBUILDERS ARE ATTACHED.

TALKING POINTS FOLLOW:

HOW WOULD YOU ENVISAGE THE NATURE OF YOUR ENGAGEMENT AS A LONG TERM INDUSTRIAL PARTNER IN THE DESIGN, BUILD AND SUSTAINMENT OF AUSTRALIA'S FUTURE SUBMARINE GIVEN THE FOLLOWING CONSIDERATIONS?

- THE COMMONWEALTH'S $47C COMBAT SYSTEM TECHNOLOGY IN THE FUTURE SUBMARINE DESIGN AND THE RESTRICTIONS AND OBLIGATIONS THAT SUCH AN ARRANGEMENT WOULD IMPOSE.
- THE COMMONWEALTH'S REQUIREMENT TO CONTINUE TO DEPLOY A REGIONALLY SUPERIOR SUBMARINE CAPABILITY.

- THE COMMONWEALTH'S INTENTION TO PARTNER WITH A PROVEN AND EXPERIENCED OVERSEAS DESIGNER (SUBMARINE SHIPBUILDER) FOR THE DURATION OF THE FUTURE SUBMARINE PROGRAM.

THE COMMONWEALTH'S IRREDUCIBLE OBLIGATIONS UNDER AUSTRALIAN LAW TO EXERCISE DUE DILIGENCE IN CERTIFYING THE SUBMARINE FOR SAFE USE BY THE ROYAL AUSTRALIAN NAVY.

- THE COMMONWEALTH'S IMPERATIVE TO EXERCISE SOVEREIGN CONTROL OVER ITS SUBMARINE CAPABILITY AND THE CONSEQUENT NEED TO EXERCISE INDEPENDENCE AND SELF-RELIANCE IN SUBMARINE SUSTAINMENT.

WITHIN THIS CONTEXT, THE COMMONWEALTH IS PARTICULARLY INTERESTED IN:

- THE COMMERCIAL ARRANGEMENTS THAT WOULD ACHIEVE THE BEST BALANCE BETWEEN THE COMMONWEALTH'S NEED FOR COLLABORATION, PROGRAM CONTROL AND APPROPRIATE ALLOCATION OF RISK.

- THE NATURE OF THE FORMAL RELATIONSHIPS REQUIRED BETWEEN THE COMMONWEALTH, ITS WHOLE BOAT INTEGRATION AUTHORITY, AN OVERSEAS SHIPBUILDER AND ITS PARENT GOVERNMENT.

- THE MECHANISM FOR THE TRANSFER OF IP RIGHTS, KNOWLEDGE OF THE BASIS OF DESIGN AND ACCESS TO THE SUPPLY CHAIN; TO ENABLE EFFECTIVE SUBMARINE CERTIFICATION, SUSTAINMENT AND OPERATION IN AUSTRALIA.

- HOW THE USE OF AN AUSTRALIAN "DESIGN BRIEF" AND SELECTED AUSTRALIAN SUBMARINE DESIGN STANDARDS MIGHT IMPACT THE PERCEIVED BENEFITS OF ENGAGING A PROVEN OVERSEAS DESIGNER.

- HOW THE OVERSEAS DESIGN TEAM WOULD WORK COLLABORATIVELY WITH THE COMMONWEALTH TO DELIVER AN AGREED WHOLE BOAT SPECIFICATION TO TAKE INTO DETAILED DESIGN.

- HOW A "TRUSTED CONTRACTOR" WOULD WORK WITH THE SHIPBUILDER TO ENSURE THE EFFECTIVE INTEGRATION OF US COMBAT SYSTEM TECHNOLOGY WHilst ADHERING TO STRICT SECURITY REQUIREMENTS.

- THE CAPABILITY AND CAPACITY OF THE SHIPBUILDER TO SUPPORT THE AUSTRALIAN PROGRAM, PARTICULARLY RELATING TO SECURITY OF, AND COMMITMENT TO HOME MARKETS.

- THE MAJOR FACTORS LIKELY TO INFLUENCE THE THROUGH LIFE COST TO THE OPERATOR (THIS IS NOT A REQUEST FOR A COST ESTIMATE AT THIS STAGE).

REFERENCES: DE149923H, PA27381H, BE11549H, ST12215H, ST12218H

SENT BY: INTERNATIONAL POLICY DIVISION (DEFENCE)
BT
#5624
SUBMISSION FOR NOTING

AB20210493

To: CEO DMO

For Consideration By: 28 November 2014

SUMMARY OF UNSOLICITED PROPOSALS RECEIVED FOR AUSTRALIA’S FUTURE SUBMARINE PROGRAM

RECOMMENDATION

That you:

• note the high-level questions provided to European submarine designer/builders during the SIA Conference in Nov 14 (Attachment A).

• note the summaries of the unsolicited proposals received for Australia’s Future Submarine Program (summaries and proposals at Attachments B – D).

OVERVIEW

• To support your visit to Europe to engage with Saab, ThyssenKrupp Marine Systems (TKMS), and DCNS on submarine matters, a list of high-level questions is attached along with summaries of the proposals received from each company (the proposals are also attached if required).

• The questions were provided to representatives of Saab, TKMS, and DCNS by GMSUBS during meetings over the course of the SIA Conference in Fremantle, 11-13 Nov. Note, the questions were not provided to Navantia. You may wish to use these to guide your discussions.

• Unsolicited proposals were received from each of these companies as follows:
  – On 29 May 2014, ThyssenKrupp Marine Systems (TKMS) submitted an unsolicited proposal to design and build up to 12 submarines for Australia.
  – On 8 September 2014, DCNS provided Head Future Submarine Program with a copy of the DCNS contribution to the Australian-French Defence + Industry dialogue, which had taken place earlier in the year. This document can be viewed as an unsolicited proposal from DCNS on how best to design and build submarines for Australia.
  – On 6 November 2014, Saab also submitted an unsolicited proposal to design and build up to 12 submarines.
Each proposal reflects an elementary understanding of Australia’s Future Submarine requirement. As no formal approach to market has occurred, the validity of these submissions are far from absolute and they cannot be equally compared.

Attachments:
A. Questions for European submarine designer/builders (‘Notes on Discussions with Shipbuilders’).
B. Summary of ThyssenKrupp Marine Systems unsolicited proposal.
C. Summary of Saab unsolicited proposal.
D. Summary of DCNS unsolicited acquisition proposal.
NOTES ON DISCUSSIONS WITH SHIPBUILDERS

How would you envisage the nature of your engagement as a long term industrial partner in the design, build and sustainment of Australia’s Future Submarine given the following considerations?

- The Commonwealth’s combat system technology in the Future Submarine design and the restrictions and obligations that such an arrangement would impose.

- The Commonwealth’s requirement to continue to deploy a regionally superior submarine capability.

- The Commonwealth’s intention to partner with a proven and experienced overseas designer (submarine shipbuilder) for the duration of the Future Submarine program.

- The Commonwealth’s irreducible obligations under Australian law to exercise due diligence in certifying the submarine for safe use by the Royal Australian Navy.

- The Commonwealth’s imperative to exercise sovereign control over its submarine capability and the consequent need to exercise independence and self-reliance in submarine sustainment.

Within this context, the Commonwealth is particularly interested in:

- The commercial arrangements that would achieve the best balance between the Commonwealth’s need for collaboration, program control and appropriate allocation of risk.

- The nature of the formal relationships required between the Commonwealth, its whole boat integration authority, an overseas shipbuilder and its parent government.

- The mechanism for the transfer of IP rights, knowledge of the basis of design and access to the supply chain; to enable effective submarine certification, sustainment and operation in Australia.

- How the use of an Australian “Design Brief” and selected Australian submarine design standards might impact the perceived benefits of engaging a proven overseas designer.

- How the overseas design team would work collaboratively with the Commonwealth to deliver an agreed whole boat specification to take into detailed design.

- How a “Trusted Contractor” would work with the shipbuilder to ensure the effective integration of US combat system technology whilst adhering to strict security requirements.

- The capability and capacity of the shipbuilder to support the Australian program, particularly relating to security of, and commitment to home markets.

- The major factors likely to influence the through life cost to the operator (this is not a request for a cost estimate at this stage).
SUMMARY - DCNS UNSOLICITED ACQUISITION PROPOSAL FOR AUSTRALIA'S FUTURE SUBMARINE

- On 8 September 2014, DCNS provided Head Future Submarine Program with a copy of the DCNS contribution to the Australian-French Defence + Industry dialogue. It can be viewed as an unsolicited proposal from DCNS on how best to design and build submarines for Australia.
SUMMARY - SAAB KOCKUMS UNSOLICITED PROPOSAL FOR AUSTRALIA'S FUTURE SUBMARINE PROGRAM

- On 6 November 2014, Saab Kockums submitted an unsolicited proposal to design and build up to 12 submarines for Australia. The proposal also briefly addressed the takeover of TKMS AB by Saab and promotes the depth of its design and engineering capability.
DECISION BRIEF FOR SECRETARY: NOTIFICATION OF PROPOSED OVERSEAS TRAVEL – CEO DMO

| Group: DMO | Reference: CEO DMO/OUT/2014/194 |
|           | Due Date: 20 NOVEMBER 2014       |

Recommendation

That you:

(a) Sign my proposed overseas travel to Europe over the period 28 November – 11 December 2014, as part of a Defence delegation to Sweden, France and Germany to continue discussions on potential submarine cooperation.

(b) Sign the attached AA 062 – Overseas Visit Authority.

(c) Sign the attached Travel Budget Calculator

Background

1. The proposed trip is a result of Defence providing that continuing discussions with identified countries that may have the capacity to provide options for the Future Submarine capability.

2. The delegation will consist of myself, a senior representative each from Navy and Strategic Policy Division, as well as a representative from the Department of Prime Minister and Cabinet.

3. Each delegate’s travel is being funded from their respective Group travel budget.

Key Issues

Consultation

1. Office of Minister for Defence, Department of Defence – Secretary, Department of Defence – Strategic Policy Division, Chief of Navy and Prime Minister and Cabinet.

Attachments

1. AA062 – Overseas Visit Authority – Mr Warren King, CEO DMO
2. Travel Budget Calculator – Mr Warren King, CEO DMO
### Overseas Visit Authority

- All fields must be completed. Where necessary use 'Not Applicable' (N/A).

#### Part A - Visit approval

<table>
<thead>
<tr>
<th>Employee ID</th>
<th>Printed name</th>
<th>Rank or title</th>
</tr>
</thead>
<tbody>
<tr>
<td>8494638</td>
<td>Warren King</td>
<td>MR</td>
</tr>
</tbody>
</table>

#### 2. Other travellers in travel delegation (if over two, Group Head or Service Chief Approval required)

<table>
<thead>
<tr>
<th>Employee ID</th>
<th>Printed name</th>
<th>Rank or title</th>
</tr>
</thead>
<tbody>
<tr>
<td>847F</td>
<td>GERALDINE GIBSON</td>
<td>MS</td>
</tr>
<tr>
<td>847F</td>
<td>PETER SCOTT</td>
<td>CDRE</td>
</tr>
<tr>
<td>847F</td>
<td>KYLIE BRYANT</td>
<td>MS</td>
</tr>
</tbody>
</table>

#### 3. Delegations greater than five

The Secretary or CDF are the sole approval authority for delegations greater than five. A request for such travel must be signed by the relevant Group Head or Service Chief.

<table>
<thead>
<tr>
<th>Employee ID</th>
<th>Printed name</th>
<th>Rank or title</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### 4. Executive, Division, Command, Branch, Unit and/or Directorate

<table>
<thead>
<tr>
<th>Group or Service</th>
<th>Division or Command</th>
<th>Branch</th>
<th>Section or Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>DMO</td>
<td>Office of CEO DMO</td>
<td>Office of CEO DMO</td>
<td>Office of CEO DMO</td>
</tr>
</tbody>
</table>

#### 5. Summary of overseas visit proposal

A delegation of Defence Officials are to visit other countries that may have the capacity to provide alternative options for future submarine capability.
Part A - Visit approval (Continued)

6. Background

N/A

7. Policy considerations

N/A

8. Resource considerations

The CEO's visit will be funded by CEO DMO budget (Cost Centre 615370) will meet the costs associated with the visit. Other delegates travel and associated costs will be funded through their Groups.

9. Medical considerations

Considerations of existing medical conditions - Members are encouraged to consider and discuss any medical condition that may impact on their suitability to safely travel. For further information refer to the Defence Workplace Relations Manual (DWRM) Chapter 16, Part 10, Overseas Travel.
Part A - Visit approval (Continued)

10. Consultation (including with overseas mission(s) and other organisations)

- International Policy Division
- Strategic Policy Division
- Office of Chief of Navy
- Prime Minister & Cabinet

Part B - Details of previous visits and any leave or spouse-accompanied travel associated with this visit proposal

<table>
<thead>
<tr>
<th>Name</th>
<th>Dates</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warren King</td>
<td>September 2014</td>
<td>Submarine discussions - Japan</td>
</tr>
<tr>
<td>Warren King</td>
<td>February 2014</td>
<td>Bilateral discussions - Japan</td>
</tr>
</tbody>
</table>

2. Details of any spouse-accompanied travel being sought

Mr King’s wife will be accompanying him part of his journey which has been verbally approved by Secretary. All Mrs King’s travel is at personal cost.
Part C - Cost estimate of overseas visit and supporting statements

1. Details of estimated cost of travel

<table>
<thead>
<tr>
<th>Details of estimated cost of travel</th>
<th>Total expenses ($)</th>
<th>Less external contributions ($)</th>
<th>Net cost to Commonwealth ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Airfares</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First class</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business</td>
<td>$11500.00</td>
<td></td>
<td>$11500.00</td>
</tr>
<tr>
<td>Economy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Departure tax</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Surface travel</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rail or bus</td>
<td>$216.83</td>
<td></td>
<td>$216.83</td>
</tr>
<tr>
<td>Self-drive hire cars</td>
<td>$361.38</td>
<td></td>
<td>$361.38</td>
</tr>
<tr>
<td><strong>Taxis</strong></td>
<td>$150.00</td>
<td></td>
<td>$150.00</td>
</tr>
<tr>
<td><strong>Allowances</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accommodation</td>
<td>$3262.68</td>
<td></td>
<td>$3262.68</td>
</tr>
<tr>
<td>Meals and incidentals</td>
<td>$3148.41</td>
<td></td>
<td>$3148.41</td>
</tr>
<tr>
<td>Equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baggage insurance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess baggage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other (Specify)</strong></td>
<td>$300.00</td>
<td></td>
<td>$300.00</td>
</tr>
<tr>
<td><strong>Booking &amp; Cash Fees</strong></td>
<td>$300.00</td>
<td></td>
<td>$300.00</td>
</tr>
<tr>
<td><strong>Airport Parking</strong></td>
<td>$0.00</td>
<td></td>
<td>$0.00</td>
</tr>
<tr>
<td><strong>Other expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Formal entertainment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifts (Protocol)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference registration fees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$18939.30</td>
<td></td>
<td>$18939.30</td>
</tr>
</tbody>
</table>

2. Details of organisation meeting expenses

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Part C - Cost estimate of overseas visit and supporting statements (Continued)

3. Justification for use of self-drive hire cars or taxis

Taxi's as required. Hire vehicle from Berlin to Kiel

---

<table>
<thead>
<tr>
<th>Statements supporting other expenses approved separately</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Formal entertainment</td>
</tr>
<tr>
<td>N/A</td>
</tr>
</tbody>
</table>

---

<table>
<thead>
<tr>
<th>5. Gifts for protocol purposes</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
</tr>
</tbody>
</table>

---

<table>
<thead>
<tr>
<th>6. Conference registration fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
</tr>
</tbody>
</table>
Part D - Overseas visit itinerary (Specify duration of visit at each overseas locality)

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Flight number</th>
<th>Time</th>
<th>Place</th>
<th>Time</th>
<th>Place</th>
<th>Location and purpose (Name of establishment. Indicate whether official business, rest day, leave)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thu</td>
<td>27 Nov 14</td>
<td>QF1520</td>
<td>17:05</td>
<td>Canberra</td>
<td>18:00</td>
<td>Sydney</td>
<td>Attend LHD Commissioning</td>
</tr>
<tr>
<td>Fri</td>
<td>28 Nov 14</td>
<td>QF8413</td>
<td>21:45</td>
<td>Sydney</td>
<td></td>
<td></td>
<td>Transit</td>
</tr>
<tr>
<td>Sat</td>
<td>29 Nov 14</td>
<td></td>
<td></td>
<td></td>
<td>05:15</td>
<td>Dubia</td>
<td>Connection to Sweden</td>
</tr>
<tr>
<td>Sat</td>
<td>29 Nov 14</td>
<td>QF8157</td>
<td>08:45</td>
<td>Dubai</td>
<td>11:45</td>
<td>Stockholm</td>
<td>Transit</td>
</tr>
<tr>
<td>Sun</td>
<td>30 Nov 14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Stockholm</td>
<td>Weekend</td>
</tr>
<tr>
<td>Mon</td>
<td>1 Dec 14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Stockholm</td>
<td>Official business</td>
</tr>
<tr>
<td>Mon</td>
<td>1 Dec 14</td>
<td></td>
<td></td>
<td>17:00</td>
<td>19:00</td>
<td>Copenhagen</td>
<td>Transit</td>
</tr>
<tr>
<td>Tue</td>
<td>2 Dec 14</td>
<td></td>
<td></td>
<td>Copenhagen</td>
<td>18:30</td>
<td>Hamburg</td>
<td>Official business</td>
</tr>
<tr>
<td>Wed</td>
<td>3 Dec 14</td>
<td></td>
<td>17:00</td>
<td>Copenhagen</td>
<td>18:30</td>
<td>Hamburg</td>
<td>Transit</td>
</tr>
<tr>
<td>Wed</td>
<td>3 Dec 14</td>
<td></td>
<td>18:30</td>
<td>Hamburg</td>
<td>20:00</td>
<td>Kiel</td>
<td>Self drive</td>
</tr>
<tr>
<td>Thu</td>
<td>4 Dec 14</td>
<td></td>
<td>17:00</td>
<td>Kiel</td>
<td>19:00</td>
<td>Berlin</td>
<td>Transit</td>
</tr>
<tr>
<td>Thu</td>
<td>4 Dec 14</td>
<td></td>
<td>18:30</td>
<td>Kiel</td>
<td>19:00</td>
<td>Berlin</td>
<td>Official business</td>
</tr>
<tr>
<td>Fri</td>
<td>5 Dec 14</td>
<td></td>
<td></td>
<td>Berlin</td>
<td></td>
<td></td>
<td>Weekend</td>
</tr>
<tr>
<td>Sat</td>
<td>6 Dec 14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sun</td>
<td>7 Dec 14</td>
<td></td>
<td>16:00</td>
<td>Berlin</td>
<td>18:00</td>
<td>Paris</td>
<td>Transit</td>
</tr>
<tr>
<td>Mon</td>
<td>8 Dec 14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tue</td>
<td>9 Dec 14</td>
<td></td>
<td>07:00</td>
<td>Paris</td>
<td>10:00</td>
<td>Cherbourg</td>
<td>Train</td>
</tr>
<tr>
<td>Tue</td>
<td>9 Dec 14</td>
<td></td>
<td>15:00</td>
<td>Cherbourg</td>
<td>18:00</td>
<td>Paris</td>
<td>Train</td>
</tr>
<tr>
<td>Wed</td>
<td>10 Dec 14</td>
<td>QF8072</td>
<td>09:55</td>
<td>Paris</td>
<td>19:25</td>
<td>Dubai</td>
<td>Transit</td>
</tr>
<tr>
<td>Wed</td>
<td>10 Dec 14</td>
<td>QF8422</td>
<td>21:45</td>
<td>Dubai</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thu</td>
<td>11 Dec 14</td>
<td></td>
<td>12:25</td>
<td>Western Aust</td>
<td>22:30</td>
<td>Canberra</td>
<td>Transit</td>
</tr>
<tr>
<td>Thu</td>
<td>11 Dec 14</td>
<td>QF718</td>
<td>16:35</td>
<td>Western Aust</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Dates relevant overseas missions advised of arrangements for official travel.
### Part E - Approval

#### 1. Member

<table>
<thead>
<tr>
<th>Printed name</th>
<th>Position</th>
<th>Position number</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warren King</td>
<td>CoS CEO DMO</td>
<td>116776</td>
<td>17/11/14</td>
</tr>
</tbody>
</table>

#### 2. Unit recommendation

**Travel request is recommended.**

<table>
<thead>
<tr>
<th>Printed name</th>
<th>Position</th>
<th>Position number</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Russ Bailey</td>
<td>CoS CEO DMO</td>
<td>116776</td>
<td>17/11/14</td>
</tr>
</tbody>
</table>

#### 3. Funds availability

I certify that funds are available.

<table>
<thead>
<tr>
<th>Account code</th>
<th>Sub ledger Identifier</th>
<th>WBS code</th>
<th>Position</th>
<th>Position number</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>616370</td>
<td></td>
<td></td>
<td></td>
<td>Sharon Sparks</td>
<td>17 Nov 14</td>
</tr>
</tbody>
</table>

#### 4. Section 23 Commitment Approver (Part A, B or C must be completed)

**a. Travel for up to two Defence personnel**

Must be SES Band 2 or Two Star Officers and above (SES Band 1 and 1 Star officers can only approve an overseas visit when they are authorized to do so on behalf of the approving authority and not as delegates in their own right).

**Section 23 Commitment Approver - Travel as requested is approved:**

<table>
<thead>
<tr>
<th>Signature</th>
<th>Printed name</th>
<th>Position number</th>
<th>Position title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dennis Richardson</td>
<td>100001</td>
<td>SECRETARY</td>
<td>20 Nov 14</td>
</tr>
</tbody>
</table>

**or recommended for Group Head or Service Chief endorsement:**

<table>
<thead>
<tr>
<th>Signature</th>
<th>Printed name</th>
<th>Position number</th>
<th>Position title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sharon Sparks</td>
<td>488631</td>
<td>SEA CEO DMO</td>
<td>17 Nov 14</td>
</tr>
</tbody>
</table>

**b. Travel for up to five Defence personnel**

Must be Group Head or Service Chief.

**Section 23 Commitment Approver - Travel as requested is approved:**

<table>
<thead>
<tr>
<th>Signature</th>
<th>Printed name</th>
<th>Position number</th>
<th>Position title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dennis Richardson</td>
<td>100001</td>
<td>SECRETARY</td>
<td>20 Nov 14</td>
</tr>
</tbody>
</table>

**or recommended for Secretary or CDF endorsement (justification attached):**

<table>
<thead>
<tr>
<th>Signature</th>
<th>Printed name</th>
<th>Position number</th>
<th>Position title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**c. Travel for more than five Defence personnel**

Must be Secretary or CDF.

**Section 23 Commitment Approver - Travel as requested is approved:**

<table>
<thead>
<tr>
<th>Signature</th>
<th>Printed name</th>
<th>Position number</th>
<th>Position title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Travel Budget**

**Traveller / Trip Details**

<table>
<thead>
<tr>
<th>Name</th>
<th>MR KING, WARREN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee ID</td>
<td>[Image]</td>
</tr>
<tr>
<td>Traveller Class</td>
<td>Senior Leadership Group</td>
</tr>
<tr>
<td>Trip Description</td>
<td>Europe Visit</td>
</tr>
</tbody>
</table>

As directed by National Security Committee (NSC), a delegation of Defence Officials are to visit other countries that may have the capacity to provide alternative options for future submarine capability.

<table>
<thead>
<tr>
<th>Departure</th>
<th>Saturday</th>
<th>29-11-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return</td>
<td>Wednesday</td>
<td>10-12-2014</td>
</tr>
</tbody>
</table>

**Budget Elements**

<table>
<thead>
<tr>
<th></th>
<th>Estimated (AUD)</th>
<th>Confirmed (AUD)</th>
<th>Total (AUD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation</td>
<td>$988.91</td>
<td>$2,273.78</td>
<td>$3,262.69</td>
</tr>
<tr>
<td>Meals and Incidents</td>
<td>$0.00</td>
<td>$3,148.41</td>
<td>$3,148.41</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>$12,528.20</td>
<td>$0.00</td>
<td>$12,528.20</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$13,517.11</td>
<td>$6,422.18</td>
<td>$18,939.30</td>
</tr>
</tbody>
</table>

Delegate of the Defence Chief Executive Travel Budget is approved.

**Traveller**

I have read and understood my Travel Requisition/Order.

[Signature]

Date: 20 NOV 14

[Signature]

Date: 17 NOV 14
<table>
<thead>
<tr>
<th>Budget Elements</th>
<th>Estimated (AUD)</th>
<th>Confirmed (AUD)</th>
<th>Total (AUD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day of Arrival - No breakfast and lunch</td>
<td>1 DKK -814.00</td>
<td>-814.00</td>
<td>-165.05</td>
</tr>
<tr>
<td>Day of Departure - No dinner</td>
<td>1 DKK -814.00</td>
<td>-814.00</td>
<td>-165.05</td>
</tr>
<tr>
<td>Incidents - Denmark</td>
<td>3 DKK 315.00</td>
<td>945.00</td>
<td>183.49</td>
</tr>
<tr>
<td>Incidents - Denmark - Day of Arrival</td>
<td>1 DKK -157.50</td>
<td>-157.50</td>
<td>-30.58</td>
</tr>
<tr>
<td>Lunch Provided</td>
<td>1 DKK -407.00</td>
<td>-407.00</td>
<td>-79.03</td>
</tr>
<tr>
<td>Lunch Provided</td>
<td>1 DKK -407.00</td>
<td>-407.00</td>
<td>-79.03</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>3,229.50</td>
</tr>
<tr>
<td>France</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meals - France</td>
<td>4 EUR 201.00</td>
<td>804.00</td>
<td>1,162.19</td>
</tr>
<tr>
<td>Day of Arrival - No breakfast and lunch</td>
<td>1 EUR -100.50</td>
<td>-100.50</td>
<td>-145.27</td>
</tr>
<tr>
<td>Day of Departure - No lunch and dinner</td>
<td>1 EUR -150.75</td>
<td>-150.75</td>
<td>-217.91</td>
</tr>
<tr>
<td>Incidents - France</td>
<td>4 EUR 42.00</td>
<td>168.00</td>
<td>242.84</td>
</tr>
<tr>
<td>Incidents - France - Day of Arrival</td>
<td>1 EUR -21.00</td>
<td>-21.00</td>
<td>-30.38</td>
</tr>
<tr>
<td>Incidents - France - Day of Departure</td>
<td>1 EUR -21.00</td>
<td>-21.00</td>
<td>-30.38</td>
</tr>
<tr>
<td>Lunch Provided</td>
<td>2 EUR -50.25</td>
<td>-100.50</td>
<td>-145.27</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>578.25</td>
</tr>
<tr>
<td>Germany</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meals - Germany</td>
<td>5 EUR 144.00</td>
<td>720.00</td>
<td>1,040.78</td>
</tr>
<tr>
<td>Day of Arrival - No breakfast and lunch</td>
<td>1 EUR -72.00</td>
<td>-72.00</td>
<td>-104.08</td>
</tr>
<tr>
<td>Day of Departure - No dinner</td>
<td>1 EUR -72.00</td>
<td>-72.00</td>
<td>-104.08</td>
</tr>
<tr>
<td>Incidents - Germany</td>
<td>5 EUR 35.00</td>
<td>175.00</td>
<td>252.98</td>
</tr>
<tr>
<td>Incidents - Germany - Day of Arrival</td>
<td>1 EUR -17.50</td>
<td>-17.50</td>
<td>-25.30</td>
</tr>
<tr>
<td>Lunch Provided</td>
<td>2 EUR -38.00</td>
<td>-72.00</td>
<td>-104.08</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>681.50</td>
</tr>
</tbody>
</table>
### Budget Elements

<table>
<thead>
<tr>
<th>Description</th>
<th>SEK</th>
<th>Estimated (AUD)</th>
<th>Confirmed (AUD)</th>
<th>Total (AUD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meals - Sweden</td>
<td>3</td>
<td>1,781.00</td>
<td>5,283.00</td>
<td>$831.24</td>
</tr>
<tr>
<td>Day of Arrival - No breakfast</td>
<td>1</td>
<td>-440.25</td>
<td>-440.25</td>
<td>-$89.27</td>
</tr>
<tr>
<td>Day of Departure - No dinner</td>
<td>1</td>
<td>-880.50</td>
<td>-880.50</td>
<td>-$138.54</td>
</tr>
<tr>
<td>Incidental - Sweden</td>
<td>3</td>
<td>371.00</td>
<td>1,113.00</td>
<td>$175.12</td>
</tr>
<tr>
<td>Lunch Provided</td>
<td>1</td>
<td>-440.25</td>
<td>-440.25</td>
<td>-$89.27</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td>$0.00</td>
</tr>
</tbody>
</table>

**Total Meals and Incidents**

- $0.00
- $3,148.38
- $3,148.38

### Other Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Currency</th>
<th>Amount</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Travel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air Fares - International and in country air fares</td>
<td>AUD</td>
<td>11,500.00</td>
<td>11,500.00</td>
</tr>
<tr>
<td><strong>Booking Fees</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Includes TMC and WhAG Fees) - Booking fees</td>
<td>AUD</td>
<td>200.00</td>
<td>200.00</td>
</tr>
<tr>
<td><strong>Other Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Adv Fees - ATM Fees</td>
<td>AUD</td>
<td>100.00</td>
<td>100.00</td>
</tr>
<tr>
<td><strong>Surface Travel</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxis - Taxis as required in Australia</td>
<td>AUD</td>
<td>150.00</td>
<td>150.00</td>
</tr>
<tr>
<td><strong>Surface Travel</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rail or Bus - Train travel from Paris to Cerbourg</td>
<td>EUR</td>
<td>150.00</td>
<td>150.00</td>
</tr>
<tr>
<td>Budget Elements</td>
<td>Estimated (AUD)</td>
<td>Confirmed (AUD)</td>
<td>Total (AUD)</td>
</tr>
<tr>
<td>-----------------------------------------------------</td>
<td>-----------------</td>
<td>-----------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Self Drive Hire Cars - Hire car from Hamburg to Kiel</td>
<td>1 EUR 250.00</td>
<td>250.00</td>
<td>$381.38</td>
</tr>
<tr>
<td>Total Other Expenses</td>
<td>$12,628.21</td>
<td>$0.00</td>
<td>$12,628.21</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$13,517.12</td>
<td>$5,422.15</td>
<td>$18,939.27</td>
</tr>
</tbody>
</table>

F1 Solutions Travel Budget Tool
Printed:  4:49:20 PM  16-11-2014