Positioning BOKA at the Centre of European Defence Modernisation

John James
Group CEO

Niklas List
Partner

Kaspar Varmuza
Chief of Staff

+44 (0) 203 205 7352
media@bokacap.com

- BOKA Capital has long recognised the strategic imperative of European defence resilience. Since inception, we have maintained deep exposure to European dual-use and national security assets, positioning us as a leading investor in the region's advanced technological transformation.
- On 4 June 2025, BOKA Capital participated in the *Mission 2044 Rearm Europe Summit* in Berlin, one of the most influential gatherings focused on Europe's evolving defence posture.
- The summit brought together key decision-makers from defence primes, dual-use technology companies, NATO-aligned governments, and the financial sector to address the urgent need for rearmament, innovation, and industrial capacity.
- **Key themes that emerged from the summit echo BOKA's strategic thesis:**
  - *Scaling defence industrial capacity* is now an existential priority, requiring agile capital to convert innovation into deployable capability.
  - *Dual-use technologies*, especially in AI, space, autonomy, and cyber, are redefining the battlespace, demanding faster procurement pathways and integrated funding models.
  - *Private capital is no longer peripheral*; it is central to the reconstitution of Europe's defence base, serving as a critical enabler in accelerating innovation and deployment cycles.
  - Europe still faces *structural obstacles*: Complex regulatory frameworks, fragmented sovereign priorities, and inconsistent acquisition strategies; underscoring the need for greater strategic clarity and coordination across Europe.
- BOKA Capital stands out as one of the few firms with both the domain expertise and transatlantic network to guide early-stage companies from technical validation through to sovereign integration and strategic scale-up.
- Our presence in Berlin reinforced our long-held conviction that Europe's defence sector is undergoing irreversible change, and that investors with mission understanding and operational reach will define its future.
- **BOKA Capital is not just investing in defence modernisation – we're shaping it.**

Positioning BOKA at the Centre of European Defence Modernisation

On 4 June 2025, BOKA Capital attended *Mission 2044 Rearm Europe Summit* in Berlin, one of the most consequential European gatherings focused on the future of defence and security. The summit convened senior stakeholders from defence primes, early-stage technology companies, investors, policymakers, and strategic advisors to examine Europe's rearmament priorities and the pivotal role of private capital and innovation to close critical capability gaps.

The summit provided a valuable platform to assess the evolving DefenceTech landscape and deepen BOKA's network across the full spectrum of the defence-industrial base, from established primes to emerging dual-use innovators. It also reinforced a major strategic shift: Defence investment is moving beyond its traditional base, with increased engagement from venture and private equity capital across Europe, the U.S., and allied markets.

As one of the few dedicated investors in the sector with active exposure to European defence assets, BOKA Capital remains well positioned to drive the next wave of capability development, bridging innovation, commercialisation, and sovereign integration across allied domains.

John James, BOKA CEO, Panel discussion – MISSION Possible: Out-Innovating Europe's Dependency

Summit Structure and Stakeholder Composition

A defining feature of the summit was the breadth and depth of representation across the full defence value chain, still a rarity in most European defence and technology forums. The event brought together stakeholders whose alignment will be critical to shaping capability development, procurement models, and private capital deployment over the next decade.

- **Established defence primes**: Industry leaders such as Rheinmetall, Airbus, MBDA, and others articulated how traditional platforms are evolving through the integration of emerging technologies to address new operational and threat-driven demands.
- **Emerging dual-use technology companies**: Innovators including Helsing, Reflex Aerospace, HOLOGATE, ARX Robotics, and others highlighted the cutting-edge advances in AI, autonomy, advanced materials, and immersive simulation, demonstrating how dual-use innovation is fast becoming central to Europe's defence posture.
- **Capital providers**: Alongside BOKA Capital, the summit was attended by venture firms such as Alpine Space Ventures, JOIN Capital, IronGate, and Scout Ventures. Notably, buyout funds including Carlyle and CVC were also present, underscoring the increasing appetite from institutional capital for exposure to defence and dual-use markets. The presence of U.S. and allied investors reflected a growing recognition of Europe's defence sector as a location for scalable opportunities.
- **Government, military, and policy bodies**: Representatives from the NATO Innovation Fund, German Navy, Bundeswehr, and European institutional policymakers brought essential perspectives on industrial policy reform, procurement agility, and transatlantic alignment.
- **Strategic advisors and corporate institutions**: Firms such as McKinsey, JP Morgan, Goldman Sachs, Deutsche Bank, AON, and A&O Shearman contributed to discussions on capital markets, M&A, corporate activity, and the structural shifts reshaping the sector's investment landscape.

The summit's format enabled both structured panel dialogue and targeted engagement, creating an environment for meaningful alignment across operators, innovators, and capital providers. It was a clear reflection of how defence investing is maturing into a cross-sector priority for European resilience and industrial revitalisation.

Key Themes and Takeaways

Several consistent themes emerged throughout the summit's panels, fireside chats, and private discussions, underscoring both the opportunities and structural challenges facing European defence modernisation:

Structural capacity constraints will define the next phase of European rearmament.

While defence budgets are rising across Europe, industrial capacity in manufacturing, R&D, and talent remains the critical bottleneck. Without targeted investment to expand infrastructure, technical expertise, and supply chains, increased spending alone will not convert into deployable capability.

Private capital is now a critical enabler of capability development.

There is broad consensus that venture and growth equity must fill the gap between innovation and scaled production. Many of the most transformative dual-use solutions are emerging from agile, well-capitalised technology companies, not traditional primes alone, making private investment essential to accelerating the innovation-to-adoption cycle.

Procurement frameworks must evolve to keep pace with innovation.

Across the value chain, regulatory complexity and slow procurement cycles remain major impediments to timely fielding of new capabilities. The pace of innovation will increasingly depend on Europe's ability to implement flexible, outcome-oriented procurement models that can integrate emerging technologies more rapidly. Achieving this shift requires not only political will, but also a cultural and leadership transformation across service branches, procurement authorities, and national security agencies, moving away from risk-averse legacy practices toward a more agile, innovation-driven mindset.

Dual-use technologies are at the core of future capability.

Fields such as autonomy, AI, cyber, space-based communications, and ISR (intelligence, surveillance, reconnaissance) are all being driven by dual-use innovation. Investors able to navigate both commercial and defence markets will be best positioned to support and scale the next generation of attractive technologies.

Space remains a strategic priority, and a vulnerability.

Europe continues to lag the U.S. and China in the militarisation and protection of space assets. Speakers emphasised the urgency of building resilient and secure military space infrastructure, with private sector participation pivotal to addressing current capability gaps.

Strategic clarity and prioritisation remain inconsistent.

While budget growth is important, several sessions stressed that Europe must move beyond incremental spending toward a more coherent industrial strategy. Without clear capability roadmaps and coordinated pan-European approaches, fragmentation will persist, and progress will remain uneven.

Implications for BOKA Capital

BOKA Capital's participation at the conference reinforced the strength and relevance of our dual-use technology strategy. As one of the few investors present with a dedicated thesis in this sector, we were uniquely positioned to engage meaningfully with both emerging technology companies and institutional stakeholders, further deepening our network across the European defence ecosystem.

The summit confirmed several key insights that align closely with our investment approach:

- The European defence sector is moving towards greater openness to private capital, with both governments and industry leaders recognising the need for external investment to accelerate capability development.
- There are significant opportunities for investors who can bridge the gap between commercial innovation and defence program requirements.
- Strong relationships with defence primes, ministries, and procurement bodies remain essential to enabling portfolio companies to move from pilot to program, ensuring they are not just innovative, but integrated..

Events such as the *Mission 2044 Rearm Europe Summit* provide valuable early access to deal flow, potential co-investors, and the strategic context required to guide our investment strategy and capital deployment in this rapidly evolving and geopolitically vital domain.

Important Notes

The information in this document is for informational purposes only and does not purport to contain all the information that may be required to evaluate an investment opportunity or a financial position. This document is not an advertisement or prospectus and does not constitute or form part of any offer, invitation, inducement or invitation to buy, sell, subscribe for or issue any securities nor shall this document nor any part of it, nor the fact of its distribution, form the basis of, or be relied on in connection with, any contract or investment decision in relation thereto, nor does it constitute a recommendation regarding investment. While the facts and matters set out have been produced in good faith and the material is based on information that we consider correct, no representation or warranty, express or implied, is given by or on behalf of any person as to the accuracy, fairness or completeness of the information and opinions herein and no liability whatsoever is accepted by any person for any loss or damage, howsoever arising, directly or indirectly, from any use of such information or otherwise arising in connection herewith, including but not limited to any estimates, opinions, conclusions or recommendations contained in this document, which are reasonably held or made at the time of compilation. No warranty is made as to the accuracy or reliability of any estimates, opinions, conclusions or recommendations. Nothing in this document constitutes investment, accounting, legal, regulatory, tax or other advice. Recipients should consult their own legal, tax, accounting and financial advisors regarding the economic benefits and risks of the investments or transactions described in this document, and the potential legal, regulatory, credit, tax, and accounting impacts of such investments or transactions based upon their individual circumstances. This document may not be reproduced or distributed to any person.

In the United Kingdom, this communication is prepared and issued by BOKA Capital Ltd and approved by Robert Quinn Advisory LLP, which is authorized and regulated by the UK Financial Conduct Authority ("FCA"). BOKA Capital Ltd is an Appointed Representative of Robert Quinn Advisory LLP.

This material constitutes a financial promotion for the purposes of the Financial Services and Markets Act 2000 (the "Act") and the handbook of rules and guidance issued from time to time by the FCA (the "FCA Rules"). This material is for information purposes only and does not constitute an offer to subscribe for or purchase of any financial instrument. BOKA Capital Ltd neither provides investment advice to, nor receives and transmits orders from, persons to whom this material is communicated, nor does it carry on any other activities with or for such persons that constitute "MiFID or equivalent third country business" for the purposes of the FCA Rules. All information provided is not warranted as to completeness or accuracy and is subject to change without notice. This communication and any investment or service to which this material may relate is exclusively intended for persons who are Professional Clients or Eligible Counterparties for the purposes of the FCA Rules and other persons should not act or rely on it. This communication is not intended for use by any person or entity in any jurisdiction or country where such distribution or use would be contrary to local law or regulation.