



19. September 2025

Dear Minister,

I am delighted to personally invite you to the Friends of Industry ministerial conference on 3 November 2025 in Berlin.

The Friends of Industry should act as a key driver in the ongoing dialogue on the future direction of European industrial policy. In a time of geopolitical shifts, economic uncertainty, and critical decisions about our future direction, we must once again give our industry a strong and unified voice in Europe. At the same time, we should support the European Commission in establishing the framework conditions needed for a resilient and forward-looking industrial base across the continent. We must set the right course for growth in the European economy.

I would therefore like to come together with you at the Friends of Industry conference to discuss measures and approaches to strengthen the competitiveness of our industry and the need to enhance resilience – including how we can shape industrial policy to bolster Europe's defence capabilities in order to advance our position in key technological fields and unlock new drivers of growth. We intend to adopt a joint declaration, which we will agree with you ahead of the conference.

Please find attached the provisional agenda.

I would be grateful if you could confirm your attendance via email to friendsofindustry@bmwe.bund.de.

I look forward to welcoming you in Berlin.