

US–Taiwan Defense Industry Conference 2025

韓儒伯會長、美國在台協會藍鶯女士、前美太平洋陸軍司令弗林上將、立法委員王定宇先生、沈伯洋先生以及美國與臺灣的朋友們，大家好。

President Hammond-Chambers, Managing Director Larson, former USARPAC commanding General GEN Flynn, legislator Wang, legislator Shen, distinguished friends from the United States and Taiwan — good day.

一、前言

Opening

今天，非常感謝美臺商會韓儒伯會長的邀請，讓我有機會首次代表中華民國國防部，和大家談論臺灣如何在臺海乃至於整個印太地區致力維護和平。

I would like to begin by expressing my sincere appreciation to President Hammond-Chambers and the U.S.–Taiwan Business Council for the kind invitation.

It is a great honor to speak on behalf of the Ministry of National Defense of the Republic of China (Taiwan) for the first time and to share how Taiwan is striving to maintain peace across the Taiwan Strait and throughout the broader Indo-Pacific region.

在座的各位，皆為臺美兩國政府官員、軍工企業主管、國家安全與智庫學者代表，戮力推動國防相關事務，積極打造和平、繁榮的未來，是我們共同的企望。

Many of you here today — representing our two governments, defense industries, national security institutions, and think tanks — have worked tirelessly to advance defense cooperation and to build a future of peace and prosperity. This is a goal we all share.

臺灣是民主的典範，在許多領域都是美國的關鍵夥伴。

Taiwan stands as a beacon of democracy and a key partner of the United States in many domains.

面對瞬息萬變的國際局勢，與中共日益升高的軍事威脅，臺海的和平確實充滿挑戰。

Yet amid a rapidly changing international environment and the People's Republic of China's (PRC) growing military threat, sustaining peace across the Taiwan Strait remains a formidable challenge.

今天我將以「臺灣以實力維持真和平」為題，闡述臺海和平穩定的重要性，以及我國面對中共威脅採取的備戰作為與不對稱戰力之變革，尤其是我國防預算已大幅增加超過 GDP3% 以上，臺美應加強國防產業鏈結、強化區域合作等面向。

Under the theme "Taiwan: Peace through Strength," I will outline the importance of peace and stability in the Taiwan Strait, the measures Taiwan has taken to strengthen its preparedness and asymmetric capabilities in response to PRC coercion, and our-defense investment has exceeded 3 percent of GDP.

I will also highlight the importance of enhancing U.S.–Taiwan defense-industrial cooperation and strengthening regional partnerships.

二. 臺海和平穩定的重要與挑戰

The Importance and Challenges of Peace and Stability in the Taiwan Strait

首先，我想談談臺海和平穩定的重要性與面對的挑戰。

Let me begin by addressing the importance and challenges of maintaining peace and stability in the Taiwan Strait.

當前國際戰略環境深受大國競合、區域衝突及軍事科技發展等議題交互影響，地緣政治風險持續攀升。

The current global strategic environment is increasingly shaped by great-power competition, regional conflicts, and rapid advances in military technology, all of which continue to elevate geopolitical risks.

與此同時，中共積極擴張區域勢力，企圖提升國際影響力，全球地緣政治風險正急遽升高。

At the same time, the People's Republic of China (PRC) is actively expanding its regional influence and seeking to enhance its global reach, further driving a sharp escalation in geopolitical tensions worldwide.

臺灣作為第一島鏈關鍵要域，位處地緣戰略中心，面對中共日益高漲的侵略野心，臺灣首當其衝，承擔最直接的軍事壓迫。

Situated at the center of the first island chain, Taiwan occupies a critical

geostrategic position.

As Beijing's ambitions grow ever more aggressive, Taiwan stands on the front line, bearing the brunt of direct military pressure.

中共對臺軍事恫嚇與灰色地帶威脅日益升高，2024 年 5 月開始，在東部海域不間斷執行「聯合利劍 2024-A/B」與「海峽雷霆 2025A」軍演，每月在我周邊海、空域遂行海、空軍「聯合戰備警巡」，以機艦逾越臺海中線，貼近本島 24 浬線海域活動。

Since May 2024, the PRC has intensified its military coercion and gray-zone operations against Taiwan, conducting continuous “Joint Sword 2024-A/B” and “Strait Thunder 2025-A” exercises in the eastern waters and launching monthly joint air and sea patrols around our surrounding waters and airspace. PLA aircraft and naval vessels frequently approach the Strait's median line and operate within 24 nautical miles of our contiguous zone.

演訓區域逐步擴展至我東部外海一帶，劃設禁航區進行實彈射擊、演練航道封鎖，及「反介入／區域拒止（A2/AD）」兵力布勢，甚至在臺灣海峽開設「航空保留區」，執行聯合戰備與海空聯訓等任務。

Their exercise areas have expanded eastward into waters off Taiwan's eastern coast, where they establish exclusive zones, conduct live-fire drills and maritime blockades, and deploy Anti-Access/Area Denial (A2/AD) forces.

Some have even opened so-called “reserved area” in the Taiwan Strait to conduct joint readiness and air-sea training operations.

中共結合「非軍事手段」與「準軍事壓力」，以混合戰行動挑釁，我國統計 2025 年 1 月至 10 月迄今，在臺海周邊偵獲進入海峽中線共機達 4,300 架次、軍艦 2,062 艘，對我威懾並消耗我國防力量。

The PRC integrates non-military means with paramilitary pressure to conduct hybrid warfare against Taiwan.

From 2025 to present, we had recorded 4,300 PLA aircraft and 2,062 naval vessels crossing or approaching the Strait's median line, actions intended to coerce and deplete our defense resources.

貴國印太司令帕帕羅上將也強調，這並非單純的演習，是在進行武力犯臺的實戰預演，企圖「由演轉戰」、「由訓轉戰」，阻斷我海上交通

線並形成包圍態勢，同時透過官媒宣傳形塑「臺灣內海化」假象。

Admiral Samuel Paparo, Commander of U.S. Indo-Pacific Command, has emphasized that these are not mere exercises but rehearsals for an invasion of Taiwan, a drill to real tactic.

Their goal is to sever Taiwan's sea lines of communication, impose encirclement, and use state media to portray the Strait as China's so-called "internal waters."

綜觀全球國防軍費，中共高居全球第二大軍事支出地位，公開預算至 2025 年相較 2015 年大幅增加近 2 倍（9,088 億元成長至 1.78 兆元人民幣），積極部署、研製建造，如陸軍「PHL-03 遠程多管火箭砲」、海軍「福建號」與「遼寧號、山東號航艦」、「054A/B 護衛與飛彈驅逐艦」、空軍「殲 16、殲 20 與轟 6N 轟炸機」、火箭軍「核彈頭、新型反艦彈道飛彈與極音速飛彈」等現代化、遠程投射與核武戰略威懾軍力。

Globally, the PRC now ranks as the world's second-largest defense spender, with its official defense budget nearly doubling (from 908.8 billion RMB in 2015 to 1.78 trillion RMB in 2025.)

Across its services, the PLA continues to field and develop modern, long-range, and strategic deterrent capabilities, including the PHL-03 multiple rocket launcher, the aircraft carriers *Fujian*, *Liaoning*, and *Shandong*, the Type 054A/B frigates and DDG, the J-16 and J-20 fighters, the H-6N bomber, and new nuclear warheads, anti-ship ballistic missiles, and hypersonic weapons.

共軍的軍事行動不侷限在臺海、東海、南海等第一島鏈關鍵區域，近來更在西太平洋進行日趨密集且具侵略性的軍事活動，包括航艦編隊軍演、試射洲際彈道飛彈等，意圖擴充遠洋作戰縱深、提高境外制空與打擊能力，頻繁對周邊國家進行軍事挑釁與灰色地帶行動，挑戰國際社會既有規則，目的在突破第一島鏈封鎖，展現積極向全球擴張的野心。

The PLA's operations now extend beyond the Taiwan Strait, the East China Sea, and the South China Sea.

In the Western Pacific, it conducts increasingly aggressive carrier-group exercises and intercontinental ballistic-missile tests, expanding its

expeditionary reach, enhancing offshore air and strike capabilities, and employing coercive gray-zone tactics against neighboring nations. Such actions aim to break through the first-island-chain defense structure and demonstrate Beijing's ambition for global expansion.

臺灣以印太地區第一島鏈的關鍵樞紐，扼控東北亞與東南亞、西太平洋與南海等重要國際通道，是商業航運與軍事行動的重要航道，更是民主防線的最前線，維繫全球經濟發展主要動脈。

Taiwan's position serves as the strategic lynchpin of the Indo-Pacific — connecting Northeast Asia, Southeast Asia, the Western Pacific, and the South China Sea — makes it a vital artery for global trade and military operations, and the front line of the democratic defense network sustaining the world's economy.

今年 6 月七大工業國集團（G7）領袖發表公報指出，臺海和平穩定對國際安全及繁榮不可或缺，反對任何單方面透過武力或脅迫改變臺海現狀的企圖。

In June 2025, the G7 leaders' communiqué reaffirmed that peace and stability in the Taiwan Strait are indispensable to international security and prosperity, and opposed any unilateral attempt to alter the status quo by force or coercion.

臺灣學者指出，太平洋三條弧形島鏈就像「上帝之手」，為地緣政治競逐劃出了「矛」與「盾」。

Taiwanese scholars describe the three Pacific island chains as “the hand of God,” outlining both the spear and the shield in geopolitical rivalry.

中共猶如一支矛，意圖突破島鏈、成為海權強國；而美、日、臺、菲、澳則形成盾，以島鏈構築防護網，維持西太平洋現狀。

China represents the spear, seeking to pierce into the Pacific as a maritime power, while the United States, Japan, Taiwan, the Philippines, and Australia form the shield, building layered defenses to preserve stability in the Western Pacific.

而臺灣正位在矛與盾的交鋒點上，同時是「陸權矛」前端的鋒芒，也是「海權盾」中心的握把，更是全球產業鏈的核心。

Taiwan lies at the intersection of the spear and the shield — the tip of

continental power, the handle of maritime defense, and the heart of the global industrial supply chain.

我國擁有民主自由的政治體制，多年來遵守《聯合國憲章》、國際法規範，並與我理念相同的友盟國家合作，扮演抗衡威權國家軍事擴張的戰略角色，遏止中共軍事挑釁，共同撐起「民主保護傘」，奠定維繫臺海和平穩定的重要基石。

With its free and democratic system, Taiwan has long upheld the United Nations Charter and international law, working closely with like-minded partners to counter authoritarian expansion and uphold a rules-based international order.

Together, we play a strategic role in resisting authoritarian aggression, sustaining peace, and holding up a “democratic umbrella” that forms the cornerstone of stability in the Taiwan Strait.

三、臺灣備戰作為及提升我國不對稱戰力之變革

Taiwan's Readiness Measures and the Transformation to Asymmetric Capabilities

研析當前國際軍事衝突態樣，我國國防部秉持「建構不對稱作戰、強化防衛韌性、提升後備戰力及厚植灰色地帶應處能量」等戰力整建四大重點，從個別領域逐步改善，到全方位提升戰力。

Analyzing the characteristics of modern military conflicts, the Ministry of National Defense has identified four key priorities for force development — building asymmetric operational capabilities, strengthening defense resilience, enhancing reserve-force readiness, and improving gray-zone response capacity.

These initiatives have progressed from specific, domain-level improvements toward comprehensive, force-wide enhancement.

依區域安全情勢、武器籌獲期程與兵役制度調整，陸續推動陸軍「無人機大隊」編成、海軍「反潛航空指揮部」與「無人機營及火力營」轉型，空軍第七戰術戰鬥機聯隊第 45 作戰隊編成。

In response to regional security developments, procurement schedules, and adjustments to the conscription system, Taiwan's military has successively implemented key reforms — including the Army's formation of a Drone Battalion, the Navy's reorganization effort to form Anti-Submarine

Aviation Command and Unmanned Systems and Firepower Battalions, and the Air Force's establishment of the 45th Tactical Group under the 7th Tactical Fighter Wing.

建置現代化、專業化部隊，強化臺灣西太平洋防空攔截、海上巡邏及聯合制壓行動，提升我國作戰效益，打造可恃、可用、可信且全面向的防衛體系，發揮組織編制效益。

These modernized and professional units strengthen Taiwan's air-defense interception, maritime patrol, and joint suppression capabilities across the Western Pacific.

They improve operational effectiveness and build a defense posture that is reliable, employable, credible, and comprehensive, maximizing the efficiency of force structure and organization.

臺美雙方近年維持堅實安全合作關係，感謝美政府持續落實對臺承諾，藉由常態性軍售機制，協助我籌獲防衛性武器裝備。

Taiwan and the United States have maintained a robust and enduring security partnership.

We deeply appreciate the U.S. government's persistent commitments to Taiwan through regular arms-sales mechanisms that enable our acquisition of key defensive systems.

目前我國對美軍購武器範疇涵蓋地面、海上（水下）、空中與指管通資情監偵戰力等領域，近 5 年有 30 次軍售協助我國取得先進武器，有效強化我軍嚇阻與防衛固守能力，包括 M1A2T 戰車、海馬士多管火箭系統、反裝甲飛彈、Altius 600M 攻擊型無人機及 F-16V 戰機性能提升等，符合我國防需求。

Our arms procurements from the United States span ground, maritime (including subsurface), air, and C4ISR domains.

Over the past five years, thirty approved sales have provided Taiwan with advanced capabilities — including the M1A2T Abrams tank, HIMARS, anti-armor missiles, Altius-600M, and F-16V fighter retrofit — all aligned with our defense requirements and strengthening our deterrence and defensive posture.

為確保國家安全與得來不易的民主自由，臺灣積極強化國防戰力與全民防衛能量，不僅恢復 1 年期義務役；2024 年 6 月成立「全社會防衛

韌性委員會」，並於今（2025）年舉辦城鎮韌性演習。

To safeguard national security and our hard-won democracy and freedom, Taiwan continues to strengthen both national defense and whole-of-society resilience.

We have reinstated one-year mandatory military service, established the National Resilience and whole-of-Society Defense Committee in June 2024, and in 2025 conducted nationwide urban resilience exercises.

以更接近全民防衛模式進行大型實作操演與複合式災害（包括中共攻擊等）應處，強化國防、民生、災防及民主 4 大戰時應變韌性。

These large-scale drills adopted a whole-of-society defense model, integrating responses to complex contingencies — including potential PRC attacks — to strengthen four pillars of wartime resilience: defense, civil preparedness, disaster response, and democratic governance.

提升整體後備戰力與防衛韌性，是我國須持續努力的方向。

Enhancing reserve readiness and national defense resilience remains an ongoing priority for Taiwan.

參照俄烏戰爭所見，我國積極整建籌獲「機動、小型、人攜式及智慧（AI）武器裝備」及無人機暨其防禦系統，廣泛應用於偵察、打擊、監視及戰果評估，即時提供戰場情資，支援聯合作戰，進行精準打擊，提升聯合作戰效能。

Drawing lessons from the Russia-Ukraine conflict, Taiwan is actively acquiring and integrating mobile, small, man-portable, and AI-enabled weapon systems, as well as UxS and counter UxS capabilities.

These systems are widely employed for reconnaissance, strike, surveillance, and battle-damage assessment.

They deliver real-time battlefield intelligence, enable precision strikes, and significantly enhance the effectiveness of joint operations.

未來將運用地理環境特性，籌建無人化之武器裝備，朝量大、價廉、可消耗、即偵即攻等建立國防工業模組化能量。

Looking ahead, Taiwan will leverage its geographic advantages to develop an unmanned-centric suite of weapon systems, focusing on mass production, low cost, expendability, and rapid sensor-to-shooter cycles.

廣儲民間產能，爭取與友盟國家技術合作，共同打造無人機非紅供應鏈，廣納全社會防衛物資整備，戰時轉換支援軍事持久作戰，持續強化國防自主韌性。

We will expand civilian industrial capacity, pursue technology cooperation with partner nations, and jointly build a “non-red” unmanned-systems supply chain while incorporating whole-of-society defense stockpiles. Through wartime industrial conversion, Taiwan will sustain protracted military operations and continuously reinforce defense self-reliance and resilience.

面對中共對我進行針對性軍事威懾、擴大灰色地帶襲擾與威脅，國軍秉持「勿恃敵之不來」信念，持續凝聚「全民抗敵」意志。

Confronted with targeted PRC military coercion and expanding gray-zone harassment, our armed forces uphold the principle of “disregard the enemy’s intent, we’ll always be prepared” and continue to foster a strong will to resist among Taiwanese people.

並建立「多域拒止、韌性防衛」可恃戰力，落實處處是戰場、時時作戰訓練之戰訓整備作為，以達成捍衛國家安全目標。

We are building creditable multi-domain denial and resilient defense capabilities, institutionalizing training and readiness that treat we must be prepared anywhere and anytime— fulfilling our solemn duty to defend the nation.

四、臺美國防產業合作架構與強化區域合作

U.S.–Taiwan Defense-Industrial Cooperation Framework and Strengthening Regional Collaboration

臺灣面對中共持續升高灰色地帶行動及全面入侵威脅，我國賴總統已做出重大宣示。

Facing the PRC’s continued escalation of gray-zone operations and the growing threat of full-scale invasion, President Lai has issued a major directive.

在現有建軍備戰機制下，逐年分批籌購「精準火炮」等八大類 11 項特別預算軍購案，另編列「強化防衛韌性及不對稱戰力特別預算」，提升我國防預算至 GDP 3% 以上。

Within the existing modernization and preparedness framework, Taiwan is executing phased procurements across eight categories comprising eleven special-budget programs — including precision artillery — and has formulated a Special Budget for Strengthening Defense Resilience and Asymmetric Capabilities, thereby raising defense spending to over 3 percent of GDP.

我國 2025 年除全面檢討建軍需求外，並於 2026 年依「北約組織」標準增列預算，占國內生產總值 GDP 3.32%，創下歷史新高，大幅強化國土防衛、海域監偵能量、提升資通韌性，充實我國防實力。

In 2025, following a comprehensive review of force-structure requirements and the adoption of NATO accounting standards, additional resources are allocated, which are equivalent to 3.32 percent of GDP — a record level that will significantly enhance homeland defense, maritime surveillance and reconnaissance, and C4ISR resilience, strengthening Taiwan's overall defense posture.

我國穩健編列國防預算，預計至 2030 年將達到國內生產總值 GDP 5% 目標。

Taiwan is prudently budgeting for defense and aims to raise spending to 5 percent of GDP by 2030.

持續強化國防、社會安全與維持全社會防衛韌性，提升國家面對中共正規、非正規與灰色地帶襲擾能力，對外傳遞堅定的防衛決心，積極與國際夥伴共同維護區域和平穩定。

These sustained investments will continue to reinforce national defense, societal security, and whole-of-society resilience; they will improve Taiwan's capacity to counter conventional, irregular, and gray-zone threats, signal our firm defense resolve, and deepen cooperation with international partners to preserve regional peace and stability.

目前我國防部創新小組（DIO）運用多種途徑，優先關注無人系統與反制無人系統等項目。

At present, the Ministry of National Defense's Defense Innovation Office (DIO) is leveraging multiple tools and prioritizing projects related to UxS and counter UxS systems.

藉產業能量調查及科技交流，了解國內、外新興科技應用與趨勢；並

將持恆投入人工智慧、無人載具、蜂群協同、自主航行等國內外新興科技與技術，建構出國軍現代化作戰體系。

Through industrial surveys and technical exchanges, the DIO monitors domestic and international trends in emerging defense technologies and will continue to invest in artificial intelligence, unmanned platforms, swarm coordination, and autonomous navigation to build a modern operational system.

我國民間國防科技產業涵蓋無人機、反制系統、資安、AI 運算、群控系統與國防後勤等領域，擁有軟、硬體整合優勢。

Taiwan's defense industry are in good positions for unmanned aerial systems, counter-UAS solutions, cybersecurity, AI computing, swarm-control systems, and defense logistics.

臺美間國防產業領域無論是軟體開發、系統設計都可尋求合作的機會。

There are many opportunities for U.S.–Taiwan cooperation in software development and system design among the defense-industrial.

誠摯邀請貴國國防廠商，透過我國防部創新小組（DIO）、美國在台協會、臺灣國防產業發展協會及中科院等，展開技術移轉、授權、共同研製、在地生產與維修。

We sincerely invite U.S. defense companies to partner with Taiwan through the DIO, the American Institute in Taiwan (AIT), the Taiwan Defense Industry Development Association, and the National Chung-Shan Institute of Science and Technology (NCSIST) to pursue cooperation with technology transfer, licensing, joint development, local production, and maintenance.

以縮短產品開發時程、後勤維修週期、降低備戰風險與提升我戰時韌性，讓臺灣不僅是國防武器使用者，更是全球國防軍工產業鏈值得信賴的夥伴。

Such collaboration can shorten development timelines, reduce maintenance cycles, lower readiness risks, and enhance wartime resilience — allowing Taiwan to serve not only as a user but also as a trusted partner in the global defense-industrial supply chain.

為阻絕紅色供應鏈所造成的風險，並確保臺美軍工產業安全與軍事科技自主，我深信在臺生產不僅是戰略，更是產業升級的契機。

To eliminate the risks posed by the so-called “red supply chain” and to safeguard the security and technological security between U.S.–Taiwan defense industries, we firmly believe that on-island production is not only a strategic imperative but also an opportunity for industrial advancement.

希望貴國持續支持我國防發展，俾助益戰力延續，深化臺美兩國合作關係，更強化印太地區供應鏈韌性。

We hope the United States will continue to support Taiwan’s defense development — helping us sustain combat power, deepen bilateral cooperation, and strengthen supply-chain resilience throughout the Indo-Pacific region.

五、結語 Conclusion

各位女士、先生，臺灣在印太地區肩負民主防線的重要角色，戰略地位攸關全球經濟與安全。

Ladies and gentlemen,

Taiwan plays an essential role as the democratic front line in the Indo-Pacific region, with a strategic position vital to the global economy and international security.

我們明白，實力是和平的保障，唯有透過實力才能達成真正的和平。

We understand that strength is the foundation of peace, and only through strength can true peace be preserved.

臺灣願意努力守護國家維持區域和平，臺灣越安全，準備越充分，世界民主越多一份強韌力量。

Taiwan is committed to safeguarding our nation and maintaining regional stability.

The safer and better prepared Taiwan is, the stronger the collective strength of the world’s democracies will become.

我們深信臺美兩國核心價值相同，產業具互補性，期盼兩國攜手合作，發揮雙方優勢。

We firmly believe that Taiwan and the United States share the same core

values and complementary industrial strengths.

We look forward to working hand in hand to leverage these shared advantages.

在經貿、國防、科技創新等領域加強連結、深化合作，共同打造「非紅供應鏈」。

Together, we can deepen cooperation in trade, defense, and technological innovation, jointly building a “non-red supply chain” that enhances shared resilience and security.

未來，臺灣將持續推動國防現代化，提升不對稱作戰能力，並深化與理念相近國家的合作。

Going forward, Taiwan will continue advancing defense modernization, strengthening asymmetric capabilities, and deepening collaboration with like-minded partners.

確保我國在複雜多變的國際環境中，穩固立足，捍衛臺海的國際地位與我國主權尊嚴。

These efforts will ensure that our nation stands firm and secure amid a complex and evolving international environment — defending both the Taiwan Strait and our sovereignty.

最後，再次感謝在座友人願為共同守護印太地區和平穩定盡一份心力，期為全球自由開放的民主價值堅守前線。

Finally, I would like to express my sincere gratitude to all our friends here today for your dedication to peace and stability across the Indo-Pacific and for standing on the front line in defense of global democratic values.

我們期待與各位繼續攜手合作，並肩守護和平與民主價值，讓世界更安全充滿希望。

We look forward to continuing to work side by side — safeguarding peace and democratic values together, making the world safer and full of hope.

祝各位身體健康，事業順利，謝謝！

I wish you all good health and-great success.

Thank you very much.