



NSPA, STRONGER TOGETHER

ISOA Industry Days - Wiesbaden

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WHO WE ARE

The NATO Support and Procurement Agency (NSPA) is NATO's lead organisation for multinational acquisition, sustainment and support in all domains

ACQUISITION

SUSTAINMENT

SUPPORT



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WHERE WE ARE

● MAIN SITES

LUXEMBOURG

Capellen
NSPA HQs

FRANCE

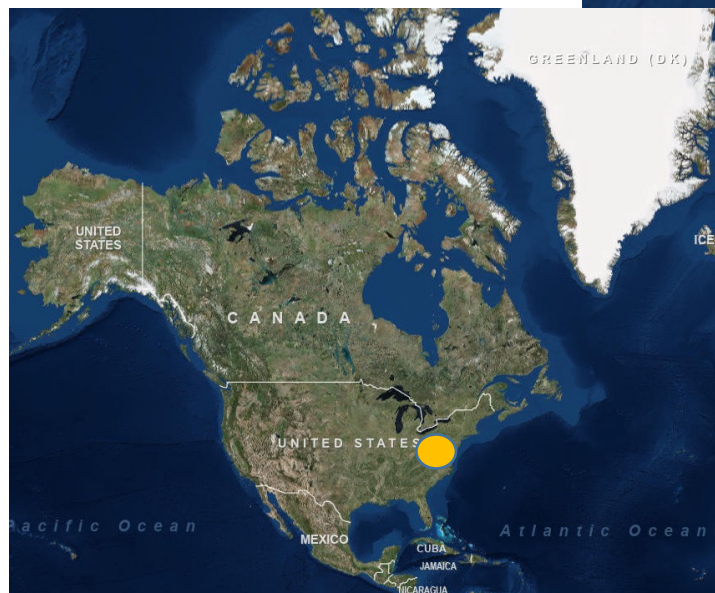
Versailles
CENTRAL EUROPE
PIPELINE SYSTEM
(CEPS) PROGRAMME

HUNGARY

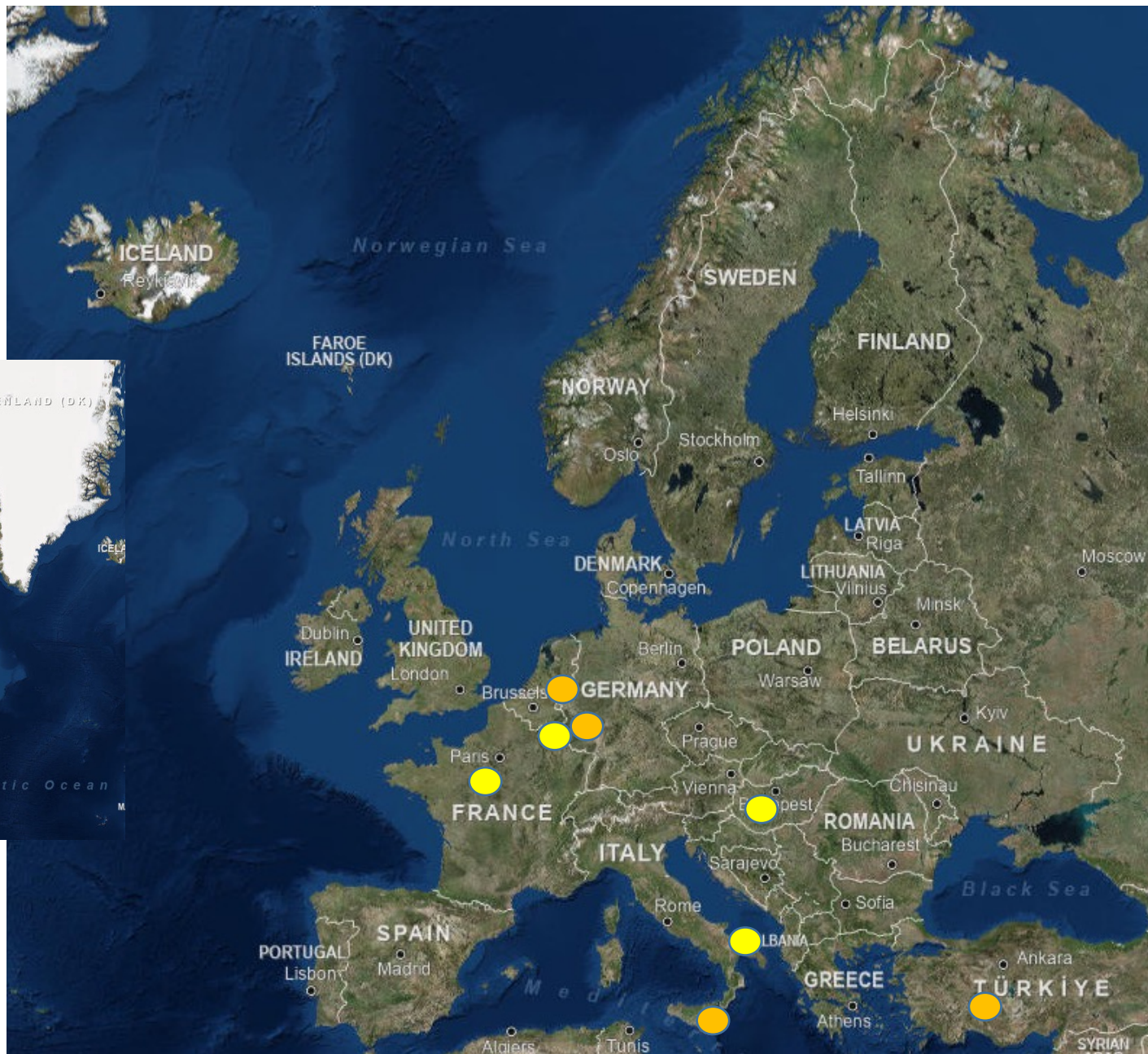
Păpa
NATO AIRLIFT
MANAGEMENT (NAM)
PROGRAMME

ITALY

Taranto
SOUTHERN
OPERATIONAL
CENTRE (SOC)



● PROGRAMMES AND LIAISON



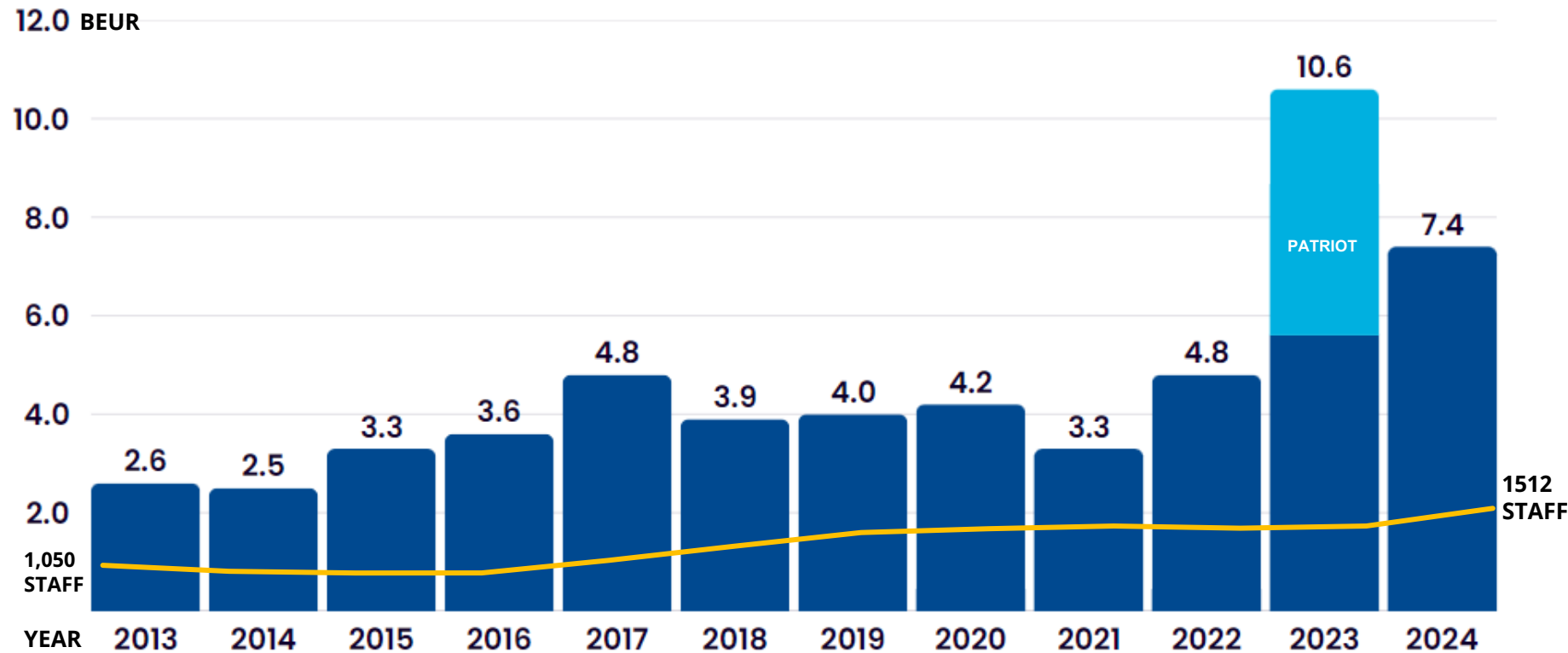
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OUR BUSINESS

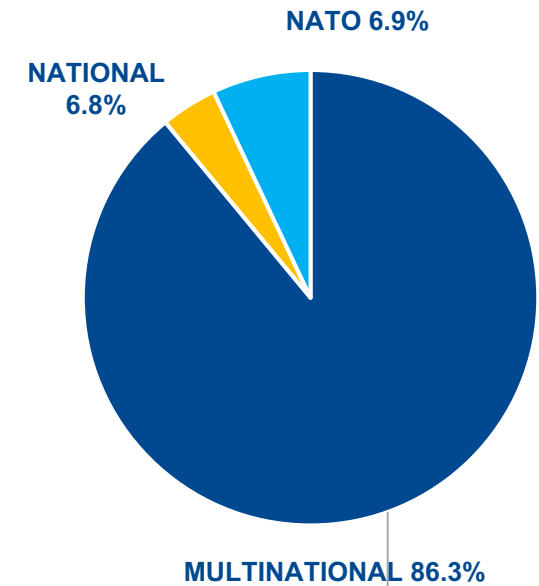
CUSTOMER-
FUNDED

NO PROFIT –
NO LOSS

7.4 BEUR
2024 CONTRACTS



BUSINESS DOMAINS



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NATO Procurement structure



[NATO Support and Procurement Agency](#)



[NATO Communications and Information Agency](#)



[Science and Technology Organisation \(STO\)](#)



[NATO Headquarters Brussels, Procurement Service](#)



[Defence Innovation Accelerator for the North Atlantic](#)



[Allied Command Operations](#)



[Allied Command Transformation \(ACT\)](#)



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OUR CUSTOMERS: NATO / EU / PARTNER NATIONS



32 NATO MEMBERS

Albania	Latvia
Belgium	Lithuania
Bulgaria	Luxembourg
Canada	The Netherlands
Croatia	North Macedonia
Czechia	Norway
Denmark	Poland
Estonia	Portugal
Finland	Romania
France	Slovakia
Germany	Slovenia
Greece	Spain
Hungary	Sweden
Iceland	Türkiye
Italy	United Kingdom
	United States



23 SHARED MEMBERS

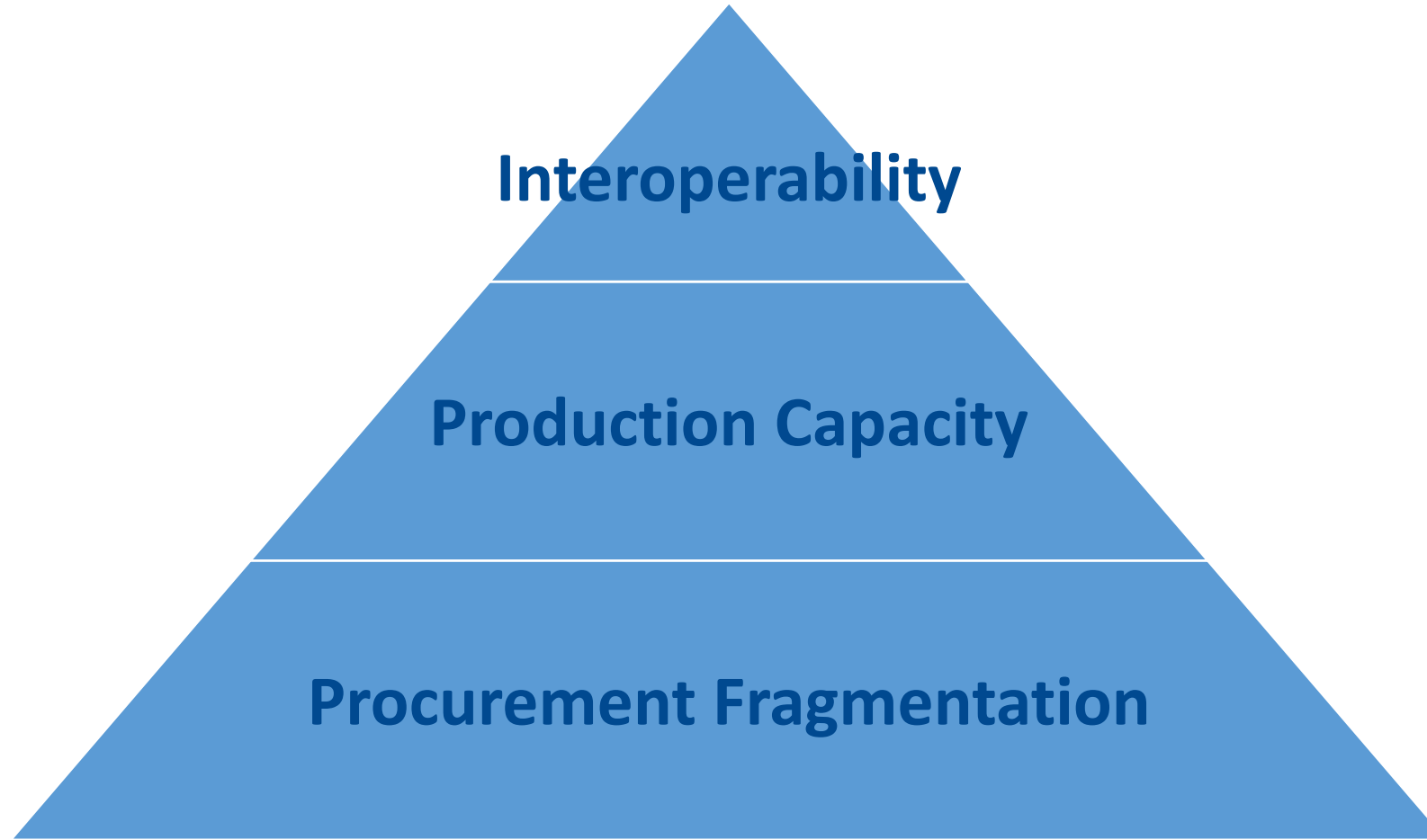
Belgium	Latvia
Bulgaria	Lithuania
Croatia	Luxembourg
Czechia	The Netherlands
Denmark	Poland
Estonia	Portugal
Finland	Romania
France	Slovakia
Germany	Slovenia
Greece	Spain
Hungary	Sweden
Italy	



27 EU MEMBERS

Austria	Latvia
Belgium	Lithuania
Bulgaria	Luxembourg
Croatia	Malta
Cyprus	The Netherlands
Czechia	Poland
Denmark	Portugal
Estonia	Romania
Finland	Slovakia
France	Slovenia
Germany	Spain
Greece	Sweden
Hungary	
Ireland	
Italy	

BUILDING EU DEFENCE CAPABILITIES AT SCALE



OUR (40) SUPPORT PARTNERSHIPS

MULTI-DOMAIN CAPABILITIES

CONSOLIDATION OF DEMAND

MULTI-YEAR, OFF-THE-SHELF

**INTEROPERABILITY /
COMMONALITY**

ECONOMIES OF SCALE

PROVEN LEGAL FRAMEWORK

FLEXIBILITY, SPEED, AGILITY



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OUR (40) SUPPORT PARTNERSHIPS

AVIATION & UNCREWED AERIAL SYSTEMS

- Alliance Ground Surveillance (AGS)
- Fixed Wing Aircraft
- Helicopters
- MQ-9 International Cooperation (MIC)
- Multinational Multi Role Tanker Transport (MRTT)
- NATO Flight Training Europe (NFTE)
- Next Generation Rotorcraft Capability (NGRC)
- Uncrewed Aerial Systems (UAS)

SPECIALISED

- Common Item Materiel Management (COMMIT)
- Demilitarization, Dismantling & Disposal (D3)
- Global Positioning System (GPS)
- Medical
- Naval Logistics Support Partnership (NLSP)
- NSPA Routing Hub (NRH)
- Operational Logistics Support Partnership (OLSP)
- Strategic Airlift International Solution (SALIS)

LAND COMBAT

- Artillery Rocket & Missile Systems (ARMS)
- BOXER
- Land Combat Vehicles (LCV)
- Night Vision & Optoelectronics (NVO)
- PzH2000/Leopard

SURVEILLANCE, COMMUNICATION, COMMAND & CONTROL

- Alliance Future Surveillance and Control (AFSC)
- initial Alliance Future Surveillance and Control (iAFSC)
- AN/FPS-117 Radar
- RADAR
- RAT 31 Radar
- Global Commercially Contracted Satellite Communications (GCC SATCOM)
- MACCE (MIDS – ACCS LOC1 – CCE Equipment)

AIR DEFENCE, MISSILE SYSTEMS, AMMUNITION

- Air-to-Surface Missiles (ASM)
- Air-to-air Missiles (AAM)
- Ammunition
- Ground-Based Defence (GBD)
- HAWK
- Land Combat Missiles (LCM)
- Modular Ground-Based Air Defence (GBAD)
- Naval Strike Missile (NSM)
- PATRIOT
- SIDEWINDER
- STINGER
- Very Short Range Air Defence (VSHORAD)



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VENDOR REGISTRATION

- **Mandatory** to do business with us
- **Geographical location** within NATO 32 countries
- Application to be started **on-line** and **free of charge**.
- **Declaration of capabilities** and **Security clearance** needed
- Contact info and **eProcurement Vendor Account creation**.
- **Verification** with national authorities.
- NATO Commercial and Government Entity (**NCAGE**) does not equal to/replace NSPA vendor registration.
- **Temporal company unions** can be registered if legally constituted and where past performance/experience can be recognized.
- For registration enquiries and support: **source-file@nspa.nato.int**



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INCOMING AND ONGOING SOLICITATIONS

- Ammunition
- Base Support Services
- Construction
- Engineering Services
- Energy
- Equipment Support
- Transport (rail)
- Medical Services
- Host Nation Augmentation Services
- Global Access Services
- Maritime



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UPCOMING INDUSTRY DAYS EVENTS

NATO Conference on Ammunition Critical Supply Chain - 30 April 2025: In cooperation with the NATO Defense Industrial Production Board (DIPB) and NATO Defense Investment (NATO DI) Division. Objective: assess recent progress made to protect the Alliance defence-critical supply chains with a focus on ammunition. Additionally, government representatives from Australia, Japan, South Korea, New Zealand, and Ukraine will attend.

Commercial Transportation Industry - 9 July 2025: We are seeking to host eligible companies offering door-to-door multimodal transportation solutions and encompassing the followings means of transport and type of material: Air, Maritime, Rail, Transportation of NATO Security / Classified material, Transportation of hazardous material and explosives services. Registration no later than 2 May 2025

Clean Energy Industry Event - 2 July 2025: We are seeking to host eligible companies offering innovative solutions for energy management for use with deployable infrastructure and encompassing: Solar energy solutions and batteries; Optimised hybrid diesel generators and alternative solutions as an energy source; Dynamic monitoring of energy production and consumption; Centralised smart system management (smart micro grids); Energy – efficient heating and cooling insulation systems; and Hydrogen solutions. Registration no later than 2 May 2025.

Next Generation Rotorcraft Capability (NGRC) Industry Day - 27 May 2025: insights into NSPA's proposed activities and competitive acquisition strategy and processes for this next phase



EU APPROACH

- **Historical context:** between mid-2022 and mid-2023 around 63% of EU defence orders were placed with US companies with an additional 15% to other non-EU suppliers
- **Strategic shifts:** in response to geopolitical developments, the EU has initiated strategies to bolster its defence autonomy. The “readiness 2030” security strategy encourage EU nations to source at least 65% of their military equipment from EU suppliers
- **Future targets:**
 - Procuring at least 40% of defence equipment collaboratively by 2030
 - Spending at least 50% of defence procurement budgets on products and services from within Europe by 2030, with a target of 60% by 2035

I.e.: F ighter jets → before: F16/F35 (USA)

→ Now: Rafale (FRA), Eurofighter Typhoon (Joint venture), FCAS

But also transport aircraft, attack helicopters, air defence systems, infantry weapons, armored vehicles, artillery systems, etc ...



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NATO PRIORITIES

- 1. NATO Defence Production Action Plan (DPAP)**– From 2023 Vilnius summit, structured around three primary components aimed at enhancing the Alliance defensive capabilities
 - Aggregating demand - consolidate Defence requirements to support joined procurement activities
 - Addressing Defence industrial challenges – enhance supply chain resilience, promote technological advancement, support industry in overcoming production bottlenecks
 - Increasing interoperability – standardization of equipment and procedures
- 2. Recognized Contractual Picture (RCP)** across NATO - ongoing with JSEC as lead



NATO PRIORITIES

3. Definition of list with **12 defence-critical raw materials** essential for allied industries:

- Aerospace and structural applications: for building aircraft, missiles and other military platforms
- Electronics and semiconductors: used in radar systems, sensors, night vision and communications
- Energy storage & propulsion: electric military vehicles, drones, submarines and directed energy weapons
- High temperature and wear resistant applications: munitions, armor, rocket nozzles, cutting tools
- Strategic & specialized electronics: high performance computing, advance systems, clean energy

4. **NATO Industrial Capacity Expansion (NICE)** from 2024 Washington summit:

- EU: space, cyber, climate, defence, emerging technologies
- Asia Pacific Partners: AU, JP, NZ, RK for security challenges and cooperation
- Western Balkans and Black Sea regions: security and stability, dialogue, counter malign influences
- Southern neighbourhood: action plan for a stronger, strategic approach towards the Middle East and Africa, including opening a NATO Liaison Office in Amman, Jordan.



NSPA ONGOING IMPROVEMENTS

1. Existing **Procurement framework streamline and simplifications (OI 4200-01)**
2. **Tiger team** defined agency wide main pain-points and request for changes
 - Exceptional ASB meetings in Oct and Dec 2024 with **approval of a Procurement WG** creation to modify and improve existing procurement processes
 - **Admin Budget and financial delegation** approved with some element still WIP
 - **Increased General Manager decision making for personnel in-year post creation**
3. Relevant **internal reorganization** to gain synergies (Programs creation and suppression) and reshape knowledge centers
4. New **contractual framework experimentation** within Ammunition
5. **Recognized Contractual Picture (RCP)** contributions
6. NSPA **operationalization** and **contingency contracting**
7. **Increased level of Procurement delegations**



NSPA ONGOING IMPROVEMENTS

8. Support to UKR

- **UKR Industry day** organized at the end of March 2025
- Lead **UKR Strategic Defence Procurement Review** with 21 workstreams approved in past Summit
- ASB approved proposal to provide “**balancing of production**” competitive edge to UKR industries that can join NSPA’s solicitations done under the Common Item (COMMIT) Support Partnership
- Imminent creation of **UKR Defence support Partnership**
- Ongoing revision of **UKR Emergency Response Procurement Process (ERPP)** with implementation of lessons learned
- ongoing preliminary design work for UKR infrastructures’ reconstruction

9. Creation of multiple **new Liaison Officer’s posts** within NATO’s structure

10. **Contract Lifecycle Management Tool (CLMT)** awarded and now under implementation

11. Established Tiger team on **AI** with first cases identified, solution developed and now under testing

12. Ongoing connection with **US existing contractual frameworks**



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Simply **increasing budgets is not enough**, we must also improve how we procure, sustain, and integrate capabilities across Europe.

A stronger European defence industry and a more integrated approach to procurement are **not about replacing NATO but about reinforcing European resilience within the alliance.**

The frameworks for cooperation already exist: together, we can build a stronger, more self-reliant Europe, one that is not just ready, but ready enough to face current and future challenges.



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(NSPA)**

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