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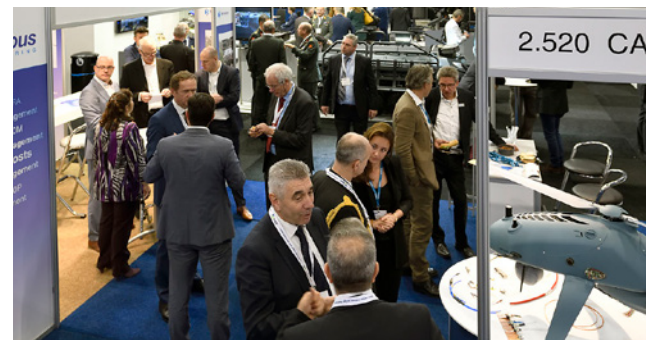


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Netherlands on the radar

In these times of geopolitical tensions, the challenges to our national security are great. The world is in turmoil and analysts' predictions are not favourable. Although we live in a globalised world, territorially embedded factors remain relevant, including in the domain of defence and security. This is why the theme "Netherlands on the radar" has been chosen for NEDS2022.

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In a world of alliances, megaprojects, nations and industries it can be all too easy to lose track of the people keeping these organizations running.

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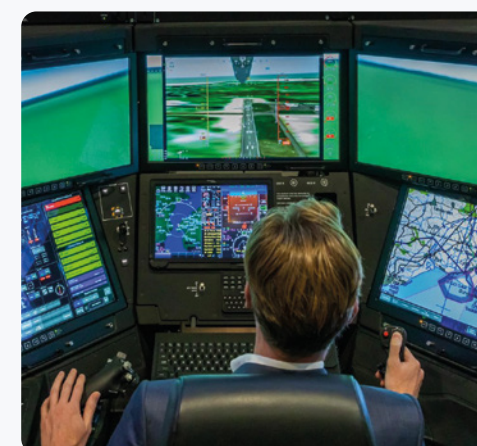
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Christophe van der Maat completed his first overseas working visit as Secretary of State for Defence in mid-October: to the United States. "Europe must be self-reliant. But shoulder to shoulder with the United States within NATO."

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Cover: The Multi Mission Radar is a versatile radar system that is also extremely suitable for artillery support and ground weapon system combat. When the radar detects an incoming grenade, it calculates where the firing location is based on the trajectory of the projectile. Ready to use and installed on a vehicle within 2 minutes. Thales is the supplier.

Photo: Mediacentrum Defensie



On the radar: the people of Thales

In a world of alliances, megaprojects, nations and industries it can be all too easy to lose track of the people keeping these organizations running. To refocus, this year's NEDS-sponsor Thales invited four employees to share their drives, backgrounds, and contributions to teams and projects which managed to separate the signal and the noise for 100 years straight.

Text: Peter Buiting
Photos: Thales

To start close to home: what gets you out of bed in the morning?

Jorja: The quick answer? The children do. The real one? The work we do at Thales matters. From my student years on, safety and security have been two motivators for me, and while results at Foreign Affairs and the MoD [her former roles] can be equally impactful, here they are tangible. Matching the policies and the projects, working with the techies and desk officers, all those contributions add up here to safer societies.

Marnix: The combination of consulting and products at Thales is a big deal for me. Even the best analyses and reports rely on implementation for success, so it is good to know that my advice can be directly supported by colleagues who can pick up those challenges. The consulting doesn't stop at the conceptual level where the hardware & software products produced by Thales makes the work very tangible.



Jorja Kotsires is Director Bids & Projects in the Management Team of Thales Netherlands' Huizen location, with a background in International and Military Law.

Elena: It's the puzzles that make me tick. You thought getting a frigate to "talk" with its fleet is complex? Add to that joint operations with ground

or air forces, partner countries, and the chance of an adversary getting in between each communication line, requiring more cyber secure systems. I enjoy pushing further and generating endless possibilities for the most demanding challenges that we deal with at Thales.

Job: I enjoy making new combinations and making them work. This company is unique: we were founded upon the request of the military to supply them with the best technology. Today, the need for cooperation, new partnerships and combinations is bigger than ever before.

Elena: Absolutely, the correlations between allies' projects are growing closer, even before common procurement. They do face similar challenges, and the complexity I mentioned is growing everywhere. At the centennial celebration we saw 1960s footage of Holland Signaal, before it joined Thales. Manually operated switchboards, communication was slow, messages were hand written, can you imagine? Now, we have remote autonomous systems, jamming, electronic warfare, AI...

I can imagine having a 100-year legacy can be as much of a challenge as a milestone.

Job: True, no guarantees for existing another 100. But it does offer a vantage point to see which principles stay relevant. It turns out the fundamental factor is the human one: keeping your know-how ahead of the curve requires time, collaboration, and trust. With those building blocks we can keep our people agile and our teams at a high-quality level. Only then can we keep on recruiting, developing, and retaining talents, and form combined expertise teams. We put a lot of emphasis on mentoring and mutual learning, including from post-retirement colleagues.



Marnix Bel is Cyber Defense Consultant and officer in the Dutch Royal Navy Reserve (KMR).

Speaking of collaboration between individuals: how do your joint projects with Defense professionals work out at the personal level?

Marnix: Speaking as a reservist, I have to admire their drive to fix their own problems. But it can be a pitfall too, as you can end up with piles of work with legacy gear just to keep it from going obsolete. Properly setting up public-private partnerships, and accepting incomplete control that comes with shared responsibility, takes a lot of proven trust.



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Job van Harmelen has been Director of Corporate Communication and member of the Country Management Team at Thales Netherlands since 2013.

Job: We recognize that reflex as well. I cannot think of any other company that offers so many answers to the big questions of tomorrow. It does mean that your first reaction running into a problem is to look inward. Specialists at smaller businesses run into the need of collaborating earlier, and we can learn from them. We can bring a lot of punch to the table, but especially in new environments we need partners to together define problems and solutions.

Any good examples of how to organize that?

Jorja: Invest in your desk office talents, and know your customer. Your end user will be a military professional, but the departments supporting them need the proper paperwork attention too. Elena enjoys her technical puzzles, and the same counts for a contract manager. Having a century of experience in that field has been useful in the present. Getting the right people in the right place helps us prepare for the following universal situation: what organizations want does not automatically equal what they need, expect, or write down.

That's an aphorism for posterity.

Job: Organize the dialogue well and you can leave that phase behind quickly. Case in point: the public-private partnership Nederland Radarland [this year's NEDS theme in Dutch]. TNO, TU Delft, the MoD and Ministry for Economic Affairs and Climate Policy have kept this collaboration going for the past 20 years. We can look ahead for the next 10 years using a focused roadmap and investment plan, and still adapt to new developments.

Elena: And those will not be the last. Hybrid threats, dual-use technology, interconnectivity: the civil and military dimensions of security are becoming more intertwined day by day. We are handed new pieces of the puzzle all the time without a picture on the lid.

Job: Countering unarmed autonomous systems is a great example of integrating existing tech. Spotting, tracing, jamming, soft and hard interception, keeping cyber incursions off your back while working: all available, now to turn it into a coherent toolbox.

Does anyone dare to make a prediction about where you are headed and what advice stays valid? A century ahead is overdoing it, but maybe 3 years?

Marnix: If we plan to stay on the cutting edge of Technology, Defense, and the Maritime sector, and I do plan to hone it, then trust has to be everything. That is as true in the services as in the sector.

Jorja: The Foxtrot military communications project should be proceeding nicely by 2025. Its approach of continuous updates will be the perfect breeding ground for new approaches, so we hope to be among the partners involved. And some career advice? Life is too short for bad wine. It means you must demand quality in everything you do, work and personal life. I believe if people enjoy their jobs, great things will come out of it. There is no innovation without some fun! At Thales we have so many different challenges, I would say there is an exciting job for every talent.

Job: Our CEO Gerben Edelijn has his motto: "Keep outrunning the others." He is a bit of an athlete, but it counts for our knowledge base as well; we have to keep investing 25% of our revenues on R&TD. Cyber resilience will be even more integrated in everything we do and less of a separate discipline. Civil demand for security solutions is expanding in parallel with Defense projects, and keeping up with both will be a challenge.

Elena: A professor back in Madrid always pushed us to be preventive instead of corrective. We will need to grow in resilience to face all upcoming challenges, and integrating all considerations and systems will be even more complex than now. That makes it even more important to lower our climate impact further, work more efficiently, and strengthen our supply chain. ●



Elena Gallego Palacios is Solution Engineering Manager at Thales Netherlands' Hengelo location, with system integration research experience in Madrid.

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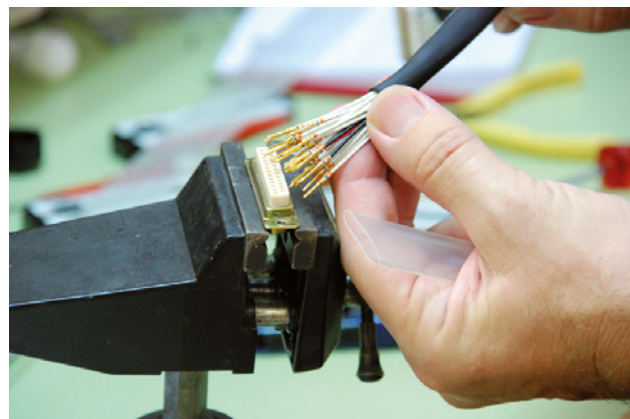
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State Secretary Van der Maat speaks at NEDS

"Europe must be self-reliant"

Christophe van der Maat completed his first overseas working visit as Secretary of State for Defence in mid-October: to the United States. "A warm welcome", he looks back. "Europe must be self-reliant. But shoulder to shoulder with the United States within NATO."

Text: Riekelt Pasterkamp

Photos: Mediacentrum Defensie

Van der Maat (1980) sits in the government on behalf of the VVD and, as State Secretary for Defence, deals with personnel, equipment and armaments. On 17 November he will speak at the NEDS in Rotterdam. He also makes a tour of the exhibition floor.

Shine

The Russian attack on Ukraine at the end of February this year was a rough wake-up call. According to Van der Maat, it made clear what is going well within NATO and the European Union, but certainly also what is not. "The principle of our collective defense

and solidarity has passed this stress test with flying colors", Van der Maat said during the *NL-US Defense and Space Industry Days* in Washington DC. "But it is also essential that we address the shortcomings that have come to light. Europe must be self-reliant."

One of the shortcomings that Van der Maat points out is that Europe has too little military and industrial capacity to continue. "For example, we are too dependent on others for the production of capital ammunition, such as Patriot missiles or guided Excalibur grenades for the Armored Howitzer. Europe must therefore become more self-reliant."

Van der Maat visited General Atomics in the United States.





"Entrepreneurs want clarity, to know where they stand."

But for that we need the help of the United States. In particular, to be able to produce certain products under license."

Gems

At General Atomics – the builder of the eight MQ9 Reapers purchased by the Netherlands – Van der Maat saw the unmanned aircraft flying over the desert of San Diego. He was told that General Atomics would also like to roll out its *Blue Magic program* to companies in Europe. "We have made concrete agreements with General Atomics that they will explore the Dutch landscape. Small and medium-sized enterprises can also join in. We know the SME's well. SME's benefit from us being here. Companies in the United States are certainly interested in the golden gems that exist in the Dutch defence and security industry."

Van der Maat believes in collaborations between Dutch and American industry. "There is already cooperation with TNO, Fokker and Thales, for example. But it is also important to look together at new

opportunities with, among others, start-ups in the field of innovation. Dutch and American companies can help each other by sharing knowledge about the local market, investing together and testing products."

The budget of the European Defence Fund (EDF) includes a separate budget for innovation. "Let companies come up with good proposals in the context of EDF. In the short term, we can put money against that." Countries in Europe must now use the momentum, according to the State Secretary. "We are moving towards a defence budget that includes 2 percent of the gross national product. So there are billions more on the market. Also in other European countries. But are we each going to spend those euros for ourselves or are we going to work together?"

Care

"In the United States, I have again noticed that the first strategic concern of the Americans is in Asia. Russia and Ukraine also keep an eye on them, of



Van der Maat on a working visit to the Royal Netherlands Air Force.



Van der Maat on a working visit to the Royal Netherlands Navy.

course, but it is primarily a European problem. Now that the extra money for Defence is rolling in Europe, this mainly requires specialisations. Let each country take steps forward on defence industrial policy. As the Netherlands, we are good at radar, laser and artificial intelligence. As politicians and industry, we must dare to take a step forward. In addition to grassroots sport, we must also dare to engage in top sport."

The Netherlands has a lot to offer, according to the State Secretary. "Thanks to our location and as a sailing trading nation, we are fully focused on international cooperation. As a result, we have traditionally also had a strong and innovative maritime sector. But Dutch industry now also plays a key role within various niches in the aerospace sector. We can all be proud of that."

Clarity

According to Van der Maat, it is important to have the analysis strong. "One: We expose that there was

too little budget. That has been rectified. Two: The industrial viability of the defence industry is too low. And three: we are going to further strengthen the research into innovations. There is nothing dirty about the defense industry. We desperately need the sector for our peace and security."

"Entrepreneurs want clarity, to know where they stand. We are now taking extra steps from the Ministry of Defence to create that clarity. 'No' is also an answer. But be transparent. For example, in the file Replacement Submarines we have stipulated that for the maintenance of the new boats there must be a management role at DMI in Den Helder in order to be able to involve the Dutch industry itself. Dutch companies must be able to earn money from this. In the period 2034 to 2037 we want to have two boats fully operational. Is it a good suggestion to give the boats names of women? I put it in the suggestion box." ●



"It is essential that we address the shortcomings."



AAR

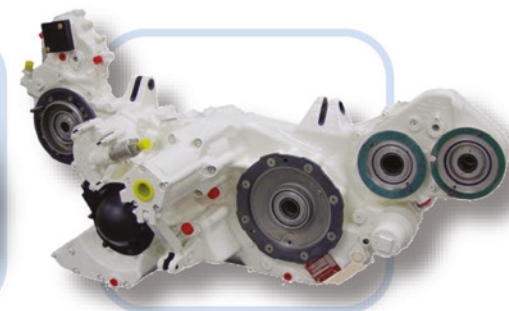
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A large, reddish-brown submarine hull section is the central focus, positioned in a vast industrial workshop. The hull has several rectangular openings, some of which are covered with blue protective tarps. Green and yellow hoses are draped over the hull. In the background, a multi-level structure with blue brick walls and metal walkways is visible. Two workers in orange safety gear are walking on one of the upper levels. The scene is illuminated by bright, cool-toned industrial lights.

Den Helder the workshop for submarines

State Secretary of Defence Christophe van der Maat has reached an important milestone in the Submarine Replacement project. The request for quotation is ready and will be received by the three selected sites in mid-November. It concerns the order of four versatile, conventionally propelled submarines 'that fit the need': protecting ships, warding off opponents, gathering intelligence and deploying Special Forces.

The intention is that the shipbuilders will submit their bids around the summer of 2023. By the end of next year, it should then be known whether the Swedish-Dutch conglomerate Saab/Damen, TKMS from Germany or the French Naval Group will receive the billion-dollar order.

A wish is for Dutch industry to be involved in both construction and maintenance. Van der Maat: "This is not only important for the economy, but also for the preservation of knowledge and experience." To this end, the 'winning' yard concludes an agreement with the Ministry of Economic Affairs and Climate Policy: a so-called industrial cooperation agreement. "The Navy's Directorate Materiel Sustainment will also have a directing role in the maintenance of the new submarines. This way we retain staff and we can invest in new staff and infrastructure. Den Helder must become the maintenance workshop for submarines."

Photo: Mediacentrum Defensie



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Old networks, new players: Secura and the NIDV

What started as a cat-and-mouse game between sysadmins and students at the Eindhoven University of Technology turned into a 120-strong cybersecurity business, and the NIDV's 200th participant. So of course, we went to congratulate them in person.

Text: Peter Buiting



Photo: NIDV

"Civil cybersecurity has its earliest roots in the military world. We thought it was time to see what we could give back." Managing Director Dirk Jan van den Heuvel started into Secura in 2017. Before then this company was called Madison Gurkha. "The skill level of the team members was phenomenal, so I took it upon me to help extend their impact and build upon that base."

Since 2001, the founders of then Madison Gurkha had kept pace with the frontiers of penetration testing cybersecurity, earning a top-of-the-list spot for advice and interventions. In 2021 the company swapped it's structure to a more vertical focus (per sector): Public (government), Finance (banking &

insurance), Tech (ICT & Media), Industrial, Product Manufacturers, and now also Defense and Safety.

"We serve the defense and security sector since long, but had not yet reached critical mass for our specialists to make the most of an NIDV membership. In 2022 we started a business unit focusing on Defense & Safety, so now we decided to dive in and become member of NIDV."

Participation

NIDV chair Hans Hillen recalls his own experiences with the Secura-type professionals at the Ministry of Defense: "Among the first people I invited to the office were these lot. We badly needed the external,

grassroots perspective on the possibilities and risks in the cyber domain. Dialogue between the institutional, rules-first players and these experimenters took time, and then took off."

That is where the NIDV comes in handy. Representatives met at a May 2022 briefing and RFI presentation of the Foxtrot program of the Dutch MoD, a phased update of all mobile military communications. The business-to-business networks established at these events, foundational to later project consortia, can be built upon more easily through NIDV platforms, such as the IT-specific NIVP, or international trade missions such as the European Defense Fund mission in Sweden last March. The team also informs the network on upcoming and published projects, and informs political and civil service decision-makers on sectoral interests and bottlenecks.

Changing

Companies like Secura show how the defense and security sector adapts to today's challenges and hopefully anticipates tomorrow's. Servitization and digitalization keep impacting business cases and processes. New players in the innovation Ecosystem need specific rules of engagement and inclusion in supplier chains.

Economies and societies as a whole have to increase their resilience in the fields of cybersecurity, supply-chain disruptions, and skills scarcity. All the while, coherence between innovations, end users, allies and administrations demands continuous attention. ●

Care to meet Secura? Visit Stand J4.2 at the NEDS.

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Compliance creates Alliance

Products and services for military purposes are subject to strong and complex legal frameworks. This is essential for the protection of vital controlled defense articles and services. Getting and being involved means having responsibility, and therefore securing and adapting your processes and control mechanisms.

Text: Peter Buiting

Competitive advantages are in reach which is essential in today's aerospace and defense industry. How? We asked Mike Farrell, with 35 years of experience with US and EU trade compliance regulations, to share some insights.

Bureaucracy or Bureau-crazy?

Exorbitantly long delays in defense programs, exclusion from certain programs and large fines are the result of an inadequate mindset and compliance monitoring systems. Mistakes will be made; however, the consequences are very significant. The mindset with US export controls and enforcement agencies is quite liberating. Reaching out transparently proves good intent. This is one of Mike's many examples to revisit compliance. Away from a bureaucratic red tape boogiemer image. "Everyone makes mistakes; anyone who does not either covers something up or is too stupid to know." (Former Director State department).

In business relations, knowing the regulatory environment is deeply beneficial. As an example: Everyone in the chain of business has a collective and personal responsibility for controlled products and services.. Mike, a UK cadet in an earlier life, recounts his first drill sergeant's summary of this advantage: "If you learn the rules better than any other officer, no one can **** you". That expletive has become more likely in recent decades. The exponential growth of documentation and data,



Products and services for military purposes are subject to strong and complex legal frameworks.

Photo: Mediacentrum Defensie

and analytical tools playing catch-up, improves the odds that omissions and negligence are discovered. As in all learning environments, taking mistakes in stride feels exposed at first, but will improve your effectiveness and secure your organization.

Compliance in practice

Compliance in Aerospace and defense means conforming to rules and regulations. The real work starts by defining the Jurisdictions and subsequently by translating the requirements to an Export Control Management System (Risk matrix and to policies, procedures and work instructions). Once

compliance has reached the behavioral stage, be prepared to get involved in a much less clear-cut world: culture, behavior compliance. Many more colleagues than just compliance officers alone will need to share responsibilities. They need to know the organization supports them when sharing and defining risks, which in hierarchical/political environments is a constant balancing act. Finding a working match between procedures and a working culture, corporate, national or international cultures, will differ each time. The top brass has to be on board and supportive: "Compliance starts at the top and begins at the bottom."

How does this affect me?

Compliance is essentially your "license" to operate. Risk mitigation or security work is not easily combined with an entrepreneurial mindset, yet lives and democracies must be able to depend on your contributions. "Why would you endanger or be a national security risk? To cut corners for profit margins? Compliance is in essence an integrity test: accepting judicious rules for the greater benefit. That does not mean blindly ticking boxes: going through a client's workflow with the compliance requirements has often led to new insights and innovations and great business potential." ●

Interested? The NIDV Platform for Trade Compliance exchanges export-related experiences and expertise in close consultations with relevant ministries.

Michael Farrell earned his spurs in trade compliance at Shell, PwC, Colonel (r) for the RNLAf and various Aerospace and Defense organizations

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MoU signing ceremony on October 18th, 2021, at Fokker Techniek, in the Netherlands, witnessed by the Mayor of Woensdrecht, Steven Adriaansen (standing left) and the Governor of Noord Brabant, Ina Adema (standing right.) Seated (left to right): Jackson Schneider, President & CEO, Embraer Defense & Security, Arjan Meijer, President & CEO, Embraer Commercial Aviation, Menzo van der Beek, CEO of Fokker Services, Roland van Dijk, CEO of Fokker Techniek, and Johann Bordais, President & CEO, Embraer Services & Support.

Embraer has been part of the European aeronautical ecosystem for over 35 years, and since 2015, has consolidated its presence in The Netherlands. Embraer has been a main industry actor in the Netherlands, as member of the Netherlands Aerospace Group (NAG), contributing to important discussions within the Dutch Innovation Ecosystem. As an entity of reference in the representation of the Dutch Defence ecosystem, Embraer has also been enjoying regular contact with The Netherlands Industries for Defence and Security (NIDV) since early 2021.

To deepen the commercial and technological collaboration in the country, Embraer has established a series of Memorandums of Understanding (MoU) with companies and institutions over the past two years. The first MoU was signed with NAG to establish further partnerships and strategic relationships in the field of aerospace with a strong focus on supply chain, aircraft support and the sustainable future of aviation.

In October of 2021, Embraer announced an MoU with Fokker Techniek and Fokker Services to explore a broad range of opportunities in Defence, Commercial and

Support markets. Most recently, Embraer and Fokker Services reaffirmed the intention to deepen the collaboration in projects related to services and support, looking at aftermarket support topics, such as aircraft modifications and customization, program support, logistics and repair services.

With the Royal Netherlands Aerospace Centre (Royal NLR), Embraer expanded its strategic collaboration relating to potential aerospace research in areas such as technology development and innovation in defence and space systems, general aviation, MRO, air mobility, and sustainability, bringing together the possibility to extend and increase long-term relations during the design and development of Embraer products. These products include commercial and executive jets, the C-390 Millennium multi-mission aircraft, and other programs.

Additionally, Embraer and TNO, the Netherlands Organization for Applied Scientific Research, have signed a MoU for future developments of defence and dual-use products and services in air, sea, land, and space domains. The MoU may include joint research, technology development, and innovation process.

With a 53-year history serving the defence, commercial, and executive aviation segments, Embraer has achieved notable recognition as a leading aerospace company. In terms of products, Embraer is recognized for continuing to excel at designing and manufacturing some of the world's most advanced civil and military aircraft.

In June 2022, the Netherlands Ministry of Defence announced the selection of the C-390 Millennium to replace the current fleet of C-130 Hercules. The Netherlands, which will have a fleet of five C-390s, highlighted the aircraft's performance and operational output in the selection.

Since 2002, Embraer is enrolled in many different R&D projects in Europe, bringing together universities and industries to develop technological solutions and contribute to accelerate innovation in the aerospace industry. To further promote this mission, EmbraerX, a disruptive innovation subsidiary of Embraer, has strengthened this collaborative journey by opening an office at the Aerospace Innovation Hub@TUD, at the TU Delft Campus, with the operations expected to start by the end of this year.

Our security on the radar

The NIDV has reached a milestone by welcoming its 200th participant. It shows more and more companies with defense and security potential are finding their way to the public security organizations. Chairman NIDV Hans Hillen warmly congratulated cybersecurity expert Secura B.V. personally in September and wished its team excellent results. Secura's qualities are an asset to the golden ecosystem for defense and security that is currently blossoming.

The pioneer behind this milestone is sorely missed, as we learned of the passing of our former colleague for fifteen years Rob van Dort, who left us in 2018. That the 200th participant comes from the cybersecurity field is testament to Rob's legacy. He realized early how essential cybersecurity would become for our society and work, and how deeply integrated this awareness had to become in the sector. The NIDV cyber cluster, now merged into the NIDV Information Provisioning Platform (NIPP), was his brainchild. His 2014 Magazine interview, re-uploaded to our website, illustrates his deep engagement. We are deeply indebted to him and sympathize with his loved ones.

These challenges and others are finally being answered with the means to face them. Public purchasing power has grown substantially since this year, and our government seeks out all companies that can help safeguard the Netherlands. This has translated into higher security budgets, with the defense budget in particular reaching €19 billion in 2024, the NATO minimum for peace and security. About half of that will result in procurement.

The top brass of the armed forces did not waste any time after the release of the Defense White Paper 2022 in June. While industry was already consulted in the run-up to this vital policy document, in late June the DMO director further outlined its implications on purchasing power. The commanders of the Royal Army, Air Force, Military Police and Navy explained to corresponding NIDV business platforms what the DN2022 means for their respective fields. At the Defense/NIDV project day on the 4th Tuesday in September, the progress of ongoing projects became clear, especially those from 2023 onward. State Secretary of Defense Christophe van der Maat is also expressly oriented towards the capabilities of our sector, most visibly through the company visits he makes to our participants.

We remain in discussions with Defense on how industry can further contribute to the readiness of the armed forces. Expanding existing Dutch production is being investigated. New or reintroduced production processes such as munitions are emphatically in the picture, with special attention to what innovations can mean for the armed forces. This requires creativity on the part of companies, and long-term commitment from the Ministry of Defense, ideally supporting private investment. Finally, our sector must have access to private financing. That is what the NIDV focuses on.

The best odds for progressing in these focus areas lie in the implementation of the Defense Industry Strategy, as announced to Parliament. More and more, the Netherlands and Europe risk facing what French president Macron labelled a "war economy", for which we would be inadequately prepared. Preparation for this scenario is of vital security importance, for which

NULKES' NOTES

Mr. Ron Nulkes, Director NIDV



international cooperation is indispensable. The NIDV also contributes to better embedding our sector in the European context as part of the government's policy to make Europe safer, which also contributes to the Trans-Atlantic security agreements. The NIDV, whenever possible, supports the sector in supplies to Ukraine in its defense against Russia.

Our office invests substantially in supporting our participants in joining the calls of the European Defense Fund. The 1st year tranche with 44 Dutch participations in 23 consortia has been awarded for research and development projects worth +/- €495 million. In addition, for the short term, Europe is working with Member States on an incentive scheme for joint procurement by three or more countries. For this, a support budget of €500 million is available and in the long run a VAT exemption is likely. The NIDV is providing input for this scheme on your behalf, and is particularly committed to a good starting position for our SMEs, 80% of our participants. Additionally, the position of businesses with a strong role in the supply chain of U.S. suppliers require attention, as their contribution indispensable for the deployment of our weapons systems of U.S. origin. These steps as a whole integrate our sector into a European market, a development for which businesses envisioning a future in defense and security can better prepare.

Cooperation is not limited to a pan-EU level. Bilateral relations with Belgium and Germany in the NATO context remains essential, including between industries. Furthermore, much can be expected from the maritime cooperation between Denmark, Germany, Finland, the Netherlands, Norway and Sweden, in which a Northern Naval Shipbuilding Cooperation is being formed. The DMO and NIDV are charting courses towards developments as these. As ever, close cooperation between the armed forces and industry will be key to success. That the Netherlands is part of this northern cooperation strengthens the Dutch position in any anticipated European consolidation of the maritime sector.

The Netherlands is known for its "Triple Helix" for Defense and Security, which we can witness in full glory during NEDS2022 in Ahoy. Government, knowledge institutions and industry work closely together in it. A prime example is the "Nederland Radarland" public-private partnership with advanced radar technology, wherein the Netherlands has a global leadership position. To stimulate and perpetuate the knowledge, innovation and developments in the field of radar, main sponsor Thales NL has been working together with TNO, TU Delft and the Ministry of Defense for twenty years. The entire Golden Ecosystem is reaping the benefits of this. Reflecting this year's theme "Netherlands on the radar" for NEDS 2022, international interest is greater than ever, and I wish us all a fruitful time.

Finally, I draw your attention to the NIDV participant satisfaction survey to be held this fall. Your participation is most appreciated and very helpful, as it helps the NIDV office set targets and actions best suited for you. Trough this, your feedback strengthens both your bottom line and the capabilities of public safety organizations to safeguard our peace, freedom and security. Without industry, there are no armed forces, and without them, there is no security.

Mission

The NIDV foundation promotes the sustainable positioning of the Dutch Defence and Security Related Industry (NL-DVI) for national/international (government) contracts and at (inter) national supply chains. The NL-DVI stands for the highest quality and efficiency of equipment, services and application-oriented knowledge. The NIDV is the strategic partner of public authorities in the field of defence and security, and pivot in the cooperation in the golden triangle of government, knowledge institutions and the business community. ●

Netherlands on the radar



The NEDS is back. Photo: NIDV

This year the NEDS is back and bigger than ever, and with a new theme as well: Netherlands on the radar. There is a lot of enthusiasm from our stand holders, visitors and NIDV staff. We hope to see you in Rotterdam on November 17th, 2022.

Thanks to the interest shown in previous years, the NEDS has grown enormously and the international character has also increased significantly, despite the difficulties caused by COVID-19. The NIDV has therefore decided to book a second

hall at Ahoy for the NEDS this year. This offers many opportunities, more space for our guests and more room for new stands. ●

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