

## Defensie La Défense



### What does Defence expect from companies?

Belgian Defence collaborates with a variety of companies: from large industrial groups to SMEs, start-ups and research institutions. This collaboration is essential to modernise military capacities and to respond to a rapidly changing security environment. Companies who want to work with Defence are expected to meet several clear principles and expectations.

- Companies must, above all, **be able to deliver what they offer**. Defence relies on partners who dispose of sufficient personnel, technical expertise and financial stability to deliver projects within agreed timing and budgets. Reliable delivery, quality control and realistic planning are therefore crucial elements in every collaboration.
- Additionally, it is important for companies to **position themselves strategically within relevant value chains**, both nationally and internationally. Belgium works closely with partner countries through NATO, EU and OCCAR programmes. Many projects take place within shared industry clusters or international consortia. Companies who participate in these structures — for example as suppliers, niche specialists or technology partners — significantly increase their chances while strengthening Belgium's technological basis.
- Defence also expects companies to be **ready and resilient**. The recent international context shows that production capacity must be able to scale up quickly, including in domains such as ammunition, components, digital systems, protective equipment and maintenance. Companies that organise their processes to switch rapidly in times of crisis offer clear added value.

**Innovation** is a second key element. Modern defence relies on new technologies such as artificial intelligence, cyber security, drones, robotics, space applications and advanced communication systems. Companies investing in research, development and dual-use technologies align with the priorities of Europe and NATO and strengthen their position in future programmes.

It is essential that companies **realistically assess what they can deliver**. Transparency about technical possibilities, production risks, planning and certification is just as important to Defence as the technological solution itself. A limited but stable contribution is more valuable than an ambitious offer that turns out to be unachievable.

Effective collaboration also begins with knowing the right **points of contact within Defence**. The National Armaments Director (NAD) guides contacts related to international programmes and opportunities. DGMR manages most of public procurement and equipment purchases. The Royal Higher Institute for Defence (RHID) supports research and innovation, while the Defence, Industry & Research Strategy (DIRS) provides direction for developing a strong Belgian defence technological and industrial base. Anyone who understands this structure will find their way more quickly and collaborate more efficiently.

Finally, Defence expects companies to contribute to the **strengthening of national technological and industrial autonomy**. By developing or anchoring local expertise, production capacity and knowledge in Belgium, not only the defence sector grows, but also the broader economy and employment.

Collaborating with Defence therefore requires realism, innovative capacity, reliability and clear strategic positioning. In return, companies gain access to long-term programmes, international partnerships and an important role in the safety and resilience of our country.