



Annual Report 2025

EFFICIENT. EFFECTIVE. RESPONSIVE.



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INTRODUCTION

EXECUTIVE SUMMARY

The NATO Support and Procurement Agency (NSPA), the Alliance's lead organisation for acquisition, sustainment and support, continued to demonstrate remarkable scalability and agility in 2025, following record years in 2023 and 2024. In 2025, we delivered approximately 10 BEUR in contract value for our customers, surpassing the forecast provided by customers by over 57%, and significantly expanded the range of activities delivered, reaching a record number of 44 Support Partnerships.

With the June 2025 NATO Hague Summit and the Allies' commitment to invest 5% of GDP annually on defence and security requirements, spending acted as a major demand driver. In addition to existing upward trends, the Agency had to be even more reactive and adaptable to deliver for customers.

In 2025, all five strategic business lines have significantly expanded their activities and major milestones have been reached in key high-stake programmes. Following the establishment of the Acquisition Directorate in 2024, the Agency completed the Concept Stage of the Alliance Future Surveillance and Control (AFSC) in December, aimed at defining NATO's future surveillance and control capabilities, with the delivery of a North Atlantic Council agreed technical concept and the establishment of AFSC as a Complex Armament Programme.

In parallel, the Agency delivered three integrated platform concept solution reviews for the Next Generation Rotorcraft Concept and launched the pre-qualification assessment for the next concept design phase.

Throughout the year, the Agency signed an acquisition contract for two additional Multi Role Tanker Transporters, growing the fleet to 12 aircraft and acquired over 10 MQ-9B Remotely Piloted Aircrafts on behalf of its customer Nations.

The Agency delivered significant volumes of activity for in-service support, awarding high-value contracts and outline agreements in several domains such as SATCOM capabilities, maintenance agreements with Industry or AWACS fleet obsolescence management, and welcomed three new Support Partnerships for Layered Ground Based Air Defence/European Sky Shield Initiative, ELTA Radars, and Naval Strike Missile.

Closer to the front line, brokerage activities in the Agency delivered over 6 BEUR of framework contracts with Industry, which enabled the accelerated sourcing of critical munitions from across the Alliance. The Agency also delivered 287 tons of IT equipment in support to Ukraine. The establishment of the Security Cooperation Support Partnership, providing a single-entry point for the Agency's activities conducted in support to Ukraine, acts as a testimony of the Agency readiness to support NATO Nations decisions and land them into reality.

Back to the rear, the portfolio of Infrastructure projects reached an all-time high of 4 BEUR worth of active projects, serving both National customers and the NATO Alliance at large.

To meet the growing demand, we initiated the Agency's largest-ever recruitment drive, completing a record 410 selections, with hundreds of recruitments in the pipeline to supplement the 1,600 staff members currently in post. We also embodied our commitment to employees health and wellbeing with the launch of the MindGuard and HealthGuard programmes, which we see as key contributors to a healthy and resilient organisation. We are aggressively pursuing our process optimisation campaign, delivering immediately actionable efficiencies which transform in increased and accelerated throughput. We are furthering our effort to modernise our Enterprise Resource Platform and core ICT services, and pursuing other corporate initiatives in order to avail a system capable of supporting our projected business volume in the decade to come.

Finally, the Agency also effected a significant breakthrough on its anti-fraud and anti-corruption efforts, with Allies conducting several law enforcement operations, which were triggered by the Agency internal investigation capacity. With the major increase in Defence procurement that NSPA is now supporting, and the greater associated responsibility in protecting the Nations' interests, the Agency will aggressively further several initiatives aimed at raising awareness amongst staff, improving our detection mechanisms and ultimately deterring ill-intended and/or hostiles actors.

FOREWORD

Mr Robert Reddington

Chairperson of the NATO Support and Procurement Organisation (NSPO)
Agency Supervisory Board (ASB)

As recently elected Chairperson of the NSPO ASB, it is my privilege to provide this introduction to the NSPA 2025 Annual Report. Having served this organisation for more than 20 years, it is paramount we focus on our core mission to provide responsive, effective and cost-efficient support services to Allies, who signal their customer demands through individual requests and as well as aggregated multinational requirements. Well supported by longstanding governance frameworks and structures, our Agency plays an increasingly significant role as part of NATO. In this context, and influenced by current geopolitical realities and Allies' decision to increase defence spending, this Report outlines the Agency's extraordinary output under dynamic and challenging conditions.

As customer requirements and Support Partnerships continue to grow, in 2026 the Board will work to ensure that NSPO's existing governance frameworks continue enabling the Agency to respond to its customers with the effectiveness and agility that the Alliance demands, as underpinned during the NATO Secretary General's visit to NSPA this year. Further, the Board has signalled the importance to ensure the Agency is well equipped to operate in accordance with NATO values; and to effectively detect and combat potential instances of fraud, corruption or misconduct. Finally, the Board will play a key role in the selection of the next NSPA General Manager. In this regard, on behalf of the Board, I would like to thank Ms Cummings for her dedication and contributions during her five years as General Manager; a time undoubtedly marked by a successful and unprecedented growth.

Ms Stacy A. Cummings

General Manager
of the NATO Support and Procurement Agency (NSPA)

On behalf of the NSPA team, I am pleased to present this report on the Agency's remarkable successes and extraordinary business growth in 2025. Change has been the defining focus of my tenure at NSPA over the last four years, and this year has been no exception.

In 2025, our annual business turnover reached approximately 10 BEUR. We consistently outperformed our targets, delivering results that were 57% above the forecast we received by customers. The total ceiling value of our outline agreements with industry reached an unprecedented new record high of 70 BEUR during 2025. This equates to billions of euros in defence industry capacity ready for Nations to place orders against critical areas such as ammunition, uncrewed systems, space-based satellite communications, logistics and medical support, among others.

At the end of the year, NSPA was managing 44 Support Partnerships, consolidating needs, pooling resources, and achieving economies of scale, within

ready-to-use legal frameworks, across all domains, from aviation to munitions, from cyber to logistics. While our activities have grown exponentially, we have met these requirements with only a marginal increase in personnel, demonstrating our efficiency and effectiveness. We were honoured to have our efforts and NSPA's crucial role in NATO's readiness recognised by the NATO Secretary General during his visit in September.

The 2025 NATO Summit in The Hague marked a pivotal moment, where historic decisions were taken to shape NATO's path forward. This summit serves as an operational demand signal, guiding the Organisation's strategic direction and priorities for the future.

As I prepare to leave NSPA in summer 2026, I am confident that the Agency is very well-positioned for the future, and I look forward to watching its continued success as the lead organisation for multinational acquisition, support and sustainment to NATO Nations.



GOVERNANCE

The NATO Support and Procurement Organisation (NSPO) was established by the Council in 2012 as a subsidiary body created within the framework of NATO with a view to provide responsive, effective and cost-efficient acquisition, including armaments procurement, logistics, operational and systems support and

services to the Allies, NATO Military Authorities and partner nations, individually and collectively. Through its Charter, the Council has granted NSPO a clearly defined organisational, administrative and financial independence.

Governance oversight and control is exercised by the NSPO Agency Supervisory Board (ASB), the sole entity reporting to the Council on NSPO/A activities, composed of a representative of each NATO Nation. Its functions are outlined in the NSPO Charter and include, inter alia:

- providing strategic and operational guidance through agreements, regulations and directives that enable NSPA to carry out its mission;
- monitoring NSPA's performance against annually established objectives;
- approving NSPA's annual administrative budgets and personnel establishment; and
- ensuring compliance with NATO-wide policies.

ASB decisions are reached by consensus. In order to facilitate the decision-making process, the Board is assisted by two subordinate advisory bodies: the Policy and Strategy (PS) Committee, and the Finance, Administration and Audit Committee (FAA).

With the exception of a certain number of organic capabilities or special projects, programmatic governance and oversight is typically delegated to NSPO subordinate governance bodies:

- NSPO Programme Boards, established by the Council to oversee and govern the execution of their respective Multinational Programmes (Central European Pipeline System (CEPS) and NATO Airlift Management (NAM)); or,
- NSPO Support or Procurement Partnership Committees, established by the ASB, on the initiative of two or more NSPO member Nations wishing to organise in common the support and services of specific activities, to oversee and govern the execution of their respective Partnership.

Multinational Programmes and Partnerships constitute an integral part of NSPO, sharing in the juridical personality of NATO. At the end of 2025, NSPO comprised two Multinational Programmes and 44 Support Partnerships, supporting over 470 representatives from NATO and Partner Nations as well as other NATO bodies and amounting to 87% of the Agency's operational turnover.

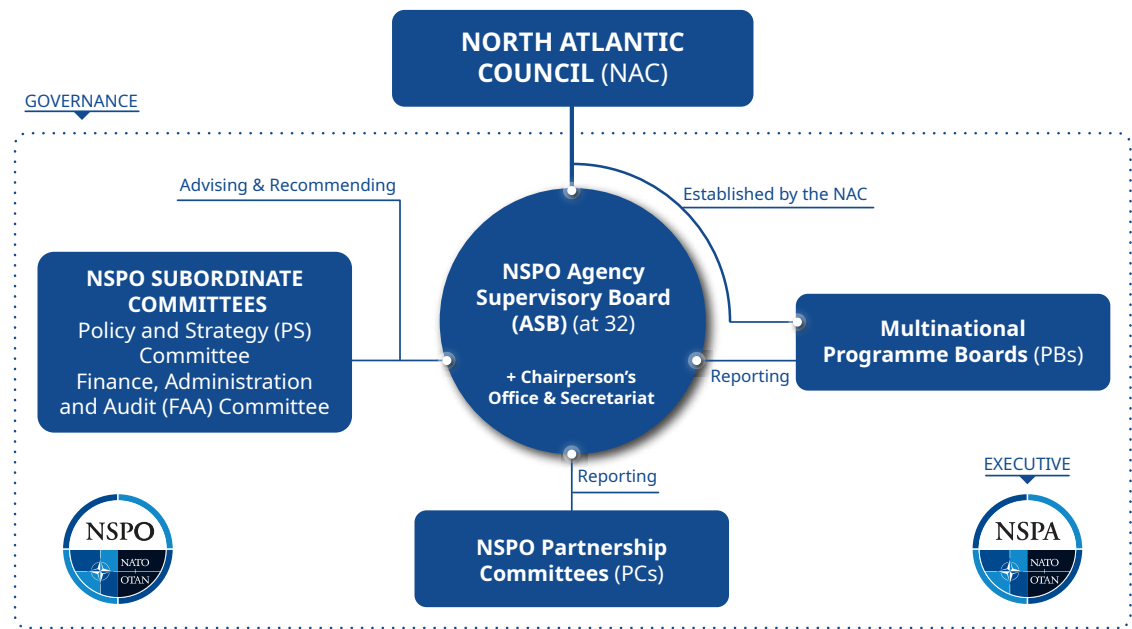


Figure 1 – NSPO Governance Structure



CEPS Programme Governance

The CEPS is NATO's largest pipeline system spanning 5,273 kilometres. Its six member nations (Belgium, France, Germany, Luxembourg, the Netherlands and the United States) exercise governance and provide strategic direction and oversight.

In 2025, the CEPS Programme Board approved the revision of CEPS operational activity policies and obtained relevant approvals to ensure compliance in the implementation of the CEPS Specific Financial Rules and Procedures (CSFRPs).

NAM Programme Governance

The Strategic Airlift Capability (SAC) is comprised of twelve nations operating three C-17 Globemaster III aircraft, for which the NAM Programme provides acquisition, management and sustainment services.

In 2025, the governing bodies of the SAC and the NAM Programme (SAC Steering Board & NAM Programme Board) agreed to establish an "Expansion Working Group" in order to consider how to meet the Netherlands'

request to permanently purchase additional contingency Flight Hours.

Furthermore, the SAC Steering Board approved a comprehensive revision of the SAC Concept of Operations and the SAC Concept of Support. It also decided to revise the Air-to-Air Refuelling (AAR) training strategy.



BUSINESS CAPABILITY DELIVERY

ACQUISITION

- Completion of the Alliance Future Surveillance and Control (AFSC) Concept Stage
- Key outline agreements awarded to Industry for the Modular Ground Based Air Defence (GBAD) project
- Delivery of Next Generation Rotorcraft Capability (NGRC) Integrated Platform Concept Solution
- MQ-9B acquisitions for Denmark and Germany
- Acquisition of two MRTT aircraft growing the fleet to 12 aircrafts

Operating Environment:

- Speed of delivery and defence expenditure is becoming increasingly more important, which drives nations to seek rapid procurement of off-the-shelf solutions
- Speed of national decision making remains a major driver for acquisition capability and delivery timelines
- Close collaboration with NATO stakeholders involved in capability development, prioritisation, and cooperation to bolster NATO's deterrence & defence initiatives
- Increasing demand for modernised and multinational cooperative defence capabilities

Successes:

- Completed the AFSC Concept Stage aimed at defining NATO's future surveillance and control capabilities with delivery of a NAC-agreed Technical Concept and establishment of the AFSC Complex Armament Programme to cohere and coordinate Realisation Stage activities contributing to the implementation of the AFSC System of Systems
- Sweden joined the iAFSC Support Partnership which is aimed at developing and fielding of an initial Alliance Future Surveillance and Control (iAFSC) capability
- Reached a major technical NGRC milestone with the successful delivery of three Integrated Platform Concept Solution Reviews and launch of the pre-qualification assessment for the Concept Design phase
- Modular GBAD, a NATO multinational High Visibility Project (HVP), awarded five Outline Agreements and Concept Study#1 to define modular system architecture solutions in order to enable seamless integration and interoperability across disparate GBAD systems

- Strengthened collaboration with the Centre for Maritime Research and Experimentation to deliver common funded projects for modernization of facilities, IT infrastructure, and maritime uncrewed systems
- Initiated development of the Innovation & Readiness Support Partnership for the incubation of innovative projects to scale, and to support NATO's Rapid Adoption Action Plan along in cooperation with organisations such as the Defence Innovation Accelerator for the North Atlantic (DIANA)
- Initiated the delivery of Patriot GEM-T Missile Rounds and secured contracts for rapid delivery
- Launched the Stinger European Production initiative, establishing a scalable model for future multinational missile programmes
- Secured major long-term framework contracts for Akeron missiles and the Spike family, enhancing multinational missile supply chains
- Signed a contract for the acquisition of two additional Multi Role Tanker Transporter (MRTT) aircraft growing the fleet to 12 aircraft for 8 participating nations
- Acquired MQ-9B for Denmark and Germany

Future Focus:

- To further develop regulations, guidelines, and explore innovative constructs to support complex systems acquisition to meet national and NATO requirements
- To further develop and enable policies, governance, and strategies that support rapid adoption of capabilities in support of NATO and to address urgent operational needs
- Continue expanding multinational cooperation in acquisition projects
- Launching competition for tactical Uncrewed Aerial Systems (UAS)

OVERHAUL AND UPGRADE

- Upgrades to a range of Radar Systems
- Support and expansion of Electronic Warfare Capabilities for Fixed Wing Aircraft
- Upgraded Allied Ground Surveillance (AGS) Ground Segment

Operating Environment:

- Growing need for technological refreshes to maintain operational effectiveness
- Aging aircraft and systems requiring upgrades to extend service life
- Increasing demand for upgrades to maintain operational readiness and interoperability

Successes:

- Launched major technology refresh projects for RAT-31 (LIP) and RRP-117 radar fleets
- Contracted a major Mid-Life Upgrade of Sensors, Weapons, and Communication Systems for Portuguese Vasco da Gama Class Frigates
- Signed contracts to support and expand Fixed Wing Aircraft Customers Electronic Warfare capabilities
- Delivered a refreshed NATO AGS Ground Segment in Sigonella

Future Focus:

- Plan and initiate mid-life upgrade projects for Multinational MRTT Fleet (MMF) aircraft to maintain operational relevance in contested scenarios
- Contracting of the next generation European Fire Control System (EFCS) software securing a critical capability leap and safeguarding long-term Multiple Rocket Launcher (MLRS) operational viability
- Continue to address obsolescence issues with aging aircraft through various initiatives

IN SERVICE SUPPORT

- Expansion of SATCOM Services
- Extension of Service Level Agreements (SLAs) in Automated IPS Support for OCCAR and NAHEMA
- Growing NATO Flight Training Europe (NFTE) Network
- MMU FOC in 2026
- Sustainment of Directed Infrared Countermeasures (DIRCM) through NSPA Adaptive Maintenance Repair and Overhaul
- Highest average Mission Capability rates amongst all international C-17 operators in 2025
- Completed construction & delivery of Aircrew Training System (ATS) Facility at Pápa Air Base, Hungary

Operating Environment:

- Increased demand for supply chain efficiency via automated and integrated solutions
- Need for expanded Global Commercial SATCOM services to achieve global coverage and high resiliency
- Need to address increasing obsolescence cases with aged aircraft and engines

Successes:

- Created three Support Partnerships: Layered GBAD/ESSI, ELTA Radars, and Naval Strike Missile
- Significantly advanced the NSPA Adaptive Maintenance Repair and Overhaul Facility (NAMRO) maturity in DIRCM sustainment, delivering reliable E/O-level maintenance for MRTT and Dutch G-650 VIP fleets
- Provisioned operational-level support to the DIRCM systems of the MMF and other allied fleets
- Extended the SLAs with OCCAR and NAHEMA for automated material management support to NH90, TIGER, and A400M for five years
- Grew the NFTE HVP to 17 participants, with a network of 15 accredited campuses in six countries

- Successfully coordinated the Stinger Ammunition Surveillance reliability firing campaign, reinforcing safety, performance validation and multinational collaboration
- Addressed the growing obsolescence of aged aircraft and engines of the AWACS fleet by initiating several key initiatives:

- Recovered spare parts from retired engines at AMARG (US base in Tucson, AZ)
- Signed a significant contract (TF33 Engines OEM) for spare parts forecasting and reproduction
- Engaged with the US REACT team for reverse engineering and potential 3D-printing solutions
- Participated in USAF activities for the procurement of critical spares

Future Focus:

- Leverage automation solutions in support of existing ISS services within the agency
- Support the Multinational MRTT Unit (MMU) to reach their Final Operational Capability declaration
- Award contract for a H145M Training Centre for Belgium, USAF KC-135 fleet avionics upgrades and for F-16 maintenance support



NATO AIRLIFT MANAGEMENT (NAM) PROGRAMME

Operating Environment:

- Executing six-year Heavy Maintenance induction cycle which reduces our fleet availability from three C-17 aircraft to two in the short term (12-18 months)

Successes:

- Delivered the highest average annual MC rate amongst all international C-17 operators
- Completed construction and hand-over of ATS facility

Future Focus:

- Maintain the highest mission capability rates across the entire virtual fleet
- Facilitate the execution of the FMS CLS contract and begin simulator operations by late 2026

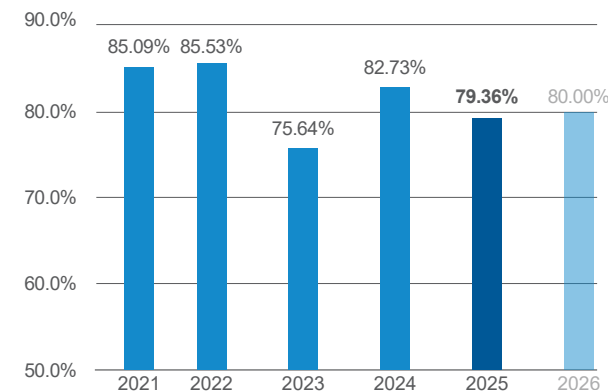


Figure 2 – SAC MC Rate % (2021-2025)
(Percentage of Fully plus Partially Mission Capable Aircraft)

BROKERAGE

- Provided 175 million litres of fuel and 3 million meals to NATO Nations' operations and exercises which represents 9000 personnel across the Alliance
- 6.7 BEUR worth of critical munitions sourced from across the Alliance
- Procured over 1500 C-UAS kits and over 5000 Starlink terminals in support of UKR Armed Forces

Operating Environment:

- Rising demand for procurement of critical defence equipment, especially for Ukraine.
- Need for agile brokerage services to support rapid procurement and delivery

Successes:

- Provided 175 million litres of fuel and 3 million meals to NATO Nations' operations and exercises which represents 9000 personnel across the Alliance
- Received 120 MEUR in donations for the IT Coalition for Ukraine of which 75.6 MEUR has already been committed
- Established several new framework contacts resulting in 6.7 BEUR worth of critical munitions sourced from across the alliance by the end of 2025

- Awarded 1.1 BEUR in firm contracts through the ammunition SP with a multiyear portfolio of contracts awaiting delivery valued at 3 BEUR.
- Delivered 287.6 tons of IT equipment to Ukraine
- Completed multiple competitions for a variety of UAS systems
- Procured over 1500 C-UAS kits and over 5000 Starlink terminals in support of UKR Armed Forces

Future Focus:

- Continue to support urgent operational needs through rapid procurement processes
- Expand brokerage services to include a broader range of critical defence equipment and services



OPERATIONAL SERVICES

- Provision of fuel, real life, base, medical and engineering contracted services to two NATO operations, six NATO missions and dozens of multinational and national exercises
- Established the Security Cooperation Support Partnership in July 2025 to create a single-entry point into the Agency for all activities conducted in support to Ukraine

Operating Environment:

- Ukraine remained the central security challenge in the Euro-Atlantic region
- Strengthening the Alliance's deterrence, interoperability and defence planning on the eastern flank remained the focus in 2025
- Continued coordination mechanisms such as the Ukraine Defence Contact Group helped to align national commitments and address priority capability gaps

Successes:

- Established the Security Cooperation Support Partnership in July 2025 to create a single-entry point into the Agency for all activities conducted in support to Ukraine
- Delivered critical support to Ukraine through the Ukraine Comprehensive Assistance Package (UCAP), the NATO Security Assistance and Training for Ukraine and taskings from Allies, with the total from the UCAP Trust Fund amounting to 370 MEUR with another 110 MEUR in further projects to be executed
- Engaged in construction projects exceeding 4 BEUR, including NATO HQ adaptation and engagement in the Capability Program Plans (NC3, NATO Fuel Supply Chain, Energy Audit and Environmental Impact)
- Played a key role in the operationalization of NATO's Logistics Action Plan which includes 10 critical initiatives in areas such as customs digitization, host nation augmented support, additive manufacturing, railways and multinational contracting
- Supported two Operations: Kosovo and Sea Guardian and six Missions: NATO Air Policing, Forward Land Forces, NATO Mission Iraq, NATO Ballistic Missile Defence, Baltic Sentry, Eastern sentry

Future Focus:

- Further support the implementation of the NATO Deterrence and Defence of the Euro-Atlantic Areas (DDA) Family of Plans
- Ensure the timely availability, interoperability and sustainability of munitions, through coordinated procurement, stockpile management, and lifecycle support in alignment with the DDA strategy
- Prepare the Agency to become NATO's lead organisation for construction engineering, by providing agile, resilient and mission-ready infrastructure solutions



CENTRAL EUROPE PIPELINE SYSTEM (CEPS)

- 1.6 Mm3 of fuel transported including up to 14% of blended Sustainable Aviation Fuels (SAF)
- 876 Km3 jet fuel stored (97% of capacity)
- 98 % average operational readiness
- 39 infrastructure projects-works completed; 637 infrastructure projects in progress

Operating Environment:

- Slight decline (-3.8%) in the overall transport demand from non-military customers (jet and non-jet fuels)
- Increased the number of non-military customers (+11%)
- Significant rise in military storage within the network (+8%)

Successes:

- Successfully transported volumes to military and non-military customers with an average operational readiness rate of 98%, meeting 100% of military transport and storage requirements
- Developed new connections with storage terminals in Rotterdam and Antwerp
- Completed 1/3 of CEPS Resilience and Repair Capability and pursued the implementation of the CEPS Cybersecurity Strategy.
- Contributed to the growth of the blended SAF supply chains in Europe and participated in the elaboration of the European Union's SAF regulation developments
- Continued the implementation of the Enterprise Resource Planning integration across the five CEPS entities

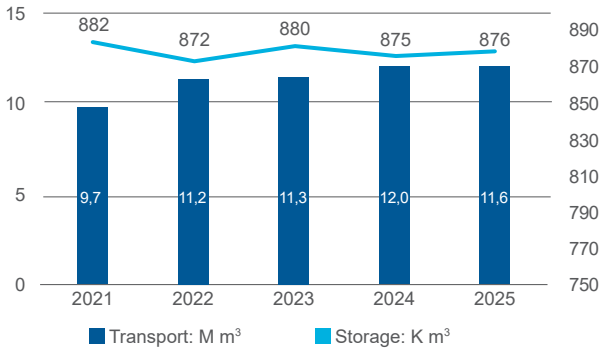


Figure 3 – CEPS Transport and Storage Volumes 2021-2025

Future Focus:

- Continue to improve CEPS physical and cyber resilience and prepare staff for wartime operations.
- To plan and execute infrastructure projects contributing to network capability development and to pursue the development of new connections with oil industry facilities





FINANCE

The Agency's total operational business turnover committed in 2025 was approximately 10 BEUR.

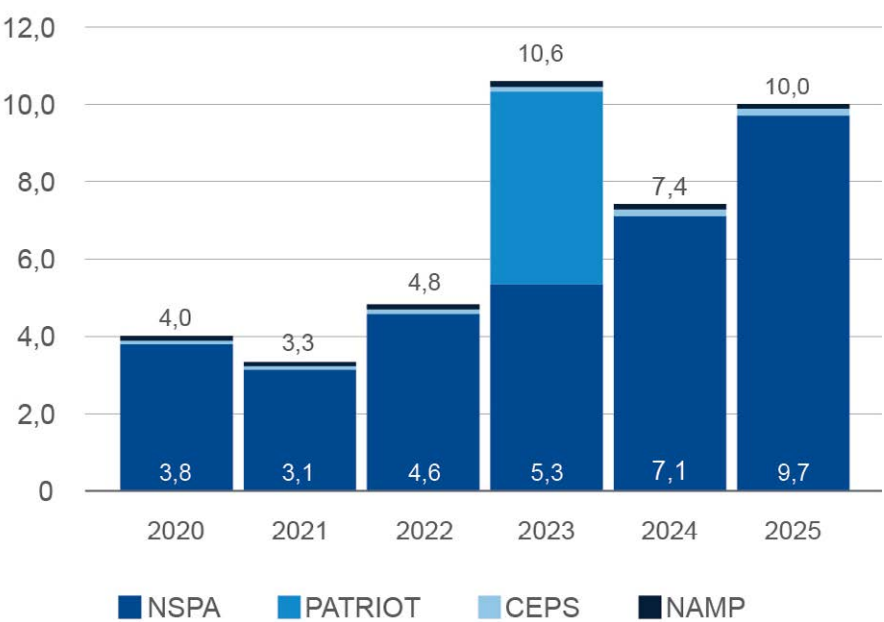


Figure 4 – NSPA Business Turnover 2016 – 2025 (BEUR)
*2026 Forecasted Expenditures as per AFP 2026

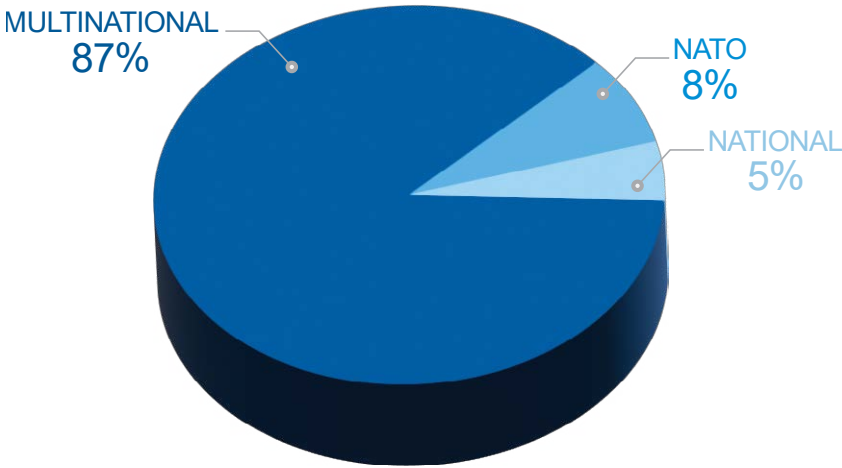


Figure 5 – NSPA Business Funding Source

The Agency's administrative costs increased commensurately in 2025, for an execution at 278 MEUR (versus 253 MEUR for 2024), as a result of an expanding workforce, driven primarily by increasing business requirements.

Audit Opinions on the NSPO Financial Statements 2024

At this time, the Audit Report and Audit Opinions are pending from the International Board of Auditors of NATO (IBAN).

CORPORATE MANAGEMENT

STRATEGIC GOALS AND ANNUAL L1 OBJECTIVES

In 2025, the Agency continued to implement its 2023-2027 Strategic Framework to achieve the five Strategic Goals via its annual L1 Objectives:

- **Development:** Met the efficiency and effectiveness goals and baselined responsiveness to improve the Agency's output and meet customer priorities
- **Acquisition & Sustainment:** continued to develop innovative acquisition and sustainment methods to ensure the Agency can acquire and deliver systems on behalf of our customers
- **Resources:** Developed enhanced financial reporting and performance metrics to support the most efficient use of the Agency's resources
- **Processes:** Continued to optimise processes, solving Pain Points and eliminating bottlenecks which have helped to streamline performance and build a sustainable foundation for the Agency's growth

- **People:** Developed a workforce analysis capability to enable the Agency to leverage data driven insights. Launched the NSPA EF Language Programme and enabled over 700 training enrolments, highlighting our dedication to workforce development. Delivered another enhancement to self-service support for employees to get certificates automatically. This latest addition to an already highly digitized Employee Self-Service support platform perfectly illustrates the kind of synergies the Agency is implementing to support such a steep increase in staff and business volume.

With a vision to have Artificial Intelligence (AI) enabling all areas of Agency activities, adoption began in 2025 with the development of specific proofs of concept jointly with user communities to add value for selected use cases and ensuring agency compliance with the set of related NATO policies. Complementary initial steps were also taken to increase the necessary computing power for scalable AI usage.

RISK AND COMPLIANCE

Throughout 2025 the Agency continued to systematically increase its focus on Risk and Compliance disciplines. The Agency released new prescriptive documents on Internal Control, which increased the obligations on all employees, and in particular, delivery functions to ensure they contribute to, and operate, a robust system of internal control. Counter-Fraud and Corruption continues to increase in.

The Agency took a robust stance to ensuring our employees had adequate awareness across many disciplines, with increased levels of training delivered across security, counter-fraud and corruption, quality, and occupational health and safety themes.

At the highest levels, our Principal Risks continued to be actively managed, seeking to ensure they align to our board set appetite whilst addressing the core threats and opportunities to achievement of our strategic

framework. These Principal Risks were refreshed in later 2025 to reflect the progress made and the shift to the final years of the 2023-2027 Strategic period.

The highlight in our cyber security function was the first Mission-Level Cyber Risk Assessment (MLCRA) conducted in NSPA. Considering cyber risks in all areas of critical Infrastructure, weapon platforms and external dependences impacting the mission, the first assessment was in support of MMF. The resulting recommendations will aid mitigation of potential cyber threats and add to resiliency. At the same time NSPA continues to build on its wider Business Continuity and Resiliency framework as a key part of the NATO Wide Business Continuity Board.

The Agency continues to be ISO 9001 and ISO 45001 certified, and received a reaccreditation from the NATO Office of Security for its core network.



ANNEX 1 NSPA PRODUCT LINES

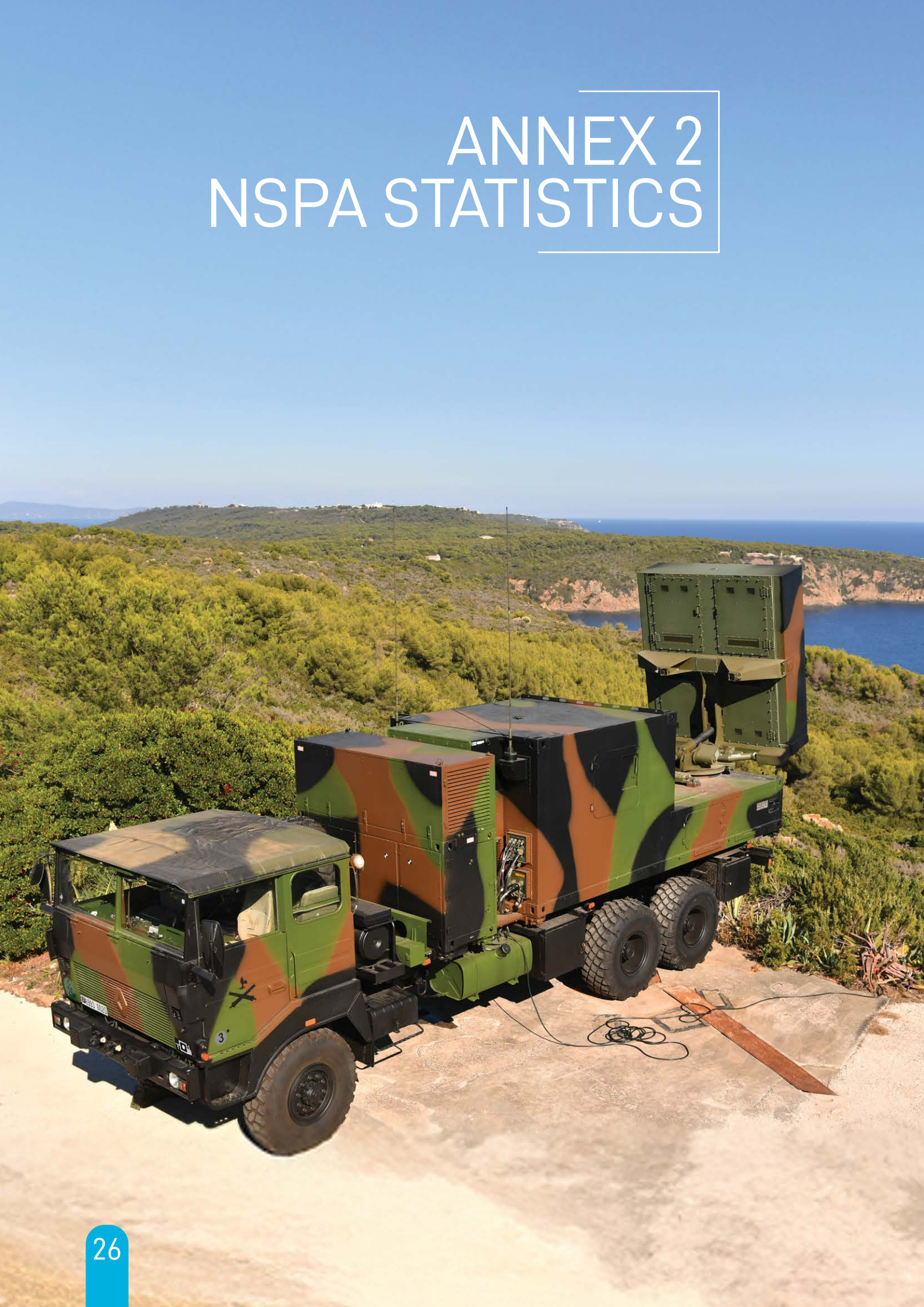


VISIT NSPA
CATALOGUE
OF CAPABILITIES

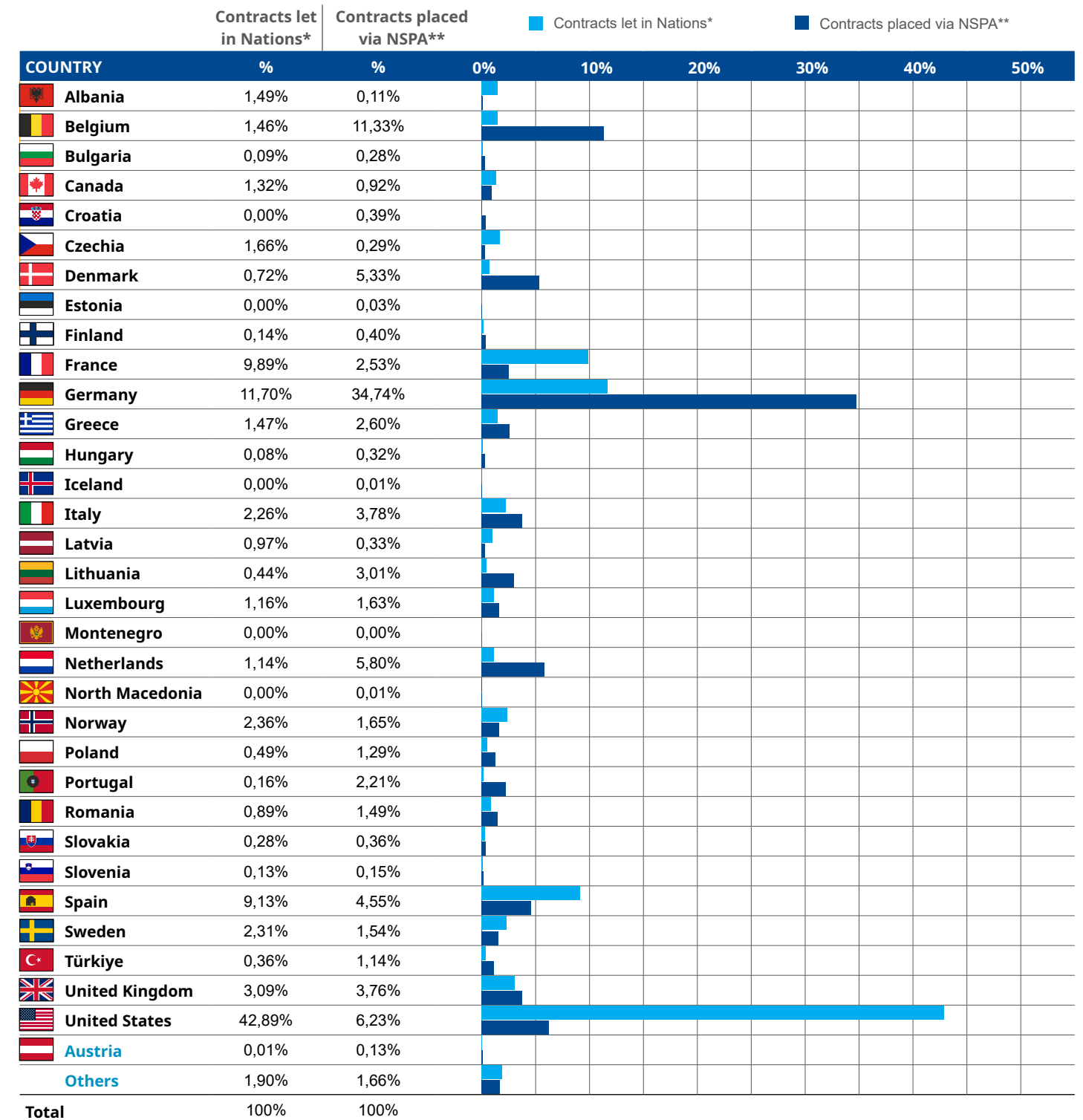


BUSINESS LINE	PRODUCT LINE	DESCRIPTION
ACQUISITION	Concept and Development	• We manage the Pre-Concept, Concept and Development Stages of the Acquisition cycle of new Major Armament Programmes, including all aspects of multinational cooperation, requirements development on behalf and to the standard of the customer, and international industry competition.
	Production	• We manage and deliver Oversight of the Production Phase of Acquisition Programme. • We also deliver acquisition services for Military Off-The Shelf major armament systems.
OVERHAUL AND UPGRADE	Modernisation and Overhaul Projects	• We manage the modernisation, overhaul or mid-life upgrade projects of major equipment or systems in service in our customers' armed forces, from requirement definition to in-service acceptance, including industry selection and mobilisation.
IN SERVICE SUPPORT	Technical Services	• We perform technical services, using our in-house capacities such as technical workshops or Calibration Laboratory, to maintain and repair highly technological equipment and components from our customers. • We also deliver technical advisory services such as configuration management, documentation, project management assistance, Codification services, continued airworthiness, etc.
	Maintenance Support (owned and non-owned Assets)	• We ensure equipment or systems in service in our customer nations are maintained at required operational level. This includes preventive and corrective maintenances, repair management, direct exchange, on-site maintenance, etc. • We deliver various level of maintenance, which, depending on the customers' requirement, can span from complete maintenance planning and execution, through to reactive/corrective activities only. • We also deliver real asset management, in a number of situations where the assets are owned by NATO.
	Supply Support	• We provide through life cycle supply support and procurement of goods, parts and components on behalf of our customers. This includes supply from stock, stock replenishment, mutual emergency support, stock management, etc. • It also includes Smart Supplies services.
BROKERAGE SERVICES	M/COTS Brokerage	• We procure off-the-shelf material, equipment or services, and ammunitions, through a large range of strategically negotiated price agreements with selected suppliers, delivering economies of scale and rapid delivery for our customers.
OPERATIONAL SUPPORT	Field Services	• We deliver real-life services, airport services, operational energy services, and fuel to deployed field locations, through commercial sourcing. • We maintain in condition and deploy Deployable Camp Infrastructures.
	Infrastructure Projects	• We manage Infrastructure Projects for military or civilian fixed infrastructure, in Europe or in deployed theatres, for NSIP or National projects, arranging the full range of activities required for specifications development, contracting, overseeing and accepting required facilities for customers.
	Transport	• We arrange operational or strategic multimodal transportation services of goods and personnel.

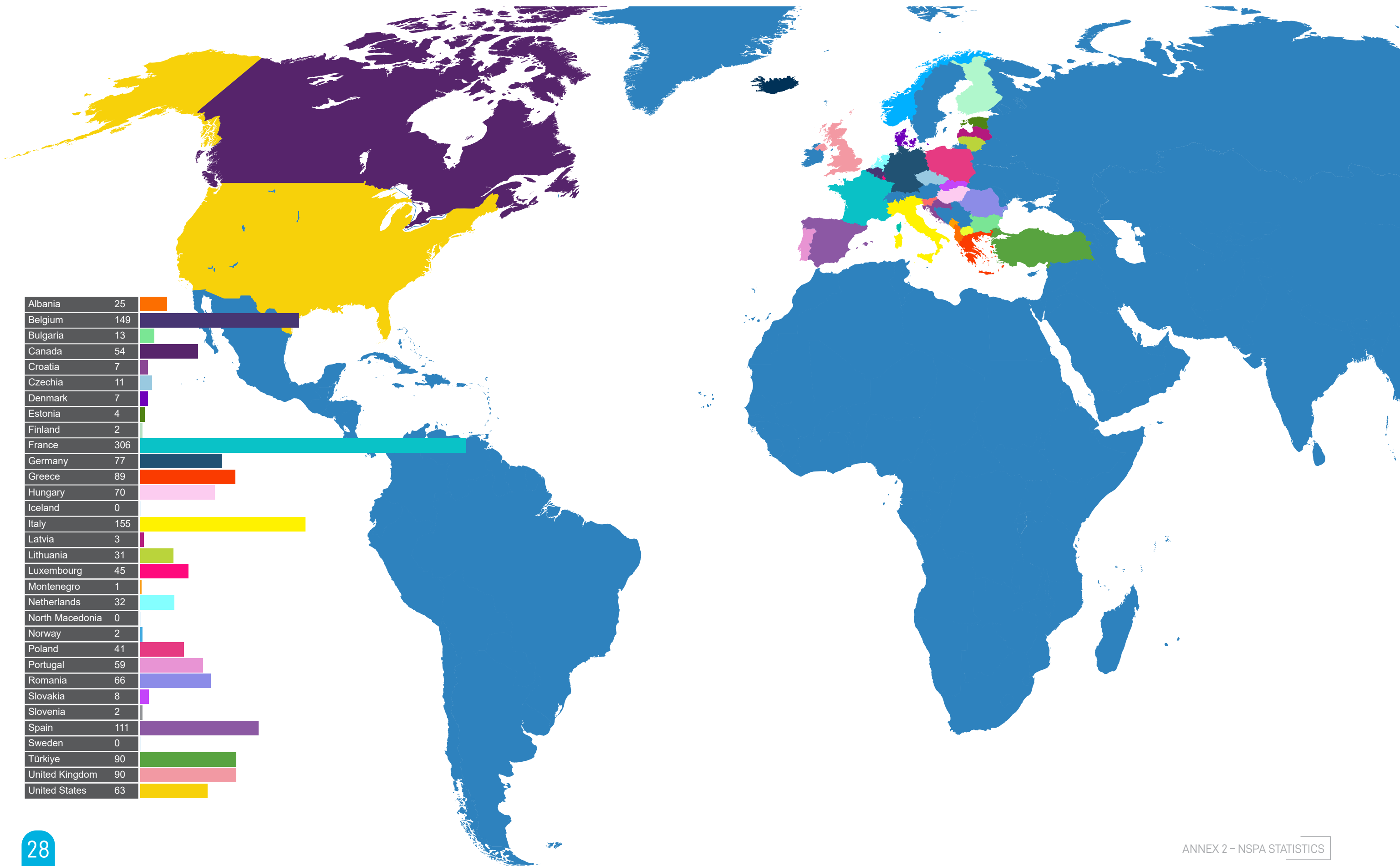
ANNEX 2 NSPA STATISTICS



CONTRACTS OVERVIEW



WORKFORCE BY COUNTRY





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NATO UNCLASSIFIED