



**NATO UNCLASSIFIED**  
Releasable to Finland and Sweden

28 March 2023

**NOTICE**  
**NIAG-N(2023)0006 (INV)**

**NATO INDUSTRIAL ADVISORY GROUP (NIAG)**

**NIAG study on How to Enhance Secure, Resilient and Sustainable Availability of Strategic Materials and Microelectronics Essential to Allied Capability Development and Delivery**

**Exploratory Group meeting to be held at NATO HQ on 09 May 2023 starting at 09:30 and estimated to conclude by 16:00**

**Calling Notice**

1. A NIAG Exploratory Group meeting to address “How to Enhance Secure, Resilient and Sustainable Availability of Strategic Materials and Microelectronics Essential to Allied Capability Development and Delivery”, will be held on 09 May 2023, starting at 09:30 and estimated to conclude by 16:00. This meeting will be held in presence at NATO HQ.
2. An agenda for the meeting is available at Annex 1.
3. The administrative arrangements for the meeting are set out below; the information describing the aim and the objectives of the study is available in Annex 2.

**REGISTRATION FOR THE MEETING**

4. Industry representatives willing to participate (further called Participants) are invited to contact their NIAG delegation prior to registering for this event.
5. Participants are invited to complete two registration processes:
  - 5.1. A registration for the meeting, via the DI portal at <https://diweb.hq.nato.int/>
    - a) Once on the DI Portal, please go to NIAG, then “events registration” located underneath the NIAG logo in the centre of the screen. This will point you to a page listing upcoming events. Click on the event you wish to register for – open the terms and conditions and complete the questionnaire.
    - b) Please ensure that you complete the registration for the meeting by **02 May 2023**.



5.2. A registration to the NIAG Portal, for the newcomers (not being in possession of credentials to NIAG portal), in order to be granted access to the documents prepared for this study.

- a) This registration requires you to fill in the form that opens at <https://diweb.hq.nato.int/> on the top-right hand side of the page, **Register yourself**. Make sure you **select NIAG as community of interest** (a field towards the end of the registration form).
- b) After you click the 'Submit' button at the end of the registration form, a notification will be sent automatically to our office. The NIAG staff will then approve your access in the following days.
- c) This registration shall also be finalised by 02 May 2023 at the latest, in order to allow us time to approve your access to the documentation, in order for you to prepare for the meeting. Please note that the first registration (paragraph 5.1.) does not automatically grant you access to documentation.

## **SECURITY CLEARANCE**

6. The study will be open to industries from NATO Nations and Finland and Sweden and conducted at NATO UNCLASSIFIED level, releasable to NATO and Finland and Sweden.

## **ACCESS TO NATO HEADQUARTERS**

7. In order to enter NATO HQ premises, you must have a valid pass for unescorted access (a security clearance is necessary).

8. **Access to NATO Headquarters is to be arranged strictly through your national Delegation.** Participants are requested to contact their respective national delegations to NATO HQ at least **seven working days before the meeting** and request access to NATO HQ (pass/visitor badge).

- a. Participants with a valid security clearance (NATO Secret) will have to request an entrance pass that will be waiting for them at the NATO Security Office (NATO HQ's South Entrance, Boulevard Leopold III, 1110 Brussels - Belgium).
- b. Participants without a valid security clearance will only be able to enter the NATO HQ premises if their national delegation to NATO HQ is willing to escort the participant during his/her stay at the NATO HQ. They will need a visitor badge as well.

- c. If the respective national delegation to NATO HQ is not able/willing to escort the participant without a valid security clearance, the participant will not be able to attend the meeting.
9. Delivery of an access pass is a national responsibility. The NATO International Staff (IS) supporting the NIAG has no role in the access process and will not provide an escort.
10. You are kindly advised to check whether your request has been received / processed at NATO HQ by your respective Delegation, prior to your travel, to make sure that your pass will be ready.
11. Should you have access problems upon arrival, you are required to contact your respective Delegation (please make sure you have the coordinates of a POC within your delegation), as the International Staff cannot validate your security clearance / access. This is a national issue.
12. Any query concerning the access procedures should be directed to national delegations (a list of security officers is available at Annex 3).
13. Given the large number of visitors to NATO HQ, please note that processing through the Security Office on the day of the meeting will take some time and that delegates should plan to arrive at NATO HQ's South Entrance (Boulevard Leopold III, 1110 Brussels, Belgium) well in advance of the start of the meeting. It is recommended to arrive at the Headquarters no less than 30 minutes before the start of the meeting.
14. Your pass must be worn visibly inside the HQ. The transfer of passes to others is strictly prohibited. At the end of the meeting, expired passes must be deposited in the drop-off boxes located near the exit of the South Security Office.

## **CONFERENCE ROOM**

15. The meeting will take place in the NATO HQ Public Square. Please check the screens for the room number as you enter the Public Square and go to the first floor.

## **USEFUL INFORMATION FOR THE MEETING**

16. Documents/presentations will be posted on the Defence Investment Portal. **Participants need to ensure that they have access to this website prior to the meeting.** (See the registration process described in paragraph 5.2.)

## **STUDY ORGANISATION**

17. Industry representatives are invited to consider volunteering for Chair, Vice-Chair and Rapporteur roles, which represent the Management Team of the Study Group, and communicate their option via the registration tool (para 5.1 above) or to the NIAG Secretary prior to the meeting. A brief description of the management team's role and of the Quick Reaction Team role is available at Annex 4.

18. An election for the Management Team will be held under agenda item 6. Only industry participants are entitled to vote, by following the rule of one vote per company and per country.

(signed) Nathalie VAN DONGHEN

<b>AGENDA</b>
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**1. OPENING REMARKS AND INTRODUCTION**

- NIAG Vice-Chair, and Chair of the meeting: Mr Pablo Gonzalez (Indra, Spain)

**2. INTRODUCTION TO NIAG STUDY PROCEDURES**

- Brief by NIAG Coordinating Staff Officer, Mr Jean-Sébastien Vautier (IS/Defence Investment Division)

**3. BACKGROUND AND OBJECTIVES OF PROPOSED STUDY**

- Brief by the Sponsor, CNAD

**4. REVIEW OF DOCUMENTATION REQUIRED FOR THE STUDY**

- Document to be discussed during the meeting, defining the study objectives. This document will be amended during the meeting to include industry views and reactions to the 'sponsor' briefing, and when agreed, will represent the basis for CNAD approval of the study.  
[The initial draft will be uploaded on the collaboration site \(DI Portal\).](#)

**5. NIAG STUDY GROUP MANAGEMENT – ROLES AND RESPONSIBILITIES**

- Brief by NIAG Coordinating Staff Officer

**6. ELECTION OF STUDY CHAIR, DEPUTY CHAIR AND RAPPORTEUR**

Voting will be done during the meeting by a hand raise for those present in the room:

- Participants are allowed to vote only once
- Only one vote per company per nation

**7. STUDY CONTRACTING ARRANGEMENTS, BUDGET & ADMINISTRATION**

- Brief by Ms Nathalie Van Donghen, NIAG Secretary (IS/Defence Investment Division)

8. **STUDY REPORTING REQUIREMENTS**

- Brief by NIAG Coordinating Staff Officer

9. **DATE OF KICK-OFF MEETING OF STUDY GROUP**

10. **CONCLUDING REMARKS**

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11. **STUDY ORGANISATION – WORK TEAMS ALLOCATION AND WAY AHEAD**

**This part of the meeting is led by the elected SG management team and depending on meeting room availability.** The NIAG Study Group (SG) is invited to take benefit of being together to address SG organisational topics (Work Teams Allocation, Way Ahead,..).

<b>NIAG STUDY DESCRIPTION</b>
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**1. Title of the Proposed Study:** How to Enhance Secure, Resilient and Sustainable Availability of Strategic Materials and Microelectronics Essential to Allied Capability Development and Delivery.

**2. Brief Description of Proposed Study:** This study is a direct follow-on to the “NIAG study on enhancing the security and resilience of supply chains essential to Allied capability development and delivery” (SG-274). This initial study, expected to be finalised in March 2023, is set to identify the key challenges and vulnerabilities facing industry, Allies and NATO in securing a resilient supply of identified strategic materials and microelectronics that negatively impact Alliance capability development and delivery. This proposed second related study will build on the conclusions of the first study and focus primarily on ways to manage and reduce those identified supply chain risks and vulnerabilities, and on related possible national, industry and NATO roles. Industry views will inform the CNAD, and potentially other NATO communities, in taking forward work on this subject.

**3. Background:** Within the context of the CNAD’s Strategic Materials and Microelectronics Supply Chain Security and Resilience Action Plan<sup>1</sup>, SG-274 was initiated in 2022 with the broad scope to “describe the most important strategic materials and microelectronics, together with the security, economic, regulatory, technology, environmental, workforce and other considerations most relevant from a defence industry perspective.” The initial study effort was identified as the “first phase” in what was expected to be a series of further studies that would build on the findings and recommendations of the previous study efforts.

**4. Objectives of the Study:**

- a. The key objective of this study would be to outline realistic roles of NATO, Allied governments and industry, in managing and reducing any supply chain disruption with a view to safeguarding short-term availability of strategic materials and components essential to Allied capability development and delivery, and in the longer term, maintaining the necessary level of independence from risks of supply interruption.
- b. In this work, the NIAG SG could:
  - o address any relevant issues associated with the assured supply of strategic materials and components addressed in the NIAG SG-274 study;
  - o identify alternative materials or processes that may be substituted for strategic materials and components that may not be readily and

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<sup>1</sup> AC/259-D(2021)0063-FINAL.

lastingly available to the Alliance for capability development and delivery;

- identify the availability and use of strategic materials and microelectronics between commercial and defence sectors;
- assess possible mitigation efforts, such as stockpiling and warehousing, or recycling and reprocessing;
- document the range of impact if specific strategic materials and components essential to Allied capability development and delivery are not available or if a substitute material cannot be used;
- in these efforts, identify any possible realistic added value role for NATO, Allied governments and industry in facilitating the assured availability of supply of strategic materials and components essential to Allied capability development and delivery, acknowledging that this is primarily a national responsibility and a collective commitment rooted in Article 3 of the North Atlantic Treaty.

c. This study builds on the findings and conclusions of the NIAG SG-274 study effort.

d. This work will be accompanied by recommendations to NATO, Allies and industry - as part of the final report.

**5. Alternative Solution Options:** Yes. It is expected that there will be multiple methods to address the various strategic materials and components supply issues. The alternatives should be clearly identified, together with the recommended best method by which to proceed and the associated rationale. The alternatives will not reduce the scope of the study, but may in fact expand the level of activity required.

**6. Active Companies with Proper Experience:** There are extensive major companies and small and medium size enterprises (component and system suppliers in the first, second and third tier of the supply chain), located in the NATO nations, having the technology and capability to make a positive contribution to this study.

**7. NATO Priority:** High. Alliance assured supply of strategic materials has a direct impact on NATO capability development and delivery within the context of Article 3 of the Washington Treaty. NATO's determination to address this issue is reflected in paragraph 26 of the recently agreed Strategic Concept.

**8. Intended Follow on to the Study:** Incorporation into the CNAD's Strategic Materials and Microelectronics Supply Chain Security and Resilience Action Plan and its implementation; potential use by other committees conducting work related to supply chain security and resilience (see below). Moreover, as envisioned in the initial SG-274 study proposal, there may be additional follow-on study efforts associated with this activity depending on the outcome of this second study and the evolving political environment surrounding supply chain issues.



**9. Other NATO Bodies Involved in the Related Area of Work:** Science and Technology Organization, Allied Command Transformation, IS/Defence Policy and Planning Division in support of the Resilience Committee and Defence Policy and Planning Committee (Reinforced), IS/Joint Intelligence and Security Division in support of the Security Committee, NATO HQ Consultation, Command and Control (C3) staff in support of the C3 Board, IS/Emerging Security Challenges in support of the Cyber Defence Committee.

**10. Current Industrial Involvement with the Sponsor Group:** None, with the exception of the NIAG. Of note, industrial interest in the initial study (SG-274) was registered by 38 companies from 15 nations. This study is expected to see a similar level of interest and participation.

**11. Proposed Start Date:** May 2023.

**12. Desired Completion Date:** May 2024.

**13. Study Classification:** NATO Unclassified releasable to Invitees.

**14. Study Open to Partner industries:** No (Invitees only)

**15. Final report releasable to:** Allies (INV)

**16. Sponsoring Group Point and IS Point of Contact:**

Mrs. Alexia Mikhos, International Staff, Defence Investment Division

<b>Security Officers</b>
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## Allies

Country	Name Firstname	Function	Office tel number +32-2-707 xxxx
ALBANIA	Hoxha Alfred	Security Officer	2780
BELGIUM	Damiaans Sarah	Security Officer	5996
BELGIUM	Van Dijck Nico	Deputy Security Officer	6003
BELGIUM	Decort Eric	Deputy Security Officer	5999
BELGIUM	Van Hulle Filip	Deputy Security Officer	6080
BELGIUM	De Saint-Georges Sebastian	Deputy Security Officer	6071
BELGIUM	Van de Sijpe Steven	Deputy Security Officer	6080
BELGIUM	Jackson Andy	Deputy Security Officer	6014
BULGARIA	Monev Vladimir	Security Officer	2912
BULGARIA	Asenov Boyan	Deputy Security Officer	2913
CANADA	Belafi Michael	Security Officer	7107
CANADA	Durksen Monica	Deputy Security Officer	7113
CANADA	Guerin Anne	Deputy Security Officer	7183
CANADA	Hoffmann Timothy	Deputy Security Officer	7142
CROATIA	Gudlin Sinisa	Security Officer	7001
CROATIA	Tikvic Ljiljana	Deputy Security Officer	7336
CROATIA	Jurilj Slavko	Deputy Security Officer	2463
CZECH REP	Knapek Pavel	Security Officer	1713
CZECH REP	Nemcansky Jan	Deputy Security Officer	1123
CZECH REP	Kotatko Lukas	Deputy Security Officer	1739
DENMARK	Jensen Lars	Security Officer	6160
DENMARK	Moller Mai-Britt	Deputy Security Officer	6162
ESTONIA	Botker Birger	Security Officer	9547
FRANCE	Violot Geoffroy	Security Officer	7430
FRANCE	Thibaudeau Benoit	Deputy Security Officer	7431
FRANCE	Perret Laurent	Deputy Security Officer	7447
GERMANY	Ferrand Bettina	Security Officer	7691
GERMANY	Heicker Michael	Deputy Security Officer	7692
GERMANY	Dellermann Roland	Deputy Security Officer	7693
GERMANY	Richter Ralf	Deputy Security Officer	7627
GREECE	Pedioti Emmanouela Zanin	Security Officer	6744
GREECE	Tsachtsiris Georgios	Deputy Security Officer	6761

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ANNEX 3  
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GREECE	Nikaki Ekaterini	Deputy Security Officer	6716
HUNGARY	Makai Zoltan	Security Officer	1758
HUNGARY	Ipsics Tamas	Deputy Security Officer	1169
ICELAND	Palsdottir Steinunn	Deputy Security Officer	5089
ITALY	Rugge Fabio	Security Officer	6204
ITALY	Luchetti Sergio	Security Officer	6244
LATVIA	Laudinskis Paulis	Security Officer	2026
LATVIA	Lapins Aldis	Deputy Security Officer	9102
LATVIA	Dirnens Raitis	Deputy Security Officer	2878
LITHUANIA	Bloze Algirdas	Security Officer	2752
LUXEMBOURG	Diederich Guy	Security Officer	3860
LUXEMBOURG	Dondlinger Thierry	Deputy Security Officer	3834
MONTENEGRO	Mitrovic Mladen	Security Officer	8486
N MACEDONIA	Mihajlov Vlatko	Security Officer	2769
N MACEDONIA	Maksuti Febijan	Deputy Security Officer	2757
NETHERLANDS	Wegter Bartjan	Security Officer	6602
NETHERLANDS	van der Zwan Klaas	Deputy Security Officer	6690
NETHERLANDS	Mendes Dos Reis Cristina	Assistant Security Officer	6613
NETHERLANDS	Pattikawa Andry	Assistant Security Officer	6655
NETHERLANDS	Keles Faith	Assistant Security Officer	6613
NETHERLANDS	Kraakman Marcel	Assistant Security Officer	6696
NETHERLANDS	Debruyne Agnes	Assistant Security Officer	6637
NETHERLANDS	Hunaerts Patrick	Assistant Security Officer	6638
NORWAY	Kvamsoe Tore	Security Officer	6373
POLAND	Pierscinski Robert	Security Officer	1487
PORTUGAL	Lourenco Carlos	Security Officer	6410
ROMANIA	Caldararu Sorin	Deputy Security Officer	9633
SLOVAKIA	Matzenauer Radek	Security Officer	2733
SLOVAKIA	Miskay Michal	Deputy Security Officer	9717
SLOVENIA	Zajec Alenka	Security Officer	2449
SLOVENIA	Zupancic Martina	Deputy Security Officer	2445
SLOVENIA	Boznic Bojan	Deputy Security Officer	8697
SPAIN	Losada Iago Alberto	Security Officer	6533
SPAIN	Diaz Bernardez Adela	Deputy Security Officer	6503
SPAIN	Mata Carlos	Assistant Security Officer	6522
SPAIN	Jimenez Juan	Assistant Security Officer	6553
TÜRKIYE	Sevim Senol	Security Officer	6891
TÜRKIYE	Bakir Gulcin	Deputy Security Officer	6831
UNITED KINGDOM	International Control Office	Visits <a href="https://www.gov.uk/guidance/defence-equipment-and-">https://www.gov.uk/guidance/defence-equipment-and-</a>	0

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		support-principal-security- advisor	
UNITED KINGDOM	Breen Wayne	Deputy Security Officer	7558
UNITED STATES	Hite David	Security Officer	0
			0
UNITED STATES	Vilders Scott	Security Officer	0

## Invitees

Country	Name + Firstname	Function	Office tel number +32-2-707 xxxx (unless otherwise stated)
FINLAND	Lepisto Hanna	Security Officer	2103
FINLAND	Wento Riikka	Deputy Security Officer	2118
FINLAND	Hirvonen Pasi	Deputy Security Officer	2117
FINLAND	Hietikko-Kaukola Kaisa	Deputy Security Officer	2104
FINLAND	Manninen Salla	Deputy Security Officer	2105
SWEDEN	Uddenberg Sara	Security Officer	7582
SWEDEN	Palmgren Mikael	Security Officer	7856
SWEDEN	Nevalainen Sophia	Deputy Security Officer	+32 4 775 556 96
SWEDEN	Bacho Catherine	Assistant Security Officer	7581
SWEDEN	Westberg Eva	Assistant Security Officer	7880

**SHORT DESCRIPTION OF THE STUDY GROUP MANAGEMENT TEAM'S ROLE**

1. The **Study Group Chair** is responsible for the carrying out of the study by the Study Group on behalf of the NIAG and for the presentation of the final report. He/she will formulate and direct the study work plan and oversee the administration of the study. The Study Group Chair may call on the NIAG Vice-Chair, the NIAG Head of Delegation for his nation and the IS NIAG Coordinating Staff Officer to receive advice and assistance as required.
2. The **Deputy Chair** will assist the Chair in the management of the study and provide stand-in for the Chair when and as required.
3. The **Rapporteur** will act as Secretary to the Study Group, supporting the Chair in the administration of the Study Group activities. Normally this will involve assisting with the meeting arrangements, compiling the records of meetings and disseminating information to the SG members. The Rapporteur will also act as the sole interface for the Study Group members regarding NIAG Study processes and procedures. The rapporteur will further communicate with or escalate any unresolved topic to the NIAG secretary as required.

**SHORT DESCRIPTION OF THE QUICK REACTION TEAM'S ROLE**

1. The **Quick Reaction Team** is responsible for assisting the NIAG Study Group in the gathering of information, monitoring the study work, in liaising with other NATO bodies or groups who can provide information and assistance.
2. After delivery of the final report, the Quick Reaction Team is responsible for drafting the "Sponsor Assessment Form" to be considered at the first sponsor group meeting following the final report delivery.
3. This form has then to be provided to the NIAG Coordinating Staff Officer, preferably within 3 months of receipt of the study final report.