

# Future Acquisitions for the Defence Sector **2026-2033**



Forsvarsdepartementet

## Innhold

Introduction .....	2
Investment activities .....	4
Defence Industrial Strategy .....	4
Organisation of investment activities.....	5
Main initiatives .....	6
Enquiries .....	6

## Introduction

Norway must rapidly enhance the Norwegian Armed Forces' independent capability to safeguard national and allied freedom of action. Norway's security is dependent on NATO and its close allies. As an ally, we shall take greater responsibility for our own and regional security, and contribute to improved burden sharing. This is how we maintain the alliance's relevance and credibility. We must meet the agreed-upon force objectives, contribute to operations and joint financing, and further develop our defence industry so it can continue delivering critically important materiel to allies.

Norway's security is best ensured in co-operation with others. Mutual obligations within an allied framework provide security, prosperity, and freedom of action. It reduces Norway's vulnerability to pressure and aggression and creates security in our region.

A credible and collective security guarantee through NATO is vital for Norway. Close ties to allies in the Nordic countries and Northern Europe, and deep integration in binding European co-operation, offer Norway protection. The United States is our most important ally. Our co-operation is based on common security needs.

In a short space of time, the world has become more dangerous and unpredictable. Europe is at war, competition among the great powers is intensifying, and there are major tensions in the transatlantic relationship. Norway is facing the most serious security situation since the Second World War.

Norway shall deepen Northern European co-operation on security and defence. This is where we find many of our closest allies. Jointly, we shall strengthen the implementation of NATO's regional plans and improve our capacity to handle serious crises in our region.

Norway's National Security Strategy emphasises that security, economic affairs, and technology are becoming increasingly intertwined. Norway must strengthen economic co-operation with allies and partners as part of its security strategy. Military defence capability and capacity are also connected to the national defence industry. Securing industrial production capacity and access to essential raw materials, both nationally and through co-operation with allies, is crucial.

The National Security Strategy emphasises economic security, allied co-operation, and the need for a robust industrial base. This entails that Norway shall seek co-operation with allies to ensure access to advanced military technology and materiel, while at the same time ensuring that critical deliveries and production are subject to security control and vulnerability assessment.

Norway is not self-sufficient in defence materiel, and it is necessary to enter into binding partnerships with allies, including at the industry level, to ensure access to technology and materiel critical to national and allied security. Both the Norwegian and allied industries play a crucial role in supplying critically important materiel to Norway and its allies, to maintain collective deterrence and readiness.

There is a need to balance the advantages of international co-operation with the necessity of controlling critical technologies and supply chains, especially concerning import dependency, export control, and national security interests. An assessment will therefore be made on a case-by-case basis for individual procurements. Co-operation must be organised to safeguard national security of supply while ensuring Norway contributes relevant capacity to allies and burden sharing.

Investment in the Norwegian Armed Forces under the Norwegian Defence Pledge will mean procuring several major materiel systems in co-operation with allies. Large-

scale production and the joint purchase of fully developed solutions can help make procurement faster and cheaper. Norway has proved to be a reliable and sought-after partner for major materiel procurements. The F-35 co-operation and the procurement of P-8 maritime patrol aircraft and new submarines are examples of successful co-operation projects with key allies such as the United States and Germany.

The experience gained from these projects must be utilised when entering into new partnerships for major materiel procurement. At the same time, it is important that established partnerships do not prevent us from seeking alternative solutions that can lead to lower costs, shorter delivery times, or increased endurance.

Several procurements and investments shall also be made based on materiel already available on the market. Over time, it has been a challenge that customisation leads to increased costs and longer lead times. The customisations have also led to challenges in obtaining spare parts or disproportionately high costs for updates and maintenance.

As few customisations as possible are planned to ensure the fastest possible deliveries at the most favourable price. The purchase of off-the-shelf products contributes to lower life-cycle costs as economies of scale mean that the price of spare parts and maintenance is lower throughout the service lives of the systems. Increasing the procurement of fully developed materiel used by other allies will facilitate easier joint operational co-operation.

To ensure the procurement of more off-the-shelf products and the same materiel as our allies, strategic guidelines will be provided at an early stage in ongoing and future procurement projects. Early co-operation with industry and allied nations is important to reduce implementation time.

Defence co-operation in the Nordic countries is close and built on trust, and will become

even closer. At the same time, we are strengthening Nordic-Baltic co-operation.

Norway shall strengthen bilateral strategic co-operation with close allies, particularly the United Kingdom, Germany, and France.

## Investment activities

The Norwegian Ministry of Defence is responsible for the overall planning of the defence sector's investments in materiel and facilities/infrastructure (EBA). Following the introduction of a new management model in the investment field, the Chief of Defence is now responsible for portfolio management, and he therefore also prepares the investment plan.

The investment plan outlines priorities and priority areas related to the defence sector's materiel and facilities/infrastructure (EBA) investments and handles the planning for procurement and development of the defence sector's materiel and EBA. Based on the investment plan prepared by the Chief of Defence, the Norwegian Ministry of Defence publishes an overview of Future Acquisitions for the Norwegian Defence Sector (FAF) for the period 2026-2033. The intention is to provide the industry and suppliers with early insight into future planned investments, thereby helping to further develop Norwegian industry's ability to support the defence sector's investment needs.

The defence sector's investments are subject to a decision-making and approval framework that includes the Government and the Storting (Norwegian Parliament). At the time of publication, Future Acquisitions For the Norwegian Defence Sector (FAF) 2026–2033 contains descriptions of projects that have not yet been approved under the approval framework. The projects are therefore categorised as planned projects. It is important for the Norwegian Ministry of Defence to emphasise that, as long as a

project remains within the portfolio of planned projects, there will invariably be some degree of uncertainty regarding its implementation. Major shifts and dynamics in the security policy situation can also create a need to change priorities.

Approved projects are not mentioned in the FAF, but are included in the overall graphical overview in section 4.

The FAF was first published on 16 March 2009. The FAF is generally updated annually, and the 2026–2033 version builds on the previous edition. The document will be published electronically on the Norwegian Ministry of Defence's section of the website <http://www.regjeringen.no> and will not be available in print. Considering the purpose provisions of procurement legislation and the principles of competition and equal treatment, an English version will also be prepared.

## Defence Industrial Strategy

The goal of the Defence Industrial Strategy is to maintain and strengthen an internationally competitive Norwegian defence industry capable of developing, producing, and supporting defence materiel, systems, and services, in whole or in part, within prioritised areas of technology and expertise that are vital for protecting national security interests and meeting the Norwegian Armed Forces' needs for materiel and services.

Expertise, innovation, technology, co-operation, and adaptability, as well as cost-effective production, are all elements needed to maintain a strong Norwegian defence industry that meets security needs. Considerable emphasis is placed on accountability, integrity, and anti-corruption efforts. In addition, suppliers are required to fulfil social, ethical, and green trade requirements, in line with the UN Sustainable Development Goals.



The Defence Industrial Strategy facilitates a comprehensive approach to the lifecycle, from research and development to procurement implementation, with policy instruments adapted to the various phases. Eight areas of technological expertise define the priorities in strategic co-operation between the defence sector and the defence industry.

**These are:**

1. Command, control, communications, information, and battle management systems
2. System integration
3. Autonomous systems and artificial intelligence
4. Missile technology
5. Underwater technology
6. Ammunition, rocket motors, and military explosives
7. Materiel technology specially designed and/or processed for military purposes
8. Life-cycle support for military systems

Additionally, space technology specifically developed or adapted for military purposes is a priority area. Innovation and utilisation of new technology will be strengthened by further developing co-operation between the defence sector, academia, the defence industry, and the broader business sector. The defence sector must utilise society's collective resources and co-operate with civilian actors where they are technology leaders. Deliberate and controlled use of the opportunities that new technology can provide, combined with what civilian actors can contribute, can be a driving force for the modernisation of the Norwegian Armed Forces.

The Norwegian Armed Forces is too small a market to maintain a competitive Norwegian defence industry. The Norwegian defence

industry has thus become highly export-oriented and competitive in the international defence market through the development and production of technologically advanced niche capabilities, many of which are developed in close co-operation with the defence sector. International materiel and industrial co-operation shall be further developed.

An important consideration is to facilitate market access for Norwegian-developed defence materiel. Industry co-operation agreements will continue to be an important policy instrument for market access.

## **Organisation of investment activities**

The defence sector must make the most efficient use of collective resources. The risk of errors necessitates thorough assessments for each individual procurement. There are currently requirements for the assessment, planning, and quality assurance of central government investment projects with an estimated total cost exceeding NOK 1 billion. For digitalisation projects, this concerns projects exceeding NOK 300 million. This practice is well established in the defence sector and will be continued.

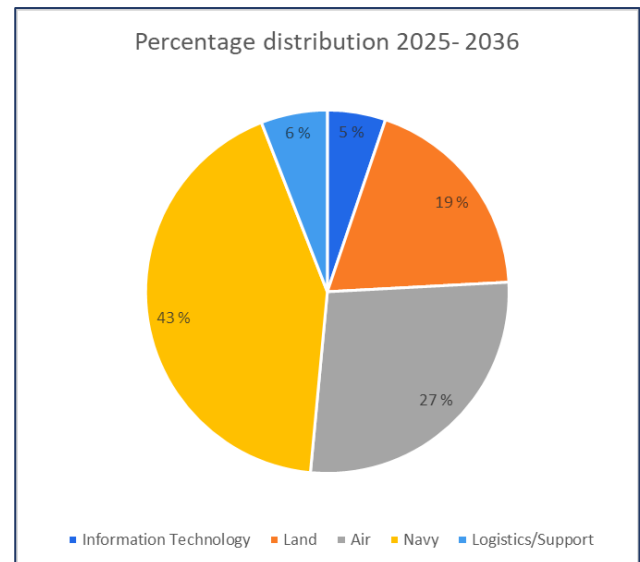
The defence sector consists of the Norwegian Ministry of Defence and its subordinate agencies, the Norwegian Armed Forces, the Norwegian Defence Estates Agency (FB), the Norwegian Defence Materiel Agency (FMA), and the Norwegian Defence Research Establishment (FFI). All approvals of new investment measures (materiel and facilities/infrastructure (EBA)) above a cost framework of NOK 1 billion, including VAT, are decided by the Storting (Norwegian Parliament). The Chief of Defence is authorised to decide on investment measures with a cost framework of less than NOK 1 billion. Subordinate agencies carry out investment activities in accordance with their assignments. For digitalisation projects, the

corresponding limit for parliamentary consideration is set at NOK 300 million.

The defence sector follows the project model (PRINSIX), which describes phases, decision points, and roles/responsibilities. This ensures a uniform and comprehensive implementation of the investments. A new investment need may originate from any defence-sector agency and be presented as a project idea (PI), or based on a need identified through strategic planning work carried out in the Norwegian Ministry of Defence. If the decision is made to move forward with the need, the result may be to initiate a concept phase. Once the concept phase has been approved, the pre-project phase is initiated to produce the final decision-making basis in the form of a central steering document. Among other things, the central steering document must describe the recommended procurement strategy, account for the choice of procurement method, the use of advances, options, repurchase conditions, and other contractual terms. Part 3 of the procurement legislation for the Norwegian Armed Forces outlines the requirements for contract strategy. It is a general rule that all procurements shall be conducted through competition.

## Main initiatives in the period 2026–2033

Procurement in the defence sector shall first ensure that ongoing projects are completed to maintain the necessary availability and endurance of already established capacities that are part of the adopted structure. Investments shall then focus on developing future-oriented, strategic capabilities to sustain situational awareness and control.



## Enquiries

**Any inquiries related to the materiel component of the FAF should be directed to the Norwegian Defence Materiel Agency (FMA):**

<https://www.fma.no/>

E-post: [forsvarsmateriell@fma.no](mailto:forsvarsmateriell@fma.no)

Telefon: +47 2309 3003

**Any inquiries related to the facilities/infrastructure (EBA) component of the FAF should be directed to the Norwegian Defence Estates Agency (FB):**

<https://www.forsvarsbygg.no/>

E-post: [servicesenter@forsvarsbygg.no](mailto:servicesenter@forsvarsbygg.no)

Telefon: +47 468 70 40