



REPUBLIKA SLOVENIJA
MINISTRSTVO ZA OBRAMBO

Strategija razvoja obrambne industrije in tehnološke baze v Republiki Sloveniji

Defence Industry and Technological Base Development Strategy of the Republic of Slovenia

Ljubljana, 2025

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Spoštovani bralke in bralci, cenjeni predstavnice in predstavniki zainteresirane strokovne javnosti,

z velikim zadovoljstvom naznanjam, da je Vlada Republike Slovenije na podlagi veljavne Resolucije o splošnem dolgoročnem programu razvoja in opremljanja Slovenske vojske nedavno sprejela prvo Strategijo razvoja obrambne industrije in tehnološke baze v Republiki Sloveniji.

Temeljni namen strategije, ki vam jo v nadaljevanju ponujamo v seznanitev in proučitev, je spodbujati in krepiti slovensko obrambno industrijo ter njeno vključevanje v širše okolje Evropske unije in tako prispevati h krepitvi Evropske obrambne tehnološke in industrijske baze (European Defence Technological Industrial Base – EDTIB). Močna slovenska obrambna industrija bo trgu ponudila večjo razpoložljivost obrambnih proizvodov in storitev, v skladu s svojimi zmogljivostmi krepila odzivnost EDTIB ter pripomogla k zanesljivosti dobavnih verig in (samo) oskrbe.

Da bomo lahko spodbudili vključevanje malih in srednjih podjetij v mednarodni prostor in ustvarili enake konkurenčne pogoje, je treba povečati strateška vlaganja v ključna domača podjetja v obrambni panogi ter povečati vlogo države oziroma državnega vpliva na njihovo upravljanje. Za podporo učinkovitega razvoja nacionalne obrambne industrije je treba zagotoviti ustrezne oblike financiranja podjetij.

Septembra je bila zato ustanovljena in v sodni register vpisana gospodarska družba Dovos, družba za obrambo, varnost in odpornost, d. o. o., ki je v stoodstotni lasti Republike Slovenije. Njena glavna dejavnost bodo vlaganja v projekte in podjetja zaradi podpore raziskavam in razvoju obrambne industrije, krepitve varnosti ter povečanja odpornosti. Družba bo sodelovala pri konsolidaciji ter usklajevanju razvoja in industrijskih zmogljivosti Republike Slovenije s področja obrambe, varnosti in odpornosti.

Krepitev slovenske obrambne industrije je povezana s krepitvijo evropske varnostne in obrambne industrije. Tudi Evropska komisija je leta 2024 predstavila prvo Evropsko strategijo za obrambno industrijo na ravni

Evropske unije ter predlagala ambiciozen sklop novih ukrepov za podporo konkurenčnosti in pripravljenosti evropske obrambne industrije.

Ustanovljen je bil Strateški svet za obrambno tehnološko in industrijsko bazo ter odpornost. Njegov namen je spremljati, analizirati in predlagati spremembe na področju obrambne tehnološke in industrijske baze ter odpornosti, vključno s spremljanjem uresničevanja Strategije razvoja obrambne industrije in tehnološke baze v Republiki Sloveniji.

Pričakujem in veselim se, da bo strategija uspešno in učinkovito implementirana v praksi ter da bo prinesla številne pozitivne učinke in rezultate.

1 UVOD

Sodobni svet se spoprijema s številnimi geopolitičnimi izzivi, kot so naraščajoče mednarodne napetosti, pogoste kibernetске grožnje in kompleksne varnostne razmere, ki zahtevajo okrepljeno delovanje v obrambni industriji. Evropska unija (EU) je danes obkrožena z nestabilnostjo in konflikti ter se spopada z vojno in oboroženo agresijo v svoji neposredni sosesčini. Trenutne varnostne razmere prinašajo izzive in poslabšujejo konkurenčnost Evropske obrambne tehnološke in industrijske baze (European Defence Technological Industrial Base – EDTIB) ter zanesljivost dobav.

Republika Slovenija (RS) prepoznava nujnost krepitve nacionalne obrambne industrije, ki mora temeljiti na raziskavah, razvoju in inovacijah, strateški avtonomnosti, zanesljivosti dobavnih verig ter močni domači tehnološki bazi. Industrijska politika ima ključno vlogo pri usmerjanju razvoja obrambne industrije. Zagotavlja namreč strateško usmerjenost raziskav in inovacij, podporo malim, srednje velikim in velikim podjetjem, konsolidacijo ključnih zmogljivosti ter integracijo z evropskimi obrambnimi programi in programi Nata. Kot večina držav članic EU in zaveznic v Natu tudi RS prepoznava velike vrzeli med dejanskimi zmogljivostmi oboroženih sil in dogovorjenimi zmogljivostmi v okviru zavezništva. Krepitev tehnološke in industrijske baze ter spodbujanje inovativnosti in konkurenčnosti, kar zahteva medresorski pristop, so smeri, ki vodijo k večji samozadostnosti in odpornosti obrambne industrije, varnosti in obrambni pripravljenosti države ter širše mednarodne skupnosti. Zmogljiva in odzivna obrambna industrija je pomemben dejavnik tudi pri obrambni in odvrtaalni držii zavezništva ter prizadevanjih EU. Industrijska politika mora omogočati tudi učinkovito povezovanje domače obrambne industrije z mednarodnimi partnerji, kar prispeva k vzpostavitvi obrambnih zmogljivosti, nacionalni odpornosti, gospodarski rasti in tehnološki suverenosti države. RS si bo prizadevala oblikovati industrijsko politiko, ki bo podpirala raziskave in razvoj prebojnih obrambnih tehnologij ter krepila sodelovanje med industrijo, raziskovalnimi institucijami in državo ter prepoznala ustrezne prostorske zmožnosti za njihovo lokalizacijo.

2 VIZIJA

Vizija RS je krepitev tehnološko napredne in inovativne obrambne industrije, ki bo s krepitvijo nacionalne obrambno-tehnološke baze prispevala k nacionalni in mednarodni varnosti ter krepila vlogo in prispevek RS v EU in Natu, prispevala k EDTIB, hkrati pa bo pomembno vplivala na gospodarski trajnostni razvoj, spodbujala industrializacijo znanstveno razvojnih in inovacijskih dosežkov, zagotavljala razvoj sodobnih tehnologij in njihovo industrializacijo ter odpornost družbe. Zaradi povečanja lastne obrambne pripravljenosti v sedanjih varnostnih razmerah bo RS v okviru prednostnih področij tako v Natu kot EU na področju razvoja zmogljivosti, opredeljenih v dolgoročnih in srednjeročnih razvojno usmerjevalnih dokumentih, vlagala tudi v večnacionalne obrambne projekte na ravni Nata in EU oziroma s strateškimi partnerji ter tako povečala učinek naložb pri razvoju zmogljivosti.

Z uresničevanjem vizije bomo zagotovili razvoj sodobne, tehnološko napredne in konkurenčne obrambne industrije, ki bo temeljila na inovacijah, strateški avtonomiji in sodelovanju med državo, znanostjo ter gospodarstvom. Takšna industrija bo prispevala k nacionalni in mednarodni varnosti ter hkrati spodbujala tehnološki napredek, gospodarsko rast in odpornost države. Pomemben del vizije je vključevanje slovenskih podjetij, zlasti mikro, majhnih in srednje velikih v evropske in mednarodne obrambne projekte ter programe sodelovanja v okviru Nata in EU. V središču vizije je preplet obrambe, varnosti, inovacij in odpornosti – vse to z namenom zagotavljanja dolgoročne stabilnosti, obrambne pripravljenosti in tehnološke suverenosti RS. Vizija razvoja obrambne industrije in tehnološke baze v RS se bo uresničevala v okviru in z zasledovanjem ciljev, ki so opredeljeni s to strategijo.

3 NAMEN

Namen Strategije razvoja obrambne industrije in tehnološke baze RS je spodbujanje in krepitev slovenske obrambne industrije, njeno vključevanje v širše okolje EU ter prispevanje h krepitvi EDTIB. Močna slovenska obrambna industrija bo trgu ponudila večjo razpoložljivost obrambnih proizvodov in storitev ter v skladu s svojimi zmogljivostmi krepila odzivnost EDTIB in pripomogla k zanesljivosti dobavnih verig ter zanesljivosti oskrbe. Spodbujala se bosta razvoj slovenske znanosti in njeno vključevanje na obrambno področje. To bo pozitivno vplivalo na odpornost, vzdržljivost in moč obrambnega sistema RS ter krepitev zavezništva in EU. Strategija bo spodbujala razvoj dodatnih finančnih in pravnih mehanizmov za izvajanje podpore obrambni industriji.

4 CILJI

Temeljni cilj nacionalne obrambne industrije je podpiranje delovanja nacionalnega sistema obrambe ter zaščite in reševanja, s poudarkom na nacionalnih obrambnih silah. Pri tem je ključno, da so podjetja obrambne industrije sposobna prilagoditi svojo proizvodnjo potrebam Slovenske vojske (SV), celotnega obrambnega sistema ter sistema zaščite in reševanja RS pri vzpostavitvi zmogljivosti in zagotavljanju večje odpornosti države v morebitnih kriznih razmerah in vojnem stanju. Za pripravljenost obrambne industrije danes in v prihodnosti so potrebne javne in zasebne naložbe, da se omogoči pravočasna in dovolj obsežna odzivnost obrambne industrije na operativne zahteve obrambnih sil. Industrijsko politiko, ki je določena s Slovensko industrijsko strategijo, bo Vlada RS dopolnjevala tako, da bo upoštevala zahteve in potrebe obrambne in varnostne politike, vključno s sprejetimi mednarodnimi zavezami ter priložnostmi, ki izhajajo iz tesnejšega sodelovanja v različnih pobudah in mehanizmi Nata in EU s področja obrambne industrije. Z operativnega vidika bo področje obrambne industrije v pristojnosti Ministrstva za obrambo, ki je že zdaj odgovorno za izdajo soglasij za proizvodnjo in dovoljenj za prenos ter izvoz obrambnih proizvodov. Usmerjanje, dopolnjevanje in usklajevanje dejavnosti morajo temeljiti na zahtevah po vzpostavitvi obrambnih in vojaških zmogljivosti, opredeljenih v dolgoročnih in srednjeročnih razvojno usmerjevalnih dokumentih RS ter dokumentih, sprejetih v okviru Nata in EU.

Ministrstvo za obrambo bo v sodelovanju z gospodarskimi industrijskimi združenji, znanstvenoraziskovalnimi institucijami, ministrstvom, pristojnim za gospodarstvo, ministrstvom, pristojnim za področje znanosti in inovacij, SID banko in drugimi deležniki opredelilo prednostne obrambne proizvode in storitve ter proizvode dvojne rabe, ki jih je slovenska industrija sposobna proizvajati v RS ter predstavljajo oziroma bodo predstavljali pomemben del nacionalnih obrambnih in varnostnih zmogljivosti.

Ključni obrambni proizvodi in storitve obsegajo osnovne proizvode, polproizvode, ki so sestavni deli večjih oborožitvenih sistemov, ter visokotehnološke proizvode. Država bo spodbujala proizvodnjo končnih proizvodov z višjo oziroma visoko dodano vrednostjo, ob smiselnem

upoštevanju okoljskih standardov. Krepi se bo sodelovanje v različnih večnacionalnih projektih in pobudah Nata in EU, kar bo odražalo mednarodne smernice glede skupnega razvoja in nabav vojaške opreme ter oborožitve.

Na podlagi proučitve potreb po lastnih proizvodnih zmogljivostih in samooskrbe bomo opredelili ter določili potrebe po vzpostavitvi ustreznih zmogljivosti, ki bodo zagotavljale večjo stopnjo samozadostnosti in odpornosti družbe. Če vzpostavitev zmogljivosti ne bo izvedena, bomo zaradi zagotavljanja večje odpornosti države v morebitnih kriznih razmerah in vojnem stanju krepili oziroma krajšali dobavne verige.

Za konkretne spodbude bo treba na državni ravni določiti, katero vrsto obrambne industrije oziroma proizvodnje želimo v RS še posebej krepiti, tudi zaradi doseganja večje odpornosti države.

4.1 Krepitev nacionalnih obrambnih zmogljivosti:

- zagotoviti stabilno oskrbo SV z naprednimi in visokokakovostnimi obrambnimi proizvodi ter storitvami;
- zagotoviti večjo stopnjo samozadostnosti in odpornosti oskrbe z nacionalnimi obrambnimi proizvodi, z upoštevanjem zavez, sprejetih v Natu in EU;
- razviti domače tehnološke zmogljivosti za proizvodnjo prednostnih obrambnih proizvodov in storitev;
- zagotoviti vzdrževanje obrambnih proizvodov med njihovo življenjsko dobo;
- podpirati razvoj tehnoloških obrambnih in varnostnih rešitev, ki povečujejo odpornost na sodobne grožnje.

4.2 Razvoj namenske obrambno-tehnološke baze:

- krepiti raziskovalne inovacijske centre in laboratorije za razvoj naprednih obrambnih tehnologij, pri čemer se lahko uporabi sedanja civilna infrastruktura;
- spodbujati sinergijo med obrambnim sektorjem in industrijo, ki ponuja tehnologijo za dvojno rabo, vključno s spodbudami za projekte dvojne rabe;
- zagotoviti dolgoročno financiranje ključnih raziskovalnih in razvojnih projektov, ki prispevajo k vzpostavitvi obrambnih zmogljivosti RS;

- vzajemno sodelovanje državnih organov z industrijo, razvojnimi in akademskimi institucijami ter ustanovami na področju kakovosti pri razvoju in uporabi standardov (obrambnih in civilnih) ter tehničnih specifikacij;
- opredeliti nova (nišna) področja industrije, ki temeljijo na naj sodobnejših tehnoloških smernicah;
- razviti namensko tehnološko bazo za napredne tehnologije, kot so umetna inteligenca, kibernetska varnost in komunikacijski sistemi, sistemi brez posadke in zaščita pred njimi, vesoljske tehnologije, biotehnologije, kvantne tehnologije napredne elektronske komponente, miniaturizacija na različnih področjih idr. ter njihov prenos za različne rabe.

4.3 Podpora mikro, majhnim in srednje velikim podjetjem (MSP):

- spodbujati dostop MSP do slovenskih, evropskih in drugih mednarodnih obrambnih projektov ter finančnih skladov, v sodelovanju z ministrstvom, pristojnim za gospodarstvo;
- krepiti platforme za povezovanje MSP z večjimi tujimi podjetji in raziskovalnimi institucijami;
- zagotoviti finančne spodbude za MSP pri razvoju inovativnih in prebojnih tehnologij;
- zagotoviti finančne mehanizme za podporo MSP za razvoj in proizvodnjo obrambnih proizvodov in proizvodov dvojne rabe;
- spodbujati vključevanje MSP v razvojne projekte in dobavne verige partnerskih držav EU in Nata.

4.4 Tehnološka neodvisnost in odpornost:

- vlagati v razvoj strateških in prebojnih tehnologij, ki zmanjšujejo odvisnost od dobaviteljev zunaj EU;
- razvijati kritične rešitve za zagotavljanje nacionalne varnosti in tehnološke neodvisnosti;
- spodbujati sodelovanje slovenske industrije v večnacionalnih obrambnih projektih v okviru Nata in EU.

4.5 Vzpostavitev ustreznih zmogljivosti, ki bodo zagotavljale večjo stopnjo samozadostnosti in odpornosti družbe:

- zagotoviti zadostne količine blaga in storitev za zagotavljanje preskrbe in preživetje prebivalstva ter neprekinjeno delovanje celotne države v izrednih razmerah in vojni;
- prilagoditi gospodarsko obrambo trenutnim varnostnim razmeram za delovanje gospodarstva v spremenjenih varnostnih okoliščinah in njegovo usmerjenost v uresničevanje ciljev civilne obrambe v vseh razmerah;
- vzpostaviti geoprostorsko podporo na nacionalni ravni ob naravnih in drugih nesrečah ter krizah in v podporo kriznemu upravljanju ter vodenju.

4.6 Krepitev dobavnih verig:

- s sklenjenimi dolgoročnimi pogodbmami oziroma okvirnimi sporazumi ter internacionalizacijo spodbujati vzpostavitev robustnih in varnih dobavnih verig za proizvodnjo in oskrbo z obrambnimi proizvodi ter storitvami. Posebno skrb je treba nameniti dobavnim verigam surovin, energentov, sestavnih delov in polizdelkov, ki so nujni za nemoten potek proizvodnje. Dobavne verige morajo biti razpršene in vzdržljive, da se lahko ustrezno odzovejo na globalne izzive. Z morebitnim vstopom države v kapitalsko strukturo podjetij se bodo dobavne verige okrepile;
- podpirati trajnostno in varno oskrbo s strateškimi industrijskimi surovinami.

4.7 Tehnološka neodvisnost in odpornost z vlaganji v raziskave, razvoj in inovacije (RRI):

- z ustreznimi ukrepi zagotavljati čim višjo stopnjo prehoda z nižjih na višje ravni tehnološke zrelosti (TRL);
- izvajati spodbudne ukrepe za prehod dejavnosti RRI v industrializacijo;
- zagotavljati strateško tehnološko prednost z uvajanjem prebojnih in inovativnih idej v prakso.

5 ZAGOTAVLJANJE KADROVSKIH VIROV IN PRESTRUKTURIRANJE

S povečanjem finančnih in kadrovskih virov se posledično povečujejo sredstva za raziskave, razvoj in inovacije ter naročila za proizvode in storitve na področju obrambe in varnosti. Širile se bodo zmogljivosti obrambne industrije, s čimer se bo povečala potreba po kadrovskih virih. Da bomo lahko imeli dovolj usposobljenih kadrov v industriji, je treba na nacionalni ravni vlagati v izobraževanje in usposabljanje za poklice, povezane z obrambo, ter ponuditi ciljno usmerjene možnosti za prekvalifikacijo in nadaljnje izobraževanje potrebnega kadra. Krepiti bo treba tudi sodelovanje z raziskovalnimi institucijami in nacionalno industrijo ter določiti načine in organizacijo tesnejšega sodelovanja in vključevanja njihovih visoko usposobljenih kadrov v projekte obrambe in varnosti. To mora biti cilj tudi vsakega z obrambno industrijo povezanega podjetja. Omogočiti je treba lažje in hitrejše prehode usposobljenih delavcev med sektorji. Kljub prestrukturiranju panoge je treba ohraniti delovna mesta in proizvodnjo v regijah, iz katerih delavci prihajajo.

Pritegniti je treba najboljše strokovnjake (tudi iz EU) za delo na področju RRI in jim ponuditi stimulatívno delovno okolje, konkurenčne delovne pogoje in finančne spodbude za izvajanje RRI.

6 POVEZOVANJE Z EU IN NATOM

Krepitev slovenske obrambne industrije je povezana s krepitvijo evropske varnostne in obrambne industrije ter obrambne industrije zavezništva. Le v okviru EU in Nata lahko povsem izpolnimo zahteve glede zmogljivosti, ohranimo konkurenčnost in odpornost gospodarstva ter tako okrepimo lastno suverenost. V okviru EU in Nata je treba zagotavljati interoperabilnost in povezljivost obrambnih proizvodov ter oborožitvenih sistemov, ki morajo postati pogoj za sodelovanje na skupnem trgu EU in mednarodnem trgu. Skupen razvoj ima za posledico zmanjšanje raznovrstnosti obrambnih proizvodov in oborožitvenih sistemov ter tako omogoča večjo produktivnost na enoto ter konsolidacijo trga. Slovenski industrijski sektor mora prepoznati pomen razvoja skupnih vojaških zmogljivosti v EU in Natu ter izkoristiti priložnosti, ki jih ponujajo pobude v okviru Nata in EU, saj jim tako omogoča lasten tehnološki in proizvodni razvoj ter prodor na zahtevne mednarodne trge. Zagotoviti je treba sprotno obveščanje podjetij iz obrambne industrije o priložnostih sodelovanja v okviru omenjenih institucij in spodbujati njihovo aktivno vlogo v raziskovalnih skupinah. S skupnim razvojem bosta EU in Nato ohranjala konkurenčno prednost in zagotavljala varnost ter stabilnost, strateško avtonomijo, tehnološko suverenost in gospodarski razvoj.

RS bo sodelovala v večnacionalnih projektih (v okviru Nata in EU ter s partnerskimi državami) za podporo razvoju zmogljivosti, ki bodo poleg kratkoročnih zmogljivosti vključevali tudi zmogljivosti integrirane evropske zračne in raketne obrambe, zavedanja o razmerah v vesolju, mrežo kibernetskih obrambnih zmogljivosti in sredstva zaščite na morju. V okviru Programa za evropsko obrambno industrijo (European Defence Industry Programme – EDIP) se bodo izvajali obrambni projekti skupnega interesa, ki bodo na ravni EU prispevali k zagotavljanju in zaščiti prostega dostopa EU ter držav članic do kritičnih področij, kot so kibernatika, vesolje, zrak in morje, ter k izvajanju prednostnih nalog EU na področju razvoja zmogljivosti. Sistemi brez posadke in obramba pred njimi imajo odločilno vlogo na zračnem, pomorskem in kopenskem področju. Razvoj zmogljivosti za hitro povečanje proizvodnje in doseganje množične proizvodnje tovrstne opreme je glede na izkušnje konfliktov visoke

intenzivnosti opredeljen kot ključen element obrambne pripravljenosti EU.

Industrijska politika, usklajena z EU in Natom, bo spodbujala razvoj skupnih tehnologij in skupne nabave, izboljšanje interoperabilnosti ter povečanje konkurenčnosti slovenskih podjetij na globalnih trgih.

Obrambna industrija RS si bo prizadevala za uresničevanje usmeritev in ukrepov nove Strategije za evropsko obrambno industrijo (European Defence Industrial Strategy – EDIS), katere glavni okvir ukrepov je EDIP.

6.1 Sodelovanje v evropskih programih:

- aktivno sodelovanje v Evropskem obrambnem skladu (EDF) ter prihodnjih tovrstnih mehanizmi za financiranje raziskav in razvoja naprednih obrambnih tehnologij;
- udeležba v Stalnem strukturnem sodelovanju (PESCO) zaradi razvoja interoperabilnih vojaških zmogljivosti;
- aktivno sodelovanje v projektih Evropske obrambne agencije (EDA) zaradi krepitve obrambnih zmogljivosti;
- prijava na projekte EDIP za spodbujanje inovacij in krepitev vloge slovenskih podjetij.

6.2 Krepitev sodelovanja v okviru Nata:

- poudarek na sodelovanju s partnerji v Natu za krepitev vojaških zmogljivosti in tehnološke povezanosti;
- izvajanje zavez, zapisanih v Natovem Akcijskem načrtu obrambne proizvodnje (Defence Production Action Plan – DPAP);
- vključevanje slovenskih podjetij v čezatlantske projekte, ki spodbujajo izmenjavo znanja in tehnologij;
- izvajanje zavez, zapisanih v Natovem Akcijskem načrtu (Rapid Adoption Action Plan) in uporaba drugih Natovih mehanizmov za pospešitev nabavnih postopkov;
- aktivno sodelovanje v Natovih dejavnostih DIANA (Defence Innovation Accelerator for North Atlantic) ter podpora in pomoč podjetjem pri vključevanju v posamezne programe;
- vključevanje slovenskih podjetij v raziskovalne projekte NIAG (NATO Industrial Advisory Group), na primer LCMG, SPACENET idr.;

- zagotavljanje skladnosti z Natovo standardizacijo pri razvoju obrambnih zmogljivosti.

6.3 Regionalna in bilateralna ter multilateralna partnerstva:

- razvoj strateških partnerstev z državami v regiji za izmenjavo najboljših praks, prenos tehnologij in sodelovanje pri skupnih projektih;
- spodbujanje dvostranskih sporazumov za tehnološki razvoj in skupne investicije oziroma nabave;
- spodbujanje dvostranskih in večstranskih dogovorov o skupnem financiranju čezmejnih projektov razvojnih institucij udeleženih držav članic.

6.4 Vključevanje slovenskih podjetij:

- spodbujanje sodelovanja slovenskih podjetij, predvsem MSP, v mednarodnih obrambnih projektih s strateškimi povezavami;
- pomoč zagonskim podjetjem pri vključevanju na mednarodno obrambno področje raziskav, razvoja in inovacij ter pri vstopu na mednarodni trg;
- organizacija poslovnih forumov in delavnic za mreženje slovenskih podjetij z mednarodnimi partnerji;
- spodbujanje izvoza slovenskih obrambnih proizvodov na tuje trge, tudi z institucionalno podporo.

6.5 Povezovanje z raziskovalnimi institucijami:

- krepitev sodelovanja z evropskimi in mednarodnimi raziskovalnimi institucijami za razvoj prebojnih tehnologij;
- spodbujanje udeležbe slovenskih raziskovalnih centrov v mednarodnih konzorcijih in projektih;
- vzpostavitev mreže za izmenjavo znanja in skupne raziskave med domačimi in tujimi institucijami;
- zagotovitev sodelovanja s slovenskimi univerzami v začetni fazi razvoja novih izdelkov.

7 FINANCIRANJE IN NADZOR

Ministrstvo za obrambo si bo prizadevalo za sklepanje dolgoročnih pogodb oziroma okvirnih sporazumov ter uporabo drugih nabavnih mehanizmov, ki bodo zagotavljali varnost pri načrtovanju in spodbujali podjetja, da vlagajo v proizvodne zmogljivosti. Te zmogljivosti so potrebne za zagotavljanje stalne oskrbe z vojaško in drugo opremo, in sicer v miru, krizi in vojni. Poleg domačih (sredstva za spodbujanje investicijskih projektov) je treba uporabiti tudi druge vire financiranja, še posebej za financiranje projektov dvojne rabe ali podjetij, aktivnih na področju dvojne rabe, kot so sredstva Evropske investicijske banke (EIB) in članic njene skupine ter posebni programi financiranja v okviru EU in Nata. Uporabo trajnostnih meril EU je treba prilagoditi tako, da obrambna industrija ne bo prikrajšana za možnost uporabe sredstev finančnih institucij.

RS se bo v sodelovanju z Evropsko komisijo zaradi zagotovitve razpoložljivosti strateških proizvodov v krizi in vojnem stanju zavzemala, da se mehanizmi v okviru EDIP razširijo na razvoj novih proizvodnih zmogljivosti ter zagotavljanje trajne podpore namenski industrializaciji.

S sklenjenimi dolgoročnimi pogodbami oziroma okvirnimi sporazumi se bodo lažje omogočili financiranje obrambnih projektov, stabilna rast industrijskih zmogljivosti in inovacije v ključnih tehnologijah.

Zaradi povečanja odpornosti, samozadostnosti in suverenosti bo RS zmanjšala odvisnost od blaga, proizvedenega zunaj Nata in EU. Ob nakupu blaga iz tretjih držav je treba pridobiti ustrezne licence za samostojno vzdrževanje oziroma prenos tehnologij. V okviru EU in Nata bo treba slovenskim podjetjem omogočiti vključevanje v obrambna naročila skupaj z velikimi tujimi gospodarskimi subjekti, tako da bodo lahko ta pravočasno oblikovala projektna partnerstva ali konzorcije.

Prenos in izvoz obrambnih proizvodov sta urejena in ju je treba ciljno uporabiti za vzpostavljanje strateških partnerstev ter uveljavljanje vrednot, standardov in interesov RS. V tem okviru se ne sme dovoliti, da bi izvoz obrambnih proizvodov spodkopaval demokratične legitimne cilje v zunanji, varnostni in obrambni politiki, spodbujal regionalne konflikte ali omogočal kršitve človekovih pravic.

Za slovensko obrambno industrijo, ki jo sestavljajo družbe zasebnega sektorja, je pomembno tesno sodelovanje z velikimi evropskimi gospodarskimi subjekti in domačim podjetniškim okoljem. Da bomo lahko spodbudili vključevanje slovenskih podjetij v mednarodni prostor in ustvarili enake konkurenčne pogoje, je treba povečati strateška državna vlaganja v ključna domača podjetja v obrambni panogi in povečati vlogo države oziroma državni vpliv na upravljanje teh podjetij. Velika industrijska obrambna podjetja in konzorciji so nujni, da se omogočijo trajnostno financiranje, povečano, neprekinjeno delovanje ter oskrba v krizi in vojni. Vlada RS bo za krepitev in usmerjanje obrambne industrije poiskala mehanizme za povečanje svojega vpliva na obrambno industrijo, vključno z možnostjo upravljanja ali ustanovitve gospodarske družbe ali družb, v kateri(h) bo imela najmanj kontrolni upravljavski delež.

7.1 Financiranje razvoja in proizvodnje obrambnih proizvodov

Za podporo učinkovitega razvoja nacionalne obrambne industrije se zagotovijo oblike financiranja predvsem:

- z ukrepi finančnega inženiringa,
- s subvencioniranjem obrestne mere,
- s finančnimi sredstvi za financiranje raziskovanih in razvojnih projektov,
- s finančnimi sredstvi (nepovratnimi sredstvi in/ali povečanjem lastniškega deleža države) za financiranje razvoja in proizvodnje,
- z drugimi oblikami financiranja, sprejetimi na nacionalni ravni in/ali z ukrepi EU in Nata.

Krepiti je treba dialog s komercialnimi bankami, ki bodo sledile razvoju obrambne industrije in podjetjem omogočale razvoj, proizvodnjo in prodajo obrambnih proizvodov z visoko dodano vrednostjo ter krepitev njihove mednarodne konkurenčnosti.

Z ukrepom finančnega inženiringa se podjetjem, ki opravljajo dejavnosti razvoja in proizvodnje obrambnih proizvodov, zagotovi neprekinjena ponudba ugodnega dolžniškega financiranja (nižja obrestna mera, dolge ročnosti, moratoriji, ugodnejša zavarovanja ali brez zavarovanja – menice) za srednjeročno in dolgoročno spodbujanje naložb v obrambno industrijo ter zagotovitev višje ravni zanesljivosti oskrbe nacionalnega obrambnega

sistema z nacionalnimi obrambnimi proizvodi in višje ravni odpornosti države.

Na srednji in dolgi rok bo ukrep finančnega inženiringa zagotovil tudi večjo konkurenčnost in pogoje za prodajo nacionalnih obrambnih proizvodov, tudi na tujih trgih.

Subvencioniranje obrestne mere pri bankah za podporo razvoja in proizvodnje obrambnih proizvodov se bo urejalo v obliki dodeljevanja pomoči slovenski industriji. To bo izvajalo ministrstvo, pristojno za gospodarstvo.

V zadnjih letih so se precej povečala sredstva, namenjena za projekte RRI. Tako je že dosežen eden izmed ciljev izvedbenega načrta za izpolnjevanje kriterijev in zavez RS v okviru PESCO, ki določa, da bodo sodelujoče države povečevale delež izdatkov, namenjenih za obrambne raziskave in tehnologijo. Cilj je, da se približajo dvema odstotkoma celotne porabe za obrambne namene, od česar naj bi 20 odstotkov sredstev namenjale skupnim projektom (EDA, EDF, DIANA, Nato STO idr.).

7.2 Ustanovitev družbe (holdinga) z dejavnostjo vlaganja v projekte in podjetja za podporo raziskavam in razvoju obrambne industrije, krepitev varnosti ter povečanje odpornosti:

- družba bo svoje naložbene dejavnosti izvajala z ustvarjanjem strateških partnerstev s slovenskimi in/ali mednarodnimi podjetji s področja obrambe, varnosti in odpornosti (OVO), z ustanavljanjem novih slovenskih družb s področja OVO ter izvajanjem razvojnih in drugih projektov s področja OVO, ki podpirajo cilje te strategije;
- družba bo sodelovala pri usklajevanju razvoja, konsolidaciji in usklajevanju industrijskih zmogljivosti RS s področja OVO;
- družba bo spodbujala sodelovanje in posledično ustvarjanje sinergij med obrambnim resorjem, podjetji s področja OVO ter raziskovalnimi in razvojnimi institucijami, ob tem pa podpirala tudi njihovo vključevanje v mednarodne projekte;
- družbo v imenu in za račun RS kot ustanovitelja in edinega družbenika ustanovi in upravlja Slovenski državni holding. Upravljanje se izvaja v skladu z Zakonom o slovenskem državnem holdingu (ZSDH-1), veljavno Strategijo upravljanja naložb države in vsakoletnim Letnim načrtom upravljanja, h kateremu poda soglasje Vlada RS, ob tem pa

se smiselno upoštevajo tudi izhodišča te strategije ter drugih aktov države na področju OVO.

7.3 Vloga Ministrstva za obrambo

- zagotavljanje finančnih sredstev za dejavnosti RRI in vzpostavitev industrijskih zmogljivosti;
- aktivno sodelovanje pri razvoju obrambnih proizvodov (oblikovanje sodobnih in inovativnih konceptov vzpostavitve zmogljivosti, oblikovanje tehničnih zahtev, preizkušanje, validacija);
- zagotovitev potrebnih standardov in navodil za razvoj obrambnih proizvodov;
- podpora skupinskemu nastopu slovenske obrambne industrije na mednarodnih sejmi doma in v tujini;
- podpora organizaciji mednarodnih sejmskih prireditev v RS;
- nakup obrambnih proizvodov, ki so rezultat nacionalnih in mednarodnih dejavnosti RRI ter strateških vlaganj države v obrambno industrijo in njihovo uvajanje v operativno uporabo, tudi zaradi pridobitve nujno potrebnih referenc za vstop na tuje trge;
- spodbujanje prodaje nacionalnih obrambnih proizvodov drugim državam, še posebej po modelu vlada – vladi;
- organizacija in izvedba rednih strokovnih srečanj z nacionalno industrijo in znanostjo;
- zagotavljanje primerne infrastrukture za vzpostavitev obrambnih proizvodnih zmogljivosti.

7.4 Ustanovitev Strateškega sveta RS za obrambno tehnološko in industrijsko bazo ter odpornost

Strateški svet RS za obrambno tehnološko in industrijsko bazo ter odpornost je posvetovalno telo Vlade RS. Strateški svet se ustanovi z namenom spremljanja, analiziranja in predlaganja sprememb na področju obrambno tehnološke in industrijske baze ter odpornosti, vključno s spremljanjem uresničevanja Strategije razvoja obrambne industrije in tehnološke baze v RS. Strateški svet ustanovi Vlada RS na predlog Ministrstva za obrambo.

8 ZAKLJUČEK

Strategija je temelj za dolgoročno krepitev in razvoj slovenske obrambne industrije. Zagotavljanje obrambne sposobnosti, pripravljenosti in odpornosti države je nacionalna odgovornost vsake suverene države.

Države članice Nata in EU smo se zavezale, da bomo pospešile rast obrambne industrije in proizvodnje. Industriji je treba zagotoviti dolgoročne pogodbe, ki naslavlajo obrambne zahteve in potrebe ter hkrati omogočajo razvoj nacionalne obrambne industrije ter njeno povezavo z mednarodnim okoljem. Upravljati je treba obrambno-varnostna tveganja in vlagati v raziskave, razvoj in inovacije, saj potrebujemo sodobne zmogljivosti, ki temeljijo na najnaprednejših tehnologijah.

Skladno z evropskimi smernicami in smernicami Nata bo RS krepila raziskovalne in razvojne zmogljivosti ter spodbujala sodelovanje slovenskih podjetij v globalnih dobavnih verigah in pri skupnih nabavah. To bo prispevalo k povečanju zagotavljanja državne suverenosti ter nacionalne in evropske varnosti, hkrati pa ohranilo prožnost proizvodnih zmogljivosti EDTIB in njeno splošno konkurenčnost.

**Defence Industry and Technological Base
Development Strategy of the
Republic of Slovenia**

Address by Minister Borut Sajovic

Dear readers and esteemed representatives of the interested professional public,

I am delighted to announce that the Government of the Republic of Slovenia has recently adopted the first Strategy for the Development of the Defence Industry and Technology Base in the Republic of Slovenia, based on the current Resolution on the overall long-term programme for the development and equipping of the Slovenian Armed Forces.

The Strategy's primary objective is to promote and strengthen the Slovenian defence industry, integrate it into the wider European Union landscape, and thereby bolster the European Defence Technology and Industrial Base (EDTIB). A robust Slovenian defence industry will increase the availability of defence products and services on the market, enhance the responsiveness of the EDTIB in line with its capabilities and bolster the reliability of supply chains and self-sufficiency.

To encourage small and medium-sized enterprises to integrate into the international arena and create a level playing field, strategic investment in key domestic defence sector companies must increase, as must the state's role or influence over their management. To support the effective development of the national defence industry, appropriate financing must be made available to companies.

To this end, Dovos d.o.o., a company specialising in defence, security and resilience, was established and entered in the court register. Wholly owned by the Republic of Slovenia, its main activity will be to invest in projects and companies to support research and development in the defence industry, strengthen security and increase resilience. The company will participate in consolidating and coordinating the development and industrial capabilities of the Republic of Slovenia in the fields of defence, security, and resilience.

Strengthening the Slovenian defence industry is linked to strengthening the European security and defence industry. In 2024, the European Commission presented the first EU-level strategy for the defence

industry and proposed a series of ambitious new measures to support its competitiveness and readiness.

The Strategic Council for Defence Technology, the Industrial Base, and Resilience was also established to monitor, analyse and propose changes in this field, including the implementation of the Strategy for the Development of the Defence Industry and Technology Base in the Republic of Slovenia.

I expect and look forward to the Strategy being implemented successfully and effectively, and to the numerous positive effects and results it will bring.

1 INTRODUCTION

The contemporary world faces multiple geopolitical challenges—including rising international tensions, recurrent cyber threats, and complex security conditions—that call for strengthened action in the defence industry. Today, the European Union (EU) is surrounded by instability and conflict, facing war and armed aggression in its immediate neighbourhood. The current security environment poses challenges, undermines the competitiveness of the European Defence Technological and Industrial Base (EDTIB), and disrupts the reliability of supply.

The Republic of Slovenia (hereinafter: Slovenia) recognises the urgency of strengthening its national defence industry, which must be founded on research, development, innovation, strategic autonomy, secure supply chains, and a robust domestic technological base. Industrial policy plays a central role in steering the development of the defence industry, as it ensures strategic direction in research and innovation, supports small, medium-sized, and large enterprises, consolidates key capabilities, and fosters integration with EU and NATO defence programmes. Like most EU Member States and NATO Allies, Slovenia acknowledges the substantial capability gaps between the armed forces' actual operational capacities and the capability targets agreed upon within the Alliance. Strengthening the technological and industrial base and promoting innovation and competitiveness—requiring a whole-of-government approach—are key to achieving greater self-sufficiency and resilience of the defence industry, enhancing national security and defence readiness, and reinforcing the resilience of the wider international community. A capable and responsive defence industry is also an essential factor underpinning the Alliance's deterrence and defence posture and strengthening the EU's security and defence efforts. Industrial policy must also facilitate the effective integration of the domestic defence industry with international partners, thereby contributing to the development of defence capabilities, strengthening national resilience, fostering economic growth, and safeguarding technological sovereignty. Slovenia will seek to shape an industrial policy that supports research and development of disruptive defence technologies, fosters cooperation among industry, research institutions, and the State, and identifies suitable locations and infrastructure for their localisation.

2 VISION

Slovenia's vision is to strengthen a technologically advanced and innovative defence industry. By reinforcing the national defence technological and industrial base, Slovenia will contribute to national and international security, enhance its role and contribution within the EU and NATO, and strengthen the European Defence Technological and Industrial Base (EDTIB). At the same time, the Slovenian defence industry will foster sustainable economic development, promote the industrialisation of scientific, research, and innovation achievements, ensure the development and industrialisation of modern technologies, and reinforce societal resilience. To enhance its defence readiness in the current security environment, Slovenia will invest in multinational defence projects at the NATO and EU levels or with strategic partners within the NATO and EU priority areas for capability development as defined in long-term and medium-term guidance documents, thereby increasing the effectiveness of capability development investments.

Through the implementation of this vision, Slovenia will ensure the development of a modern, technologically advanced, and competitive defence industry founded on innovation, strategic autonomy, and close cooperation between the State, the scientific community, and industry. Such an industry will contribute to national and international security while fostering technological progress, economic growth, and national resilience. An essential element of the vision is the inclusion of Slovenian companies—particularly micro, small, and medium-sized enterprises—in European and international defence projects and cooperation programmes within NATO and the EU. At the core of the vision lies the integration of defence, security, innovation, and resilience—all aimed at ensuring Slovenia's long-term stability, defence readiness, and technological sovereignty. The vision for the development of Slovenia's defence industry and technological base will be pursued and realised through the objectives set out in this Strategy.

3 PURPOSE

The Defence Industry and Technological Base Development Strategy of the Republic of Slovenia aims to encourage and strengthen the Slovenian defence industry, promote its integration into the wider EU framework, and contribute to reinforcing the European Defence Technological and Industrial Base (EDTIB). A robust Slovenian defence industry will provide the market with greater availability of defence products and services and, in line with its capacities, enhance the responsiveness of the EDTIB and strengthen the reliability of supply chains and security of supply, while also promoting the development of Slovenian science and its integration into the defence domain. This will enhance the resilience, sustainability, and robustness of Slovenia's defence system and contribute to strengthening NATO and the EU. The Strategy will also promote the development of additional financial and legal mechanisms to support the defence industry.

4 OBJECTIVES

The fundamental objective of the national defence industry is to support the functioning of the national defence system and the civil protection and disaster relief system, with particular emphasis on the Slovenian Armed Forces (SAF). It is essential that defence-industry undertakings can adapt production to the needs of the SAF, the wider defence system, and the civil protection and disaster relief system, thereby contributing to capability development and ensuring greater national resilience in potential crises and wartime. Public and private investment is required—now and in the future—to enable a timely and sufficiently large industrial response to the operational requirements of the armed forces. The Government of the Republic of Slovenia will complement the industrial policy defined in the Slovenian Industrial Strategy so that it fully addresses the requirements and needs of defence and security policy, including international commitments undertaken, as well as opportunities arising from closer cooperation within NATO and EU initiatives and mechanisms in the field of the defence industry. Operationally, the defence industry will fall under the remit of the Ministry of Defence, which is already responsible for issuing authorisations for production and licences for the transfer and export of defence products. Direction-setting, coordination, and complementarity must be grounded in requirements for the establishment of defence and military capabilities as defined in Slovenia's long-term and medium-term development planning documents and in those adopted within NATO and the EU.

In cooperation with industry associations, research institutions, the ministry responsible for the economy, the ministry responsible for science and innovation, SID Bank (Slovenian Export and Development Bank), and other stakeholders, the Ministry of Defence will identify priority defence products and services, as well as dual-use products, that Slovenian industry is capable of producing domestically and which represent, or will represent, an important part of national defence and security capabilities.

Key defence products and services include basic products, intermediate products that form part of larger weapon systems, and high-technology products. The State will encourage the production of final products with high added value, with due regard for environmental standards.

Participation in multinational NATO and EU projects and initiatives will be further strengthened, in line with international guidance on joint development and procurement of military equipment and armaments.

Based on an assessment of domestic production capacity and self-sufficiency, Slovenia will define the requirements for establishing suitable capabilities that ensure greater self-reliance and societal resilience. Where such capabilities are not established, supply chains will be reinforced and shortened to enhance national resilience in potential crises and wartime.

To implement targeted incentives, it will be necessary at national level to determine which segments of the defence industry or production Slovenia will prioritise, including with a view to strengthening national resilience.

4.1 Strengthening National Defence Capabilities

- Ensuring a stable supply of advanced, high-quality defence products and services to the Slovenian Armed Forces.
- Ensuring a higher degree of self-sufficiency and resilience in the supply of national defence products, considering commitments undertaken within NATO and the EU.
- Development of domestic technological capacities for the production of priority defence products and services.
- Provision of in-service support and maintenance of defence products throughout their life cycle.
- Support for the development of defence and security technological solutions that enhance resilience to contemporary threats.

4.2 Development of a Dedicated Defence Technological Base

- Strengthening of research and innovation centres and laboratories for developing advanced defence technologies, including using existing civil infrastructure.
- Promotion of synergies between the defence sector and industries providing dual-use technologies, including incentives for dual-use projects.
- Provision of long-term funding for key research and development projects contributing to the establishment of Slovenia's defence capabilities.

- Reciprocal cooperation between State authorities, industry, research and academic institutions, and quality bodies in the development and application of defence and civil standards and technical specifications.
- Identification of new (niche) industrial domains based on state-of-the-art technological trends.
- Development of a dedicated technological base for advanced technologies, such as artificial intelligence, cybersecurity, and communication systems, unmanned systems, and counter-unmanned aerial systems (C-UAS), space technologies, biotechnologies, quantum technologies, advanced electronic components, and miniaturisation across domains, and facilitation of their transfer for various uses.

4.3 Support for Micro, Small, and Medium-Sized Enterprises (SMEs)

- Facilitation of SME access to Slovenian, European, and other international defence projects and financial instruments in cooperation with the ministry responsible for the economy.
- Strengthening of platforms connecting SMEs with larger foreign companies and research institutions.
- Provision of financial incentives to SMEs for the development of innovative and disruptive technologies.
- Establishment of financial mechanisms to support SMEs in the development and production of defence and dual-use products.
- Encouragement of SME participation in development projects and supply chains of EU and NATO partner countries.

4.4 Technological Independence and Resilience

- Investment in the development of strategic and disruptive technologies, reducing dependence on suppliers outside the EU.
- Development of critical solutions to ensure national security and technological independence.
- Promotion of participation of the Slovenian industry in multinational defence projects within NATO and the EU.

4.5 Establishment of Capacities for Greater Self-Sufficiency and Societal Resilience

- Provision of sufficient quantities of goods and services to safeguard supply and the survival of the population and the uninterrupted functioning of the State during emergencies and war.
- Adaptation of economic defence to current security conditions, ensuring that the economy functions under changed security circumstances and contributes to civil defence objectives under all conditions.
- Establishment of national-level geospatial support for natural and other disasters and crises, as well as crisis management and command.

4.6 Strengthening of Supply Chains

- Promotion of robust and secure supply chains for the production and supply of defence products and services through long-term contracts, framework agreements, and internationalisation. Particular attention must be paid to supply chains for raw materials, energy sources, components, and intermediate products essential for uninterrupted production. Supply chains must be diversified and resilient to ensure adequate responses to global challenges. Potential State entry into companies' capital structure will further strengthen supply chains.
- Support for sustainable and secure access to strategic industrial raw materials.

4.7 Technological Independence and Resilience through Research, Development, and Innovation (R&D)

- Ensuring the highest possible transition rate from lower to higher Technology Readiness Levels (TRLs) through appropriate measures.
- Implementation of incentive measures supporting the transition of R&D activities to industrialisation.
- Safeguarding strategic technological advantage by translating disruptive and innovative ideas into practice.

5 ENSURING HUMAN RESOURCES AND RESTRUCTURING

As financial and human resources increase, allocations for research, development and innovation, as well as for the procurement of defence and security products and services, will also increase. Expansion of defence-industry capacities will further raise the demand for human resources. To ensure a sufficient number of qualified personnel in industry, national-level investment is required in education and training for defence-related professions, together with targeted opportunities for reskilling and upskilling. Cooperation with research institutions and the national industry must be strengthened, with clear modalities and organisational arrangements enabling closer collaboration and the involvement of highly qualified personnel in defence and security projects. This objective should also be pursued by all enterprises associated with the defence industry. Transitions of skilled workers between sectors should be made easier and faster. Despite restructuring within the sector, employment and production should be preserved in the regions from which workers originate.

Slovenia must attract top experts (including from the EU) to work in R&D, providing a stimulating working environment, competitive employment conditions, and financial incentives for R&D activities.

6 COOPERATION WITH THE EU AND NATO

Strengthening the Slovenian defence industry is inseparably linked to strengthening the European and Allied defence industries. Only within the frameworks of the EU and NATO can capability requirements be fully met, economic competitiveness and resilience preserved, and national sovereignty reinforced. Within the EU and NATO, interoperability and connectivity of defence products and weapon systems must be ensured and should constitute a prerequisite for participation in the EU internal market and international markets. Joint development reduces the diversity of defence products and weapon systems, enabling higher productivity per unit and fostering market consolidation. The Slovenian industrial sector must recognise the importance of developing joint military capabilities within the EU and NATO and seize the opportunities offered by EU and NATO initiatives, thereby advancing its own technological and production development and securing access to demanding international markets. Continuous provision of information to defence-industry companies on cooperation opportunities within these institutions is required, together with encouragement of their active participation in research groups. Through joint development, the EU and NATO will maintain a competitive edge and ensure security and stability, strategic autonomy, technological sovereignty, and economic development.

Slovenia will participate in multinational projects (within NATO, the EU, and with partner countries) in support of capability development, which—in addition to short-term capabilities—will also encompass integrated European air and missile defence, space domain awareness, a network of cyber defence capabilities, and maritime protection assets. Under the European Defence Industry Programme (EDIP), projects of common interest will be implemented that contribute, at the EU level, to ensuring and safeguarding the free access of the EU and its Member States to critical domains such as cyber, space, air, and sea, and to delivering EU priority tasks in capability development. Unmanned systems and counter-UAS capabilities play a decisive role in the air, maritime, and land domains. Drawing on experiences from high-intensity conflicts, the development of capabilities for rapid scale-up of production and achieving mass

production of such equipment has been identified as a key element of EU defence readiness.

Industrial policy, aligned with the EU and NATO, will promote the development of joint technologies and joint procurement, improve interoperability, and enhance the global competitiveness of Slovenian companies.

Slovenia's defence industry will also seek to implement the orientations and measures of the European Defence Industrial Strategy (EDIS), whose principal implementing framework is EDIP.

6.1 Participation in European Programmes

- Active participation in the European Defence Fund (EDF) and future mechanisms financing the research and development of advanced defence technologies.
- Participation in Permanent Structured Cooperation (PESCO) for the development of interoperable military capabilities.
- Active involvement in European Defence Agency (EDA) projects to strengthen defence capabilities.
- Applications to EDIP projects to drive innovation and strengthen the role of Slovenian companies.

6.2 Deepening Cooperation within NATO

- Focus on cooperation with NATO partners to strengthen military capabilities and technological connectivity.
- Implementation of commitments under NATO's Defence Production Action Plan (DPAP).
- Inclusion of Slovenian companies in transatlantic projects, promoting the exchange of knowledge and technologies.
- Implementation of commitments under NATO's Rapid Adoption Action Plan and use of other NATO mechanisms to accelerate procurement processes.
- Active participation in NATO's Defence Innovation Accelerator for the North Atlantic (DIANA) activities, with support and assistance to companies seeking to join specific programmes.
- Inclusion of Slovenian companies in NATO Industrial Advisory Group (NIAG) research projects (e.g., LCMG, SPACENET, etc.).

- Ensuring compliance with NATO standardisation in the development of defence capabilities.

6.3 Regional, Bilateral, and Multilateral Partnerships

- Development of strategic partnerships with regional countries to share best practices, transfer technologies, and cooperate on joint projects.
- Promotion of bilateral agreements for technological development and joint investments or procurements.
- Promotion of bilateral and multilateral arrangements for joint financing of cross-border projects by research institutions of participating Member States.

6.4 Involvement of Slovenian Companies

- Promotion of participation by Slovenian companies, especially SMEs, in international defence projects through strategic partnerships.
- Support to start-ups for entry into the international defence R&D domain and access to international markets.
- Organisation of business forums and workshops to connect Slovenian companies with international partners.
- Promotion of exports of Slovenian defence products to foreign markets, including through institutional support.

6.5 Cooperation with Research Institutions

- Strengthening cooperation with European and international research institutions for the development of disruptive technologies.
- Encouraging the participation of Slovenian research centres in international consortia and projects.
- Establishment of a network for knowledge exchange and joint research between domestic and foreign institutions.
- Ensuring cooperation with Slovenian universities from the earliest stages of new product development.

7 FINANCING AND OVERSIGHT

The Ministry of Defence will seek to conclude long-term contracts or framework agreements, use other procurement mechanisms that provide planning certainty, and encourage companies to invest in production capacities. These capacities are needed to ensure a continuous supply of military and other equipment in peacetime, crisis, and wartime. In addition to domestic sources (funds for promoting investment projects), other financing sources should be utilised, particularly for dual-use projects or companies active in dual-use areas—such as resources from the European Investment Bank (EIB) Group and specific EU and NATO financing programmes. EU sustainability criteria should be applied in such a way that the defence industry is not disadvantaged in accessing finance.

In cooperation with the European Commission, Slovenia will advocate that EDIP mechanisms be extended to the development of new production capacities and to the provision of lasting support for dedicated industrialisation to ensure the availability of strategic products in crises and wartime.

Long-term contracts or framework agreements will facilitate the financing of defence projects, stable growth of industrial capacities, and innovation in key technologies.

Slovenia will reduce dependence on goods produced outside NATO and the EU to increase resilience, self-sufficiency, and sovereignty. When procuring goods from third countries, appropriate licences must be obtained for independent maintenance and/or technology transfer. Within the EU and NATO, Slovenian companies must be enabled to participate in defence procurement alongside major foreign economic operators, so that they can promptly form project partnerships or consortia.

The transfer and export of defence products are regulated and should be used in a targeted manner to establish strategic partnerships and promote Slovenia's values, standards, and interests. In this context, defence exports must not be permitted to undermine legitimate democratic objectives of foreign, security, and defence policy, fuel regional conflicts, or enable human rights violations.

For Slovenia's defence industry—comprising private-sector companies—close cooperation with major European economic operators and the domestic business environment is essential. To encourage the integration of Slovenian companies into international markets and to ensure a level playing field, strategic State investments in key domestic companies in the defence sector should be increased, as should the role and influence of the State in the governance of these companies. Large defence-industrial companies and consortia are necessary to enable sustainable financing, surge capacity, and continuous operations and supply in crises and wartime. To strengthen and steer the defence industry, the Government will seek mechanisms to increase its influence over the sector, including the possibility of managing or establishing a company or companies in which the State holds at least a controlling managerial stake.

7.1 Financing the Development and Production of Defence Products

To support the effective development of the national defence industry, financing will primarily be provided through:

- financial-engineering measures;
- interest-rate subsidies;
- funding for research and development projects;
- financial resources (including grants and/or increases in the State's equity stake) for development and production financing;
- other forms of financing adopted at the national level and/or through EU and NATO measures.

Dialogue with commercial banks should be strengthened to ensure that they follow defence-industry developments and enable companies to develop, manufacture and sell high added-value defence products while enhancing their international competitiveness.

Through financial-engineering measures, companies engaged in the development and production of defence products will be provided with a continuous supply of favourable debt financing (lower interest rates, long maturities, grace periods, more advantageous collateral or unsecured instruments—e.g., promissory notes) to incentivise medium- and

long-term investment in the defence industry and to strengthen security of supply for the national defence system and national resilience.

In the medium and long term, financial-engineering measures will also deliver greater competitiveness and create the conditions for the sale of national defence products, including on foreign markets.

Interest-rate subsidies for bank loans supporting the development and production of defence products will be provided in the form of State aid to Slovenian industry, administered by the ministry responsible for the economy.

In recent years, funding for R&D projects has increased significantly. One of the implementation-plan objectives for meeting Slovenia's criteria and commitments under PESCO has already been achieved—namely, that participating countries increase the share of expenditure devoted to defence research and technology. The goal is to move closer to two per cent of total defence expenditure, of which 20 per cent should be allocated to collaborative projects (EDA, EDF, DIANA, NATO STO, etc.).

7.2 Establishment of a Company (Holding) for Investment in Projects and Companies to Support Defence-Industry R&D, Enhance Security, and Increase Resilience

- The company will carry out its investment activities by creating strategic partnerships with Slovenian and/or international companies in the fields of defence, security, and resilience, by establishing new Slovenian companies in this domain, and by implementing development and other projects in the fields of defence, security, and resilience that support the objectives of this Strategy.
- The company will participate in the coordination of development, consolidation and alignment of Slovenia's industrial capacities in the fields of defence, security, and resilience.
- The company will promote cooperation and foster synergies between the defence sector, companies in the fields of defence, security, and resilience, as well as research and development institutions, while supporting their participation in international projects.
- On behalf of and for the account of Slovenia, as the founder and sole shareholder, the company will be established and managed by the Slovenian Sovereign Holding. Management will be carried out in

accordance with the Slovenian Sovereign Holding Act (ZSDH-1), the valid State Asset Management Strategy, and the Annual Management Plan, approved by the Government of the Republic of Slovenia. In doing so, the principles of this Strategy and other national acts in the field of defence, security, and resilience will be appropriately taken into account.

7.3 Role of the Ministry of Defence

- Provision of financial resources for R&D activities and the establishment of industrial capacities.
- Active participation in defence product development (design of modern and innovative capability-build concepts, drafting technical requirements, testing, and validation).
- Provision of necessary standards and guidance for defence product development.
- Support for the joint participation of the Slovenian defence industry at international fairs at home and abroad.
- Support for the organisation of international trade events in Slovenia.
- Procurement of defence products resulting from national and international R&D activities, and from strategic State investments in the defence industry, and their introduction into operational use, including, but not limited to, obtaining essential references for entry into foreign markets.
- Promotion of sales of national defence products to other countries, in particular via government-to-government models.
- Organisation of regular expert meetings with the national industry and the scientific community.
- Provision of appropriate infrastructure for establishing defence production capacities.

7.4 Establishment of the Strategic Council of the Republic of Slovenia for the Defence Technological and Industrial Base and Resilience

The Strategic Council of the Republic of Slovenia for the Defence Technological and Industrial Base and Resilience is an advisory body to the Government of the Republic of Slovenia. It is established for the purpose of monitoring, analysing and proposing changes in the field of

the defence technological and industrial base and resilience, including monitoring the implementation of the Strategy for the Development of the Defence Industry and Technological Base in the Republic of Slovenia. The Strategic Council shall be established by the Government on the proposal of the Ministry of Defence.

8 CONCLUSION

This Strategy provides the foundation for the long-term strengthening and development of Slovenia's defence industry. Ensuring the State's defence capability, preparedness, and resilience is a national responsibility of every sovereign country.

NATO and EU Member States have committed to accelerating the growth of the defence industry and production. Industry must be provided with long-term contracts that address defence requirements and needs while enabling the development of the national defence industry and its integration into the international environment. Defence and security risks must be managed, and investment in research, development, and innovation must be increased, as modern capabilities based on the most advanced technologies are required.

In line with EU and NATO guidance, Slovenia will further strengthen its research and development capacities and promote the integration of Slovenian companies into global supply chains and joint procurement initiatives. In doing so, it will contribute to enhancing national sovereignty as well as European and transatlantic security, while safeguarding the flexibility and overall competitiveness of the European Defence Technological and Industrial Base (EDTIB).

