



Training

Welcome to the

DOING BUSINESS IN DEFENCE

WORKSHOP

COMMERCIAL IN CONFIDENCE



Hello!



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SESSION AGENDA



Doing Business in Defence Online Workshop

Thursday, 19 February 2026
9:30 am – 12:45pm ACDT



Commercial in Confidence. duMonde International Pty. Ltd.

TIME (ACDT)	AGENDA
09:30 – 09:45	Welcome & Introductions
09:45 – 10:05	1 Defence Market Overview (Global & Local)
10:05 – 10:25	2 Defence Policy Outline & the Current Australian Defence Environment
10:25 – 10:45	3 The Integrated Investment Program (IIP)
10:45 – 10:55	Break
10:55 – 11:15	1 st Breakout Group Discussion
11:15 – 11:40	4 Defence and Industry Relationships
11:40 – 12:00	2 nd Breakout Group Discussion
12:00 – 12:25	5 The ADO & the 'Simplified Defence' Business Model
12:25 – 12:35	6 Winning Business in Australian Defence
12:35 – 12:45	Summary and Closing

GLOSSARY

DEFENCE ACRONYMS

Acronym	Description	Acronym	Description
AAM	Advanced Air Mobility	FPR	First Principles Review
ADF	Australian Defence Force	GDP	Gross Domestic Product
ADO	Australian Defence Organisation	GPF	General Purpose Frigate
AI	Artificial Intelligence	GSC	Global Supply Chain
AIC	Australian Industry Capability	GWEO	Guided Weapons and Explosive Ordnance
ASCA	Advanced Strategic Capabilities Accelerator	ICN	Industry Capability Network
ASD	Australian Signals Directorate	IIP	Integrated Investment Program
ASDEFCON	Australian Standard for Defence Contracting	IISS	International Institute for Strategic Studies
AUKUS	Australia – United Kingdom – United States	JCG	Joint Capability Group
AUV	Autonomous Underwater Vehicle	LHD	Landing Helicopter Docks
C2	Command and Control	LOTE	Life-of-Type Extension
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance	ODIS	Office of Defence Industry Support
CASG	Capability Acquisition and Sustainment Group	OPV	Offshore Patrol Vessels
CIOG	Chief Information Officer Group	NATO	North Atlantic Treaty Organisation
CoA	Commonwealth of Australia	NDS	National Defence Strategy
CNSS	Continuous Naval Shipbuilding and Sustainment	NSSP	Naval Shipbuilding and Sustainment Plan
DARC	Deep-space Advanced Radar Capability	ODIS	Office of Defence Industry Support
DIDS	Defence Industry Development Strategy	RAAF	Royal Australian Air Force
DIS&T	Defence Innovation, Science and Technology	RAN	Royal Australian Navy
DSR	Defence Strategic Review	RMC	Regional Maintenance Centres
DSU	Defence Strategic Update	SDIP	Sovereign Defence Industrial Priorities
DoD	Department of Defence	SME	Small and Medium Enterprises
DSTG	Defence Science and Technology Group	SPO	Systems Program Office
EDT	Emerging and Disruptive Technologies	TRL	Technology Readiness Level
EW	Electronic Warfare	UAS	Unmanned Aerial System
		UAV	Unmanned Aerial Vehicle

GLOSSARY

SAAB- RELATED ACRONYMS



Acronym	Description
ASW	Anti-submarine Warfare
ATM	Air Traffic Management
ATS	Air Traffic Service
AusCMS	Australian Combat Management System
CMS	Combat Management System
C4I	Command Control Communications Computers and Intelligence
CSI	Combat System Integration / Integrator
CSI-IPT	Combat System Integration – Integrated Project Team
CLCM	Capability Life Cycle Manager / Management
CUAS	Counter - Unmanned Aerial System
DHC	Deployable Health Capability
EPA	Enterprise Partnering Agreement
GBADR	Ground-Based Air Defence Radar
HST	Home Station Training
IAMD	Integrated Air and Missile Defence
I-ATS	Integrated ATC Suite
ISCMMS	Integrated Ship Control Management and Monitoring System
ISS	Integrated Soldier System
ISR	Intelligence, Surveillance, and Reconnaissance
NCS	Naval Combat Systems
NZDF	New Zealand Defence Force

Acronym	Description
QCS	Queensland Corrective Services
R&D	Research & Development
SDA	Space Domain Awareness
SRAAW	Short Range Anti-Armour Weapon System
SSP	Single Source Provider
SQCP	Southern Queensland Correctional Precinct
TRS	Training, Readiness & Sustainment
UUS	Uncrewed Underwater System
VSHORAD	Very Short-Range Air Defence
WAMA	Warship Asset Management Agreement



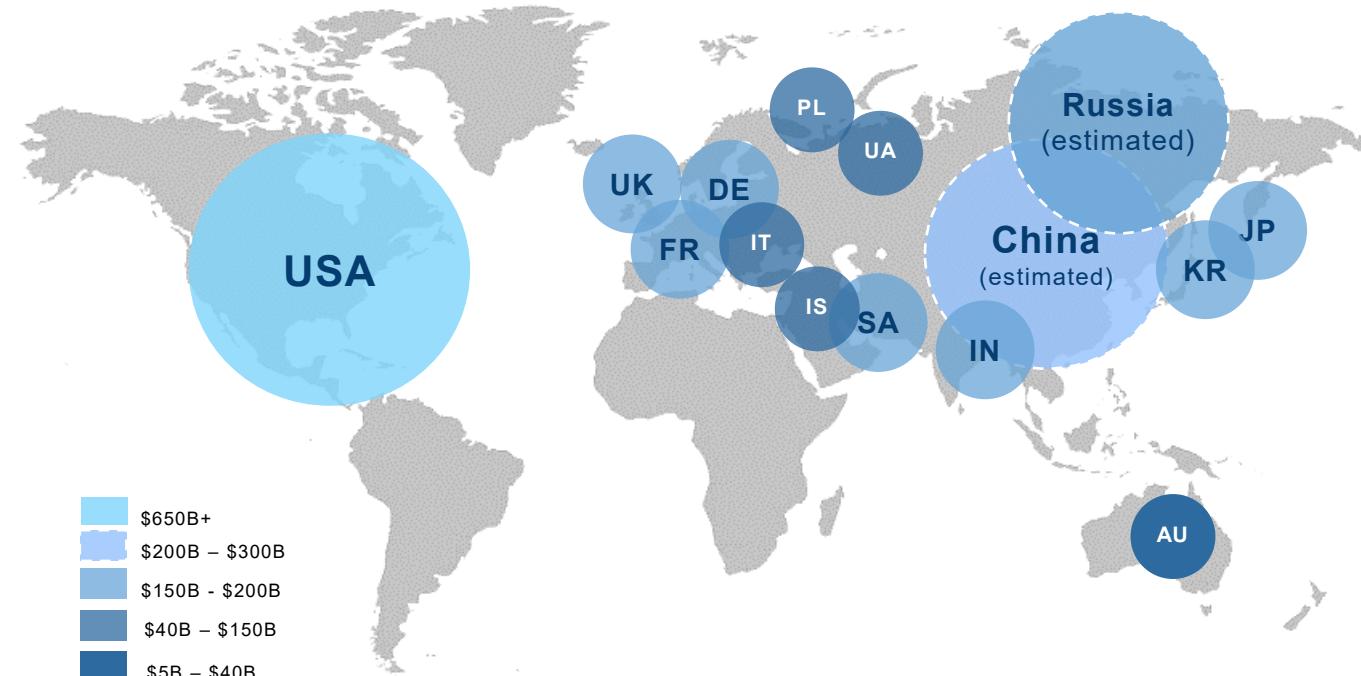
TOPIC 01

Defence Market Overview (Global & Local)

Global Defence Market 2025-26

Total Global Military Spending

US\$2.46 Trillion



Real-terms growth increased by

7.4%

*Figures based on 2025 reporting on 2024 data. All amounts are in US Billion dollars. Unless otherwise indicated, US dollar totals are calculated using average market exchange rates for 2024, derived using IMF data. Dashed line reflects an estimate for the value of the Chinese and Russian defence budget in PPP (purchasing power parity) terms to take into account the lower input costs in these countries. - IISS Military Balance 2025

Top Global Spenders



United States (US)

\$968 bn

+6.9%



China

\$235 bn

+7.4%



Russia

\$146 bn

+41.8%



Europe (combined)

\$380 bn

+11.7%

Key Trends Shaping Defence in 2026

AI and agentic AI: Transforming A&D

Scaling agentic AI to enhance decisions and support functions across missions and sustainment.



Aftermarket: Reshaping MRO

Engine-driven MRO growth, expanded global capacity, and AI-enabled predictive sustainment.



Supply chain: Resiliency and efficiency

Dual focus on capacity, redundancy, and digital visibility to withstand persistent shocks.



Contracting and procurement

Faster, reform-driven acquisition opening space for agile, software-centric competitors.



AI-driven workforce transformation

Rising demand for AI-fluent, multidisciplinary talent and hybrid human-AI teams.

Deloitte 2026 Aerospace and Defense (A&D) Outlook Report

Global Defence Market 2025-26

Top 10 Defence Spending by Country

Ranking (based on IISS Military Balance 2025)	Country	2024 (USD Billions)	Change
1	United States (USA)	\$968	▲
2	China (estimated)	\$235	▲
3	Russia (estimated)	\$145.9	▲
4	Germany (DE)	\$86	▲
5	United Kingdom (UK)	\$81.1	▲
6	India (IN)	\$74.4	▲
7	Saudi Arabia (SA)	\$71.7	▲
8	France (FR)	\$64	▲
9	Japan (JP)	\$53	▲
10	South Korea (KR)	\$43.9	▲
11	Australia (AU)	\$36.4	▲

IISS The Military Balance 2025 Defence Spending and Procurement Trends

Key Market Insights

Market Concentration

US dominates both spending (\$968bn) and industry leadership with 7 of 10 companies.

Growth Drivers

Russia leads growth at 41.8%, driven by conflict. Global defence spending as % of GDP increased to 1.94%.

Top 15 Defence Company by Revenue

2025 Rank (based on Defense News Top 100)	Company	Country	2024 Defence Revenue (in USD Billions)
1	LOCKHEED MARTIN	USA	\$68.3
2	Raytheon Technologies	USA	\$43.5
4	NORTHROP GRUMMAN	USA	\$36.6
5	GENERAL DYNAMICS	USA	\$36.5
6	BAE SYSTEMS	UK	\$32.2
7	BOEING	USA	\$31.7
9	L3HARRIS™	USA	\$16.9
10	THALES	FR	\$15.9
13		FR	\$13.8
14	AIRBUS	FR	\$12.7
26	SAAB	SE	\$5.5

Saab AB global ranking: #26 in 2025 (up from #29 in 2024)
Defense News Top 100 (2025)

Key Market Insights

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European Resurgence

Europe's defence spending rose 11.7% in 2024, with Germany becoming 4th largest spender globally

Industry Outlook

Top 10 companies generate >\$300bn combined revenue, with strong defence-focused portfolios (avg. 80% defence revenue)

Key International Partnerships

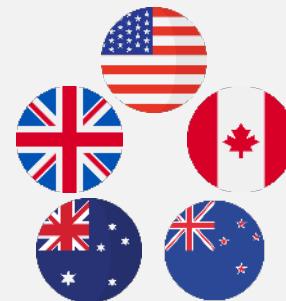
To defend its interests, Australia must engage with Indo-Pacific partners through **bilateral and multilateral initiatives** to maintain regional stability and a favourable strategic balance.



DEFINITION:

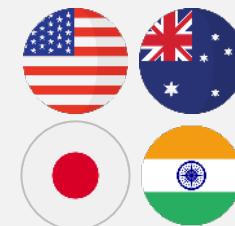
- **Bilateral initiatives** involve **two parties or countries** working together on a project or agreement, characterised by direct and exclusive interactions, often leading to agreements or treaties that are mutually beneficial.
- **Multilateral initiatives** involve **three or multiple countries** working together on a common goal or project, based on the principle of participation by multiple governments and are often shaped by international norms and institutions.
 - *This aims to address issues that are too large for any country to handle alone and require collective effort and cooperation.*

Australia's key Bilateral, Trilateral and Multilateral defence arrangements



Five Eyes Alliance

Secretive intelligence alliance between US, UK, Canada, Australia and New Zealand.



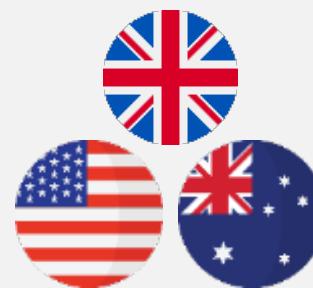
The Quad

Diplomatic partnership between Australia, India, Japan and the US.



NATO

Key Partners with NATO in the Indo-Pacific: Australia, Japan, South Korea and New Zealand.



Australia-UK-US Alliance / AUKUS

Fundamental for our national security and the strengthening of ADF capabilities. The Government aims to enhance defence and tech cooperation with the US, UK and through AUKUS

Local Defence Market

Australia's Defence industry

“Comprises **businesses with industrial capability** providing products, services and capabilities for the Australian Defence Force (ADF) and international defence supply chains, including those contributing to national security beyond warfighting.”

- 2024 Defence Industry Development Strategy (DIDS)



The Australian Defence Industry

The Defence industry differs from other sectors within the Australian market because it is **primarily driven by government procurement**.

Australia's industrial base consists of:



97.3%

Small Businesses

2.5%

Medium Businesses

0.2%

Large Businesses

Source: 2024 Defence Industry Development Strategy (DIDS)



More than **61,000** are employed in this industry



50% of employment is supported by defence primes



Generates an estimate value of **\$1.5b - \$2.5b** per year in Defence exports



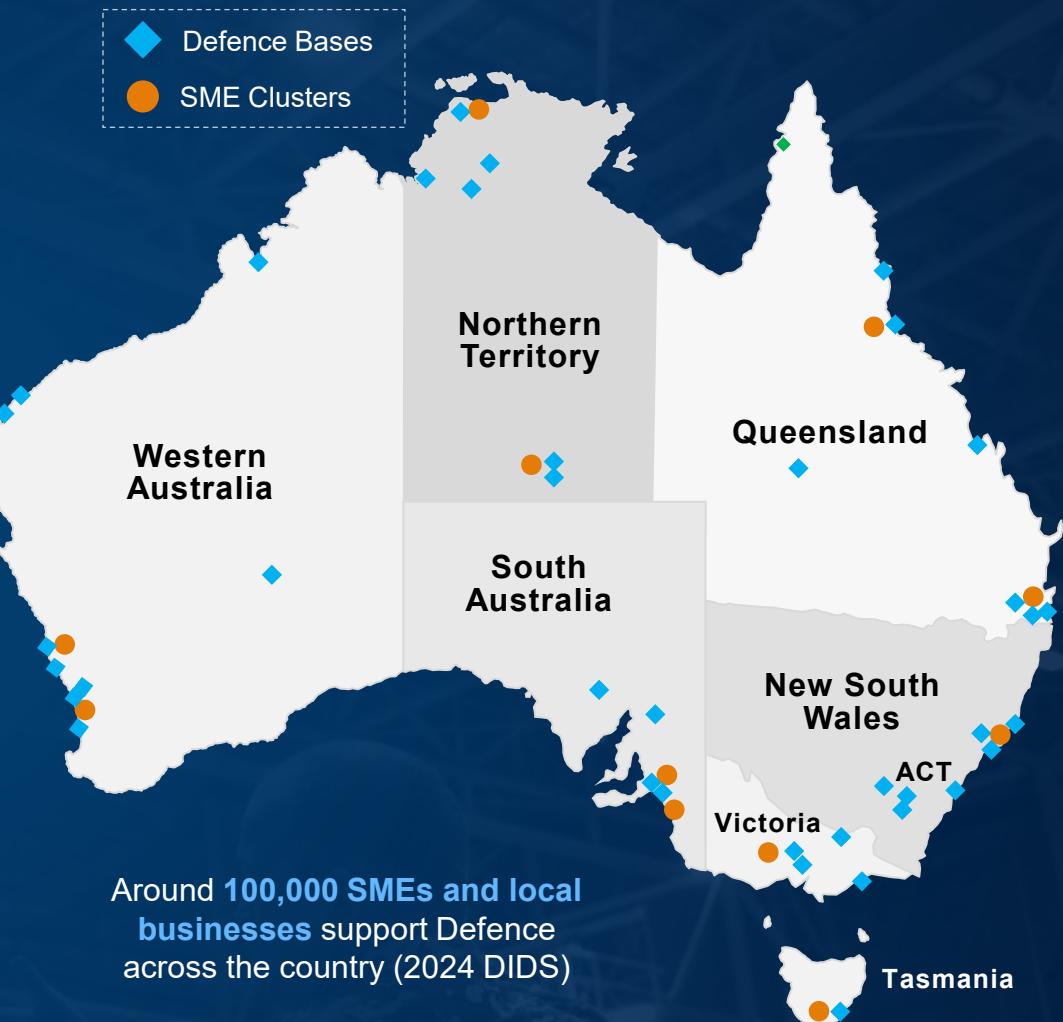
In 2022-23, Defence awarded over **\$38 bn**

in contracts, comprising **52% of all Commonwealth procurement spending**.



57%
80%

of Defence's acquisition spending and of its sustainment budget were invested domestically in Australia.



Around **100,000 SMEs and local businesses** support Defence across the country (2024 DIDS)

Top 15 Australian Defence Contractors (2024)

2024 Rank ¹	Company	Country	2024 Defence Turnover (in AUD Millions)	2023 Defence Turnover (in AUD Millions)	2023 Rank
1	BAE SYSTEMS		\$2000	\$1750	1
2	 BOEING		\$1200	\$1250	2
3	 Downer		\$1010	\$1030	3
4	 ventia		\$1006.82	\$933.8	5
5	 ASC		\$810.66	\$708.24	6
6	 Lendlease		\$790	\$955	4
7	 Raytheon Australia		Est. \$738.19	-	-
8	 babcock		\$692	\$621	7
9	 LOCKHEED MARTIN		\$547.54	\$423.08	12
10	 L3HARRIS		\$535.87	\$515.66	10
11			\$527	\$530	9
12	 SITZLER		\$467.79	\$202.98	21
13	 Nova Systems		\$457.4	\$421	13
14	 SAAB		\$400	\$320.97	17
15	 TOLL		\$392.63	\$440.74	11

Australian Defence Magazine (ADM), ADM's Top 40 Defence Contractors 2024 (Issue: 7 Jan 2025) — FY2023/24 turnover.
Raytheon Australia does not publicly disclose its defence revenue, but it is most likely ranked in the Top 10.

ADM
Top Defence Contractor
Contribution to the
Australian Defence Industry

\$15.71 bn
2024 Top 40 Defence
Contractor Total Turnover
(8.27% Increase from 2023)

\$1.3 bn
Combined revenue of the
2024 Top 20 Defence SMEs
(44% Increase from 2023)

Saab Australia within the Defence Industry



\$400m
REVENUE (2024/25)
(ADM Top 40 Defence Contractor)
(issued January 07, 2025)

1000+
Employees
Saab Australia, Australia | Saab
(accessed 21 Jan 2026).

\$1.053bn
CONTRACT REVENUE
(AusTender 2021-2025 Contract Notice)

- For over three decades, Saab Australia has developed and integrated technology to protect and empower Australia's Navy, Army and RAAF.
- Develops systems for allied nations and technology for security and aviation, with installations in prisons, hospitals and airports.
- Provides unique capability, leveraging its extensive global portfolio of international products and services for military, civil security and aviation applications.
- Saab capability aligns strongly to SDIPs including **CNSS**, **Autonomous Systems**, and **Battlespace Awareness**.

Saab is recognised as one of Australia's leading integrators of complex defence and security systems.

4 Business Structure:

Naval Combat Systems

Responsible for the development and sustainment of Australia's combat management system capability.

Land and Aerospace

Responsible for ground-based air defence and integrated communication systems, and deployable health capability supporting modern ADF capabilities.

Civil

Responsible for delivering integrated software management systems (Oneview) and traffic management solutions.

Future Naval Systems and Autonomy

Responsible for the development of systems integration into robotics and autonomous systems and encompasses work on submarines.



Saab actively **collaborates with defence primes, government and local suppliers (SMEs) to deliver system integration and in-service support** to ensure the ADF benefits from a robust, integrated supply chain.

Maritime



- Provides sovereign **Combat Management Systems (9LV AusCMS)** for multiple Navy vessels.
- Develops and supports **submarine control systems** for Collins-class submarines.
- Supplies **underwater mine warfare** and **networked maritime systems** with DSTG collaboration

Land



- Delivers **RBS 70 air defence** and **Giraffe AMB radar** with advanced IFF for Army air protection.
- Supplies **Carl-Gustaf M4 recoilless rifles** and force protection technologies.
- Provides **deployable medical infrastructure** and lifecycle sustainment support.

Air



- Offers **Giraffe AMB radar** and **Tactical C2 system** for integrated air and indirect fire defence.
- Supports through-life upgrades and **C-RAM system integration**.

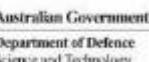
Joint (Cyber & Space)



- Runs **Sovereign Combat Systems Collaboration Centre** for rapid multi-domain system development.
- Collaborates on **space domain awareness** and **tracking technologies**.
- Integrates **cyber security** and resilient communications for Defence joint operations.



Key Partners





TOPIC 02

Defence Policy Outline & The Current Australian Defence Environment



2016

2016 Defence White Paper (DWP)

2016 Defence Industry Policy Statement (DIPS)

2016 Integrated Investment Program (IIP)

2016 Australian Industry Capability (AIC) Program

2018 Defence Industrial Capability Plan (DICP)

2018-2019

2019 Defence Policy for Industry Participation (DPIP)

2019 Sovereign Industry Capability Priorities (SICP) -initial 10

Australia's Defence Policy Documents (Legacy to Current)

By definitions, the principal method by which the Australian Government **historically outlined Defence policy is by publishing Defence white papers.**

2020 Defence Strategic Update (DSU)

2020 Force Structure Plan (FSP)

2020

2020 Enhanced AIC Program

2021 SICP - 4 additional

CDIC rebranded as the Office of Defence Industry Support (ODIS)

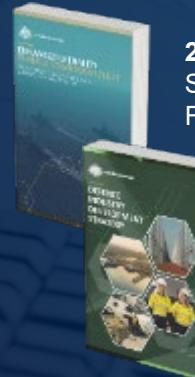
2023

MAY



2023 Defence Strategic Review (DSR)

FEBRUARY



2024 Enhanced Lethality Surface Combatant Fleet Review

APRIL



2024 Defence Industry Development Strategy (DIDS)

SEPTEMBER



2024 National Defence Strategy (NDS) and Integrated Investment Program (IIP)

DECEMBER



2024 Naval Shipbuilding and Sustainment Plan (NSSP)

2024 - Present

The next National Defence Strategy will be published in 2026.

From DSR to 2024 National Defence Strategy (1/2)



2023 Defence Strategic Review (DSR)



2024 National Defence Strategy (NDS)



Assess and prioritise Defence investments, and recommend reforms to ADF structure, posture, and capabilities to meet emerging threats over 2023-33. It diagnoses strategic challenges and sets direction for government decisions.

The government directs Defence to adopt a denial strategy, aimed at preventing an adversary from coercing states.

Evaluated existing defence force structure and capabilities for fitness-for-purpose against emerging threats.

Provided strategic guidance on defence priorities and resource allocation for government decision-making.

Outlined transition from expeditionary operations focus to regional defence and access denial framework.

KEY OBJECTIVES:

Implement the 2023 DSR's recommendations through a detailed, biennially updated strategy defining Defence policy, capability development, funding, and governance to operationalise the new defence posture.

Operationalise the **"Strategy of Denial"** as Australia's core defence concept.

Provide fully costed **10-year Integrated Investment Program** worth A\$330 bn.

Translate strategic recommendations into **specific force structure decisions and capabilities**.

Expand national defence concept to **include industry, supply chain, cyber and space as integrated pillars**.

KEY TAKEAWAYS

Strategic Focus

Shift to deterrence by denial; prioritising regional defence

Operationalising deterrence by denial with funded plans

Force Restructuring

Army for littoral ops; Navy expansion; Air Force supporting north

Specific ship numbers, submarine funding, and strike capabilities

Investment & Funding

Identifies priority areas; no detailed, costed program

A\$330bn investment program outlined over the decade (2024 IIP)

Workforce

Highlighted need for skilled workforce growth and retention

New enlistment eligibility, bonuses, diversity and wellbeing focus

Technology & Cyber

Calls for enhanced cyber, space, and tech innovation

Dedicated large funding for digital backbone and advanced systems

Alliance & Partnerships

Deepening Indo-Pacific diplomatic & defence partnerships

Governance and industry collaboration emphasised

KEY ELEMENTS



Strategy of Denial is reinforced as the guiding doctrine, supported by prioritised capability requirements and investment planning



Naval expansion: 3 Hobart upgrades, 6 Hunter frigates, 11 general-purpose frigates, 6 LOSVs



Workforce reforms proposed to expand eligibility pathways, including targeted permanent resident categories.



Dedicated **long-range strike enterprise** with A\$28-35 bn investment across multiple platforms



Digital backbone establishment with A\$8.5-11 bn on **ICT investment and AI integration framework**

From DSR to 2024 National Defence Strategy (2/2)

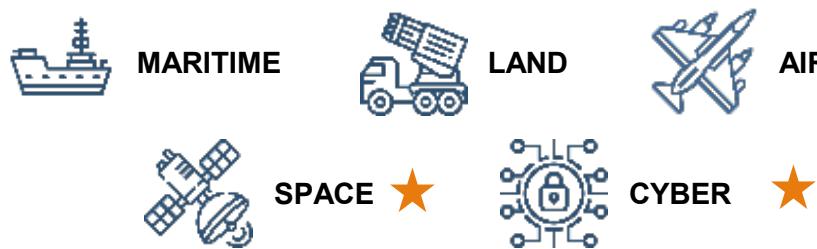
2023 Defence Strategic Review (DSR)



The review presents **108 recommendations*** aimed at modifying Defence's mission, priorities, structure, posture, systems and processes to enhance its effectiveness and coherence.

*13 agreed only "in principle"

ADF must evolve into a genuine Integrated Force that can harness effects across all five domains:



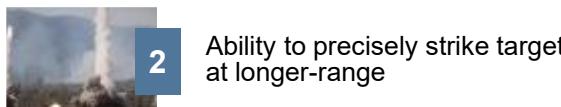
Recommendation highlights **6 Priority Areas** for immediate action:



1 Acquisition of Nuclear-Powered Submarines



4 Growth and retention of a highly skilled defence workforce



2 Ability to precisely strike targets at longer-range



5 Close partnership with Australian industry



3 ADF's ability to operate from Australia's northern bases



6 Deepening of our diplomatic and defence partnerships



2024 National Defence Strategy (NDS)



As the NDS outlined, the ADF is shifting to **an Integrated, Focused Force** designed to address key strategic risks and enhance military projection.

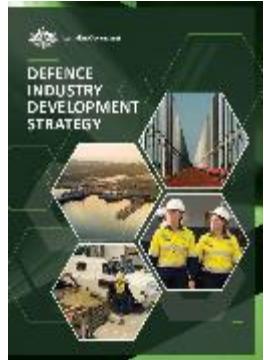
The ADF's transformation targets 6 key capabilities:



The ADF is reshaping its force posture to enhance military projection, recovery, and training by:

- Strengthening **northern bases** for resilience and logistics.
- Maintaining **southern infrastructure** for sustainment and support.
- Increasing **base protection** against disruption.
- Enhancing **US and partner cooperation** where in national interest.
- Implementing **climate adaptation and energy resilience**.
- Developing **civil-military infrastructure arrangements for crises**.

2024 Defence Industry Development Strategy (DIDS)



Following the 2023 DSR, the Defence Industry Development Strategy (DIDS) emphasises **Australia's commitment to building a strong partnership with industry** to enhance military preparedness and capability delivery.

The defence industry is critical to delivering on this vision,

Ensuring that Defence and industry collaboratively create, maintain and sustain vital capabilities that provide Australia with a competitive edge and contribute to regional stability.



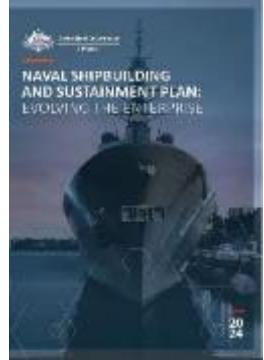
The strategy aims to create a resilient, competitive and innovative defence industry supporting national security objectives and economic growth through the following:

- \$183.8 million in grants to support Australian small and medium businesses.
- Simplifying procurement processes.
- Supporting the development and retention of a skilled workforce.
- Growing an internationally competitive industrial base through exports.
- Increasing the security posture of our industrial base.
- Where appropriate, mandating the use of critical Australian businesses in Defence projects.

With the release of the DIDS, industry was provided with clarity on the defence priorities through the adoption of **7 Sovereign Defence Industrial Priorities (SDIPs)**.



2024 Naval Shipbuilding and Sustainment Plan (NSSP)



The release of the 2024 Naval Shipbuilding and Sustainment Plan, outlines **Defence's strategy for enhancing maritime capabilities and industrial base** over the next 30 years, focusing on uplifting the maritime industrial base underpinning National Defence.

Continuous Naval Shipbuilding and Sustainment (CNSS) Key Enablers:



Workforce



Infrastructure



Industry



Security



Innovation

Incorporation of Security and Innovation as Key Enablers reflects modern requirements, including cyber resilience and technological evolution.

Summary of Advancements from the 2017 Naval Shipbuilding Plan



Increased vessel commitments **from 54 to 79**

As outlined in the 2024 Naval Shipbuilding and Sustainment Plan (NSSP)

- **Integration of long-range strike capabilities** for air and missile defence.
- **Transition to conventionally armed, nuclear-powered submarines**, enhancing deterrence and regional security.
- **Osborne (SA) and Henderson (WA) shipyards** modernised as principal hubs for shipbuilding and sustainment.

- **Emphasis on Australian Industry Capability (AIC) Program** Underscores the importance of sovereign capabilities, placing Australian industry at the forefront of supply chains and workforce development.
- **Regional Maintenance Centres (RMCs)** Decentralising sustainment efforts through Regional Maintenance Centres (RMCs) in *Perth, Sydney, Darwin, Cairns* enhances fleet readiness and operational flexibility
- **Inclusion of Governance and Collaboration Frameworks** New governance structures emphasise collaboration among industry, government and academia fostering a more integrated CNSS Enterprise.

Investing in National Defence

The Australian Government ensures funding certainty for Defence by maintaining a **10-year funding model**.

Key Investments:

- Additional **\$5.7 billion over the next four years**
- \$50.3 billion over the next decade, bolstering Defence capabilities, with significant increases planned for capability acquisition, sustainment and workforce growth.
- This will lead to a projected \$100.4 billion Defence budget by 2033-34 with GDP to rise to around 2.4%.



Including the Australian Signal Directorate and Australian Submarine Agency

Defence funding trajectory (as of 2024-25 Budget + NDS commitments).

10-year Funding Model (\$bn)

Total Defence Funding Profile
2024-25 to 2033-34

2024 Integrated Investment Program

Defence Budget Categories (\$bn)

	2024-25	2027-28	2033-34
Total Funding¹	55.5	67.9	100.4
Percentage of GDP¹	2.1%	2.2%	2.4%

Key Categories

	2024-25	2027-28	2033-34
Acquisition:	17.6	23.5	42.1
Sustainment:	17.8	21.1	29.1
Workforce:	17.1	20.0	25.2
Operating and Operation	3.0	3.3	4.0

Figures for Gross Domestic Product and Defence Funding (including the Australian Signals Directorate and the Australian Submarine Agency) are provided on a 2023-24 Mid-Year Economic and Fiscal Outlook out-turned price and exchange basis. This price basis will be regularly adjusted in line with the Commonwealth Budget process.



TOPIC 03

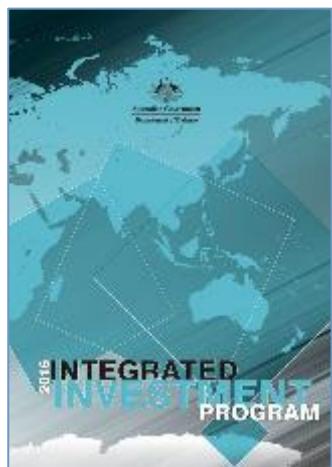
The Integrated Investment Program

2024 Integrated Investment Program



The IIP is a **comprehensive list of capability-related programs** proposed by the Department of Defence.

- It outlines areas of the government's defence capability investment, including new weapons, platforms, systems and enabling equipment; facilities and infrastructure; workforce; information and communications technology; and science and technology.



The IIP had two public conditions previously released: **2016 IIP** and the **2020 Force Structure Plan (FSP)**.

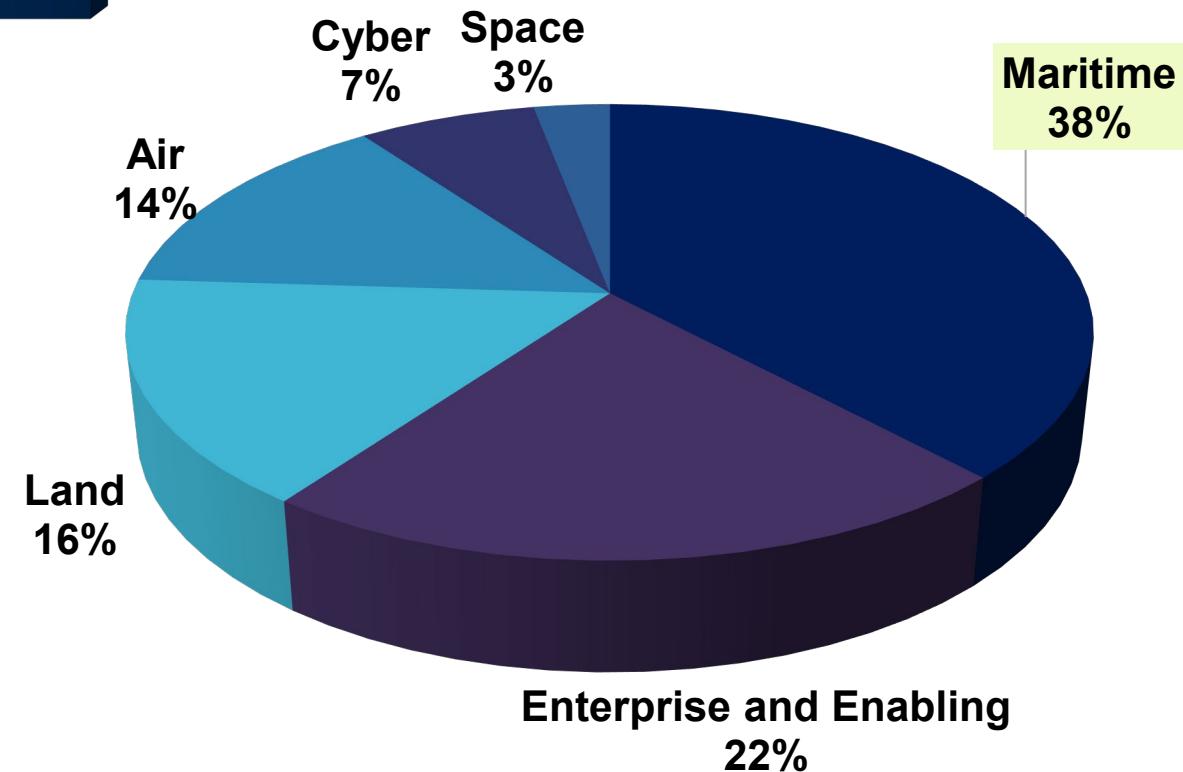
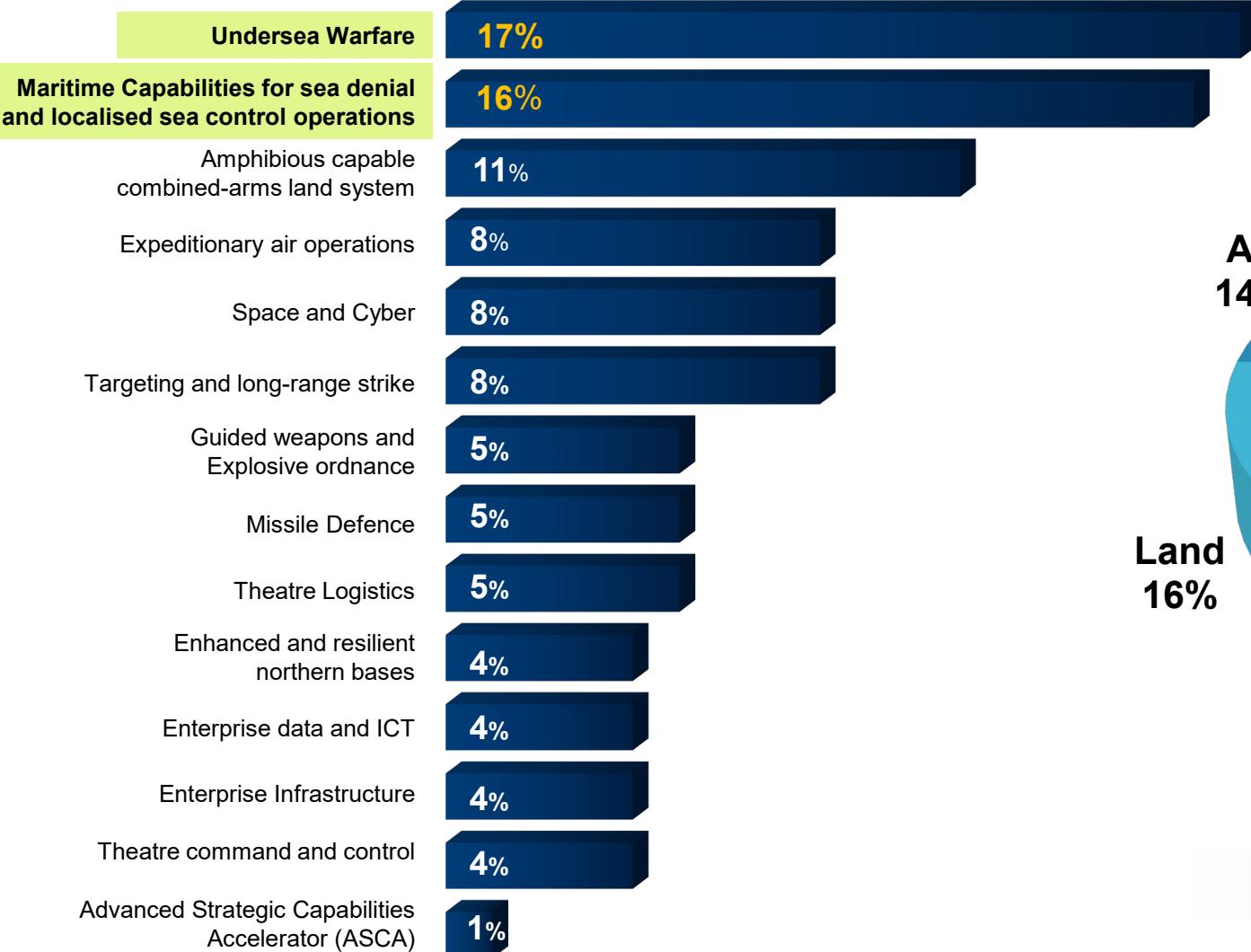
In April 2024, the government released the latest version of the IIP, **highlighting capabilities supporting the 2024 NDS** to uplift defence capabilities and transition the ADF into an integrated, focused force. These capabilities include:



1	Undersea warfare	8	Missile defence
2	Maritime capabilities for sea denial and localised sea control operations	9	Enterprise data and ICT
3	Advanced Strategic Capabilities Accelerator (ASCA)	10	Theatre logistics
4	Targeting and long-range strike	11	Theatre command and control
5	Space and cyber	12	Guided weapons and explosive ordnance
6	Amphibious capable combined-arms land system	13	Enhanced and resilient northern bases
7	Expeditionary air operations	14	Enterprise Infrastructure

Proportional Investment for the decade 2024-2034

By Capability Priority



By Domain



MARITIME

Royal Australian Navy (RAN)

Costings shown are published investment ranges from the 2024 IIP document.

- The government plans to **invest \$53–63 billion over the next decade in developing nuclear submarine capabilities**, including infrastructure and workforce development.
- **Submarine Fleet development** includes the **acquisition of 3 Virginia Class submarines** from the United States, with an option for two additional submarines, to bridge the capability gap between retiring Collins Class submarines and the introduction of SSN-AUKUS submarines.
- The aging **Collins Class submarines undergo life-of-type extensions** to ensure continued operational potency, which will cost \$4–5 billion.

Nuclear-Powered Submarine

- There is an **increasing emphasis on the development and integration of unmanned and autonomous underwater systems** for undersea surveillance and warfare.
- Allocation of **\$5.2–7.2 billion for the development and acquisition of subsea warfare capabilities and autonomous maritime vehicles**, complementing existing and future submarine fleets.
- **Transition to entirely uncrewed and autonomous mine hunting capabilities**, marked by the cancellation of future mine warfare vessel program worth \$3.3–5 billion.

Subsea Warfare and Uncrewed Maritime Systems

- Investment of **\$51–69 billion to build and support the future surface combatant fleet**, including 6 Hunter Class frigates and 11 general-purpose frigates, doubling the size of the surface combatant fleet.
- The **proposed fleet structure remains consistent** with previous plans, emphasising the importance of frigates, submarines and strategic sealift ships.
- **Scaling back of Hunter Class frigates from 9 to 6** to prioritise investment in general-purpose frigates and optionally crewed surface vessels.
- **Recapitalisation of Fleet Air Arm with up to 36 MH-60R Romeo Seahawk helicopters**, enhancing anti-submarine warfare capabilities across the expanded surface fleet.

Future Surface Combatant Fleet

Royal Australian Navy Ship Classes



Surface Combatant Fleet Design

TIER 1

Ships that provides essential advanced air defence, long-range strike, presence and undersea warfare.

TIER 2

Ships that are optimised for undersea warfare, to operate alone or with Tier 1 ships to secure trade routes, northern approaches and escort military assets.

2024 Enhanced Lethality Surface Combatant Fleet Review; Maritime Force Element Group

Surface Combatants



Hobart Class



Hunter Class



Anzac Class



Large Optionally Crewed Surface Vessels



General Purpose Frigate



Amphibious Warfare



Canberra Class



Bay Class



Commercial in Confidence. duMonde International Pty. Ltd.

Royal Australian Navy Ship Classes



Surface Combatant Fleet Design

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2024 Enhanced Lethality Surface Combatant Fleet Review; Maritime Force Element Group

Submarines



Collins Class



Virginia Class (SSN)

(Future Vessel)

Patrol and Defence



Armidale Class



Huon Class



Arafura Class



Evolved Cape Class

Auxiliary and Support



Supply Class



Leeuwin Class

Commercial in Confidence. duMonde International Pty. Ltd.



LAND

Royal Australian Army (Army)

Costings shown are published investment ranges from the 2024 IIP document.

- Funding allocation for the Army in the 2024 IIP (\$36–44 billion) represents a decrease compared to previous plans, notably the 2020 DSU and FSP (\$55 billion) and the 2016 IIP (\$35.1 billion).
- The reduction in Redback infantry fighting vehicles from 450 to 129, originally valued at \$18–27 billion, is now estimated at \$5–7 billion.
- Scaling back the second regiment of 30 Huntsman self-propelled howitzers, valued at \$1.5–2.3 billion in 2020.
- Savings from reductions are reallocated to acquiring 42 HIMARS units, with \$1.6 billion allocated for accelerated acquisition.

Infantry Fighting Vehicles & Rocket System

- Enhancing Army capabilities to receive expanded littoral manoeuvre capability, including landing craft and amphibious support vehicles.

Littoral Manoeuvre Capabilities

- Army Aviation recapitalisation includes replacing MRH-90 Taipan helicopters with UH-60M Black Hawks and ARH Tigers with AH-64E Apache.

As outlined in the 2024 IIP.

Army Aviation Investments



AIR

Royal Australian Air Force (RAAF)

Costings shown are published investment ranges from the 2024 IIP document.

- The 2024 IIP adjusts investment in air capabilities compared to previous plans, with a **notable decrease in funding compared** to the 2020 Defence Strategic Update (DSU) and Force Structure Plan (FSP).
- Allocation of **\$11 billion** for air mobility capabilities to support rapid deployment of Australian military power, including the acquisition of 20 new C-130J aircraft.

Air Mobility

- **Investment of \$4 billion** to enhance the ADF's air intelligence, surveillance and reconnaissance capabilities, including upgrades to the P-8A Poseidon and MQ-4C Triton fleets.
- **Commitment to acquiring the MC-55A Peregrine** and enhancing the northern air base infrastructure to support force projection.

Air Intelligence, Surveillance and Reconnaissance

- **Emphasis on maintaining existing air combat capability**, with no significant expansion planned, leveraging the effectiveness of the current fleet of F-35A Joint Strike Fighters and F/A-18E/F Super Hornets.
- Funds allocated to upgrade existing Super Hornets and Growlers, **extending their service life to 2040 through increased investments in lethality and survivability upgrades**.
- **Continued investment in the development and integration of long-range strike munitions**, including hypersonic weapons, to enhance the strike capabilities of the Air Force's fast jet fleet.
- **Limited investment in future air combat capability**, with a significant portion of funding remaining in the "unapproved planned investment" category, particularly for Block 2 MQ-28A Ghost Bat aircraft.
- **Emphasis on developing effective, expendable and economical capability options**, such as the Block 2 MQ-28A Ghost Bat aircraft, to enhance mass and reduce exposure of defence personnel to harm's way.

Air Combat

SPACE

JCG/Defence Space
Command

CYBER

Australian Signals
Directorate (ASD)

- **Allocation of \$27–36 billion** over the next decade to enhance space capabilities, emphasising secure satellite communications, space sensors and space control capabilities.
- **Continued delivery** of the Australian Defence Satellite Communications system and the Deep-space Advanced Radar Capability (DARC) program.
- **Commitment to enhancing space control capability** to counter emerging threats and ensure continued access to space-based intelligence, surveillance and reconnaissance.

Space Investments

- **Investment of \$15–\$20 billion** over the next decade to enhance Australia's cyber domain capabilities, focusing on defensive and offensive capacities.
- **Continued investment in projects like REDSPICE** to increase offensive cyber capabilities, detect and respond to cyber attacks and introduce new intelligence capabilities.
- **Emphasis on deployable defensive cyber capabilities** and a comprehensive training program to support the growth of the ADF cyber workforce.

Cyber Investments

Enterprise and Enabling Capabilities

Costings shown are published investment ranges from the 2024 IIP document.

- Allocation of **\$14–\$18 billion** over the next decade ensures Defence has resilient bases, ports and barracks across Australia's north.
- Upgrades to infrastructure in Darwin, Townsville, RAAF Base Learmonth and other locations to support various Defence operations.
- Much of the investment builds on existing plans, with funding delivered through phased approvals.

Infrastructure Investment for Projection Capability

- Commitment to maintaining the growth of the Defence workforce, with an increase of 18,500 personnel by 2040, worth at least **\$38 billion**.
- The current shortfall of over 4,400 ADF personnel highlights the challenge of recruitment and retention in a competitive market.

Workforce Growth and Retention

- Investment of **\$28–\$35 billion** over the next decade to develop and enhance targeting and long-range strike capabilities.
- Separate investment in the Guided Weapons and Explosive Ordnance (GWEO) Enterprise and national integrated air and missile defence systems.
- Much of the investment builds on previous plans, with questions about the actual novelty of funding in the 2024 NDS and IIP.

Long-Range Strike and Missile Defence

- Allocating **\$11–\$15 billion** over the next decade to modernise Defence's command and control systems and intelligence capabilities.
- Only **\$2 billion** was approved for spending, with the majority categorised as "unapproved planned" investment.
- Despite the large allocation, it's argued that much of the investment aligns with individual branches responsible for their own command and control capabilities.

Command and Control Infrastructure

- The strategy aims to uplift Australia's shipbuilding and sustainment industrial ecosystem to support national preparedness and generate economic, export and employment opportunities.
- It involves optimising existing naval shipbuilding and sustainment infrastructure, balanced investment, strategic partnerships with industry, managing workforce demand, expanding infrastructure capability, enhancing security measures and national and international collaboration.

Naval Shipbuilding and Sustainment Enterprise Strategy

Key IIP Areas of Focus for Saab

The 2024 IIP initiatives presents key opportunities for Saab to strengthen its market position and expand local industry participation.

MARITIME



1. Major funding for the Nuclear-Powered Submarines.
2. Increased funding for Anduril's Ghost Shark and further investment in uncrewed surface and underwater vessels.
3. Ongoing investment in Australia's surface fleet, with a new frigate program driving future opportunities.
4. Funding confirmed for existing weapons like the Naval Strike Missile, with future opportunities in guided munitions development.

LAND



1. Funding confirmed for the Army's medium and heavy landing craft to be built in Australia.

ENTERPRISE & ENABLING



1. A new enterprise (Defence Targeting Enterprise) dedicated to sensors and surveillance systems to improve long-range strike capabilities
2. Investment in the Joint Air Battle Management System are confirmed and active missile defence (including Counter-Uncrewed Aerial Systems - CUAS) is a priority.
3. Continued investment in mobile infrastructure and field medical facilities.
4. Plans to expand Australia's ability to develop, produce, and maintain weapons and munitions.

SPACE & CYBER



1. Prioritised investment in satellite communications, deep-space sensors, command & control (C2), and electronic warfare (EW).



TOPIC 04

The Defence & Industry Relationship

Sovereign Defence Industrial Priorities (SDIPs)

The **7 Sovereign Defence Industrial Priorities (SDIPs)** represent essential industrial capabilities for a robust defence base.



1

Maintenance, repair, overhaul and upgrade of ADF aircraft



2

Continuous naval shipbuilding and sustainment



3

Sustainment and enhancement of the combined-arms land system



4

Domestic manufacture of guided weapons, explosive ordnance and munitions



5

Development and integration of autonomous systems



6

Integration and enhancement of battlespace awareness and management systems



7

Test and evaluation, certification and systems assurance

Each SDIP has a Capability and Delivery Manager assigned to it



Capability Managers

- Defines and communicate specific defence force capabilities
- Collaborate with the Vice Chief of the Defence Force

Vice Chief of the Defence Force

- Develop and maintain industrial capabilities
- Focus on growth and health of industrial capabilities

Delivery Managers

- Coordinates with capability and delivery managers
- Ensures necessary capabilities support defence force missions and objectives

Advanced Strategic Capability Accelerator (ASCA)

ASCA was launched in July 2023 in response to the 2023 DSR to drive the development of new and innovative technologies for the ADF.



Key Government investments:

\$748M over the next four years
\$3.4B over the next decade

- Connects and streamline the defence innovation system to drive capability development and acquisition pathways at speed.
- Takes a strategically directed, mission-based approach to pull asymmetric innovations into capabilities with identified transition pathways into acquisition.
- Provides opportunities for Australian industry and universities to partner with Defence under ASCA's model.

Objectives

- Accelerate capability delivery to the ADF through innovation, underpinned by a work ethic aligned with Defence values.

Priorities for Defence Innovation Science & Technology programs include:



These priorities will be delivered through 3 programs:

1) Missions

- The heart of a new approach to innovation in partnership with industry and universities
- Missions will respond to strategically directed Defence priorities that align with Defence policy and strategy and endorsed by the Vice Chief of Defence Force.
- Limited to typically 3 years, with clear performance targets and off ramps where the technology ceases to be viable or affordable or Defence's needs change.



Program leaders will be appointed to each Mission to establish partnerships with relevant industries and universities to drive the delivery of minimum viable capabilities that can be deployed and operated quickly in the field.

2) Innovation Incubation Program

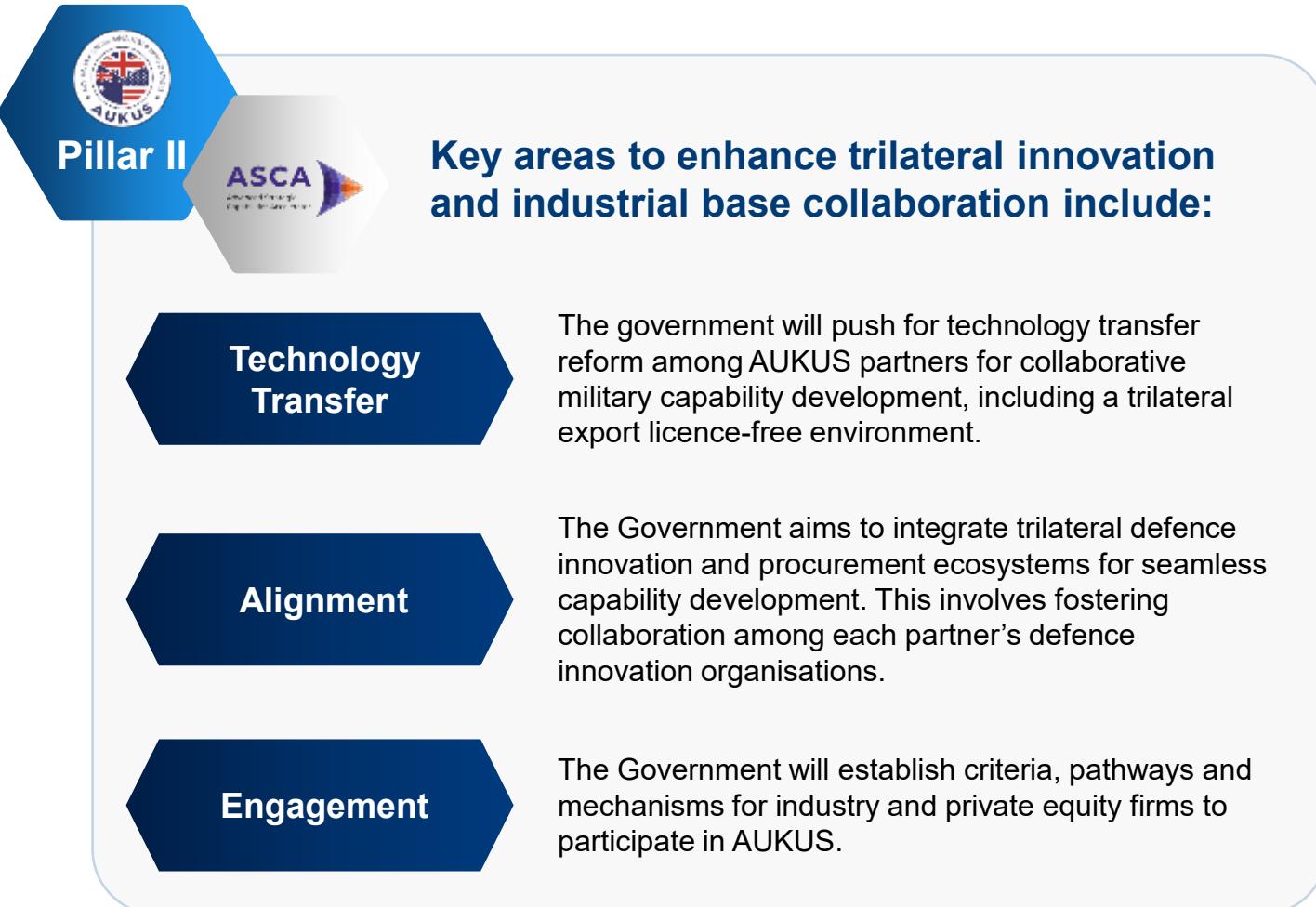
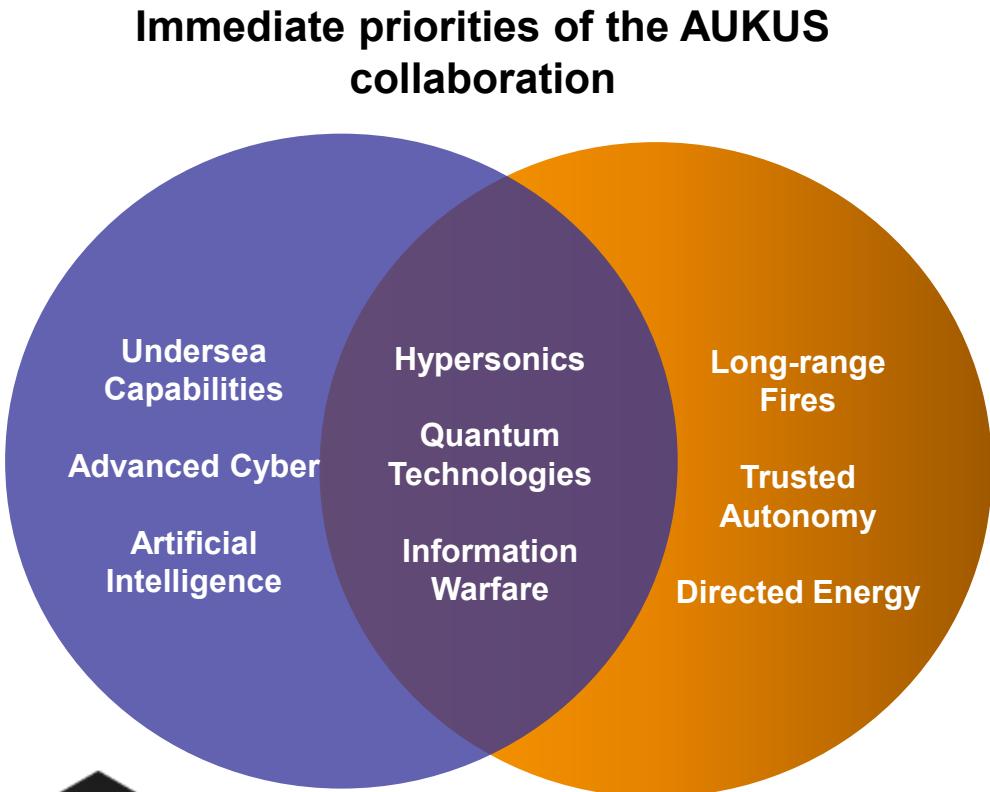
- A partnership between Defence, industry and academia to find and acquire new technologies for military use.

3) Emerging and Disruptive Technologies (EDT) Program

- A long-term research program with DSTG that explores and develops disruptive technologies for Defence.

AUKUS Pillar II – Advanced Capabilities

To deliver the asymmetric capabilities sought under AUKUS Pillar II, ASCA will support the co-development of these priority capabilities, leveraging the respective strengths of each country's industrial base.



Technology Readiness Levels

The **9-point Technology Readiness Level (TRL) scale**, originally developed by NASA and adopted by Defence, evaluates technology maturity from prototype to deployment, enabling standardised discussions of technical readiness across domains.

Definition	TRL*	Description
System Proven & Ready for Full Commercial Deployment	9	Actual system proven through successful operations in operating environment and ready for full commercial deployment.
System Incorporated in Commercial Design	8	Actual system/process completed and qualified through test and demonstration (pre-commercial demonstration).
Integrated Pilot System Demonstrated	7	System/process prototype demonstration in an operational environment (integrated pilot system level).
Prototype System Verified	6	System/process prototype demonstration in an operational environment (beta prototype system level).
Laboratory Testing of Integrated/Semi-Integrated System	5	System Component and/or process validation is achieved in a relevant environment.
Validation of Alpha Prototype Component/Process	4	Design, development and lab testing of components/processes. Results provide evidence that performance targets may be attainable based on projected systems.
Validation of Alpha Prototype Component/Process	3	Applied research advances and early-stage development begins. Studies and laboratory measurements validate analytical predictions of the technology.
Applied Research	2	Initial practical applications are identified. Potential of material or process to satisfy a technology need is confirmed.
Basic Research	1	Initial scientific applications research begins. Principles are qualitatively postulated and observed.

* Technology Readiness Levels (TRL) are based on a scale from 1 to 9, with 9 being the most mature technology. The use of TRL enables consistent, uniform discussions of technical maturity across different types of technology.

Australian Industry Capability (AIC) and Global Supply Chain (GSC) Program

Australian Industry Capability (AIC) Program

(Established 2008)



PURPOSE:

- Enhance Australian industry participation in Defence supply chains and capability development.
- Provide opportunities for local companies to compete for Defence work domestically and overseas.

Key Objectives:

- Influence foreign primes and OEMs (including Australian subsidiaries) to deliver cost-effective support.
- Facilitate technology transfer and secure appropriate intellectual property rights.
- Encourage investment in the Australian defence sector.



As detailed in the 2024 DIDS, **AIC is essential for operationalising industry policy**—tenderers must commit to specific Australian Contract Expenditure (ACE) targets, balancing warfighter capability with economic benefit.

Global Supply Chain (GSC) Program (Within the AIC Framework)



Since 2007, the GSC Program has delivered **2,220 contracts** worth over **\$1.7 billion** to **248 Australian suppliers**.

Since 2007 (figures reported as of 2024).

PURPOSE:

- Maximise the global success of Australian industry by targeting the supply chains of multinational defence primes.

Key Objectives:

- Diversify revenue sources and build capacity through exports.
- Mitigate the fluctuations of domestic acquisition cycles.

Managing Organisation



Participating Defence Primes



Defence is committed to closely aligning the AIC and GSC programs, ensuring that tailored AIC and export strategies are linked to global supply chains—optimising Australian industry participation across both domestic and international projects.

Saab's Contribution to Sovereign Defence Industry Capability

Saab aligns its operations through a robust commitment to the AIC program and active participation in global supply chains. This alignment is evident in several key areas:



Commitment to Australian Industry Capability



With over 35 years of partnership with the ADF,

- Saab **actively collaborates with over 300 local companies**, fostering partnerships that enhance the domestic supply chain.
- Saab **prioritises building sovereign defence capabilities by using local, indigenous, and veteran-owned suppliers**, strengthening the local industry.
- Saab's strategy includes **transferring technology to Australian partners**, enabling rapid modifications of advanced technologies to meet ADF operational needs.

Global Supply Chain Participation



In 2024, Saab was **selected to join** the Australian Government's Global Supply Chain Program.

- By leveraging its global expertise, Saab will connect Australian SMEs with international markets, boosting local economic growth and enhances Australia's defence resilience.
- Saab has made significant investments in local operations, such as relocating its global deployable health centre of excellence to Australia.



Saab's multifaceted approach not only supports the ADF's operational needs but also **contributes to the growth and resilience of Australia's defence industry**.



Defence Capability Lifecycle and Gate Reviews

The Capability Life Cycle provides Defence with an **end-to-end process for capability development and delivery** of capital projects and associated through-life support.

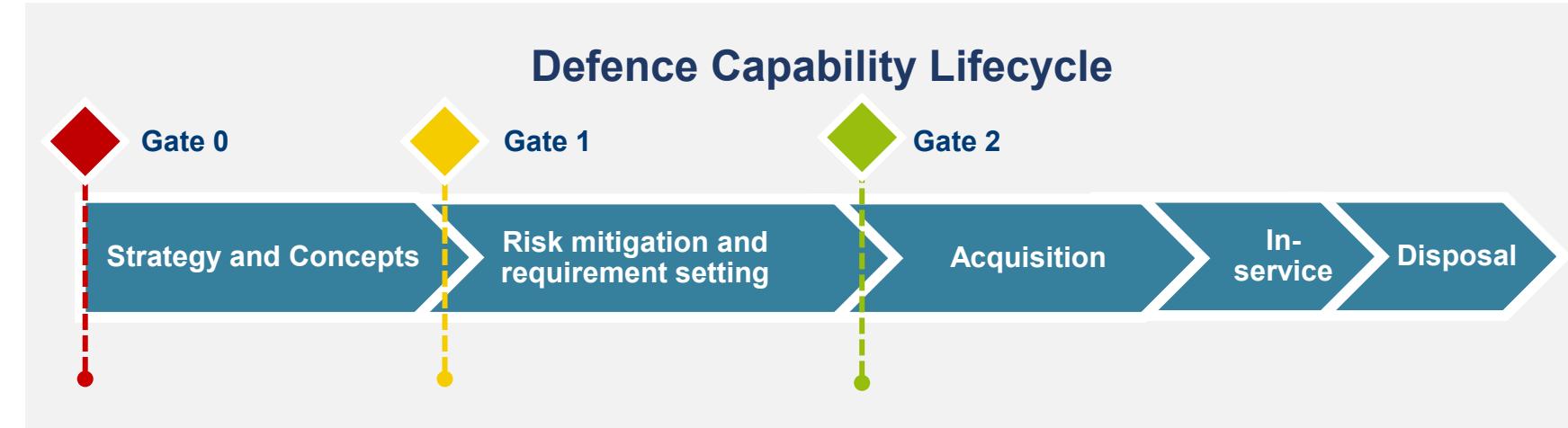
Defence's objective is to move through these gates as quickly and officially as possible.



The **Smart Buyer process** is intended to improve and enable this outcome.



Procurement agencies such as the **Capability Acquisition and Sustainment Group (CASG)** is involved in every gate of the capability life cycle.



What is required to pass through each gate?



Gate 0

Gate 1

Gate 2

Initiates each project where the **initial business case is developed**, proposing an approval strategy from the start of the project to delivery of the final operating capability.

Is the point where **complex and high-risk projects progress** or when a government decision is required to narrow the field of options. The capability manager is responsible for producing the gate 1 business case.

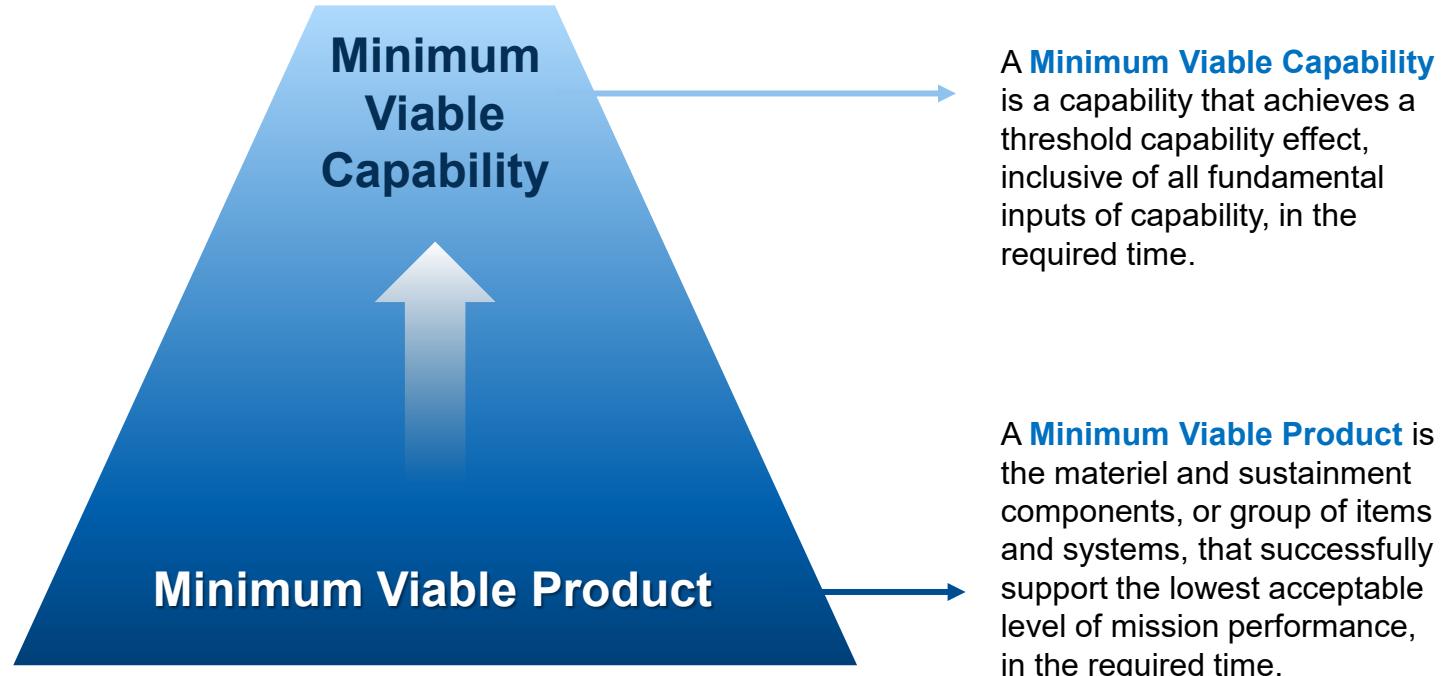
At this point, a **high-quality business case is presented to obtain government approval** to acquire a new capability.

Procurement Reforms

Early industry engagement creates opportunities and ensures timely capability delivery. This also requires simplified procurement processes to be more flexible, efficient and responsive.



Establishing a **Minimum Viable Capability** and **Product** allows flexible, adaptive and prioritised investments to maximise the ADF's operational effectiveness.



Attributes of a minimum viable capability include:

- Can deliver what Defence needs to achieve a military effect, quickly, demonstrating Value For Money and with manageable technical risk.
- Can be further developed through the sustainment or subsequent investment phases or divested.
- A minimal viable capability is underpinned by a minimal viable product.





TOPIC 05

The ADO & The 'Simplified Defence' Business Model

Australian Defence Organisation (ADO)

Comprises the **civilian and military organisations** responsible to the Government to
“Protect Australia and its National Interests.”

It consists of two significant bodies:



AUSTRALIAN
DEFENCE FORCE



Australian Government
Department of Defence

Department of Defence Organisational Structure

The Hon Richard Marles MP

Deputy Prime Minister
and Minister for Defence



Australian Government
Department of Defence

The Hon Pat Conroy MP

Minister for Defence Industry
And for Pacific Island Affairs



The Hon Matt Keogh MP

Minister for Veteran's
Affairs and Defence
Personnel



The Hon Peter Khalil MP

Assistant Minister for
Defence



The Hon Tony Burke MP

Minister for Home Affairs, for
Immigration and Citizenship, for
Cyber Security, and for the Arts



Mr Luke Gosling OAM MP

Special Envoy for Defence,
Veterans' Affairs and
Northern Australia



Sworn to administer the Department of Defence

Non-Ministerial appointment

Organisational Structure: Department of Defence

*As of January 2026



Organisational Structure: Australian Defence Force

*As of January 2026



Vice Chief of the Defence Force

Air Marshal Robert Chipman, AO, CSC
★★★



Chief of the Defence Force

Admiral David Johnston,
AC, RAN
★★★



Chief of Navy

Vice Admiral Mark
Hammond, AM, RAN
★★★



Chief of Army

Lieutenant General
Simon Stuart, AO, DSC
★★★



Chief of Air Force

Air Marshal Stephen
Chappell DSC CSC OAM
★★★



Defence Space Commander

Major General
Gregory Novak, AM
★★★



Chief of Joint Operations

Vice Admiral Justin Jones,
AO CSC RAN
★★★



Chief Nuclear Powered Submarine Task Force

Vice Admiral Jonathan
Mead, AO RAN
★★★



Chief of Joint Capabilities

Major General Susan
Coyle, AM, CSC, DSM
★★★



Chief of Guided Weapon and Explosive Ordnance

Air Marshal Leon
Philips OAM
★★★



Senior Enlisted Advisor to the Chief of the Defence Force

Warrant Officer Ken
Robertson OAM
★★★



Chief of Personnel

Lieutenant General
Natasha Fox AO CSC
★★★

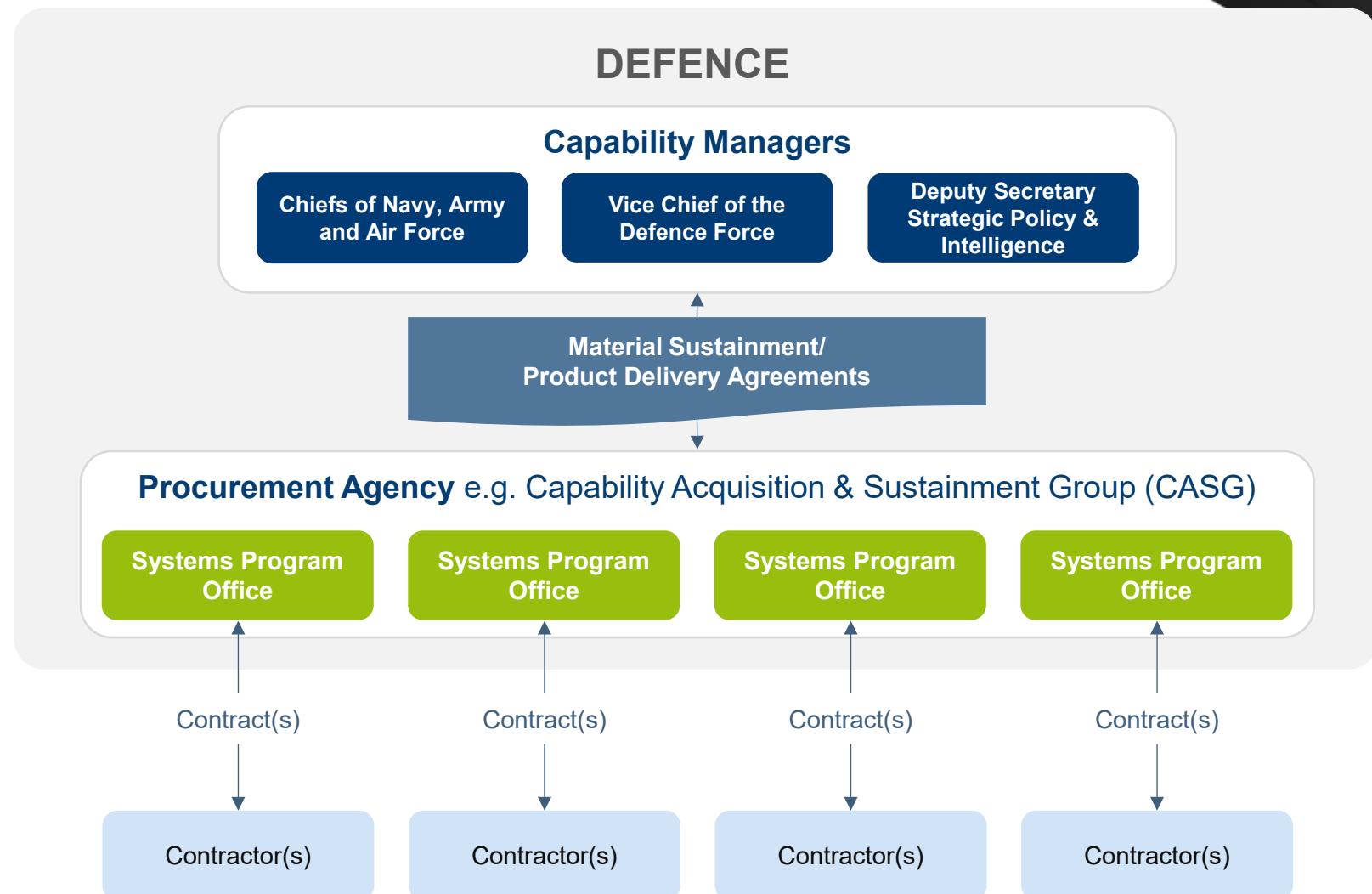
Capability Delivery and the Supply Chain



The role of **Capability Managers** is to ensure that warfighters have the necessary resources required to fight and win.

The **Systems Program Office (SPO)** is responsible for creating a robust supply chain that can efficiently deliver the products and materials requested by the Capability Manager.

The aim is **to reduce the number of SPOs from 200+ down to 50, resulting in greater efficiency and improved communication across the board** - all working towards the common goal of providing the best possible support to our warfighters.



Systems Program Offices (SPO)

These are the principal entities responsible for managing and overseeing specific defence programs and projects.

The **Capability Acquisition and Sustainment Group (CASG)**, is Defence's largest procurement agency and therefore, a significant entity that houses various divisions responsible for managing different aspects of defence capabilities.

CASG includes divisions such as:

- Aerospace Systems Division
- Air Defence and Space Systems Division
- Joint Aviation Systems Division
- Australian Industry Capability Division
- Commercial Division
- Group Business Management Division,
- Strategy, Planning and Independent Assurance Division
- Joint Systems Division
- Land Systems Division



Capability Acquisition & Sustainment Enterprise (CASE) model



The CASE model describes a strategic partnership between the Capability Manager representatives, CASG and partners (industry or foreign government) to deliver the capability to meet Defence's preparedness and operational requirements.



Australian Defence Hierarchy & Ranks

Commissioned Officer Ranks

Navy	Army	Air Force	APS Delegation
Admiral of the Fleet	Field Marshal	Marshal of the Royal Australian Air Force	-
Admiral	General	Air Chief Marshal	Secretary
Secretary	Lieutenant General	Air Marshal	Dep Secretary
Rear Admiral	Major General	Air Vice-Marshall	First Asst Secretary
Commodore	Brigadier	Air Commodore	Assistant Secretary
Captain	Colonel	Group Captain	EL2
Commander	Lieutenant Colonel	Wing Commander	EL1
Lieutenant Commander	Major	Squadron Leader	APS 6
Lieutenant	Captain	Flight Lieutenant	APS 5
Sub Lieutenant	Lieutenant	Flying Officer	-
Acting Sub Lieutenant	Second Lieutenant	Pilot Officer	-
Midshipman	Officer Cadet	Officer Cadet	-

Non-Commissioned Officer Ranks

Navy	Army	Air Force	APS Delegation
Warrant Officer	Warrant Officer, Class 1	Warrant Officer	APS 4
Chief Petty Officer	Warrant Officer, Class 2	Flight Sergeant	-
-	Staff Sergeant	-	-
Petty Officer	Sergeant	Sergeant	APS 3
Leading Seaman	Corporal	Corporal	APS 2
-	Lance Corporal	-	-
Able Seaman	[Private Proficient]*	Leading Aircraftman	-
Seaman	Private	Aircraftman	APS 1

Typical System Project Office (SPO) Director-level

Australian Defence Force

Badges of Rank and Special Insignia

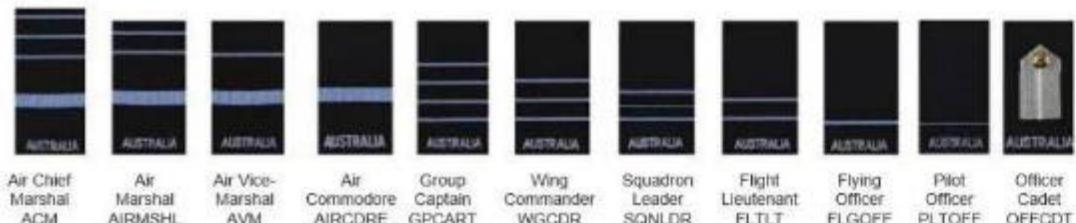
ARMY



NAVY



AIR FORCE



Capability Acquisition and Sustainment Group (CASG)

Key Information:

CASG is part of the Department of Defence and exists to meet the Australian Defence Force's (ADF) military **equipment and supply requirements** as identified by Defence and approved by government.



Led by:
Mr Chris Deeble, AO, CSC
Deputy Secretary

\$37.5B

Defence's CASG Budget for 2025-2026

(portfolio allocation as of 2025-26 estimates)

 **Acquisition**, \$18.8B
 **Operating (incl. sustainment)**, \$18.7B

Reform Underway: From 1 July 2026, CASG will merge with NSSG and GWEO to form the Defence Delivery Group (DDG).

Goals:

-  Reform, implement and embed the Frist Principles Review recommendations.
-  Improve relationships with the owners (Government) and customers (capability managers).
-  Improve strategic level partnerships with industry.
-  Achieve full cost and performance transparency of projects and operations.
-  Develop, support and professionalise its people.

Accountable to:

-  The Australian Government through the Defence Ministers (owner).
-  The Secretary of Defence and Chief of the Defence Force.
-  The women and men of the ADF through the capability managers (customers).
-  Defence industry (partners).

Naval Shipbuilding and Sustainment Group (NSSG)

Key Information:

NSSG is the dedicated delivery agent for the **naval shipbuilding and sustainment enterprise**, responsible for providing naval capability acquisition and sustainment.



Led by:
Mr David Hanley
Deputy Secretary

~\$7B

Defence's NSSG Budget for 2024-25*

Budget figures shown are based on the latest publicly available reporting.

Reform Underway: From 1 July 2026, NSSG will merge with CASG and GWEO to form the Defence Delivery Group (DDG).

Functions:



A dedicated delivery agent for maritime capabilities, including:

- relevant naval capability programs,
- sustainment of the fleet,
- Continuous Naval Shipbuilding (CNS) enabler outcomes and
- lead the development of a naval shipbuilding and sovereign sustainment industry.



Closely aligned with the Capability Acquisition and Sustainment Group (CASG) to ensure consistency with Defence's overall capability acquisition and sustainment.

Divisions and Agencies:

- Naval Shipbuilding and Sustainment Enterprise Headquarters
- Submarines Division
- Major Surface Combatants and Combat Systems Division
- Patrol Boats and Specialist Ships Division
- Maritime Sustainment Division
- Naval Construction Branch

National Reform Context: Defence Delivery Agency



Government has announced the creation of a **Defence Delivery Group (DDG)**, a future integrated delivery organisation, bringing together CASG, NSSG and GWEO under a single, end-to-end delivery structure.



Led by a **National Armaments Director** reporting directly to the Minister for Defence and Minister for Defence Industry.

It establish clear separation of roles:

VCDF

Capability Development & Requirements

DDA

Delivery On Time And On Budget

What this means for industry:

- Combines CASG, NSSG and GWEO
- Creates a single delivery interface for industry
- Improves end-to-end capability delivery across the full lifecycle
- Strengthens accountability and performance transparency
- Enables faster decision-making and approvals

Reform Timeline:

1 July 2026

Defence Delivery Group (DDG) Commence



1 July 2027

Defence Delivery Agency (DDA) Commence

“The Defence Delivery Agency will put delivery at the centre of what Defence does and ensure we get the best bang for buck from the Defence dollar.”

The Hon Richard Marles MP
Deputy Prime Minister, Minister for Defence



TOPIC 06

Winning Business in Australian Defence



Commercial in Confidence. duMonde International Pty. Ltd.

Avenues for Securing Work in Defence

For Defence industry, there are three main avenues for securing work in the defence sector.

1



Through an established Prime Contractor

- A prime contractor directly engages with the federal government and is ultimately responsible for providing goods and services to fulfil the agreed contract.
- As part of this, **subcontracting opportunities** arise for businesses across the life of the project.
- Establishing strong relationships with prime contractors is a key prerequisite to win business through this avenue.

2



Sub-contract to a Tier 1 supplier

- A Tier 1 supplier who is established in the Prime Contractor's supply chain.

3



Engage directly with Defence

- Engage directly with defence and essentially become the prime contractor

The official procurement information system of the Australian Government.

AusTender serve as a central platform for procurement information facilitating the publication of the following:

- Business Opportunities
- Annual Procurement Plans
- Awarded Contracts.



It is also used for market research, identifying business opportunities and determining goods/services offered through awarded contracts.

Categories for identifying opportunities



Approach to Market (ATM)	Displays all business opportunities advertised in AusTender
Contract Notice	Displays details of the awarded contract, including the value and supplier.
Standing Offer Notice	Displays the Standing Offer Arrangement details, including participating suppliers and agencies.
Planned Procurement	Displays details of future Commonwealth procurements.
Senate Order	Produced at the end of two reporting periods each year; Displays reported contracts (valued at \$100,000 or greater) which were active during the relevant period.

Sign up for Approach to Market (ATM) notices



<https://www.tenders.gov.au/>

Australian Standard for Defence Contracting (ASDEFCON)

A suite of **tendering and contracting templates** used by the Department of Defence, offering tailored proforma documents for procurement activities based on size, complexity and nature of the project.



Each template is tailored to specific procurement needs.

Suppliers providing products or services to Defence must utilise the ASDEFCON Contract templates.

Looking at applicable templates before a Request for Tender is published **would help you prepare your Proposal Management Plan.**



Contract Template Selection and Tailoring Guide



Assist in choosing a contract template and explain how to customise it.

- 1 Familiarise Yourself with the Guide
- 2 Identify Procurement Requirements
- 3 Select Appropriate Template
- 4 Tailor the Selected Template
- 5 Seek Expert Advice
- 6 Ensure Compliance and Continuous Improvement

How does Saab win business in Australia

Saab secures business through a multifaceted approach that combines strategic partnerships, innovation in technology, focus on sovereign capabilities, and engagement with Australian suppliers.





Summary & Closing

RECAP: IMPORTANT POINTS



SAAB

1

The **evolving global and Australian defence landscape presents opportunities for Saab**, requiring the right strategy and industry engagement.

2

Defence policy reforms (DSR, DIDS, NDS, IIP) create new opportunities—**Saab is well-positioned to strengthen its role as a trusted Defence partner.**

3

Increased government investment in sovereign capability and advanced technology benefits both industry leaders like Saab and emerging suppliers.

4

Saab leverages government grants and local SME partnerships to enhance industry participation, ensuring long-term success through collaboration and technology transfer.





duMonde

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RESULTS DRIVEN.

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