

## Stafpunten DG Bedrijfsleven en Innovatie van 5 maart 2021

### Directie Regio

buitenreikwijdte



### Directie TOP


#### **Teammeeting Elbit Systems en Commissariaat Militaire Productie (CMP)**

CMP heeft op woensdag 17 februari via Webex een teammeeting gehad met het Israëliëse technologieconcern Elbit Systems.

Elbit Systems, met zo'n 17.000 werknemers, is hardware leverancier van onder meer geavanceerde optische elektronica en onbemande vliegtuigen en daarnaast sterk in de levering van gegevensverbinding- en communicatiesystemen en training- en simulatiesystemen ten behoeve van defensie en binnenlandse veiligheid. Het technologieconcern is daarmee interessant voor de Nederlandse defensie technologische en industriële basis (NL-DTIB).

Elbit Systems is een belangrijke leverancier van systemen aan de NL Krijgsmacht, onder meer voor de levering van het Smart Vest. Het Smart Vest is een draagvest en het belangrijkste onderdeel van het project Verbeterd Operationeel Soldaat Systeem (VOSS). Het Smart Vest biedt een te voet gaande soldaat zowel ballistische bescherming als ook een 'digital assistant' waarmee de soldaat een digitaal beeld krijgt van het operatiegebied compleet met onafgebroken zicht op de posities van de andere leden van het peloton, wat weer bijdraagt aan het beter sluiten van de command & control-keten (C2).

10.1.c, 10.2.b, 10.2.g



buitenreikwijdte



Directie I&K

buitenreikwijdte



buitenreikwijdte

[Redacted text block]

[Redacted text block]

[Redacted text block]

**RVO**

buitenreikwijdte

[Redacted text block]

[Redacted text block]

[Redacted text block]

***Cluster Kennisbescherming en –benutting***

buitenreikwijdte

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]



**Van:** 10.2.e  
**Aan:** 10.2.e  
**Cc:** 10.2.e  
**Onderwerp:** RE: RE: ISDEF 2021 / Bilaterale Samenwerking  
**Datum:** woensdag 9 juni 2021 13:41:46  
**Bijlagen:** [image001.png](#)  
[image002.png](#)

10.2.e

De IP-dag met Elit staat nu voor 21 juli geagendeerd. 10.2.e, cc.

Mvrg

10.2

**Van:** 10.2.e @minbuza.nl>

**Verzonden:** woensdag 9 juni 2021 13:20

**Aan:** 10.2.e @nidv.eu>

**cc:** 10.2.e @nidv.eu>; 10.2.e minezk.nl>; 10.2.e @minbuza.nl>; 10.2.e @minbuza.nl>; 10.2.e @minbuza.nl>; 10.2.e @minbuza.nl>

**Onderwerp:** RE: RE: ISDEF 2021 / Bilaterale Samenwerking

Hoi 10.2.e

Het is alweer even geleden dat we de laatste keer contact hadden.

Is opening van de Elbit Industry Day door de ambassadeur in juni nog aan de orde?

We horen het graag.

Alvast bedankt.

Vr.gr.. 10.2.e

**From:** 10.2.e @nidv.eu>

**Sent:** dinsdag 6 april 2021 15:19

**To:** 10.2.e @minbuza.nl>

**cc:** 10.2.e @nidv.eu>; 10.2.e @minezk.nl>; 10.2.e @minbuza.nl>; 10.2.e @minbuza.nl>; 10.2.e @minbuza.nl>; 10.2.e @minbuza.nl>

**Subject:** CM: RE: ISDEF 2021 / Bilaterale Samenwerking

Hoi 10.2.e

Ik zal deze email delen met 10.2.e, zij zijn beiden werkzaam bij 10.2.e

Ik vind het zelf een goed idee om de Industry Day te laten openen door de ambassadeur. WE moeten dat natuurlijk wel eerst als team overleggen en overeen komen. Ik kom terug bij jou op het net.

Groet, 10.2.e

**Van:** 10.2.e @minbuza.nl>

**Verzonden:** dinsdag 6 april 2021 12:36

**Aan:** 10.2.e @nidv.eu>

**cc:** 10.2.e @nidv.eu>; 10.2.e @minezk.nl>; 10.2.e .nl>; 10.2.e @minbuza.nl>; 10.2.e @minbuza.nl>

**Onderwerp:** RE: ISDEF 2021 / Bilaterale Samenwerking

Hallo 10.2.e

Hopelijk heb je van een goed en lang Paasweekeinde genoten.

Graag kom ik nog even terug op de Elbit Industry Day begin juni.

Mijn vraag is of de ambassade dat evenement luister zou kunnen bijzetten - b.v. door opening door de ambassadeur (live of d.m.v. een tevoren opgenomen boodschap) - en of wij onderdelen van het evenement zouden kunnen bijwonen?

Alvast bedankt voor je reactie.

Vr.gr.. 10.2.e

**From:** 10.2.e @nidv.eu>

**Sent:** dinsdag 30 maart 2021 11:32

**To:** 10.2.e @minbuza.nl>; 10.2.e @minbuza.nl>;

10.2.e @minezk.nl; 10.2.e @minbuza.nl>

**Cc:** 10.2.e @nidv.eu>; 10.2.e @minbuza.nl>

**Subject:** RE: Buiten Scope WOB verzoek

buitenreikwijdte

**Van:** 10.2.e @minbuza.nl>

**Verzonden:** dinsdag 30 maart 2021 10:04

**Aan:** 10.2.e @minbuza.nl>; 10.2.e

d@nidv.eu>; 10.2.e @minezk.nl; 10.2.e @minbuza.nl>

**cc:** 10.2.e nidv.eu>; 10.2.e minbuza.nl>

**Onderwerp:** RE: Buiten Scope WOB verzoek

buitenreikwijdte

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**From:** 10.2.e @nidv.eu>

**Sent:** vrijdag 26 maart 2021 16:44

**To:** 10.2.e @minbuza.nl>; 10.2.e @minezk.nl; 10.2.e

@minbuza.nl>; 10.2.e @minbuza.nl>

**Cc:** 10.2.e @nidv.eu>; 10.2.e @minbuza.nl>

**Subject:** RE: ISDEF 2021 / Bilaterale Samenwerking

10.2.e allen,

Dank voor onderstaand verslag, bijeenkomst was prettig en erg zinvol. Ik kijk uit naar onze toekomstige samenwerking.

Groet, 10.2.e

---

**Van:** 10.2.e @minbuza.nl>

**Verzonden:** vrijdag 26 maart 2021 10:19

**Aan:** 10.2.e @nidv.eu>; 10.2.e

.nl>; 10.2.e @minbuza.nl>

**cc:** 10.2.e nidv.eu>; 10.2.e @minbuza.nl>

**Onderwerp:** ISDEF 2021 / Bilaterale Samenwerking

Beste allemaal,

Was aangenaam kennismaken en nuttig gesprek.

Hieronder enkele korte, snelle aantekeningen.

Wijzig en/of vul svp aan, waar gewenst.

Alvast bedankt.

Wordt vervolgd!

H.gr. 10.2.e

**Kort Verslag Teams Gesprek 26/3/21**

Deelnemers:

Den Haag: 10.2.e

en verantwoordelijk voor internationale handelsbetrekkingen), 10.2.e

Ambassade: 10.2.e 10.2.e

1. ISDEF (Israel Defense & HLS Expo), Tel Aviv, 15-17 juni 2021

buitenreikwijdte

2. Bilaterale Samenwerking

buitenreikwijdte

- Recent uitvoerig met Elbit gesproken over opzetten van programma i.k.v. industriële participatie voor de NI industrie
- Begin juni bilaterale industriedag (Elbit Industry Day) voor (nadere) wederzijdse kennismaking en verkenning

- buitenreikwijdte

---

**From:** 10.2.e @nidv.eu>

**Sent:** woensdag 17 maart 2021 09:52

**To:** 10.2.e @minbuza.nl>

**Cc:** 10.2.e @minbuza.nl>; 10.2.e @minbuza.nl>; 10.2.e @minbuza.nl>; 10.2.e @nidv.eu>

**Subject:** buitenreikwijdte

Ho 10.2.e

Ik vind dit een prima idee, ik zal 10.2.e vragen een MTeams vergaderverzoek te sturen.

Groet, 10.2.e

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**Van:** 10.2.e @minbuza.nl>

**Verzonden:** woensdag 17 maart 2021 08:44

**Aan:** 10.2.e @nidv.eu>

**cc:** 10.2.e @minbuza.nl>; 10.2.e @minbuza.nl>; 10.2.e @minbuza.nl>; 10.2.e @nidv.eu>

**Onderwerp:** RE: buitenreikwijdte

Hallo 10.2.e

Goed weer van je te horen.

Vr 26/3 tussen 8.30-12.30u NI tijd komt ons (3 collega's in cc en ondergetekende) het beste uit.

Zullen we aan het begin van jullie werkdag afspreken? Stuur jij een vergaderverzoek toe?

Alvast bedankt.

Vr.gr.. 10.2.e

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**From:** 10.2.e @nidv.eu>

**Sent:** dinsdag 16 maart 2021 17:54

To: 10.2.e [redacted] <[redacted]@minbuza.nl>  
Cc: 10.2.e [redacted] <[redacted]@minbuza.nl>; 10.2.e [redacted] <[redacted]@minbuza.nl>;  
10.2.e [redacted] <[redacted]@minbuza.nl>; 10.2.e [redacted] <[redacted]@nidv.eu>  
Subject: RE: **Buiten Scope WOB verzoek**

Beste 10.2.e [redacted]

Door allerlei ontwikkelingen en prioriteiten heb ik helaas nog niet eerder kunnen reageren. Inmiddels hebben we samen met EZK met Elbit afspraken gemaakt voor een Industriële Participatiedag begin mei. Het is ook goed dat wij met elkaar van gedachten wisselen om te kijken naar mogelijkheden voor de Nederlandse Defensie- en Veiligheidsindustrie. Wat mij betreft heb ik vrijdagmorgen 19 maart nog voldoende mogelijkheden, woensdag 24 maart vanaf 14.00 uur en vrijdag 26 maart de gehele dag. Kun jij mij aangeven wat het beste uit komt?

Met een vriendelijke groet,

10.2.e [redacted]

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Van: 10.2.e [redacted] <[redacted]@minbuza.nl>

Verzonden: vrijdag 26 februari 2021 11:37

Aan: 10.2.e [redacted] <[redacted]@nidv.eu>

cc: 10.2.e [redacted] <[redacted]@minbuza.nl>; 10.2.e [redacted] <[redacted]@minbuza.nl>;  
10.2.e [redacted] <[redacted]@minbuza.nl>; 10.2.e [redacted] <[redacted]@nidv.eu>; 10.2.e [redacted] <[redacted]@nidv.eu>

Onderwerp: RE: **buitenreikwijdte**

Bedankt!

Heel fijn! Als jij enkele opties w.b. dag en tijd wilt toesturen, gaan we iets prikken.

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From: 10.2.e [redacted] <[redacted]@nidv.eu>

Sent: vrijdag 26 februari 2021 12:24

To: 10.2.e [redacted] <[redacted]@minbuza.nl>

Cc: 10.2.e [redacted] <[redacted]@minbuza.nl>; 10.2.e [redacted] <[redacted]@minbuza.nl>;  
10.2.e [redacted] <[redacted]@minbuza.nl>; 10.2.e [redacted] <[redacted]@nidv.eu>; 10.2.e [redacted] <[redacted]@nidv.eu>

Subject: RE: **buitenreikwijdte**

Buitenreikwijdte

Ik heb maandagmiddag overleg met EZK over de Industriële Participatie van Elbit in Nederlands. Dit biedt voor de Nederlandse industrie waarschijnlijk veel aanknopingspunten, we kunnen wat mij betreft na dit overleg volgende week ergens een MSTeams overleg plannen om de mogelijkheden te bespreken.

Mvrgt 10.2.e [redacted]

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Van: 10.2.e [redacted] <[redacted]@minbuza.nl>

Verzonden: vrijdag 26 februari 2021 11:13

Aan: 10.2.e [redacted] <[redacted]@nidv.eu>

cc: 10.2.e [redacted] <[redacted]@minbuza.nl>; 10.2.e [redacted] <[redacted]@minbuza.nl>;  
10.2.e [redacted] <[redacted]@minbuza.nl>; 10.2.e [redacted] <[redacted]@nidv.eu>; 10.2.e [redacted] <[redacted]@nidv.eu>;  
10.2.e [redacted] <[redacted]@nidv.eu>; 10.2.e [redacted] <[redacted]@nidv.eu>

Onderwerp: RE: **buitenreikwijdte**

**buitenreikwijdte**

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From: 10.2.e [redacted] <[redacted]@nidv.eu>

Sent: vrijdag 26 februari 2021 11:48

To: 10.2.e [redacted] <[redacted]@minbuza.nl>

Cc: 10.2.e [redacted] <[redacted]@minbuza.nl>; 10.2.e [redacted] <[redacted]@minbuza.nl>;

**Van:** 10.2.e  
**Aan:** 10.2.e  
**Cc:** 10.2.e  
**Onderwerp:** RE: Apologies  
**Datum:** donderdag 17 juni 2021 15:29:02  
**Bijlagen:** [Operational Scheme -Digital Industry day -Netherlands 21-07-21.pdf](#)

---

Dear 10.2.e

No worries about that. I hope you and your family are well!

I've attached the operational scheme for the industry day as presented during our meeting.

Please align with 10.2.e and I will be at your disposal for any further questions.

Generally speaking, In order to secure the date with the participants, our goal would be to have the invitees list finalized and dispatched by mid-next week.

Best regards,

10.2.e

---

**From:** 10.2.e @nidv.eu>  
**Sent:** Thursday, June 17, 2021 3:16 PM  
**To:** 10.2.e @elbitsystems.com>  
**Cc:** 10.2.e @minezk.nl>  
**Subject:** Apologies

Dear 10.2.e

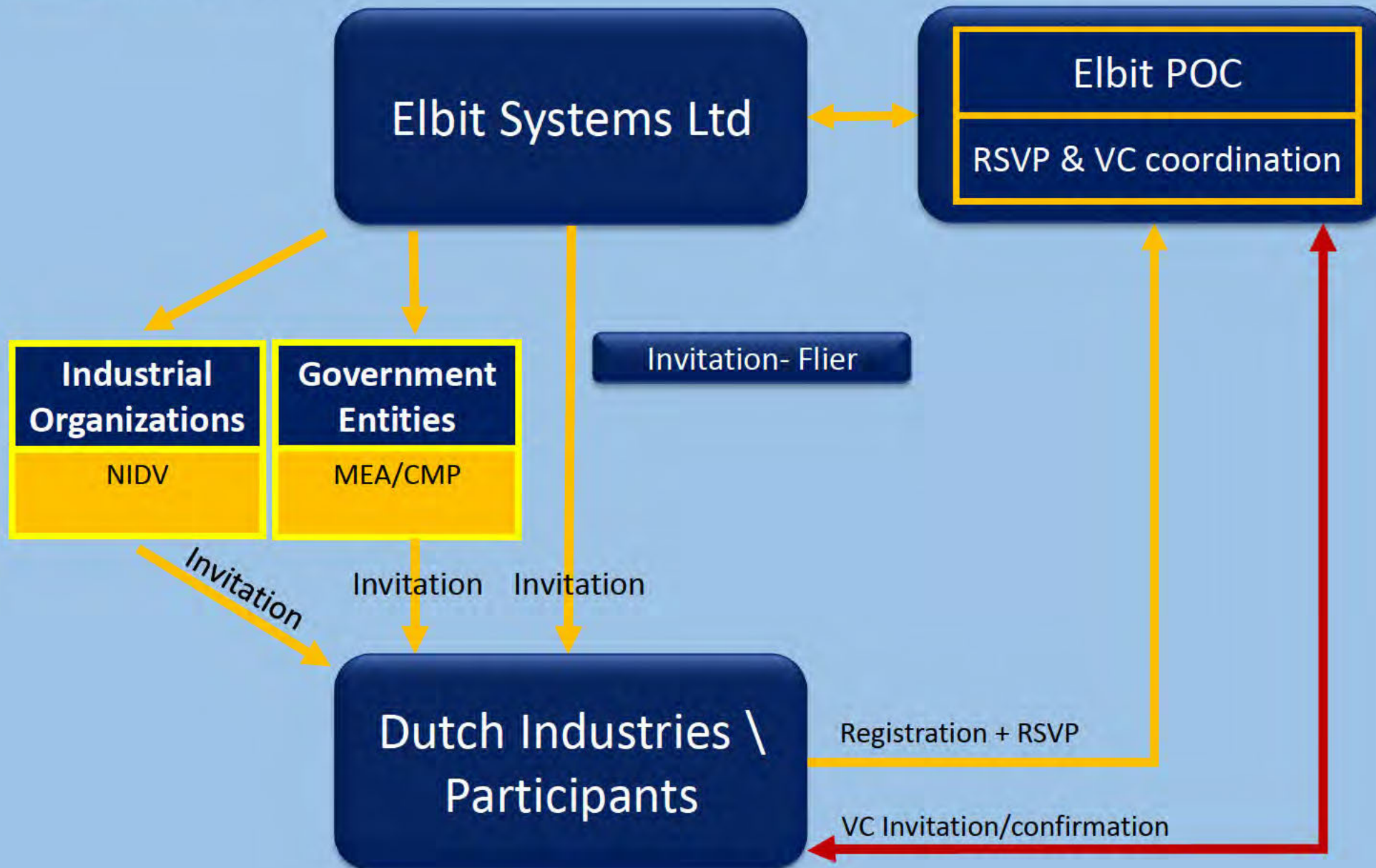
I have to apologize that I couldn't participate in our telcon of today. Due to unexpected circumstances in my private life, I couldn't be with you in the meeting. Hopefully everything went well and I will check with 10.2.e what the conclusions are. I am looking forward seeing you all again.

Best

10.2.e

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**Van:** 10.2.e [redacted]  
**Aan:** 10.2.e [redacted]  
**Cc:** 10.2.e [redacted]  
**Onderwerp:** Elbit Industrie dag  
**Datum:** vrijdag 18 juni 2021 11:20:59

---

Ho 10.2.e

Ik heb zojuist met 10.2.e gesproken over het organiseren van de Elbit Industrie dag op 21 juli as.. We hebben het volgende besproken:

- Kunnen wij 10.2.e een excell sheet aanleveren met de namen van alle bedrijven die we kunnen aanschrijven?
- Wil jij volgende week een mailing doen met "Save the date", tekst wordt begin volgende week door Elbit en/of 10.2.e aangeleverd;
- Wij versturen de uitnodigingen, Elbit doet de registratie van de bedrijven, ik verwacht dat in de uitnodiging een link zit;
- Vanuit de NIDV zal ik ergens tijdens het programma een korte presentatie geven.

Als je vragen hebt, dan hoor ik dat graag.

Groet

10.2.e [redacted]

**Van:** 10.2.e  
**Aan:** 10.2.e  
**Cc:** 10.2.e  
**Onderwerp:** Elbit Systems - Dutch Industry day  
**Datum:** zondag 20 juni 2021 20:39:49

---

Dear 10.2.e

We are positive regarding your suggestion for opening words and a short presentation by the commissioner.

We are also supportive of NIDV saying a few words about the NIDV activity and NL defence industry.

Assuming the Dutch Ambassador also attends the Industry day , we will follow this order with ~5min slot per presenter :

1. Dutch Ambassador –opening words
2. MEA/CMP Commissioner – opening words and presentation
3. NIDV – opening words

Best regards,

10.2.e

---

**From:** 10.2.e @minezk.nl>

**Sent:** Friday, June 18, 2021 10:54 AM

**To:** 10.2.e @elbitsystems.com>

**Cc:** 10.2.e @nidv.eu>

**Subject:** RE: Apologies

Dear 10.2.e

I spoke with the commissioner.

Our proposal for the program is that he we make a presentation at the beginning.

I can imagine that Elbit welcomes everyone and explains the program. That the ambassador/attaché makes a statement and maybe a good idea to let the Commissioner follow that to explain the Dutch Strategy/ IP policy/ NL Defence capabilities.

Is that something you can work with for the draft program for now??

I look forward to your response.

I have contact the NIDV and will get back with a response on the questions.

Best regards,

10.2.e

---

**Van:** 10.2.e @elbitsystems.com>

**Verzonden:** donderdag 17 juni 2021 15:29

**Aan:** 10.2.e @nidv.eu>

**cc:** 10.2.e @minezk.nl>

**Onderwerp:** RE: Apologies

Dear 10.2.e

No worries about that. I hope you and your family are well!

I've attached the operational scheme for the industry day as presented during our meeting.

Please align with 10.2.e and I will be at your disposal for any further questions.

Generally speaking, In order to secure the date with the participants, our goal would be to have the invitees list finalized and dispatched by mid-next week.

Best regards,

10.2.e

---

**From:** 10.2.e @nidv.eu>

**Sent:** Thursday, June 17, 2021 3:16 PM

**To:** 10.2.e @elbitsystems.com>

**Cc:** 10.2.e @minezk.nl>

**Subject:** Apologies

Dear 10.2.e



I have to apologize that I couldn't participate in our telcon of today. Due to unexpected circumstances in my private life, I couldn't be with you in the meeting. Hopefully everything went well and I will check with 10.2.e what the conclusions are. I am looking forward seeing you all again.

Best

10.2.e

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**Van:** 10.2.e  
**Aan:** 10.2.e  
**Cc:** 10.2.e @nidv.eu  
**Onderwerp:** Elbit Systems - Dutch Industry day - invitations  
**Datum:** dinsdag 22 juni 2021 17:54:15  
**Bijlagen:** [Save the date Industry day Netherlands 2021 banner 2a.pdf](#)  
[Industry day Netherlands 2021 invitations 4a.pdf](#)

---

Dear 10.2.e

As agreed, Please see enclosed two versions of our "SAVE THE DATE" invitations (a banner version and a flier version) for your use in distribution.

Thank you for your support in this effort.

Best regards,

10.2.e

---

**From:** 10.2.e

**Sent:** Sunday, June 20, 2021 9:51 PM

**To:** 10.2.e @minezk.nl>

**Cc:** 10.2.e @nidv.eu>; 10.2.e @elbitsystems.com>; 10.2.e @elbitsystems.com>

**Subject:** Elbit Systems - Dutch Industry day - invitations

Dear 10.2.e

Thanks for the notes below. I believe we will have a "save the date" banner/flier ready by Tuesday.

I will send them to the MEA and NIDV as soon as they are approved.

We expect to have full invitations including a detailed by mid next week.

As we are approaching the summer vacation time, I suggest using the "save the date" fliers for initial distribution, followed by another distribution of the detailed invitations.

Can this activity be supported by NIDV?

Regarding registration, As illustrated in the operational scheme, we will handle it.

Best regards,

10.2.e

---

**From:** 10.2.e @minezk.nl>

**Sent:** Friday, June 18, 2021 12:32 PM

**To:** 10.2.e @elbitsystems.com>

**Cc:** 10.2.e @nidv.eu>

**Subject:** RE: Apologies

Dear 10.2.e

I spoke with the 10.2.e today.

We see a primary role for the NIDV in the distribution/mailing of the save the date/invitations for the industry day.

10.2.e confirmed that they can send a mailing next week to their members about the industry day.

He cannot share the contact details, but is checking if they can give an overview of the companies/organisations, so we have also insight who got the invitations. Based on that overview Elbit and MEA can also invite other companies and organisations so we have a broad distribution and limit the duplications. If you can send me the invitation text I can coordinate with NIDV the distribution.

It is much appreciated and there are no objections that Elbit does the registration.

Furthermore the NIDV doesn't need to do a presentation, but likes to say a few words in the meeting about the NIDV and NL defence industry.

I understood yesterday that Elbit also intends to highlight some cooperations/ projects in the Netherlands.

Maybe it is an idea to give the NIDV before that part of the program the floor.

Does this align with your ideas and expectations of the meeting?

I look forward to your response.

Best regards,

10.2.e

---

**Van:** 10.2.e

**Verzonden:** vrijdag 18 juni 2021 09:54

**Aan:** 10.2.e <[10.2.e@elbitsystems.com](mailto:10.2.e@elbitsystems.com)>

**cc:** 10.2.e <[10.2.e@nidv.eu](mailto:10.2.e@nidv.eu)>

**Onderwerp:** RE: Apologies

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Is that something you can work with for the draft program for now??

I look forward to your response.

I have contact the NIDV and will get back with a response on the questions.

Best regards,

10.2.e

---

**Van:** 10.2.e <[10.2.e@elbitsystems.com](mailto:10.2.e@elbitsystems.com)>

**Verzonden:** donderdag 17 juni 2021 15:29

**Aan:** 10.2.e <[10.2.e@nidv.eu](mailto:10.2.e@nidv.eu)>

**cc:** 10.2.e <[10.2.e@minezk.nl](mailto:10.2.e@minezk.nl)>

**Onderwerp:** RE: Apologies

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10.2.e

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**Sent:** Thursday, June 17, 2021 3:16 PM

**To:** 10.2.e <[10.2.e@elbitsystems.com](mailto:10.2.e@elbitsystems.com)>

**cc:** 10.2.e <[10.2.e@minezk.nl](mailto:10.2.e@minezk.nl)>

**Subject:** Apologies

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10.2.e

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6a

# SAVE THE DATE

## Industry Day Netherlands

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Wednesday, July 21, 2021  
9:00am CET / 10:00am IST



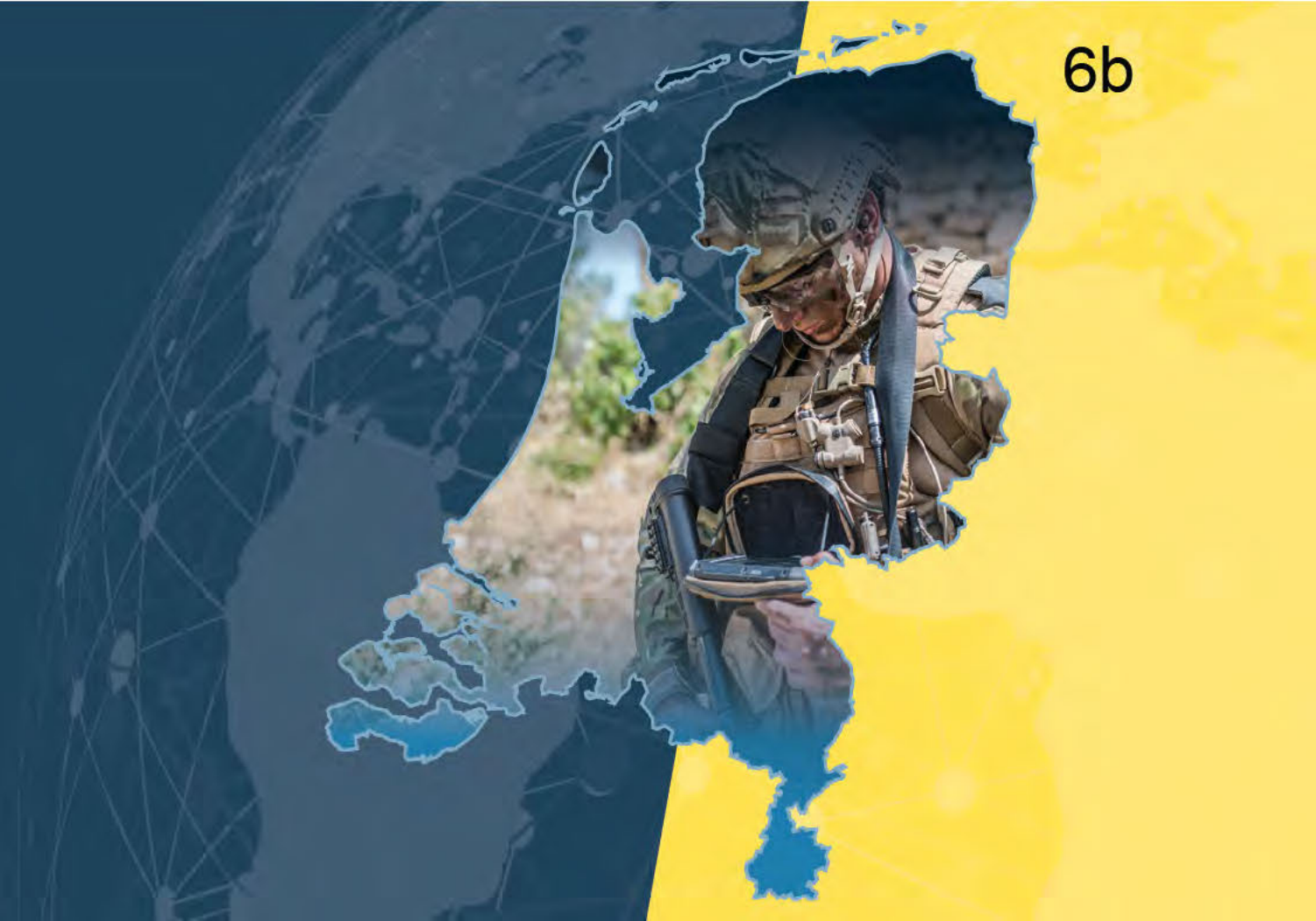




# SAVE THE DATE

## Industry Day Netherlands

Wednesday  
July 21, 2021  
9:00am CET/  
10:00am IST



6b

**Van:** 10.2.e  
**Aan:** 10.2.e  
**Cc:** 10.2.e @nidv.eu; 10.2.e @nidv.eu  
**Onderwerp:** RE: Elbit Systems - Dutch Industry day - invitations  
**Datum:** woensdag 23 juni 2021 10:21:51  
**Bijlagen:** [Industry day Netherlands 2021 banner 3a.jpg](#)

---

Good Morning

Please also see a JPG version of the banner , for you use.

Best regards,

10.2.e

---

**From:** 10.2.e

**Sent:** Tuesday, June 22, 2021 6:54 PM

**To:** 10.2.e @minezk.nl; 10.2.e

@nidv.eu>

**Cc:** 10.2.e @elbitsystems.com>; 10.2.e

@elbitsystems.com>; 10.2.e @nidv.eu' 10.2.e @nidv.eu>;

10.2.e @nidv.eu' 10.2.e @nidv.eu>

**Subject:** Elbit Systems - Dutch Industry day - invitations

Dear 10.2.e ,

As agreed, Please see enclosed two versions of our "SAVE THE DATE" invitations (a banner version and a flier version) for your use in distribution.

Thank you for your support in this effort.

Best regards,

10.2.e

---

**From:** 10.2.e

**Sent:** Sunday, June 20, 2021 9:51 PM

**To:** 10.2.e @minezk.nl>

**Cc:** 10.2.e @nidv.eu>; 10.2.e

@elbitsystems.com>; 10.2.e @elbitsystems.com>

**Subject:** Elbit Systems - Dutch Industry day - invitations

Dear 10.2.e

Thanks for the notes below. I believe we will have a "save the date" banner/flier ready by Tuesday.

I will send them to the MEA and NIDV as soon as they are approved.

We expect to have full invitations including a detailed by mid next week.

As we are approaching the summer vacation time, I suggest using the "save the date" fliers for initial distribution, followed by another distribution of the detailed invitations.

Can this activity be supported by NIDV?

Regarding registration, As illustrated in the operational scheme, we will handle it.

Best regards,

10.2.e

---

**From:** 10.2.e @minezk.nl>

**Sent:** Friday, June 18, 2021 12:32 PM

**To:** 10.2.e @elbitsystems.com>

**Cc:** 10.2.e @nidv.eu>

**Subject:** RE: Apologies

Dear 10.2.e

I spoke with the 10.2.e today.

We see a primary role for the NIDV in the distribution/mailing of the save the date/invitations for the industry day.

10.2.e confirmed that they can sent a mailing next week to their members about the industry day.

He cannot share the contact details, but is checking if they can give an overview of the companies/organisations, so we

have also insight who got the invitations. Based on that overview Elbit and MEA can also invite other companies and organisations so we have a broad distribution and limit the duplications. If you can send me the invitation text I can coordinate with NIDV the distribution.

It is much appreciated and there are no objections that Elbit does the registration.

Furthermore the NIDV doesn't need to do a presentation, but likes to say a few words in the meeting about the NIDV and NL defence industry.

I understood yesterday that Elbit also intends to highlight some cooperations/ projects in the Netherlands.

Maybe it is an idea to give the NIDV before that part of the program the floor.

Does this align with your ideas and expectations of the meeting?

I look forward to your response.

Best regards,

10.2.e

---

**Van:** 10.2.e

**Verzonden:** vrijdag 18 juni 2021 09:54

**Aan:** 10.2.e <[@elbitsystems.com](mailto:@elbitsystems.com)>

**cc:** 10.2.e <[@nidv.eu](mailto:@nidv.eu)>

**Onderwerp:** RE: Apologies

Dear 10.2.e,

I spoke with the commissioner.

Our proposal for the program is that we make a presentation at the beginning.

I can imagine that Elbit welcomes everyone and explains the program. That the ambassador/attaché makes a statement and maybe a good idea to let the Commissioner follow that to explain the Dutch Strategy/ IP policy/ NL Defence capabilities.

Is that something you can work with for the draft program for now??

I look forward to your response.

I have contact the NIDV and will get back with a response on the questions.

Best regards,

10.2.e

---

**Van:** 10.2.e <[@elbitsystems.com](mailto:@elbitsystems.com)>

**Verzonden:** donderdag 17 juni 2021 15:29

**Aan:** 10.2.e <[@nidv.eu](mailto:@nidv.eu)>

**cc:** 10.2.e <[@minezk.nl](mailto:@minezk.nl)>

**Onderwerp:** RE: Apologies

Dear 10.2.e,

No worries about that. I hope you and your family are well!

I've attached the operational scheme for the industry day as presented during our meeting.

Please align with 10.2.e and I will be at your disposal for any further questions.

Generally speaking, In order to secure the date with the participants, our goal would be to have the invitees list finalized and dispatched by mid-next week.

Best regards,

10.2.e

---

**From:** 10.2.e <[@nidv.eu](mailto:@nidv.eu)>

**Sent:** Thursday, June 17, 2021 3:16 PM

**To:** 10.2.e <[@elbitsystems.com](mailto:@elbitsystems.com)>

**Cc:** 10.2.e <[@minezk.nl](mailto:@minezk.nl)>

**Subject:** Apologies

Dear 10.2.e,

I have to apologize that I couldn't participate in our telcon of today. Due to unexpected circumstances in my



private life, I couldn't be with you in the meeting. Hopefully everything went well and I will check with 10.2.e what the conclusions are. I am looking forward seeing you all again.

Best

10.2.e

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The State accepts no liability for damage of any kind resulting from the risks inherent in the electronic transmission of messages.

**Van:** 10.2.e  
**Aan:** 10.2.e  
**Cc:** 10.2.e  
**Onderwerp:** RE: Elbit Systems - Dutch Industry day - invitations  
**Datum:** woensdag 23 juni 2021 10:54:34  
**Bijlagen:** [NIDV\\_member.xlsx](#)

---

Dear 10.2.e,

Attached is a file with all the NIDV members. We will send the save-the-date to our members.

Kind regards,

10.2.e

NIDV

---

**Van:** 10.2.e @elbitsystems.com>

**Verzonden:** dinsdag 22 juni 2021 17:54

**Aan:** 10.2.e @minezk.nl>; 10.2.e @nidv.eu>

**cc:** 10.2.e @elbitsystems.com>; 10.2.e

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aalbers wico	RENSWOUDE
AAR Aircraft Component Services	HOOFDDORP
Accenture B.V.	AMSTERDAM
Adimec Advanced Image Systems BV	EINDHOVEN
ADSE Consulting & Engineering	HOOFDDORP
Aeronamic B.V.	ALMELO
Aerospace Propulsion Products B.V.	KLUNDERT
Airbus Defence & Space Netherlands B.V.	LEIDEN
Alewijnse Netherlands BV	KRIMPEN AAN DEN IJSSEL
Allplast BV	THOLEN
Altran	HELMOND
Apex Global B.V.	APELDOORN
Aratos Systems B.V.	RIJEN
ARVOO Imaging Products BV	HARMELEN
Askové Kunststof Industrie BV	SCHIJNDEL
Atos Nederland BV	AMSTELVEEN
Aviolanda Aerospace	HOogerheide
Between Staffing Nederland BV	AMSTERDAM
BlackBerry Netherlands BV	AMSTERDAM
Bluetron	VEENENDAAL
Bolidt Kunststoftoepassing b.v.	HENDRIK-IDO-AMBACHT
Bosch Energy and Building Solutions	NIEUWEGEIN
Bosch Rexroth BV	BOXTEL
Brandsma b.v.	DORDRECHT
Brookx Company B.V.	DEN HAAG
BSS Holland BV	HILVERSUM
Bureau Veritas Nederland Holding BV	ROTTERDAM
Capgemini Nederland BV	UTRECHT
Centric	GOUDA
CGI Nederland B.V.	ROTTERDAM
Cisco Systems International BV	AMSTERDAM ZUID OOST
CityGIS BV	DEN HAAG
COBBS Industries BV	AMSTERDAM
Contour Advanced Systems	VARSSEVELD
Conway & Partners	ROTTERDAM
Custers Hydraulica BV	VENRAY
Daedalus Aviation Group	RIJEN
DAF TRUCKS N.V.	EINDHOVEN
Damen Schelde Naval Shipbuilding B.V.	VLISSINGEN
De Haas Maassluis B.V.	MAASSLUIS
Defenture BV	TIEL
Delft Dynamics B.V.	DELFT
Deloitte Accountants B.V.	DEN HAAG
Demcon Advanced Mechatronics BV	ENSCHDE
DeRegt Marine Cables	KRIMPEN AAN DE LEK
DG Systems	NIEUWLEUSEN
DNV	ARNHEM
DSM Protective Materials B.V.	URMOND
DTEC Naval Industries BV	VLISSINGEN
Dutch Military Vehicles B.V.	ETTEN-LEUR
Dynamic Ear Company BV	DELFT

EAL (Apeldoorn) BV	APELDOORN
Eekels Technology B.V.	KOLHAM
Enginia BV	HENGELO
E-quipment BV	ALMERE
EST-Floattech B.V.	HOOFDDORP
Etteplan Netherlands b.v.	BEST
Eurotempest BV	NUENEN
Exakt Fijnmechanika BV	DRACHTEN
Faes Group BV	REUSEL
FIFI4MARINE BV	MEDEMBLIK
FMI ImProvia Group B.V.	BREDA
Fokker Aerostructures B.V.	PAPENDRECHT
Fokker ELMO	HOogerheide
Fokker Services Group BV	HOOFDDORP
Fokker Technologies Holding B.V. (GKN Aerospace)	PAPENDRECHT
Force Pro B.V.	ALPHEN
FOX-IT	DELFT
Full Circle Compliance	BRUCHEM
Future Learning BV	ROOSENDAAL
Gemco Mobile Safety BV	SON
Green Hills Software BV	LEUSDEN
GTDS Europe BV	ROTTERDAM
Hamilton Sundstrand Customer Support Center Maastricht	MAASTRICHT-AIRPORT
HEIGHT TECHNOLOGIES	GELDERMALEN
Heinen & Hopman Engineering	BUNSCHOTEN
High Eye B.V.	DORDRECHT
Hospitainer	VAASSEN
HTM Aerotec B.V.	HENGELO
Huisman Equipment BV	SCHIEDAM
Hull Vane BV	WAGENINGEN
Hyperion Technologies BV	DELFT
IBM Nederland BV	AMSTERDAM
ICT Teamwork BV	ZOETERMEER
IHC Hytech B.V.	RAAMSDONKSVEER
IHC Merwede Holding B.V.	KINDERDIJK
ILIAS A&D B.V.	ALMERE
InterDam B.V.	MOERDIJK
ISISpace Group - Innovative Solutions In Space B.V.	DELFT
Iveco Nederland	ANDELST
JetSupport b.v.	SCHIPHOL
Kelvin Hughes (Nederland) B.V.	HOOGVLIET
KMWE Aerospace B.V.	EINDHOVEN
KPN	ZOETERMEER
Kuyer Metaalwerken BV	NIJKERK
KVE Composites Group BV	DEN HAAG
Lamers Tooling bv	TEGELEN
LenGo Nederland BV	EINDHOVEN
Lloyd's Register EMEA	ROTTERDAM
MAN Energy Solutions Netherlands	SCHIEDAM
MARIN	WAGENINGEN
MarkLogic Netherlands B.V.	AMSTERDAM
Marshall Aerospace Netherlands	VALKENBURG

Meilink Borculo B.V.	BORCULO
Mercedes-Benz Nederland BV	NIEUWEGEIN
MetaSensing B.V.	NOORDWIJK
Microflown AVISA B.V.	ARNHEM
MIFA Aluminium BV	VENLO
Mogema BV	'T HARDE
Munters Netherlands B.V.	ALPHEN AAN DEN RIJN
National Air Cargo BV	SCHIPHOL
NavTrain International BV	DEN HELDER
NCIM-Groep	DEN HAAG
Nedinsco BV	VENLO
Nefab Packaging Netherlands	VOORTHUIZEN
Network Innovations B.V.	EERSEL
Nevesbu B.V.	ALBLASSERDAM
Neways Defence Electronics	SON
NLR - Netherlands Aerospace Centre	AMSTERDAM
ON2IT BV	ZALTBOMMEL
OPT/NET B.V.	BERGEN
Optics11 BV	AMSTERDAM
Ordina Nederland BV	NIEUWEGEIN
Philips Nederland	EINDHOVEN
PHOTONIS Netherlands B.V.	RODEN
Policy Research Corporation Nederland BV	ROTTERDAM
PON	LEUSDEN
PricewaterhouseCoopers Advisory N.V.	AMSTERDAM
ProSystems International BV	PURMEREND
REASeuro	RIEL
RE-liON	ENSCHDEDE
Remtech Nederland bv	ZELHEM
RH Marine Netherlands B.V.	SCHIEDAM
RHEA System B.V.	NOORDWIJK
Rheinmetall MAN Military Vehicles Nederland B.V.	EDE
Robin Radar Systems B.V.	DEN HAAG
ROC Kop van Noord-Holland	DEN HELDER
Rohde & Schwarz Benelux B.V.	UTRECHT
RollDock B.V.	CAPELLE AAN DEN IJSSEL
RSM Netherlands (GRC) Consultancy	OUDE MEER
Saab Technologies B.V.	APELDOORN
Safety Masters BV	HELMOND
SandGrain B.V.	DELFT
SAS Institute B.V.	HUIZEN
Science and Technology BV	DELFT
SDD B.V.	EMST
Sectra Communications B.V.	DEN HAAG
SEKO Benelux BV	ROZENBURG
Serco Nederland BV	NOORDWIJK
Siemens Nederland NV	DEN HAAG
Signify Netherlands BV	EINDHOVEN
Simac Electronics B.V.	DRUNEN
SkyRay B.V.	BODEGRAVEN
Slimstock B.V.	DEVENTER
Solico Engineering B.V.	OOSTERHOUT

SPECTO Aerospace	LELYSTAD
StandardAero Defense Services Europe	HOOGERHEIDE
Stratego projectondersteuning BV	ZEVENBERGEN
Sun Test Systems BV	WEESP
SurCom International BV	EDE
T2-DOC bv	DEN HAAG
Technolution BV	GOUDA
Teijin Aramid BV	ARNHEM
Ten Cate Protect BV	NIJVERDAL
Terma BV	LEIDEN
Thales Cryogenics BV	EINDHOVEN
Thales Nederland B.V.	HUIZEN
Thales Nederland B.V.	DEN HAAG
The IP Company BV	AMSTERDAM
T-Minus Engineering B.V.	DELFT
TNO Defensie en Veiligheid	DEN HAAG
Trefecta B.V.	HILLEGOM
Trelleborg Antivibration Solutions	DORDRECHT
TRESCAL Hengelo B.V.	HENGELO
Triangular Group Academy B.V.	HEERLE
TriOpSys BV	UTRECHT
TSS International B.V.	BARENDRECHT
Van Halteren Metaal BV	BUNSCHOTEN
Van Halteren Naval Technologies B.V.	ZWOLLE
Van Vliet Logistics B.V.	ZEVENHUIZEN
VDL Defence Technologies	EINDHOVEN
Verebus Engineering BV	RIJSWIJK
VIRO Echt B.V.	ECHT
Vonk B.V.	PIERSHIL
XYREC B.V.	SCHIPHOL-RIJK
Yacht	DIEMEN
Zeusch Aviation BV	LELYSTAD AIRPORT
ZF Services Nederland B.V.	DELFGAUW



**Van:** 10.2.e  
**Aan:** 10.2.e  
**Onderwerp:** RE: Industriedag Elbit - 21 juli 2021  
**Datum:** vrijdag 25 juni 2021 10:22:17

---

Ik heb er nog wel drie die echt een rol in richting Elbit kunnen spelen:  
 NedAero <https://nedaero.com/> Maakt en onderhoudt avionica en electronica, heeft meegedaan met componenten reparatie RFI van F-35 Contactpersonen: 10.2.e  
 10.2.e [@nedaero.com](mailto:10.2.e@nedaero.com) en 10.2.e [@nedaero.com](mailto:10.2.e@nedaero.com)  
 10.2.e Ontwerpt en maakt power-supply systemen met zeer hoge afscherming. Contactpersoon: 10.2.e [@brookx.nl](mailto:10.2.e@brookx.nl)  
 NDF <https://ndf.eu/ndf-voor-maatwerk-in-licht-en-veiligheid-2/> displays van zeer hoge kwaliteit  
 Contactpersoon: 10.2.e [@ndf.eu](mailto:10.2.e@ndf.eu)

---

**Van:** 10.2.e [@minezk.nl](mailto:10.2.e@minezk.nl)

**Verzonden:** vrijdag 25 juni 2021 10:11

**Aan:** 10.2.e [@minlnv.nl](mailto:10.2.e@minlnv.nl)

**Onderwerp:** Industriedag Elbit - 21 juli 2021

Beste allen,

Op 21 juli organiseren we met Elbit en NIDV een digitale industriedag.

Elbit zal laten zien waar ze naar op zoek zijn en hoe ze wil samenwerken in NL.

Er komen ook organisaties aan het woord die reeds samenwerken met Elbit

Inmiddels is de save the date naar leden van de NIDV gestuurd. Zie overzicht in bijlage maar niet verder verspreiden aub.

Ik hoor graag of jullie nog suggesties hebben voor bedrijven/organisaties die geen NIDV lid zijn, maar mogelijk wel interesse hebben in samenwerking met Elbit.

Deze bijeenkomst staat open voor iedereen.

De formele uitnodiging met agenda volgt volgende week.

Hieronder alvast mijn eerste lijstje met niet NIDV leden die mogelijk interesse hebben in deze bijeenkomst.

Vul gerust aan, dan zal ik ze de save the date sturen.

Gr 10.2.e  
 10.2.e [@gyrari.nl](mailto:10.2.e@gyrari.nl)  
 10.2.e [@variass.nl](mailto:10.2.e@variass.nl)  
 10.2.e [@unisign.com](mailto:10.2.e@unisign.com)  
 10.2.e [@rina.org](mailto:10.2.e@rina.org)  
 10.2.e [@hawo.nl](mailto:10.2.e@hawo.nl)  
 10.2.e [@hartarmour.com](mailto:10.2.e@hartarmour.com)  
 10.2.e [@x-systems.com](mailto:10.2.e@x-systems.com)  
 10.2.e [@nost.org.il](mailto:10.2.e@nost.org.il)



9a

# SAVE THE DATE

## Industry Day Netherlands

---

Wednesday, July 21, 2021  
9:00am CET / 10:00am IST





Van: 10.2.e  
 Aan: 10.2.e  
 Cc: 10.2.e  
 Onderwerp: FW: Buiten Scope WOB verzoek  
 Datum: vrijdag 25 juni 2021 11:31:45  
 Bijlagen: [image001.png](#)  
[image002.png](#)  
[image003.png](#)

Ha 10.2.e

10.2.e heeft nog een suggestie voor een niet NIDV lid voor de Elbit industry day, maar belde me of ik wist hoe het bedrijf precies heet. Zie hieronder, AltumRF. Kun je die alvast toevoegen?

Ik kom nog met mijn suggesties!

Groet,

10.2.e

Commissariaat Militaire Productie

.....  
**Directie Topsectoren en Industriebeleid**  
**Ministerie van Economische Zaken en Klimaat**  
 Bezuidenhoutseweg 73 | 2594 AC | Den Haag  
 Postbus 20401 | 2500 EK | Den Haag  
 .....

M +31 (0)6 10.2.e  
 10.2.e @minezk.nl  
[www.rijksoverheid.nl/ezk](http://www.rijksoverheid.nl/ezk)

Van: 10.2.e @altumrf.com>

Verzonden: woensdag 26 mei 2021 10:24

Aan: 10.2.e @minezk.nl>; 10.2.e

@minezk.nl>

Cc: 10.2.e @minezk.nl>

Onderwerp: RE: Buiten Scope WOB verzoek

10.2.e

Bedankt voor je reactie.

**Buiten Scope WOB verzoek**

Elbit is zeker interessant voor ons, op dit moment lopen er al contacten via onze vertegenwoordiger in Israël (ze evalueren een van onze componenten). We zijn zeer geïnteresseerd om deel te nemen aan een Elbit gerichte 'matchmaking' even in Nederland als dat mogelijk is.

Met vriendelijke groeten,

10.2.e

From: 10.2.e @minezk.nl>

Sent: 26 May 2021 09:42

To: 10.2.e @altumrf.com>; 10.2.e @minezk.nl>

Cc: 10.2.e @minezk.nl>

Subject: RE: Buiten Scope WOB verzoek

buitenreikwijdte

buitenreikwijdte

..... s er vanuit jullie interesse in mogelijke samenwerking met Elbit. Met Elbit zijn we een specifiek op Elbit gerichte matchmaking dag aan het opzetten. Zij hebben recent interesse getoond in NL-space partijen. Indien de interesse er is, dan voegen we je toe aan de lijst.

Buiten Scope WOB verzoek

Mvrg

10.2.e

Commissioner Military Production

10.2.e

**Van:** 10.2.e @elbitsystems.com>  
**Verzonden:** dinsdag 29 juni 2021 11:53  
**Onderwerp:** SAVE THE DATE - Elbit Systems' Online Industry Day - Netherlands

**Opvolgingsvlag:** Opvolgen  
**Vlagstatus:** Met vlag



12  
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10.2.e

**Van:** 10.2.e  
**Verzonden:** dinsdag 29 juni 2021 12:14  
**Aan:** 10.2.e  
**Onderwerp:** FW: SAVE THE DATE - Elbit Systems' Online Industry Day - Netherlands

**Opvolgingsvlag:** Opvolgen  
**Vlagstatus:** Met vlag

Geachte heer/ mevrouw,

Graag wil ik u via deze e-mail attenderen op onderstaande Save the Date voor een online industry day. In deze bijeenkomst zal Elbit toelichten naar wat voor samenwerkingspartners zij in Nederland op zoek is. Daarnaast zal o.m. de Commissaris Militaire Productie een toelichting geven op industriële participatie in Nederland en hoe er in dat kader door het Ministerie van Economische Zaken & Klimaat met Elbit wordt samengewerkt.

Volgende week zal ik u de uitnodiging sturen waarmee u zich voor deze bijeenkomst kunt aanmelden.

Eventuele vragen hoor ik uiteraard graag.

Met vriendelijke groet,

10.2.e

\*\*\*\*\*

10.2.e

Directie Topsectoren & Industriebeleid

Ministerie van Economische Zaken en Klimaat  
 Postbus 20401  
 2500 EK DEN HAAG

✉ 10.2.e @minez.nl

☎ 070 379 10.2.e 06 10.2.e







# SAVE THE DATE

## Industry Day Netherlands

Wednesday, July 21, 2021

9:00am CET / 10:00am IST





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10.2.e

**Van:** 10.2.e @nedaero.com>  
**Verzonden:** dinsdag 29 juni 2021 13:20  
**Aan:** 10.2.e  
**Onderwerp:** RE: SAVE THE DATE - Elbit Systems' Online Industry Day - Netherlands

**Opvolgingsvlag:** Opvolgen  
**Vlagstatus:** Met vlag

Bedankt 10.2.e en wacht op verdere informatie.

Gr.,

10.2.e

---

**From:** 10.2.e @minezk.nl]  
**Sent:** dinsdag 29 juni 2021 12:11  
**To:** 10.2.e @minezk.nl>  
**Subject:** SAVE THE DATE - Elbit Systems' Online Industry Day - Netherlands

Geachte heer/ mevrouw,

Graag wil ik u via deze e-mail attenderen op onderstaande Save the Date voor een online industry day. In deze bijeenkomst zal Elbit toelichten naar wat voor samenwerkingspartners zij in Nederland op zoek is. Daarnaast zal o.m. de Commissaris Militaire Productie een toelichting geven op industriële participatie in Nederland en hoe er in dat kader door het Ministerie van Economische Zaken & Klimaat met Elbit wordt samengewerkt.

Volgende week zal ik u de uitnodiging sturen waarmee u zich voor deze bijeenkomst kunt aanmelden.

Eventuele vragen hoor ik uiteraard graag.

Met vriendelijke groet,

10.2.e

\*\*\*\*\*

10.2.e

Directie Topsectoren & Industriebeleid

Ministerie van Economische Zaken en Klimaat  
Postbus 20401  
2500 EK DEN HAAG

✉ 10.2.e@minez.nl

☎ 070 379 10.2.e 06 10.2.e



# SAVE THE DATE

## Industry Day Netherlands

Wednesday, July 21, 2021

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**Van:** 10.2.e@elbitsystems.com>  
**Verzonden:** donderdag 1 juli 2021 13:55  
**Onderwerp:** Invitation For Industry Day Netherland 2021

**Opvolgingsvlag:** Opvolgen  
**Vlagstatus:** Met vlag





## INVITATION

Elbit Systems is pleased to invite you to our B2B web meeting

# Industry Day Netherlands

Wednesday | July 21, 2021 | 9:00am CET / 10:00am IST

09:00 - 09:10	MEA\CMP Opening Words
09:10 - 09:20	NIDV Opening Words
09:20 - 09:40	Elbit Group – Brief Presentation
09:40 - 09:50	Netherlands Industrial Participation (IP) - Elbit strategy
09:50 - 10:30	Leading programs in Netherlands
10:30 - 10:40	Short Break
10:40 - 11:00	IP Areas of Interest <ul style="list-style-type: none"><li>* Work Packages (VOSS, DIRCM, IF, COAPS)</li><li>* Commodities</li><li>* Technologies</li></ul>
11:00 - 11:30	Way forward
11:30 - 11:45	Short Break
11:45 - 12:00	Q&A
12:00	Industry Day Summary

We recommend that you use a stable and high speed broadband Internet connection.

### RSVP

10.2.e

10.2.e [elbitsystems.com](mailto:elbitsystems.com)

10.2.e

10.2.e

10.2.e [elbitsystems.com](mailto:elbitsystems.com)

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**Van:** 10.2.e  
**Aan:** 10.2.e  
**Onderwerp:** Fwd: Invitation For Industry Day Netherland 21-07-2021  
**Datum:** donderdag 1 juli 2021 15:40:20  
**Bijlagen:** [image001.jpg](#)

---

Ti

Verstuurd vanaf mijn iPhone

Begin doorgestuurd bericht:

**Van:** 10.2.e @minezk.nl>  
**Datum:** 1 juli 2021 om 16:39:35 EEST  
**Aan:** 10.2.e @minbuza.nl>  
**Kopie:** 10.2.e @minbuza.nl>  
**Onderwerp:** Antw: Invitation For Industry Day Netherland 21-07-2021

10.2.e

Heel leuk! Ja, prima plan. Staat volgens mij al zo in het concept programma. Vereerd dat je dat wilt doen! (Wellicht kan je benoemen dat je in een vorig leven nog actief hebt meegewerkt aan de DIS).

Tot dan,

10.2.e

Verstuurd vanaf mijn iPhone

Op 1 jul. 2021 om 16:10 heeft 10.2.e @minbuza.nl> het volgende geschreven:

Dag 10.2.e ,

Leuk je zo weer tegen te komen! Alles goed?

De komen weken is 10.2.e Voor onderstaande bijeenkomst kan ik me voorstellen dat ik inlog tijdens de opening en dan kort iets zeg over de samenwerking tussen NL en IL. IL heeft veel te bieden, maar NL ook. En dan kun jij daarna het stokje overnemen met een mooie pitch voor NLse bedrijven waar Elbit mee kan samenwerken.

Is dat een goed plan denk je?

Hartelijke groet,

10.2.e

---

**From:** 10.2.e @elbitsystems.com>  
**Sent:** donderdag 1 juli 2021 12:55



To: 10.2.e [redacted]@minbuza.nl>  
Cc: 10.2.e [redacted]@minbuza.nl>; 10.2.e [redacted]  
[redacted]@elbitsystems.com>; 10.2.e [redacted]  
[redacted]@minbuza.nl>  
**Subject:** Invitation For Industry Day Netherland 21-07-2021  
**Importance:** High

Dear 10.2.e [redacted] ,  
As part of Elbit's close Business collaboration with the Netherlands ,  
we are pleased to invite you to participate in our WEB Industry Day  
Netherlands, on Jul.21.2021  
This day will be live broadcasting from a virtual studio in Tel Aviv.  
We will be honored to host you and your staff in the studio and or on  
line .  
We also will be honored if you will agree to make the Opening of this  
event .  
We are at your disposal for any additional information/action.  
Your confirmation will be highly appreciated .  
Sincerely ,

10.2.e [redacted]  
[redacted]  
[redacted] Corporate Headquarters  
T 10.2.e [redacted] | M 10.2.e [redacted]

[<image001.jpg>](#)

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Electronic messages are not secure or error free and can contain viruses or  
This .be delayed, and the sender is not liable for any of these occurrences may  
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.relationship contractual or other binding**

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en het bericht te verwijderen. De Staat aanvaardt geen  
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10.2.e

Van: 10.2.e  
 Verzonden: donderdag 1 juli 2021 17:23  
 Aan: 10.2.e

Onderwerp: FW: Invitation For Industry Day Netherland 2021

Opvolgingsvlag: Opvolgen  
 Vlagstatus: Met vlag

T.i.

Bijzondere manier van werken heeft Elbit.  
**Buiten Scope WOB verzoek**

@10.2.e – zetten jullie het je agenda??

@ de rest, uiteraard ook welkom om aan te haken digitaal.

BTW voel je vrij deze uitnodiging te verspreiden heeft elbit aangegeven.  
 Graag cc aan mij om overzicht te bewaren.

Ik stuur hem sowieso nog naar onderstaand lijstje.

Gr 10.2.e

10.2.e @gyrari.nl  
 10.2.e @variass.nl  
 10.2.e @unisign.com  
 10.2.e @rina.org  
 10.2.e @hawo.nl  
 10.2.e @hartarmour.com  
 10.2.e @x-systems.com  
 10.2.e @nost.org.il  
 10.2.e @altumrf.com

10.2.e [redacted]@nedaero.com, 10.2.e [redacted]@nedaero.com  
10.2.e [redacted]@brookx.nl  
10.2.e [redacted]@ndf.eu  
10.2.e [redacted]@bridgehead.nl

---

**Van:** 10.2.e [redacted]@elbitsystems.com>

**Verzonden:** donderdag 1 juli 2021 13:55

**Onderwerp:** Invitation For Industry Day Netherland 2021



## INVITATION

Elbit Systems is pleased to invite you to our B2B web meeting

# Industry Day Netherlands

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11:00 - 11:30	Way forward
11:30 - 11:45	Short Break
11:45 - 12:00	Q&A
12:00	Industry Day Summary

We recommend that you use a stable and high speed broadband Internet connection.

### RSVP

10.2.e

10.2.e [elbitsystems.com](mailto:elbitsystems.com)

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10.2.e

**Van:** 10.2.e @nidv.eu>  
**Verzonden:** donderdag 1 juli 2021 17:44  
**Aan:** 10.2.e  
**Onderwerp:** Re: Invitation For Industry Day Netherland 2021  
  
**Opvolgingsvlag:** Opvolgen  
**Vlagstatus:** Met vlag

Hello 10.2.e

Thank you for the program, I have forwarded it to 10.2.e will send it to all NIDV members.

Best  
10.2.e

[Outlook voor iOS](#) downloaden

---

**Van:** 10.2.e @elbitsystems.com>  
**Verzonden:** Thursday, July 1, 2021 6:09:55 PM  
**Aan:** 10.2.e @nidv.eu>  
**Onderwerp:** FW: Invitation For Industry Day Netherland 2021  
 Hello 10.2.e

Just making sure you received the invitation with the link for registration, and you are dispatching them to all NIDV members.

Best regards,

10.2.e

---

**From:** 10.2.e @elbitsystems.com>  
**Sent:** Thursday, July 1, 2021 2:55 PM  
**Subject:** Invitation For Industry Day Netherland 2021





## INVITATION

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10.2.e

**Van:** 10.2.e  
**Verzonden:** maandag 5 juli 2021 10:27  
**Aan:** 10.2.e  
**Onderwerp:** FW: Invitation For Industry Day Netherland 2021

**Opvolgingsvlag:** Opvolgen  
**Vlagstatus:** Met vlag

Goedemorgen 10.2.e

Moet ik 10.2.e registeren of is dat niet nodig?

Groet,  
10.2.e

---

**Van:** 10.2.e <[10.2.e@elbitsystems.com](mailto:10.2.e@elbitsystems.com)>  
**Verzonden:** donderdag 1 juli 2021 13:55  
**Onderwerp:** Invitation For Industry Day Netherland 2021





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**Van:** 10.2.e  
**Verzonden:** dinsdag 6 juli 2021 13:40  
**Aan:** 10.2.e  
**CC:** 10.2.e @bridgehead.nl'; 10.2.e @variass.nl'; 10.2.e @hawo.nl'; 10.2.e hartarmour.com';  
 10.2.e @x-systems.com'; 10.2.e @Nost.org.il'; 10.2.e @autumrf.com'; 10.2.e @brookx.nl';  
 10.2.e @ndf.eu'  
**Onderwerp:** FW: Invitation For Industry Day Netherland 2021  
**Opvolgingsvlag:** Opvolgen  
**Vlagstatus:** Met vlag

Geachte heer/mevrouw,

Na de save the date stuur ik u hierbij de uitnodiging waarmee u zich kan aanmelden voor de digitale industrie dag van Elbit.

Eventuele vragen hoor ik uiteraard graag.

Met vriendelijke groet,

10.2.e

\*\*\*\*\*

10.2.e

**Directie Topsectoren & Industriebeleid**

Ministerie van Economische Zaken en Klimaat  
 Postbus 20401  
 2500 EK DEN HAAG

✉ 10.2.e @minez.nl

☎ 070 379 10.2.e 06 10.2.e

---

**Van:** 10.2.e [REDACTED] <[\[REDACTED\]@elbitsystems.com](mailto:[REDACTED]@elbitsystems.com)>

**Verzonden:** donderdag 1 juli 2021 13:55

**Onderwerp:** Invitation For Industry Day Netherland 2021





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10.2.e

**Van:** 10.2.e  
**Verzonden:** dinsdag 6 juli 2021 13:43  
**Aan:** 10.2.e  
**CC:** 10.2.e '@altumrf.com'  
**Onderwerp:** FW: Invitation For Industry Day Netherland 2021

**Opvolgingsvlag:** Opvolgen  
**Vlagstatus:** Met vlag

Geachte heer/mevrouw,

Na de save the date stuur ik u hierbij de uitnodiging waarmee u zich kan aanmelden voor de digitale industrie dag van Elbit.

Eventuele vragen hoor ik uiteraard graag.

Met vriendelijke groet,

10.2.e

\*\*\*\*\*

10.2.e

Directie Topsectoren & Industriebeleid

Ministerie van Economische Zaken en Klimaat  
 Postbus 20401  
 2500 EK DEN HAAG

✉ 10.2.e @minez.nl  
 ☎ 070 379 10.2.e 06 10.2.e



Van: 10.2.e @elbitsystems.com>

Verzonden: donderdag 1 juli 2021 13:55

Onderwerp: Invitation For Industry Day Netherland 2021



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10.2.e

**Register Now >**



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**Van:** 10.2.e  
**Aan:** 10.2.e  
**Onderwerp:** RE: Invitation For Industry Day Netherland 2021  
**Datum:** woensdag 14 juli 2021 12:24:17  
**Bijlagen:** 10.2.e

---

-----

Let op, in deze e-mail verzonden door 10.2.e @elbitsystems.com, zijn één of meerdere verdachte links gevonden die uit voorzorg aangepast zijn, zodat deze opnieuw gecontroleerd worden bij het aanklikken. Links kunnen misbruikt worden om malware op uw systeem te installeren. Klik alleen op nog aanwezige links als de e-mail afkomstig is van een door u vertrouwde afzender.

**Indien dit niet het geval is dient u deze e-mail direct te verwijderen.**

DICTU Servicedesk

-----

[Here is the list of registered attendees for our discussion](#)

---

**From:** 10.2.e @minezk.nl>

**Sent:** Wednesday, July 14, 2021 11:45 AM

**To:** 10.2.e @elbitsystems.com>

**Subject:** RE: Invitation For Industry Day Netherland 2021

Yes, that is fine. I have a half hour due to another meeting at 1300.

10.2.e

---

**Van:** 10.2.e @elbitsystems.com>

**Verzonden:** woensdag 14 juli 2021 10:44

**Aan:** 10.2.e @minezk.nl>

**cc:** 10.2.e @elbitsystems.com>

**Onderwerp:** Re: Invitation For Industry Day Netherland 2021

Hello 10.2.e

Sure. Can I call you around 12:30 your time? I also wanted to ask for your assistance with a short test of the online broadcasting system for the event (5-10minutes)

Would that be ok?

Best regards, 10.2.e

Sent from my iPhone

On 14 Jul 2021, at 11:35, 10.2.e @minezk.nl>

wrote:

Goodmorning 10.2.e

I was wondering if you could give me an overview of the registered organisations so far for the industry day.

I'm curious who will be attending so we can get view on what kind of companies are interested.

I look forward to your response.

Best regards,

10.2.e

---

**Van:** 10.2.e @elbitsystems.com>

**Verzonden:** donderdag 1 juli 2021 13:55

**Onderwerp:** Invitation For Industry Day Netherland 2021

[<image001.jpg>](#)

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Van: 10.2.e  
Aan: 10.2.e  
Onderwerp: Test - link to Vimeo  
Datum: woensdag 14 juli 2021 12:24:39

---

Here is the link for the broadcast test

---

**From:** 10.2.e @elbitsystems.com>  
**Sent:** Wednesday, July 14, 2021 1:19 PM  
**To:** 10.2.e @elbitsystems.com>  
**Subject:** Test  
<https://vimeo.com/event/1140177/b382c33ca9>

Sent from my iPhone

**The information in this electronic message and any attachments (the "Message") is intended for one or more specific individuals or entities, and may contain proprietary, business sensitive, confidential or otherwise protected by law information. Unauthorized interception of this e-mail may constitute a violation of law. If you are not the intended recipient, please notify the sender immediately, delete this Message, and do not disclose, distribute, or copy it to any third party or otherwise use this Message. Electronic messages are not secure or error free and can contain viruses or may be delayed, and the sender is not liable for any of these occurrences. This Message is not intended to create, and receipt of it does not constitute, a contractual or other binding relationship.**

**Van:** 10.2.e  
**Aan:** 10.2.e  
**Onderwerp:** Spreektekst Presentatie Webinar elbit  
**Datum:** donderdag 15 juli 2021 10:46:52  
**Bijlagen:** [Spreektekst Presentatie Webinar elbit.docx](#)

---

Dit is m geworden,  
tnx

**Spreektekst Presentatie Webinar  
MALAYSIA-NETHERLANDS DEFENCE  
INDUSTRY DIALOGUE**

**8 JUNI 2021 [ENGLISH]**

Slide 1

- Good morning
- Thank you for the introduction and inviting me to speak during this Elbit-Industry day.
- Thank you 10.2.e for opening this event that supports the warm relationship we have built over the last few years and specifically to support the Dutch industry and our strategic partnership with our ally and partner, Elbit. I would like to convey my special thanks to 10.2.e and his team for realizing this event. Also thanks to my team and the NIDV for their strong support.
- For me, after this eloquent speaker, the challenge is to elaborate on Defense Industry, the role of the MEA and the ambition and goals for today.
- I see many opportunities for Elbit and the Dutch industry and knowledge institutes to grow closer together



- For today, I've only three agenda-items. Firstly I'll speak about the role and position of my commissariat. Secondly, I'll address the importance of a Defense Industry Strategy and the role of Industrial Participation in building a future force and strategic relationships. Thirdly I will conclude so we can start quickly to realize the goal for today; getting to know each other, presenting capabilities and building relationships.

### Slide 3

- In preparation for this day, I noticed that there are well known participants, as well – at least to me – less known parties and some really new faces. That is the reason I will touch upon the Defense Industry Strategy (DIS) and the role of my Commissariat Military Production briefly. The commissariat is positioned within the Ministry of Economic Affairs & Climate Policy (MEA). The position of CMP within the MEA underlines the interrelationship with a strong economy and defense. My tasks are to contribute to the positioning, strengthening and protection of the Netherlands' Defense Technological & Industrial Base. An important Instrument to realize these goals is the so called Industrial Participation, described in detail in our DIS.

- Our DIS is a coherent strategy of our MOD and the MEA, but developed by many ministries, of which the Ministry of Foreign Affairs was an important actor. In fact, the ambassador Monrooy in her former position in the MFA and I worked shoulder to shoulder, to realize this common effort.
- In the DIS we firstly defined the Dutch essential security interests. Secondly we explicated what military tasks need to be executed in order to protect those interests. Thirdly we defined the characteristics of the armed forces. To maintain, sustain and upgrade the relevant weaponsystems and to ensure follow-on development and to ensure an acceptable availability of those systems, a DTIB can be defined and that's exactly what we did.

## Slide 7

- The ambition of the Netherlands' DTIB is defined by Knowledge – and Technology areas and Industrial Capabilities. The ambition varies from full autonomy, in other words smart developer, to a market approach, i.e. monitoring the developments.

- As mentioned before, Industrial participation is an essential instrument to realise these ambitions. When the MOD procures a system or services of over 5 Million Euro's, the Commissariat addresses the potential suppliers in order to search for possibilities for direct or indirect participation of Dutch Industry. This is what we define as Industrial Participation, formerly known as off-set.
- With increasing MOD investments, also the Industrial Participation is increasing, with new IP requirements expected this year to 1 billion Euro in the Netherlands this year.
- Elbit is one of the well known enterprises, a strategic partner for our armed forces and interesting industrial partner to collaborate with. High end Technology and systems, active all over the world. A partner that is really able and willing to strengthen the Netherlands DTIB.
- But the NL DTIB also has plenty to offer Elbit, innovative and competitive.
- MEA and Elbit have been working together for many years on IP and previously offset
- There are currently several IP agreements with Elbit due to purchases by the MOD for

example Smartvest, Battle Management System (BMS) and for MRTT.

- Elbit is also active in IP because of its role as a subcontractor for other systems, such as the CV90
  - Elbit's position on the NL defence market therefore requires an active role from Elbit and NL DTIB in seeking cooperation possibilities.
  - This industry day certainly contributes to this ambition and, if there is mutual interest, can provide a base for further exploration of cooperation.
  - The next step will be a better understanding and defining concrete activities. Hard work still lays ahead, however the intentions are here.
  - IP can be a stimulus for new or renewal of collaborations, but in the end it should be beneficial to all parties involved.
  - Hopefully this is the first step in many to come
  - My IP team is available to help you and to support you to utilize IP possibilities.
- 
- To conclude, Positioning, strengthening and protection of a national DTIB will contribute to the protection of the essential security interests, to a defined level of autonomy and

to credible international collaboration, all prerequisites for building strategic relationships. Elbit and my team are here to support you.

Thank you for your attention.

Let's get to work!

**Van:** 10.2.e d  
**Aan:** 10.2.e  
**Onderwerp:** FW:  
**Datum:** maandag 19 juli 2021 12:20:14

---

Ter info, goed om te weten wat er circuleert.

Groet

10.2.e

---

**Van:** 10.2.e @wxs.nl>

**Verzonden:** maandag 19 juli 2021 12:18

**Aan:** 10.2.e @nidv.eu>

**Onderwerp:** FW:

Ter informatie

<https://rightsforum.org/nieuws/ministerie-promoot-israelisch-bedrijf-dat-betrokken-is-bij-oorlogsmisdaden/>

Met vriendelijke groet,

10.2.e

---



**Van:** 10.2.e  
**Aan:** 10.2.e  
**Cc:** 10.2.e  
**Onderwerp:** RE: Participants webinar Elbit Systems  
**Datum:** maandag 19 juli 2021 14:22:21

---

Hello 10.2.e

Since we are at the final stages of registration, The current lists of attendees are connected to two different systems and also contain Elbit Systems employees personal information. I would need to discuss this with Adrian and with my colleagues at IT and see how we can compile a separate list.

Will keep you posted.

Thanks 10.2.e

---

**From:** 10.2.e @nidv.eu>

**Sent:** Monday, July 19, 2021 2:46 PM

**To:** 10.2.e @elbitsystems.com>

**Cc:** 10.2.e @minezk.nl>; 10.2.e @nidv.eu>

**Subject:** Participants webinar Elbit Systems

Dear 10.2.e

On Wednesday our virtual event about the possible corporation between Elbit Systems and the Dutch Defense and Security industry will take place at 09.00 AM till 12.00 PM. Do you have the list available of those companies that have registered already? I want to ensure that this event is only meant for industry and related stakeholders and not for other participants who wants to join from a another perspective. I highly appreciate to receive the final list Tuesday July 20<sup>th</sup> to do the final check. See you within a hour.

Best

10.2.e

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Van: 10.2.e  
 Aan: 10.2.e  
 Onderwerp: Fwd: Elbit Systems Industry Day  
 Datum: dinsdag 20 juli 2021 07:06:07  
 Bijlagen: [Brief NIDV 19-7-2021.PDF](#)

---

Gents,

Ter info.

Groet

10.2.e

[Outlook voor iOS](#) downloaden

---

Van: 10.2.e @rightsforum.org>

Verzonden: maandag, juli 19, 2021 4:05 PM

Aan: 10.2.e

Onderwerp: Elbit Systems Industry Day

Geachte 10.2.e

Bij deze zou ik willen reageren op de betrokkenheid van de NIDV bij de voor 21 juli a.s. geplande Elbit Systems Industry Day, waarop Nederlandse bedrijven worden geïnformeerd over samenwerking met Elbit.

**Nederlandse overheden en bedrijven dienen zich verre te houden van handel en samenwerking met defensiebedrijven en strijdkrachten in conflictgebieden. Die notie hoort leidend te zijn in het beleid van uw organisatie. Wij wijzen u erop dat Nederlandse bedrijven die met Elbit Systems in zee gaan middels hun ketenverantwoordelijkheid zelf aanspreekbaar worden op betrokkenheid bij mensenrechtenschendingen.**

**Op grond van bovenstaande verzoekt The Rights Forum de NIDV met klem zich te distantieren van Elbit Systems en de voorgenomen Elbit Systems Industry Day. Voor nadere toelichting verwijs ik u naar de in de bijlage opgenomen brief.**

Met vriendelijke groet,

10.2.e

10.2.e

[@rightsforum.org](#)

Mobiel: +31-6-10.2.e

Nederlands Industrie voor Defensie en Veiligheid (NIDV)

Ter attentie van:

- 10.2.e [@nidv.eu](mailto:10.2.e@nidv.eu)

- 10.2.e

10.2.e [@nidv.eu](mailto:10.2.e@nidv.eu)

Betreft: Elbit Systems Industry Day

Amsterdam, 19 juli 2021

Geachte 10.2.e

Wij hebben kennis genomen van de betrokkenheid van het ministerie van EZK en de NIDV bij de voor 21 juli a.s. geplande Elbit Systems Industry Day, waarop Nederlandse bedrijven worden geïnformeerd over samenwerking met Elbit. Wij wijzen u op het artikel hierover op de website van The Rights Forum. [1]

Nederlandse overheden en bedrijven dienen zich verre te houden van handel en samenwerking met defensiebedrijven en strijdkrachten in conflictgebieden. Die notie hoort leidend te zijn in het beleid van uw organisatie.

Elbit Systems is – als leverancier van wapens, munitie en technologie aan het Israëlijsche leger – in een cruciale rol betrokken bij de Israëlijsche bezetting en kolonisering van de Palestijnse gebieden, en bij de dagelijkse onderdrukking van de Palestijnse bevolking.

Israël maakt zich daarmee schuldig aan oorlogsmisdaden en andere schendingen van het internationaal recht en de mensenrechten. Bedrijven die deze schendingen faciliteren, en ervan profiteren, zoals Elbit Systems, zijn medeplichtig.

Volgens het Nederlandse Mensenrechtenbeleid en de (inter)nationale gedragscodes op het gebied van handel en mensenrechten dient afstand genomen te worden van zulke bedrijven. Elbit Systems is geen acceptabele partner, noch voor Nederlandse bedrijven, noch voor uw eigen organisaties. Het *promoten* van dergelijke bedrijven – het doel van de Elbit Systems Industry Day – is naar alle maatstaven onaanvaardbaar.

Wij wijzen u erop dat Nederlandse bedrijven die met Elbit Systems in zee gaan middels hun ketenverantwoordelijkheid zelf aanspreekbaar worden op betrokkenheid bij genoemde rechtenschendingen. Een relatie met Elbit kan juridische en maatschappelijke consequenties krijgen.

Op grond van bovenstaande verzoekt The Rights Forum de NIDV met klem zich te distantiëren van Elbit Systems en de voorgenomen Elbit Systems Industry Day.

Wij stellen prijs op uw tijdige reactie.

Met vriendelijke groet,

10.2.e

<sup>1</sup> [1] <https://rightsforum.org/nieuws/ministerie-promoot-israelisch-bedrijf-dat-betrokken-is-bij-oorlogsmisdaden/>

VOOR EEN RECHTVAARDIG MIDDEN-OOSTEN BELEID

**Van:** 10.2.e  
**Aan:** 10.2.e  
**Cc:** 10.2.e  
**Onderwerp:** RE: Participants webinar Elbit Systems  
**Datum:** dinsdag 20 juli 2021 15:00:11  
**Bijlagen:** 10.1.c, 10.2.b, 10.2.g

---

Here you go – see attached list

I'm available for any comments/requests

BR, 10.2.e

---

**From:** 10.2.e

**Sent:** Tuesday, July 20, 2021 3:53 PM

**To:** 10.2.e @minezk.nl; 10.2.e  
@nidv.eu>

**Cc:** 10.2.e @nidv.eu>

**Subject:** RE: Participants webinar Elbit Systems

Hello 10.2.e

The list of participants is being separated from Elbit participants as we speak.

You will receive it shortly.

Regarding Blocking of participants – I am checking with the production, Although this is a virtual event so no external participant can break into the broadcast.

The only weak point is the online chat which will also be monitored by our team.

Best regards,

10.2.e

---

**From:** 10.2.e @minezk.nl>

**Sent:** Tuesday, July 20, 2021 3:35 PM

**To:** 10.2.e @nidv.eu; 10.2.e  
@elbitsystems.com>

**Cc:** 10.2.e @nidv.eu>

**Subject:** RE: Participants webinar Elbit Systems

Dear 10.2.e

I like to support 10.2.e in this matter that it would be good if we could check the registrations.

As this meeting has attracted attention from politicians and social groups, it would be good to make sure we know who is in the meeting.

I assume you are also able to block participants if they intend to disturb the meeting.

I look forward to the list.

Best regards,

10.2.e

---

**Van:** 10.2.e @nidv.eu>

**Verzonden:** maandag 19 juli 2021 15:13

**Aan:** 10.2.e @elbitsystems.com>

**cc:** 10.2.e @minezk.nl; 10.2.e @nidv.eu>

**Onderwerp:** RE: Participants webinar Elbit Systems

Ok, thanks.

Best

10.2.e

---

**Van:** 10.2.e @elbitsystems.com>

**Verzonden:** maandag 19 juli 2021 14:22

**Aan:** 10.2.e @nidv.eu>

cc: 10.2.e [redacted]@minezk.nl>; 10.2.e [redacted]@nidv.eu>

Onderwerp: RE: Participants webinar Elbit Systems

Hello 10.2.e [redacted]

Since we are at the final stages of registration, The current lists of attendees are connected to two different systems and also contain Elbit Systems employees personal information. I would need to discuss this with Adrian and with my colleagues at IT and see how we can compile a separate list.

Will keep you posted.

Thanks 10.2.e [redacted]

---

From: 10.2.e [redacted]@nidv.eu>

Sent: Monday, July 19, 2021 2:46 PM

To: 10.2.e [redacted]@elbitsystems.com>

Cc: 10.2.e [redacted]@minezk.nl>; 10.2.e [redacted]@nidv.eu>

Subject: Participants webinar Elbit Systems

Dear 10.2.e [redacted]

On Wednesday our virtual event about the possible corporation between Elbit Systems and the Dutch Defense and Security industry will take place at 09.00 AM till 12.00 PM. Do you have the list available of those companies that have registered already? I want to ensure that this event is only meant for industry and related stakeholders and not for other participants who wants to join from a another perspective. I highly appreciate to receive the final list Tuesday July 20<sup>th</sup> to do the final check. See you within a hour.

Best

10.2.e [redacted]

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**Van:** 10.2.e  
**Aan:** 10.2.e  
**Onderwerp:** FW: Participants webinar Elbit Systems  
**Datum:** dinsdag 20 juli 2021 17:52:19  
**Bijlagen:** 10.1.c, 10.2.b, 10.2.g

---

Ho 10.2.e

Dank voor de snelle (re)actie, ik zie zo op het eerst gezicht geen gekke dingen.

10.2.e kun jij er ook naar kijken of er bedrijven/mensen bij staan die er eigenlijk niet in thuis horen?

Groet

10.2.e

---

**Van:** 10.2.e @nidv.eu>

**Verzonden:** dinsdag 20 juli 2021 16:19

**Aan:** 10.2.e @nidv.eu>; 10.2.e @nidv.eu>

**Onderwerp:** RE: Participants webinar Elbit Systems

10.2.e ik heb mijn opmerkingen erin gezet, misschien kan 10.2.e er ook naar kijken.

Gr.

10.2.e

---

**Van:** 10.2.e @nidv.eu>

**Verzonden:** dinsdag 20 juli 2021 15:52

**Aan:** 10.2.e @nidv.eu>; 10.2.e @nidv.eu>

**Onderwerp:** Fwd: Participants webinar Elbit Systems

10.2.e

Kunnen jullie in de lijst aangeven welke bedrijven deelnemer zijn bij de NIDV, kan de rest worden gegoogled om te zien of ze betrouwbaar zijn. We moeten voorkomen dat er mensen deelnemen die andere bedoelingen hebben.

Groet

10.2.e

[Outlook voor iOS](#) downloaden

---

**Van:** 10.2.e @elbitsystems.com>

**Verzonden:** Tuesday, July 20, 2021 2:59:49 PM

**Aan:** 10.2.e @minezk.nl>; 10.2.e

@nidv.eu>

**cc:** 10.2.e @nidv.eu>

**Onderwerp:** RE: Participants webinar Elbit Systems

Here you go – see attached list

I'm available for any comments/requests

BR 10.2.e

---

**From:** 10.2.e

**Sent:** Tuesday, July 20, 2021 3:53 PM

**To:** 10.2.e @minezk.nl>; 10.2.e

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**Cc:** 10.2.e @nidv.eu>

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10.2.e

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**Van:** 10.2.e @nidv.eu>

**Verzonden:** maandag 19 juli 2021 15:13

**Aan:** 10.2.e @elbitsystems.com>

**cc:** 10.2.e @minezk.nl>; 10.2.e @nidv.eu>

**Onderwerp:** RE: Participants webinar Elbit Systems

Ok, thanks.

Best

10.2.e

---

**Van:** 10.2.e @elbitsystems.com>

**Verzonden:** maandag 19 juli 2021 14:22

**Aan:** 10.2.e @nidv.eu>

**cc:** 10.2.e @minezk.nl>; 10.2.e @nidv.eu>

**Onderwerp:** RE: Participants webinar Elbit Systems

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**To:** 10.2.e @elbitsystems.com>

**Cc:** 10.2.e @minezk.nl>; 10.2.e @nidv.eu>

**Subject:** Participants webinar Elbit Systems

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10.2.e

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**Van:** 10.2.e  
**Aan:** 10.2.e  
**Cc:** 10.2.e  
**Onderwerp:** Re: Participants webinar Elbit Systems  
**Datum:** dinsdag 20 juli 2021 17:53:22

---

Ziet er goed uit. Ik zie geen hele vreemde eenden in de bijt. Zelf sta ik er niet bij. Ik heb wel een link met een code.

10.2.e

Verstuurd vanaf mijn iPad

Op 20 jul. 2021 om 16:34 heeft 10.2.e  
10.2.e @minezk.nl> het volgende geschreven:

10.2.e

Hierbij de aanmeldingen lijst.

Ik zie geen bijzonderheden. Veel bekende namen en bedrijven.

Er springt niet iets uit.

NIDV kijkt er ook nog naar. Zij maakten zich ook zorgen.

Gr 10.2.e

PS in principe kan niemand inbreken in de bijeenkomst. Hooguit dat er in de chat het 1 en ander wordt geroepen.

10.2.e gaf aan dat er een team dat volgt en zonodig actie onderneemt.

**Van:** 10.2.e @elbitsystems.com>

**Verzonden:** dinsdag 20 juli 2021 15:00

**Aan:** 10.2.e @minezk.nl>; 10.2.e

@nidv.eu>

**cc:** 10.2.e @nidv.eu>

**Onderwerp:** RE: Participants webinar Elbit Systems

[Here you go – see attached list](#)

[I'm available for any comments/requests](#)

BR 10.2.e

---

**From:** 10.2.e

**Sent:** Tuesday, July 20, 2021 3:53 PM

**To:** 10.2.e @minezk.nl>; 10.2.e

@nidv.eu>

**Cc:** 10.2.e @nidv.eu>

**Subject:** RE: Participants webinar Elbit Systems

Hello 10.2.e

The list of participants is being separated from Elbit participants as we speak.

You will receive it shortly.

Regarding Blocking of participants – I am checking with the production, Although this is a virtual event so no external participant can break into the broadcast.

The only weak point is the online chat which will also be monitored by our team.

Best regards,

10.2.e

---

**From:** 10.2.e [redacted] <[redacted]@minezk.nl>

**Sent:** Tuesday, July 20, 2021 3:35 PM

**To:** 10.2.e [redacted] <[redacted]@nidv.eu>; 10.2.e [redacted]

<[redacted]@elbitsystems.com>

**Cc:** 10.2.e [redacted] <[redacted]@nidv.eu>

**Subject:** RE: Participants webinar Elbit Systems

Dear 10.2.e [redacted]

I like to support 10.2.e [redacted] in this matter that it would be good if we could check the registrations.

As this meeting has attracted attention from politicians and social groups, it would be good to make sure we know who is in the meeting.

I assume you are also able to block participants if they intend to disturb the meeting.

I look forward to the list.

Best regards,

10.2.e [redacted]

---

**Van:** 10.2.e [redacted] <[redacted]@nidv.eu>

**Verzonden:** maandag 19 juli 2021 15:13

**Aan:** 10.2.e [redacted] <[redacted]@elbitsystems.com>

**cc:** 10.2.e [redacted] <[redacted]@minezk.nl>; 10.2.e [redacted]

<[redacted]@nidv.eu>

**Onderwerp:** RE: Participants webinar Elbit Systems

Ok, thanks.

Best

10.2.e [redacted]

---

**Van:** 10.2.e [redacted] <[redacted]@elbitsystems.com>

**Verzonden:** maandag 19 juli 2021 14:22

**Aan:** 10.2.e [redacted] <[redacted]@nidv.eu>

**cc:** 10.2.e [redacted] <[redacted]@minezk.nl>; 10.2.e [redacted]

<[redacted]@nidv.eu>

**Onderwerp:** RE: Participants webinar Elbit Systems

Hello 10.2.e [redacted]

Since we are at the final stages of registration, The current lists of attendees are connected to two different systems and also contain Elbit Systems employees personal information. I would need to discuss this with Adrian and with my colleagues at IT and see how we can compile a separate list.

Will keep you posted.

Thanks 10.2.e [redacted]

---

**From:** 10.2.e [redacted] <[redacted]@nidv.eu>

**Sent:** Monday, July 19, 2021 2:46 PM

**To:** 10.2.e [redacted] <[redacted]@elbitsystems.com>

**Cc:** 10.2.e [redacted] <[redacted]@minezk.nl>; 10.2.e [redacted]

<[redacted]@nidv.eu>

**Subject:** Participants webinar Elbit Systems

Dear 10.2.e [redacted]

On Wednesday our virtual event about the possible corporation between Elbit Systems and the Dutch Defense and Security industry will take place at 09.00 AM till 12.00 PM. Do you have the list available of those companies that have registered already? I want to ensure that this event is only meant for industry and related stakeholders and not for other participants who wants to join from another perspective. I highly appreciate to receive the final list Tuesday July 20<sup>th</sup> to

do the final check. See you within a hour.

Best

10.2.e

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<participants final 2007.xlsx>



**Van:** 10.2.e  
**Aan:** 10.2.e  
**Onderwerp:** FW: ELBIT SYSTEM EVENT  
**Datum:** woensdag 21 juli 2021 08:34:52

---

Zelfs studenten zijn geïnteresseerd.....

---

**Van:** 10.2.e @student.maastrichtuniversity.nl>

**Verzonden:** woensdag 21 juli 2021 01:39

**Aan:** 10.2.e @nidv.eu>

**Onderwerp:** ELBIT SYSTEM EVENT

Dear 10.2.e ,

We are contacting you regarding the event of Elbit System starting today. We are a group of students from Maastricht University who would like to attend the event as we are interested in the area of business and human rights and are curious about your this meeting as it involves famous military companies and one of the biggest in Israel.

We have high concerns about this meeting as to our knowledge elbit system is one of the main suppliers of military equipment to the Israeli military, which is involved in human rights violations in Palestine as per UN reports. We would like to attend and observe the event to see of how Dutch companies operate in this field and whether human rights agenda are brought to the table.

We will be very happy if you share the link and give us the possibility to join your event.

Thank you.

Kind regards,

10.2.e

**Van:** 10.2.e  
**Aan:** ["Zanescu Adrian"](#)  
**Cc:** 10.2.e  
**Datum:** woensdag 21 juli 2021 12:35:00

---

10.2.e

As discussed:

The Commissioner of Military Production underlined the importance of strategic partnerships and praises Elbit for being a reliable, forward leaning partner that presented several concrete opportunities for Industrial Cooperation and long term relationships.

Something like that?

10.2

10.2.e

Ministry of Economic Affairs and Climate Policy  
Directorate-General for Enterprise and Innovation  
M + 31 6 10.2.e  
T + 31 70 379 10.2.e

**Van:** 10.2.e @elbitsystems.com>  
**Verzonden:** donderdag 22 juli 2021 10:22  
**Onderwerp:** Netherland Industry day Attendee Feedback  
**Opvolgingsvlag:** Opvolgen  
**Vlagstatus:** Met vlag

**Dear Attendee**

Thank you for participating in our Industry Day event on July 21th ,2021.  
Your opinion is important for us to improve .  
Please take a moment to answer this short survey.



Thank you for participating in this Industry Day survey.  
We take your response seriously and will do our best to implement it.

Sincerely,

10.2.e

Elbit Systems Ltd.

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**Van:** 10.2.e  
**Onderwerp:** Netherland Industry day Presentation  
**Datum:** dinsdag 3 augustus 2021 14:16:44  
**Bijlagen:** [Elbit Systems - Netherlands industry day July 2021.pdf](#)

---

Dear Attendee

Thank you for participating in our Industry Day event on July 21th ,2021.  
As we promised, please find attached summarized Netherland Industry day presentation.  
We wish to see you at the next conference .

Best regards

Sincerely,

10.2.e

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# Elbit Systems | Company Presentation



34a

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THANK YOU



**Adrian Zanescu , Senior Vice President**

Strategic Subcontracting & Industrial Collaboration ,Global Operations –Corporate Headquarters





# WELKOM



## Elbit- Netherland Industry day

21.July.2021







Elbit Systems is pleased to invite you to our B2B web meeting

# Industry Day Netherlands

Wednesday | July 21, 2020 | 9:00am CET / 10:00am IST

09:00 - 09:15

Event Opening Words

\* Mrs. Marieke Monroy , Chargé d'Affaires - Embassy of the Kingdom of the Netherlands in Israel

\* 10.2.e

09:15 - 09:25

Elbit Group – Brief Presentation

09:25 - 09:50

Netherlands Industrial Participation (IP) - Elbit strategy

09:50 - 10:30

Leading programs in Netherlands

10:30 - 10:40

Short Break

10:40 - 11:30

IP Areas of Interest

\* Work Packages (VOSS, DIRCM, IF, COAPS)

\* Commodities

\* Technologies

11:30 - 12:00

Way forward

12:00 - 12:15

Short Break

12:15 - 12:30

Q&A

12:30

Industry Day Summary

**RSVP**

We recommend that you use a stable and high-speed broadband Internet connection.

10.2.e

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10.2.e

10.2.e

+10.2.e

@elbitsystems.com

@elbitsystems.com





# Elbit Systems | Company Presentation



10.2.e

Strategic Subcontracting & Industrial Collaboration ,Global Operations –Corporate Headquarters



# Elbit Systems | The Company at a glance



## OUR MISSION

**To empower our customers**  
with tools and  
technologies necessary  
**to face the future**  
**with confidence.**



Founded in 1966



Headquarters in Haifa, Israel



Over \$4.5B in sales\*



Publicly traded (NASDAQ, TASE)



Subsidiaries in numerous countries



~16,500 employees of which 55%  
engineers



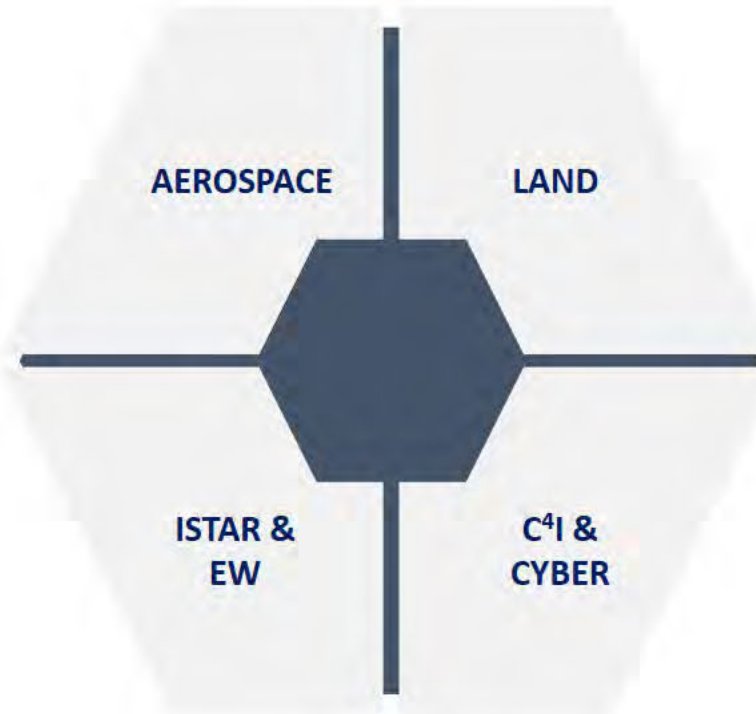


# Elbit Systems | Business Structure



Our businesses are  
organized in

**4**  
**Divisions**



# Elbit Systems | A leading company in Israel



**~12,000**  
Employees



**Dozens**  
of R&D and  
manufacturing sites



**30**  
Israel Defense  
Prizes



More than  
**7,000**  
subcontractors



Tel Hai  
Kiryat Shmona  
Carmiel  
Nazareth  
Yokneam  
Haifa  
Caesarea  
Natanya  
Raanana  
Ramat HaSharon  
Rosh HaAyin  
Tel Aviv  
Airport City  
Holon

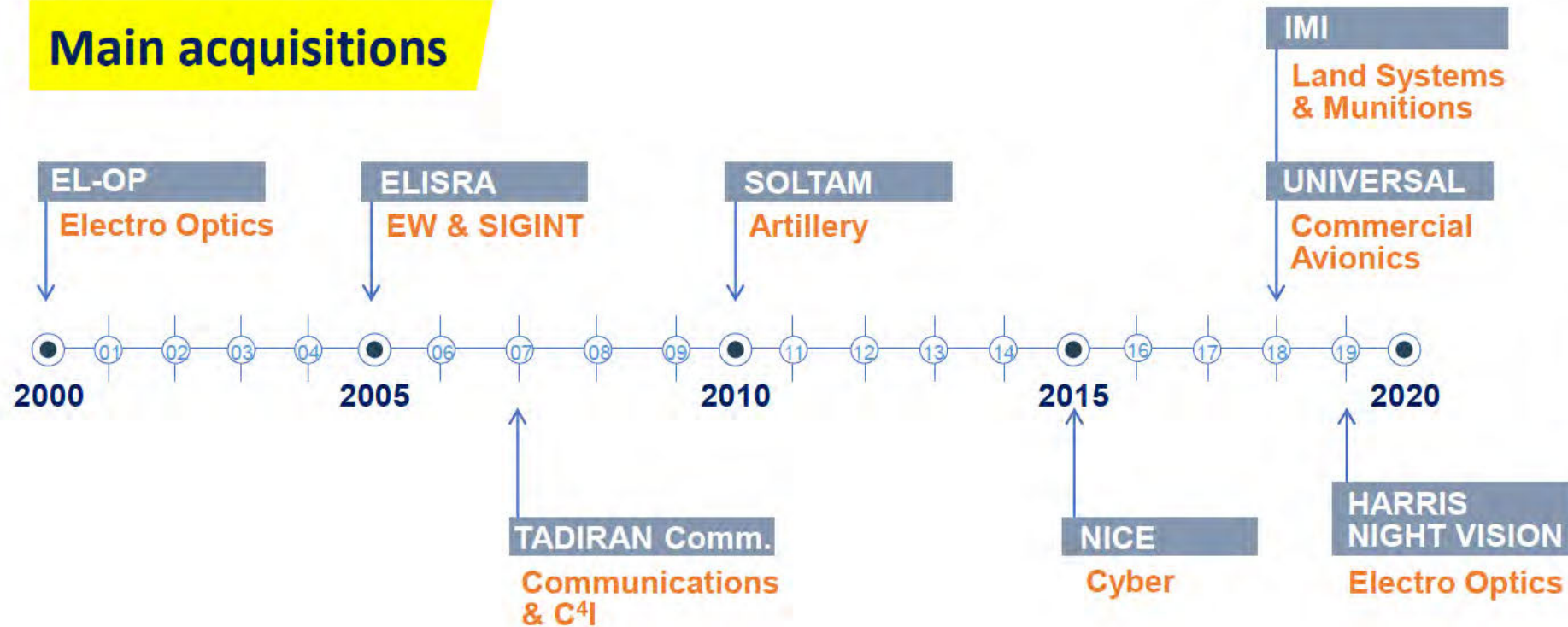




# Elbit Systems | M&A is Part of our Growth Strategy



## Main acquisitions



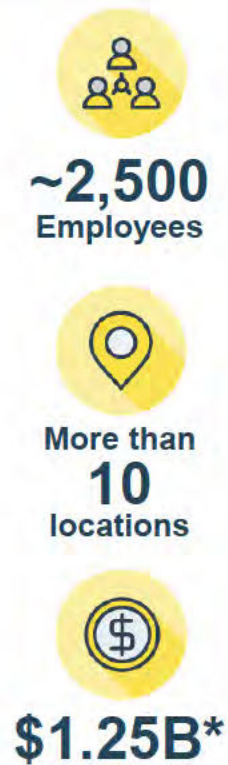
# Elbit Systems | Subsidiaries - Global Presence



Australia  
Austria  
Belgium  
Brazil  
Canada  
France  
Georgia  
Germany  
Hungary  
India  
North Macedonia  
Mexico  
Romania  
Switzerland  
UK  
USA



# Elbit Systems | U.S is a Key Market





# Elbit Systems | A Comprehensive Portfolio





# Elbit Systems | Focus on Innovation



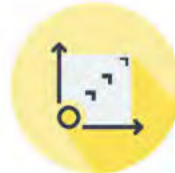
## R&D

Investing approximately 8%\* of revenues in R&D



## Open Innovation

Incubating deep-tech start-ups and collaborating with commercial technology entrepreneurs



## Spin-Offs

Leveraging technology assets to develop commercial applications



## 3<sup>rd</sup> Party Collaboration

Maintaining an extensive range of R&D collaborations with academic institutions and international research bodies



\* 2019





# Elbit Systems | Commitment to Social Sustainability



## Ethical Conduct

- Consistently receiving top ranking on the Maala Social Sustainability Index
- Elbit Systems of America recognized as an Ethisphere World's Most Ethical Company



## Enhancing Technological Education

- 19,000 hours volunteered
- Taking part in dozens of programs in several countries



## Preserving Resources & Lowering Consumption

- Reducing consumption of water, energy and paper, and reducing waste generation and emissions
- ECOVADIS Silver status



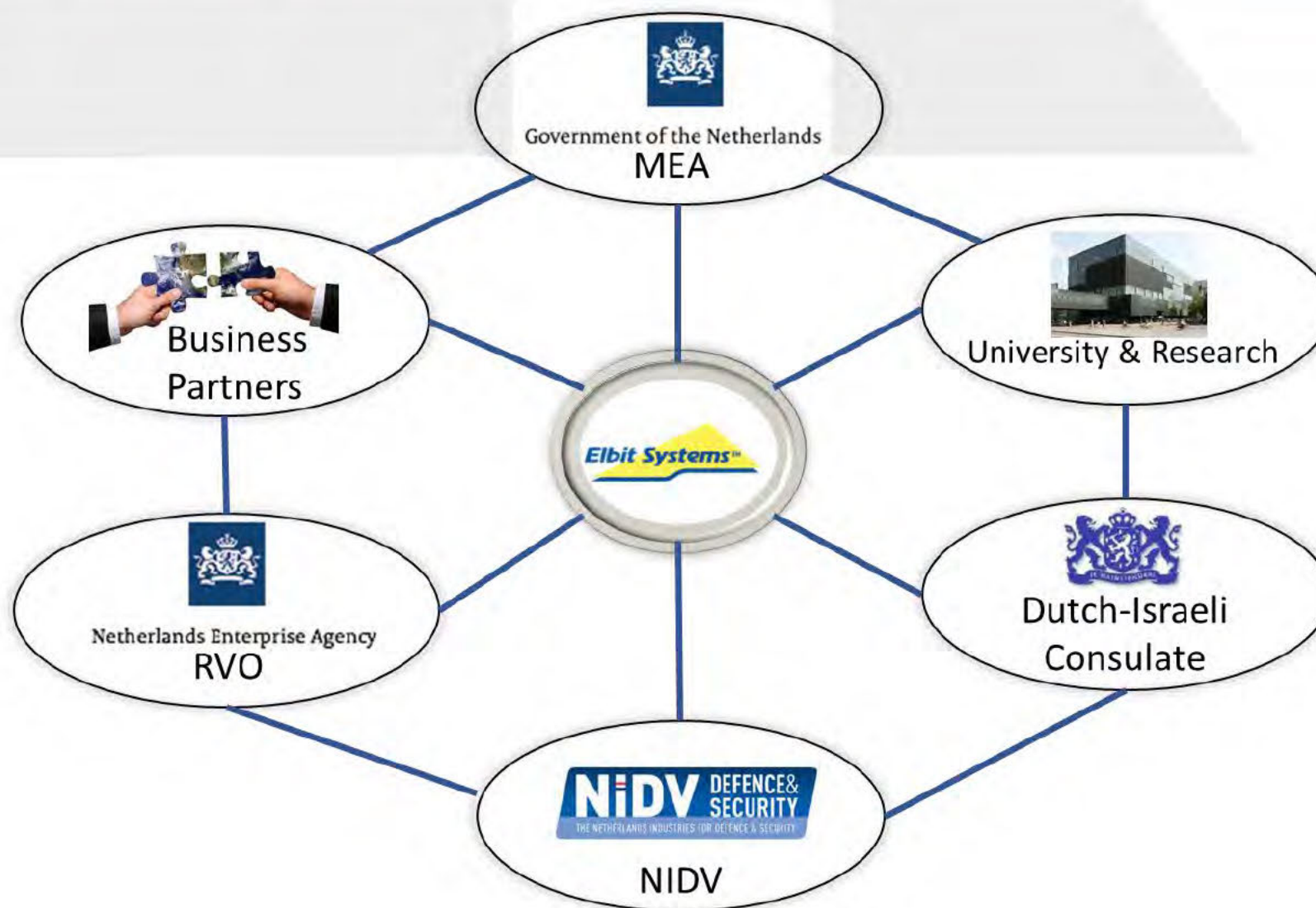


# Elbit Systems | Netherlands Industrial Participation Strategy





# Elbit Systems | Dutch Main Eco System





# It Takes TWO TO TANGO



Industry Pro Activity

Competitiveness

Collaboration

Creativity/ Innovation

Continues Communication !





**We trust that this brief presentation is demonstrating the increasing engagement of Elbit with the Dutch Industry, while adhering to a dedicated strategy and plan to execute and meet its current and future Offset obligations in the Netherlands, with full concurrence to the Defence Industry Strategy (DIS)**



# Dank Je Wel!



# THANK YOU



NASDAQ and TASE: ESLT

| [www.elbitsystems.com](http://www.elbitsystems.com) |





**Van:** 10.2.e  
**Aan:** 10.2.e  
**Onderwerp:** FW: Netherland Industry day Presentation  
**Datum:** woensdag 4 augustus 2021 07:12:01  
**Bijlagen:** [Elbit Systems - Netherlands industry day July 2021.pdf](#)

---

T.i. slides van industrie dag met duiding behoeften Elbit in NL

Gr 10.2.e

---

**Van:** 10.2.e @elbitsystems.com>

**Verzonden:** dinsdag 3 augustus 2021 14:15

**Onderwerp:** Netherland Industry day Presentation

Dear Attendee

Thank you for participating in our Industry Day event on July 21th ,2021.  
As we promised, please find attached summarized Netherland Industry day presentation.  
We wish to see you at the next conference .

Best regards

Sincerely,

10.2.e

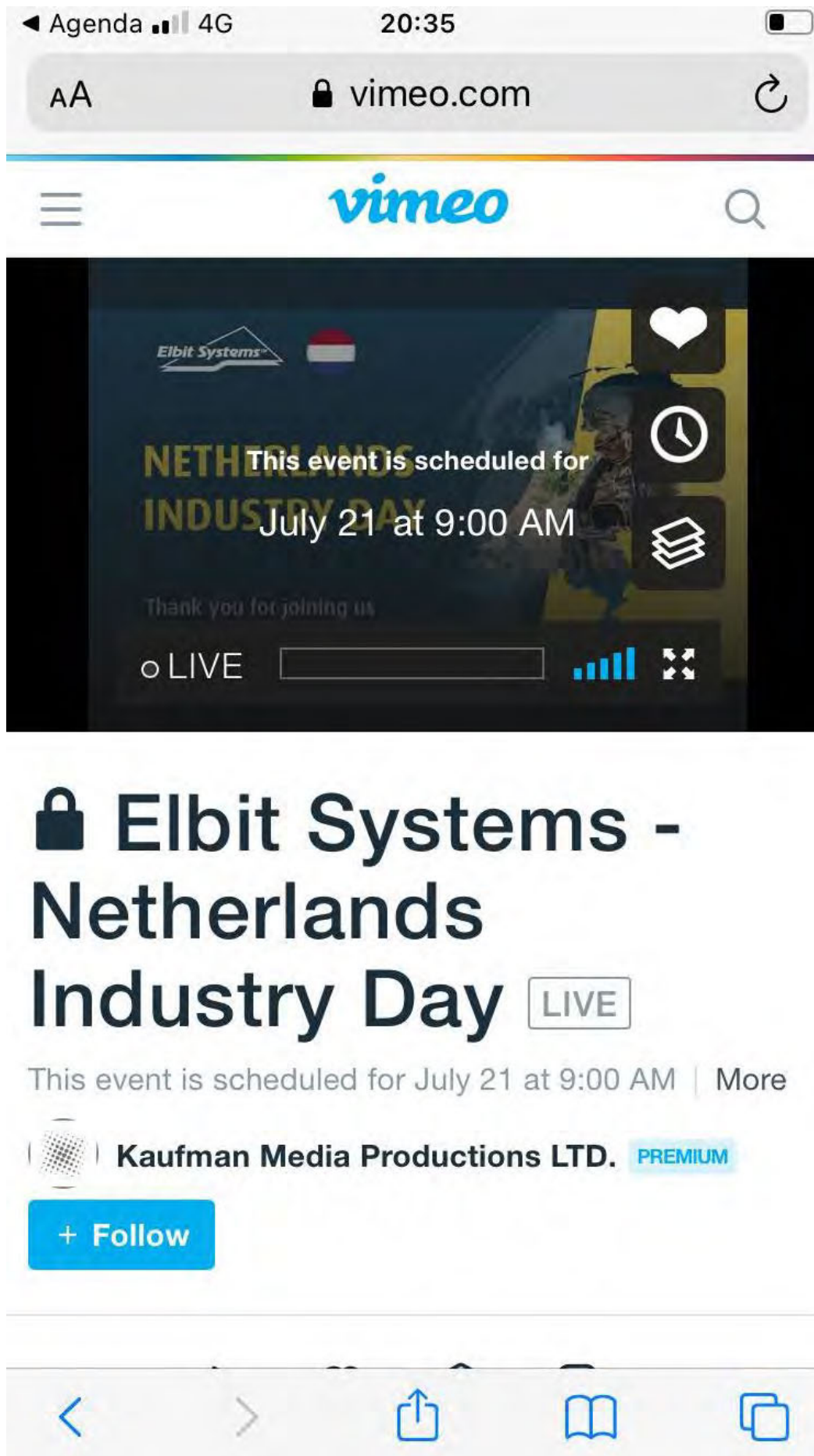
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**Van:** 10.2.e )  
**Verzonden:** dinsdag 31 augustus 2021 15:07  
**Aan:** 10.2.e  
**Onderwerp:** Elbit whatsapp berichten industry day  
**Bijlagen:** WhatsApp Chat - 10.2.e .zip

Verstuurd vanaf mijn iPhone





Deze afspraak valt samen met een andere afspraak in uw agenda.

## Link to Elbit Systems Web Industry Day Netherland

Organisator **10.2.e** @elbitsystems.com>

Tijd woensdag 21 juli 2021 08:00-12:00

Locatie **10.2.e** @minezk.nl; **10.2.e** @vdldefencetechnologies.nl; **10.2.e** @surcom.nl; **10.2.e** @nedinsco.nl; **10.2.e** @nedinsco.nl; **10.2.e**

Antwoord ✓ Geaccepteerd [Antwoord wijzigen](#)

### Actie-items

Dear attendee,

Elbit Systems is pleased to confirm your attendance at our Netherlands Industry Day.

The event will be streamed live on July 21, 2021 at 09:00 am (Central European Standard Time).

To participate in the event, access the live video stream here: <https://vimeo.com/event/1121409>

Password: ElbitB2B

For the best experience, please make sure you have access to Vimeo.com and a stable broadband internet connection prior to the event.



NETHERLANDS  
INDUSTRY DAY

This event is scheduled for  
July 21 at 10:00 AM

LIVE

# Elbit Systems - Netherlands Industry Day

LIVE

This event is scheduled for July 21 at 10:00 AM | More

 Kaufman Media Productions LTD. **PREMIUM**

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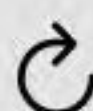
Leave the first comment:



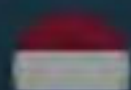
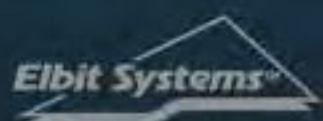
Add a new comment

AA

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vimeo



NETHERLANDS  
INDUSTRY DAY

This event is scheduled for  
July 21 at 8:00 AM

Thank you for joining us

○ LIVE



# Elbit Systems - Netherlands Industry Day

LIVE

This event is scheduled for July 21 at 8:00 AM | More



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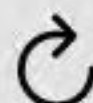
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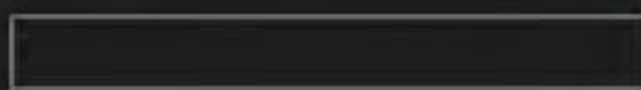


Elbit Systems

NETHERLANDS  
INDUSTRY DAYThis event is scheduled for  
July 21 at 9:00 AM

Thank you for joining us

LIVE



# Elbit Systems - Netherlands Industry Day

LIVE

This event is scheduled for July 21 at 9:00 AM | More



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