THE 2025 NATIONAL SECURITY SCORECARD

DEFENSE ACQUISITION CRITICAL CAPABILITIES

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FOREWORD

In 2025, the United States faces a sobering reality: the U.S. Defense Industrial Base (DIB) is dangerously unprepared for the demands of great power competition. Despite nearly a trillion dollars of defense appropriations in FY2025, the DIB is struggling to meet current operational needs in Ukraine, the Middle East, and the Indo-Pacific, let alone surge for a peer conflict.

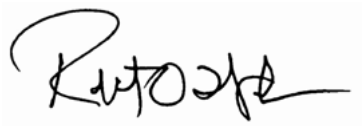
China's relentless three-decade military modernization— with an estimated $236 billion expenditure in 2024—and Russia's industrial surge capacity—quintupling artillery shell production since 2022—starkly contrast with the U.S. DIB, which faces chronic challenges. Decades of consolidation, inconsistent demand, and bureaucratic rigidity have rendered it slow to react, lacking the fundamental capacity, responsiveness, flexibility, and resilience required for sustained, high-intensity warfare across multiple theaters.

Yet perhaps our greatest vulnerability lies not in what we can build, but in the broken connection between those who fight and those who supply the warfighter. When a commander needs critical munitions or spare parts for major weapons platforms, there's no real-time, integrated system to translate battlefield demand into industrial response. Furthermore, without visibility into defense supply chains, we rely on foreign sources and are vulnerable to adversary disruption. China's recent ban on the export of critical minerals underscores this vulnerability. The most advanced platforms become liabilities when supply chains fail, when critical components are unavailable, or when production lines cannot respond to operational tempo. To scale in a contested logistics scenario, we must build responsive, data-driven systems that connect the factory to the fight.

Our adversaries understand this vulnerability. They have built industrial systems designed for sustained competition, aligning production capacity with strategic objectives. Meanwhile, we struggle to translate urgent battlefield needs into manufacturing priorities, often learning of critical shortages only after operations are compromised.

The *2025 National Security Scorecard*, powered by Govini's Ark, addresses this challenge directly. By organizing our analysis around core military capabilities—Aviation, Maritime, Ground, Space, C4I, Missiles & Munitions, Missile Defense, Nuclear, and Mission Support—we illuminate not just the capabilities we possess, but the industrial and supply chain realities that underpin (or undermine) our ability to sustain them under pressure.

Contested logistics starts with the industrial base. The capacity, resilience, and innovation within our DIB, and our ability to connect it with operational needs, is paramount. Our adversaries are counting on our inability to close the gap between industrial capacity and operational necessity. This analysis ensures we prove them wrong by building the bridges that connect production to performance, supply to success.



Robert O. Work, Chairman

Tara Murphy Dougherty, CEO

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EXECUTIVE SUMMARY

Govini's annual *National Security Scorecard* is designed to provide decision makers across the Department of Defense (DOD) and the U.S. national security community with an unparalleled assessment of the state of our nation's programs, critical technologies, and Defense Industrial Base. It is powered by the unique datasets, machine learning capabilities, and workflows in Govini's flagship platform, Ark.

This year's *Scorecard* presents an in-depth analysis across nine critical capabilities essential for U.S. defense and national security. It examines government spending trends, private sector resilience, and supply chain dynamics to highlight areas of strong investment and expose key vulnerabilities.

Key takeaways from the *2025 National Security Scorecard* include:

Spending Pivots from Platforms to Payloads and Deterrence

While FY20–24 defense spending is consistent with priorities laid out in the 2022 National Defense Strategy, it also reflects the DOD's response to urgent operational needs in Ukraine and Israel. The most significant growth area—Nuclear capabilities, with a 14.3% CAGR—underscores the DOD's long-term commitment to modernizing the nuclear triad. At the same time, real-world contingencies have accelerated investment in munitions, advanced missiles, and strategic deterrents over large, traditional platforms. Foundational areas like Aviation (-8.6% CAGR) and Maritime (-1.9% CAGR) have seen declines, while Missiles & Munitions (+6.5% CAGR) and Missile Defense (+12.1% CAGR) have surged. These trends reflect a strategic imperative to replenish depleted stockpiles and enhance operational readiness, with a sharper focus on combat effectiveness in contested environments.

Pervasive Vendor Concentration Creates Industrial Base Risk

Across the defense ecosystem, a small cadre of top-tier vendors commands a dominant share of government spending. This concentration is most pronounced in the Department of the Navy, where the top 10 vendors capture 77% of all awarded dollars, and the Department of the Air Force, at 73%. While less extreme, the Army still sees 60% of its funds directed to its top 10 suppliers. This dynamic is acute within capital-intensive capabilities like Aviation and Maritime. Such a high degree of concentration reflects the growing problem of consolidation, creating fragile supply chains and single points of failure that stifle innovation, limit surge capacity, and reduce the government's leverage in negotiating cost and schedule.

Widespread Parts Risk Undermines Materiel Readiness

Nearly half of all parts evaluated across nine critical defense capabilities have at least one significant risk factor, such as long lead times, poor supplier availability, or foreign reliance. More alarmingly, 7-13% of parts in each capability segment are associated with two or more risk factors, compounding the potential for disruption. These underlying weaknesses in the sub-tier supply chain directly impact the ability to produce new systems, conduct timely repairs, and sustain equipment during prolonged operations. This puts logistical support and overall materiel readiness in a precarious position, challenging the military's ability to maintain its operational tempo in a contested environment. It reveals the importance of truly connecting the factory to the fight.

DEFENSE ACQUISITION

To imagine, develop, and field critical warfighting capabilities faster than our adversaries, the Defense Acquisition community needs modern software that matches the urgency of today's threats. Yet the current process relies on outdated manual workflows and disconnected data, preventing the United States from competing at the speed and scale required for strategic advantage.

Ark, Govini's flagship software, transforms how the Acquisition community makes critical decisions across the entire Defense Acquisition spectrum: Supply Chain, Science & Technology, Production, Sustainment, Logistics, and Modernization. Purpose-built for Defense Acquisition and powered by integrated government and commercial data, Ark's AI-enabled Applications accelerate every stage of the Defense Acquisition Process.

SUPPLY CHAIN

Ark's Supply Chain Application empowers the acquisition community to manage program risk by providing comprehensive visibility into the entire supplier and sub-tier supplier ecosystem.

PRODUCTION

Ark's Production Application empowers program owners to seamlessly monitor and achieve production goals while staying within budget, on schedule, and meeting performance benchmarks.

LOGISTICS

Ark's Logistics Application enhances battlefield awareness, maximizes lethality, and improves operational effectiveness by providing logistics officers with superior decision making in contested environments.

SCIENCE & TECHNOLOGY

Ark's Science & Technology Application empowers program decision-makers in directing research and development by providing insights into emerging technologies.

SUSTAINMENT

Ark's Sustainment Application ensures the continuous operation of vital defense programs by providing program managers with a comprehensive understanding of parts and suppliers within their ecosystem.

MODERNIZATION

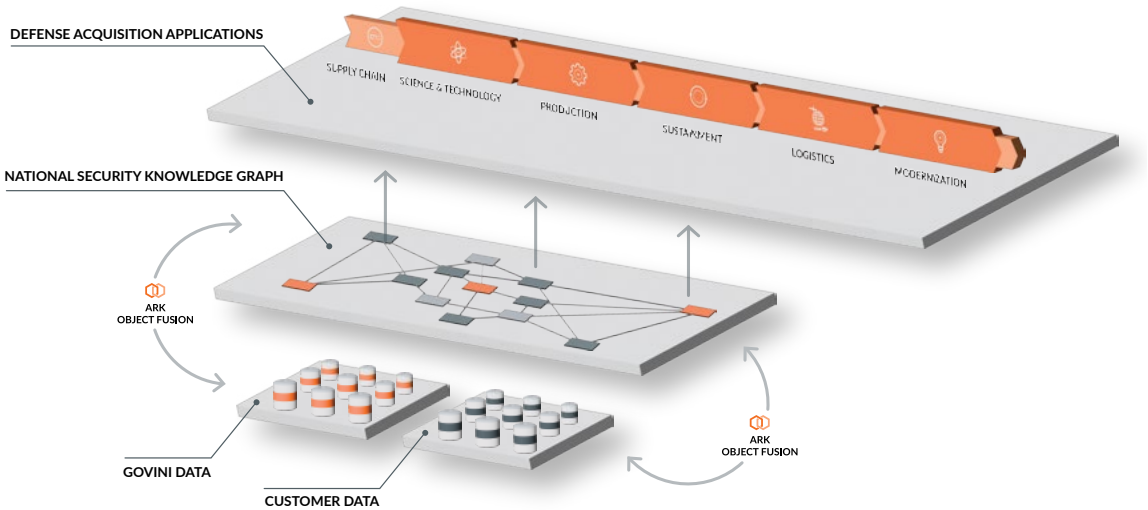
Ark's Modernization Application equips the acquisition community to proactively drive modernization programs by conducting technology market analysis, comparing baselines, assessing proposed initiatives, and pinpointing workforce challenges.

SCORECARD APPROACH

The *2025 National Security Scorecard* confronts a stark truth: our defense acquisition system is operating in the dark. While adversaries exploit our dependencies on foreign suppliers and surge production at will, we lack visibility into where our critical components originate or whether our industrial base can meet demands. This analytical blindness—where procurement decisions occur in isolation from battlefield realities—represents a strategic vulnerability as dangerous as any capability gap.

Govini's Scorecard, powered by Ark, pierces this veil. Built on Govini's National Security Knowledge Graph (NSKG) and our AI-powered Object Fusion engine, Ark brings together hundreds of data sources—related to contracts, supply chains, parts, patents, technologies, people, vendor intelligence, and more—to provide unparalleled visibility into the hidden fractures in our defense industrial foundation. By leveraging AI to uncover hidden patterns in the NSKG, the Scorecard doesn't merely aggregate information; it illuminates the connections between factory floors and front lines.

When examining critical capabilities across Aviation, Maritime, Ground, and other portfolios, we reveal not just what we're buying, but whether we can sustain it under fire. Our AI-powered technology transforms disparate data streams into actionable insights, revealing which programs depend on adversary-controlled supply chains, where production bottlenecks will emerge under surge conditions, and which industrial capabilities must be protected or rebuilt. In an era where industrial capacity determines military outcomes, this analysis provides a solid foundation for transforming our acquisition system from a peacetime bureaucracy into a wartime weapon—connecting procurement decisions to operational necessity, and industrial capability to battlefield success.



CRITICAL CAPABILITIES TAXONOMY

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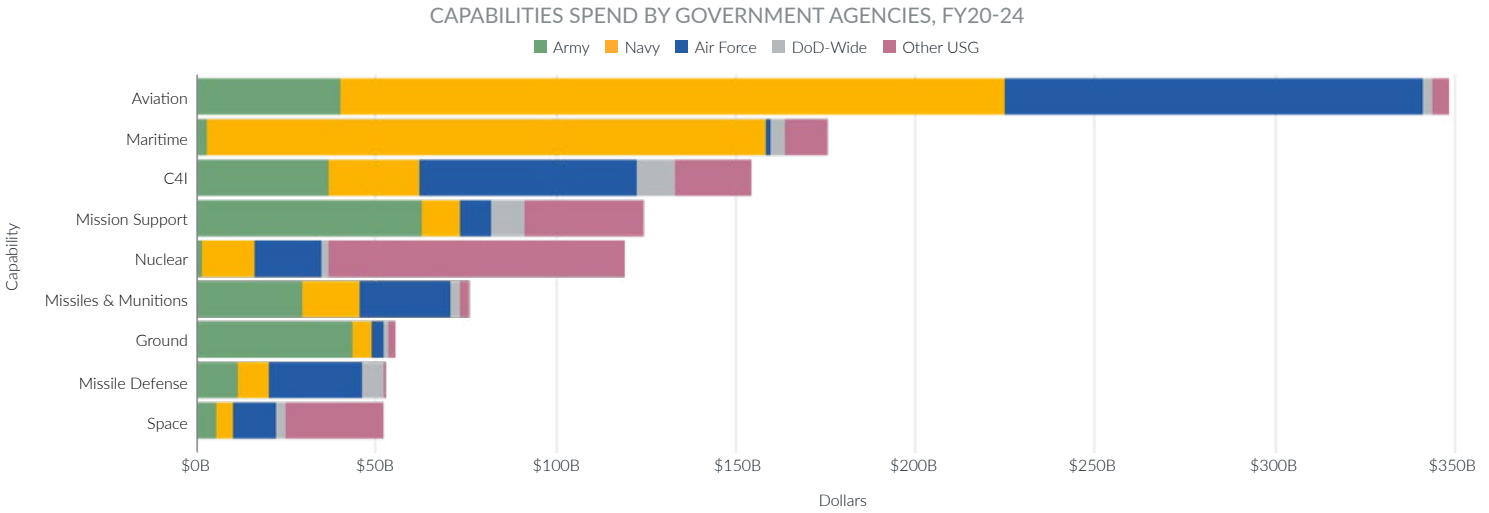
LEGEND

Capabilities/Segment	
FY20-24 Obligation Total	△▽ +/- CAGR

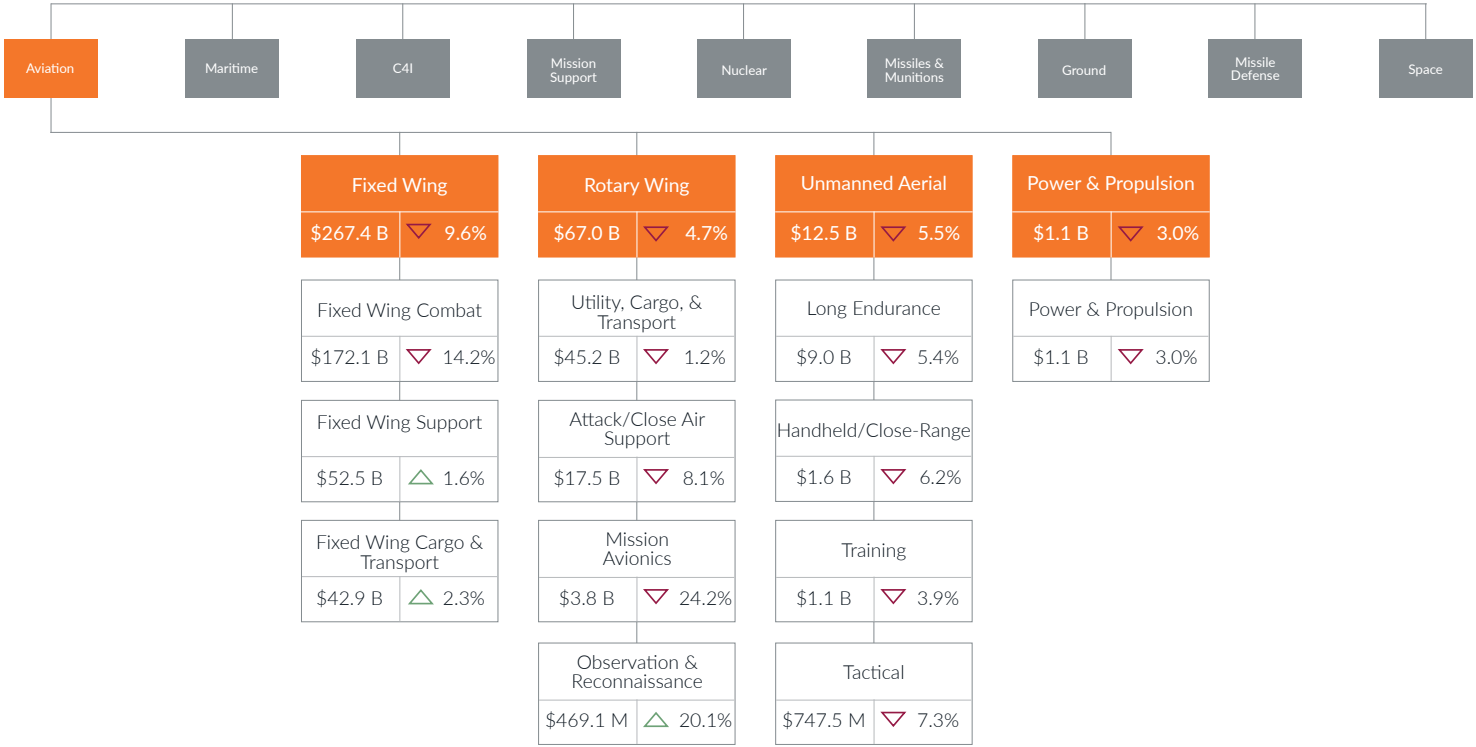
CRITICAL CAPABILITIES OVERVIEW 2025

RANK		CAPABILITY	SPEND			
FY25	FY24		FY20-24 SPEND	CAGR	FY24 SPEND	% OF FY20-24
1	1	Aviation	$347.9 B	▽ 8.6%	$61.1 B	17.6%
2	2	Maritime	$175.1 B	▽ 1.9%	$35.3 B	20.2%
3	3	C4I	$154.4 B	▽ 1.7%	$28.9 B	18.7%
4	6	Mission Support	$124.2 B	▽ 15.2%	$14.1 B	11.3%
5	4	Nuclear	$118.9 B	△ 14.3%	$29.3 B	24.7%
6	5	Missiles & Munitions	$75.6 B	△ 6.5%	$17.8 B	23.6%
7	8	Ground	$55.3 B	▽ 0.1%	$11.1 B	20.0%
8	7	Missile Defense	$52.7 B	△ 12.1%	$12.0 B	22.8%
9	9	Space	$51.7 B	▽ 2.4%	$10.1 B	19.5%



CRITICAL CAPABILITIES

AVIATION TAXONOMY



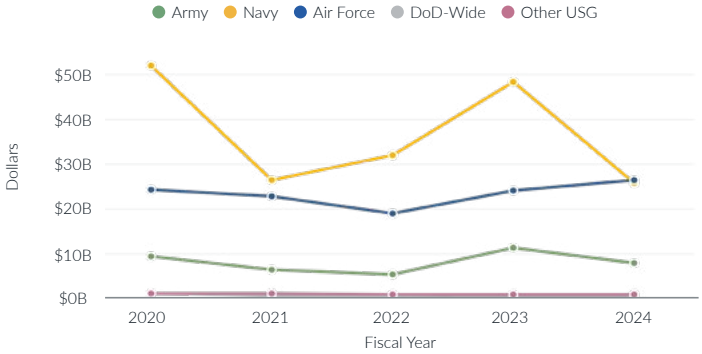
LEGEND

Segment/Subsegment	
FY20-24 Obligation Total	△▽+/- CAGR

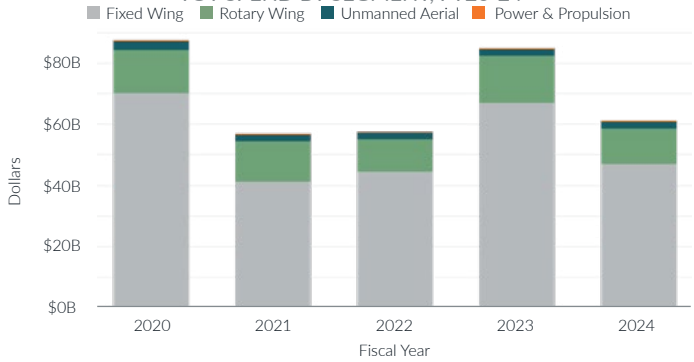
AVIATION OVERVIEW

The Aviation capability encompasses all military aircraft platforms, their propulsion systems, and aviation-specific support equipment. This includes combat aircraft like fighters and bombers, support aircraft for surveillance and cargo transport, rotary wing platforms for attack and utility missions, and unmanned aerial systems ranging from small tactical drones to long endurance platforms. Aviation contracts often involve complex integration of airframes, engines, and avionics systems, with major programs including the F-35 Joint Strike Fighter, KC-46 tanker, and various helicopter platforms. Aviation represents one of the largest investment areas in defense spending, reflecting the critical role of air superiority in modern military operations.

YOY SPEND BY GOVERNMENT AGENCY, FY20-24



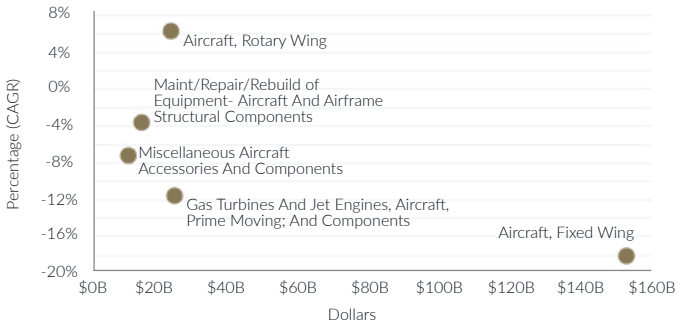
YOY SPEND BY SEGMENT, FY20-24



TOP FUNDING OFFICES, FY20-24

FUNDING OFFICE	AWARDED	CAGR
Naval Air Systems Command	$170.3 B	▽ 17.3%
U.S. Army Aviation & Missile Command Headquarters	$15.0 B	▽ 9.9%
Program Executive Office, Aviation, W6DQ Huntsville	$13.6 B	▽ 6.7%
Air Force Life Cycle Management Center KC-46 (WLC) F4FDWK	$13.5 B	△ 100.8%
Air Force Life Cycle Management Center F-15 Division (WWQ) F4FDCU	$11.2 B	△ 39.9%

TOP PSC CODES BY VELOCITY, FY20-24



AVIATION INDUSTRIAL BASE

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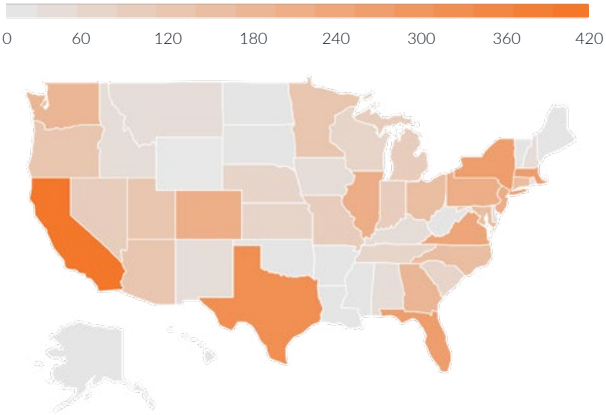
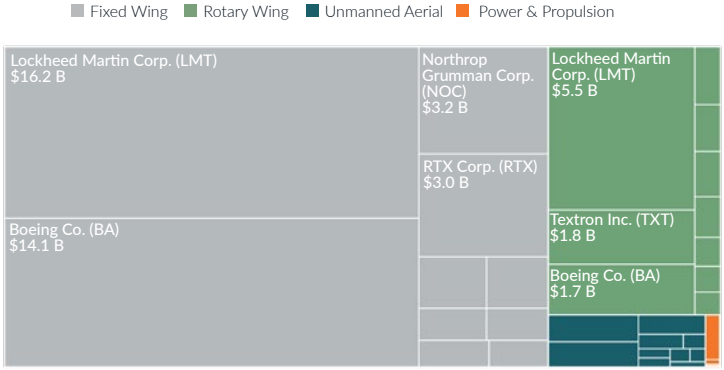
TOP VENDORS BY AMOUNT, FY24

VENDOR	FY24 AWARDED	YOY % CHANGE
Lockheed Martin Corp. (LMT)	$21.7 B	▽ 47.5%
Boeing Co. (BA)	$16.4 B	▽ 2.0%
Northrop Grumman Corp. (NOC)	$3.5 B	▽ 1.8%
RTX Corp. (RTX)	$3.3 B	▽ 58.4%
Textron Inc. (TXT)	$1.9 B	△ 1.4%

VENDOR HEADQUARTERS BY STATE, FY24



TOP VENDORS BY SEGMENT, FY24



TOP CONGRESSIONAL DISTRICTS BY AWARDED AMOUNT, FY24

DISTRICT	FY24 AWARDED	REPRESENTATIVE
Texas - 12	$11.7 B	Craig Goldman (R)
Texas - 25	$10.9 B	Roger Williams (R)
Missouri - 1	$6.2 B	Wesley Bell (D)
Washington - 7	$5.1 B	Pramila Jayapal (D)
Washington - 9	$5.1 B	Adam Smith (D)

AVIATION SUPPLY CHAIN

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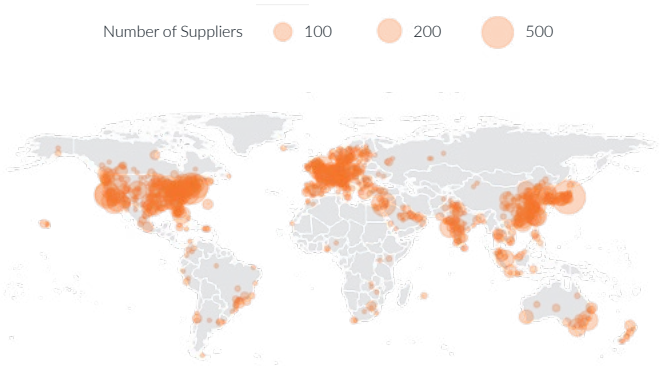
VENDORS AND THEIR CONNECTED TIER 1 SUPPLIERS

ORGANIZATIONS	FY20-24 COUNT	FY24 COUNT	CAGR
Vendors (Prime Contractors)	4654	2134	▽ 0.9%
Adversarial Suppliers	1615	1183	▽ 3.3%
Allied Suppliers	5590	4343	▽ 2.9%
Other Suppliers	3092	2225	▽ 4.8%
United States Suppliers	5540	4582	▽ 1.2%
Subcontractors	4546	2128	△ 1.7%

TOP FOREIGN COUNTRIES BY SUPPLIER COUNT, FY24

COUNTRY	SUPPLIER COUNT	YOY % CHANGE
China	1048	△ 6.9%
Japan	740	△ 18.4%
United Kingdom	610	▽ 7.0%
India	550	△ 4.2%
Canada	457	△ 3.2%

GLOBAL TIER 1 SUPPLIER FOOTPRINT, FY24

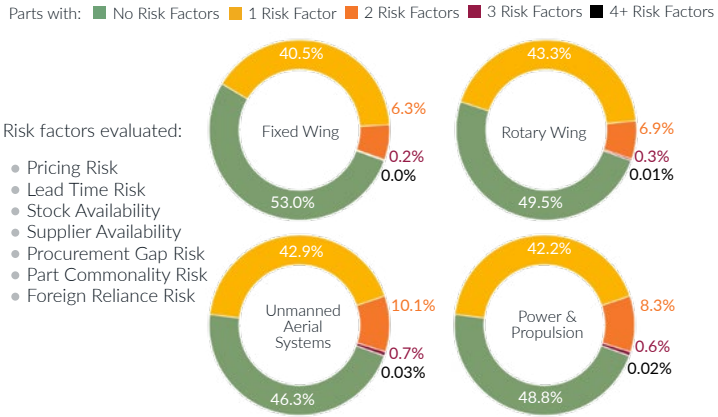


TOP VENDORS BY FOREIGN SUPPLIER COUNT, FY24

VENDOR	FOREIGN SUPPLIER COUNT	% ADVERSARIAL
General Electric Co. (GE)	468	27.1%
Airbus SE (EADSY)	333	9.6%
Government of Canada	311	2.9%
Boeing Co. (BA)	231	12.6%
Bombardier Inc. (BDRBF)	184	17.9%

AVIATION RISKS

CAPABILITY PARTS RISK BY SEGMENT



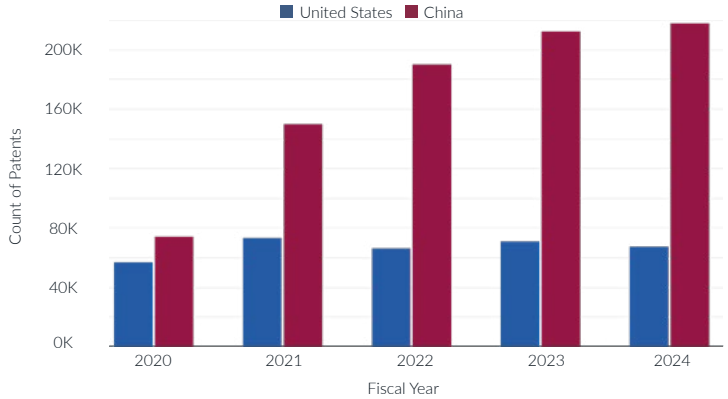
VENDOR RISK SCORE BY SEGMENT, FY24

SEGMENT	VENDOR RISK SCORE	YOY % CHANGE
Fixed Wing	53.6	△ 3.3%
Power & Propulsion	52.2	▽ 1.4%
Rotary Wing	51.2	▽ 5.6%
Unmanned Aerial Systems	46.3	▽ 1.2%

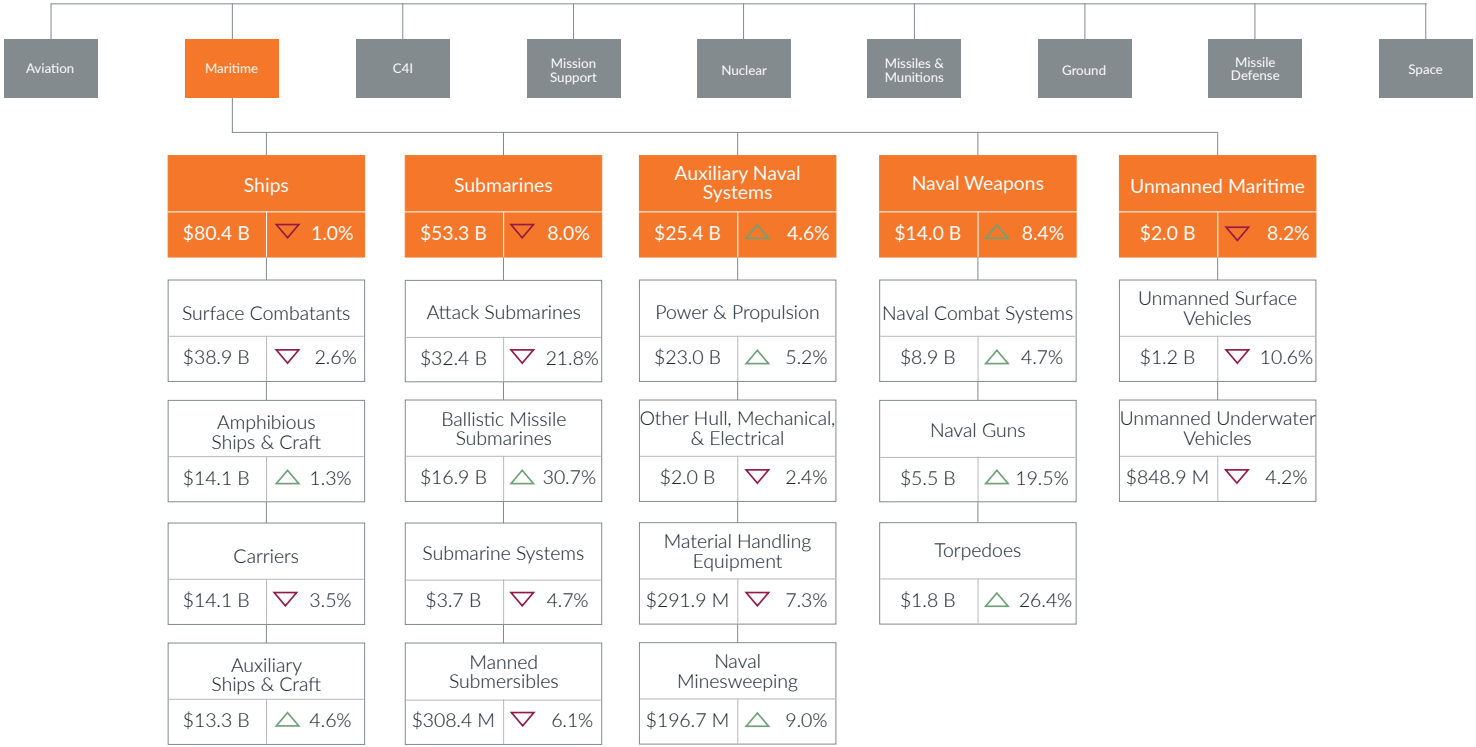
TOP CRITICAL MINERALS WITH CAPABILITY IMPACTS

CRITICAL MINERAL	COUNT OF DEPENDENT WEAPON SYSTEM DESIGNATOR CODES
Zinc	280
Chromium	275
Tellurium	273
Nickel	267
Tin	258
Titanium	246
Fluorspar	237
Manganese	226
Cobalt	213
Platinum	204

AVIATION PATENTS GRANTED



MARITIME TAXONOMY



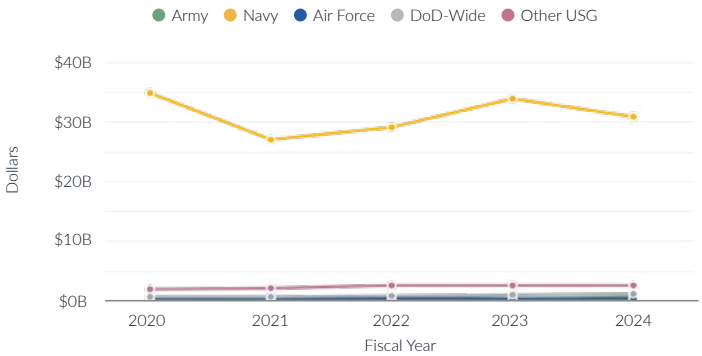
LEGEND

Segment/Subsegment	
FY20-24 Obligation Total	△▽+/- CAGR

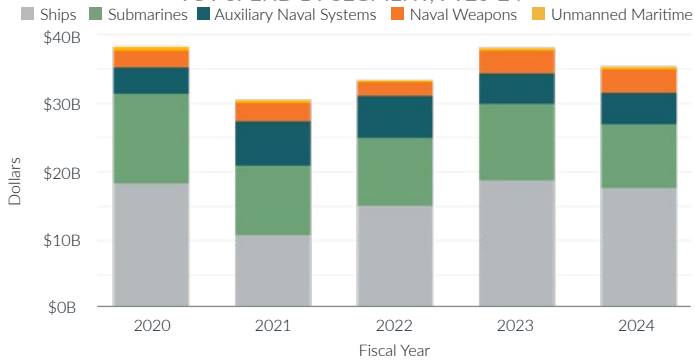
MARITIME OVERVIEW

The Maritime capability includes surface combatants like destroyers and cruisers, aircraft carriers, attack and ballistic missile submarines, amphibious assault ships, and unmanned maritime vehicles for both surface and undersea operations. The capability encompasses hull, mechanical, and electrical systems, propulsion plants, and integrated combat systems that provide command and control of shipboard weapons. Major shipbuilding programs such as the DDG-51 destroyer, Virginia-class submarines, and Ford-class carriers represent multi-billion dollar investments spanning decades. Maritime contracts often focus on platform longevity through regular maintenance and modernization programs to incorporate new technologies.

YOY SPEND BY GOVERNMENT AGENCY, FY20-24



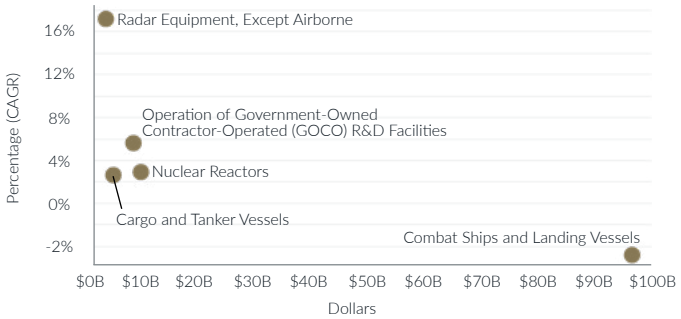
YOY SPEND BY SEGMENT, FY20-24



TOP FUNDING OFFICES, FY20-24

FUNDING OFFICE	AWARDED	CAGR
Naval Sea Systems Command HQ	$87.1 B	△ 0.7%
Program Executive Office, Strategic Submarines	$15.0 B	▽ 46.1%
National Nuclear Security Administration, Naval Reactors	$7.2 B	△ 5.6%
Military Sealift Command, Norfolk	$4.4 B	▽ 1.2%
Program Executive Office, Aircraft Carriers	$3.9 B	△ 29.6%

TOP PSC CODES BY VELOCITY, FY20-24



MARITIME INDUSTRIAL BASE

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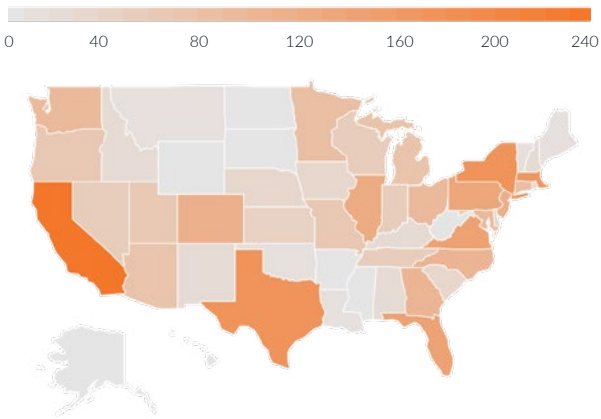
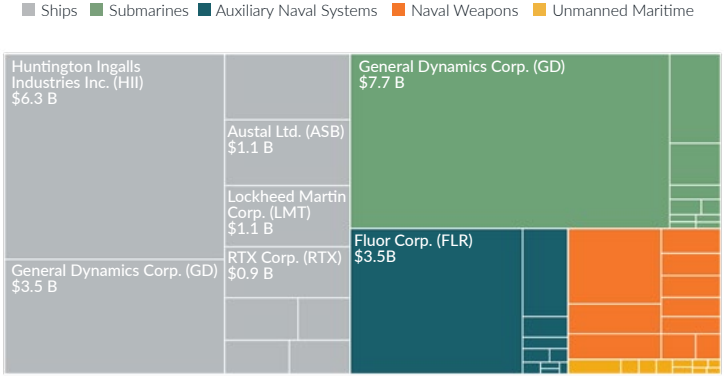
TOP VENDORS BY AMOUNT, FY24

VENDOR	FY24 AWARDED	CAGR
General Dynamics Corp. (GD)	$11.6 B	▽ 11.8%
Huntington Ingalls Industries Inc. (HII)	$7.5 B	▽ 19.2%
Fluor Corp. (FLR)	$3.5 B	▽ 2.1%
Lockheed Martin Corp. (LMT)	$2.1 B	△ 8.6%
RTX Corp. (RTX)	$1.2 B	△ 13.5%

VENDOR HEADQUARTERS BY STATE, FY24



TOP VENDORS BY SEGMENT, FY24



TOP CONGRESSIONAL DISTRICTS BY AWARDED AMOUNT, FY24

DISTRICT	FY24 AWARDED	REPRESENTATIVE
Connecticut - 2	$7.7 B	Joe Courtney (D)
Virginia - 3	$4.4 B	Robert Scott (D)
Mississippi - 4	$3.8 B	Mike Ezell (R)
Pennsylvania - 12	$3.8 B	Summer Lee (D)
Maine - 1	$1.9 B	Chellie Pingree (D)

MARITIME SUPPLY CHAIN

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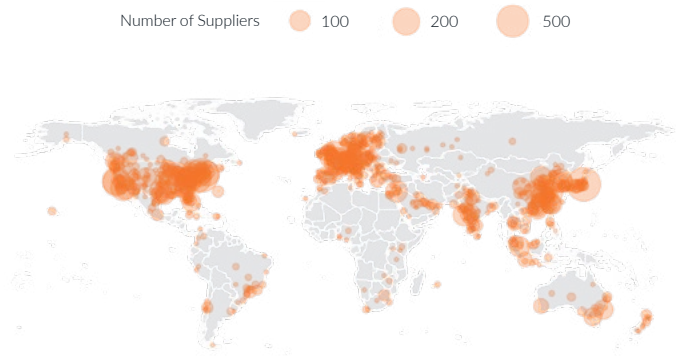
VENDORS AND THEIR CONNECTED TIER 1 SUPPLIERS

ORGANIZATIONS	FY20-24 COUNT	FY24 COUNT	CAGR
Vendors (Prime Contractors)	3752	1788	△ 1.2%
Adversarial Suppliers	1565	1274	△ 4.7%
Allied Suppliers	5145	3970	△ 1.7%
Other Suppliers	2713	2144	△ 1.8%
United States Suppliers	4970	4047	▽ 0.9%
Subcontractors	4433	2166	△ 6.4%

TOP FOREIGN COUNTRIES BY SUPPLIER COUNT, FY24

COUNTRY	SUPPLIER COUNT	YOY % CHANGE
China	1157	△ 0.9%
United Kingdom	595	▽ 2.3%
Japan	567	△ 1.4%
India	511	▽ 1.2%
Canada	440	△ 3.0%

GLOBAL TIER 1 SUPPLIER FOOTPRINT, FY24



TOP VENDORS BY FOREIGN SUPPLIER COUNT, FY24

VENDOR	FOREIGN SUPPLIER COUNT	% ADVERSARIAL
General Electric Co. (GE)	468	27.1%
Government of Canada	311	2.9%
Boeing Co. (BA)	231	12.6%
RTX Corp. (RTX)	182	14.3%
Government of Norway	176	3.4%

MARITIME RISKS

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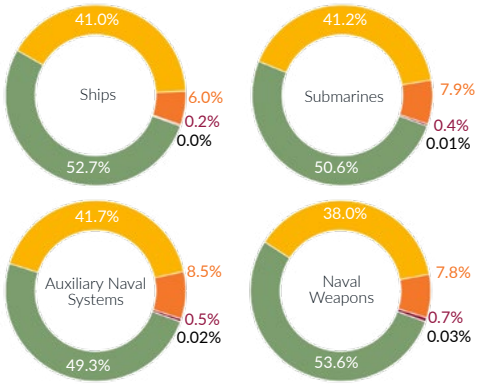
CAPABILITY PARTS RISK BY SEGMENT

Parts with: No Risk Factors 1 Risk Factor 2 Risk Factors 3 Risk Factors 4+ Risk Factors

Risk factors evaluated:

- Pricing Risk
- Lead Time Risk
- Stock Availability
- Supplier Availability
- Procurement Gap Risk
- Part Commonality Risk
- Foreign Reliance Risk



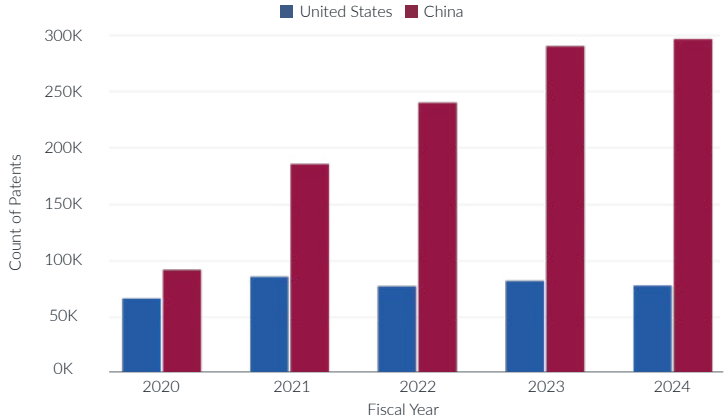
VENDOR RISK SCORE BY SEGMENT, FY24

SEGMENT	VENDOR RISK SCORE	YOY % CHANGE
Submarines	52.8	▽ 1.8%
Naval Weapons	47.0	△ 15.6%
Auxiliary Naval Systems	46.8	△ 0.4%
Ships	45.9	△ 3.3%
Unmanned Maritime Vehicles	38.4	▽ 12.7%

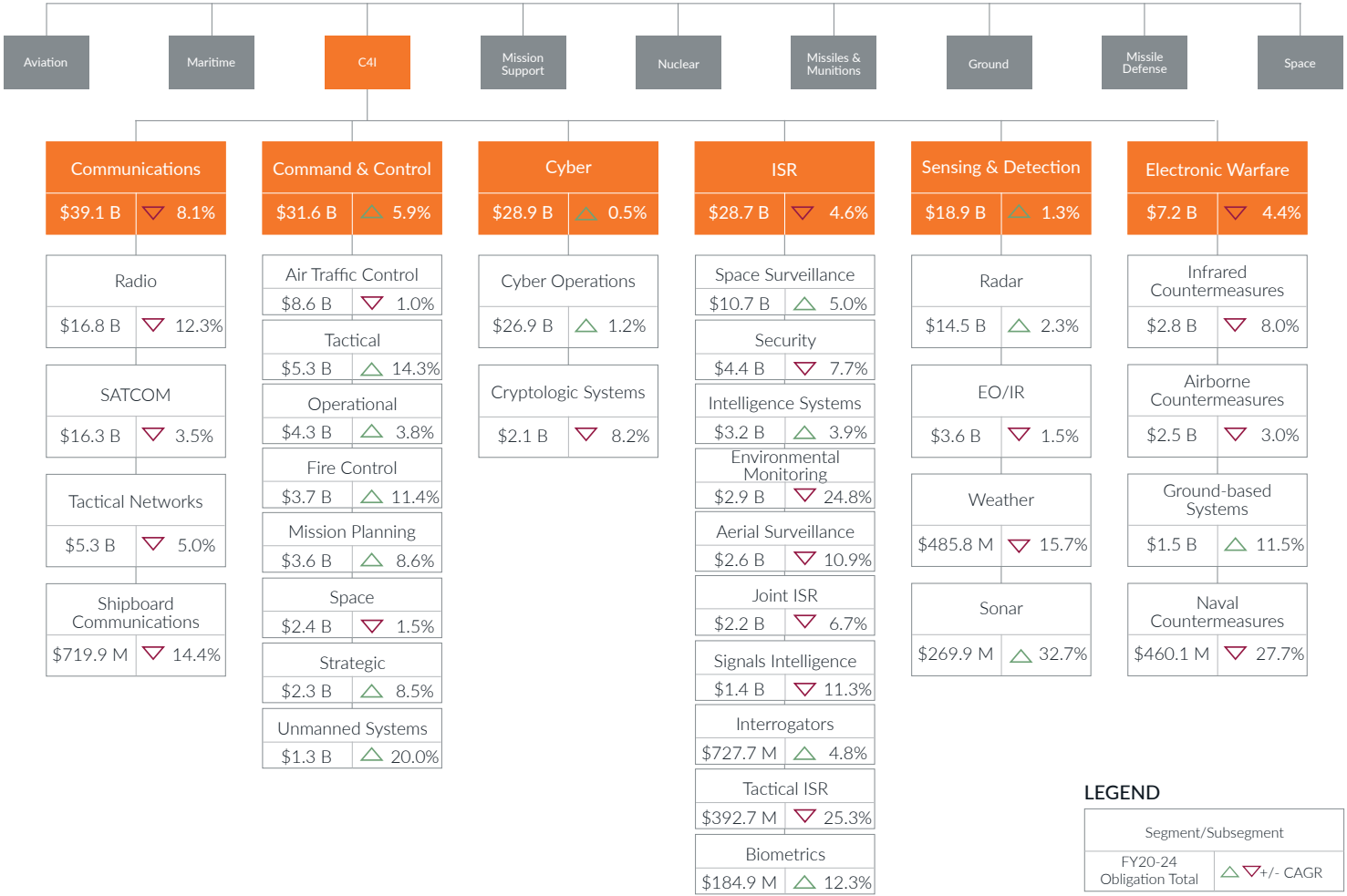
TOP CRITICAL MINERALS WITH CAPABILITY IMPACTS

CRITICAL MINERAL	COUNT OF DEPENDENT WEAPON SYSTEM DESIGNATOR CODES
Zinc	312
Tellurium	309
Chromium	301
Nickel	297
Tin	284
Titanium	275
Manganese	256
Fluorspar	246
Cobalt	223
Graphite	198

MARITIME PATENTS GRANTED



C4I TAXONOMY



LEGEND

Segment/Subsegment	
FY20-24 Obligation Total	△▽+/- CAGR

C4I OVERVIEW

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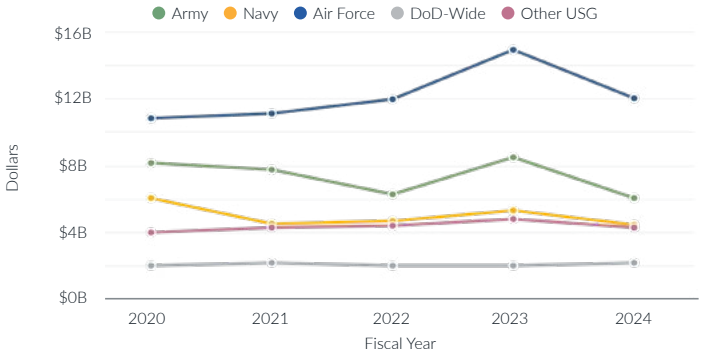
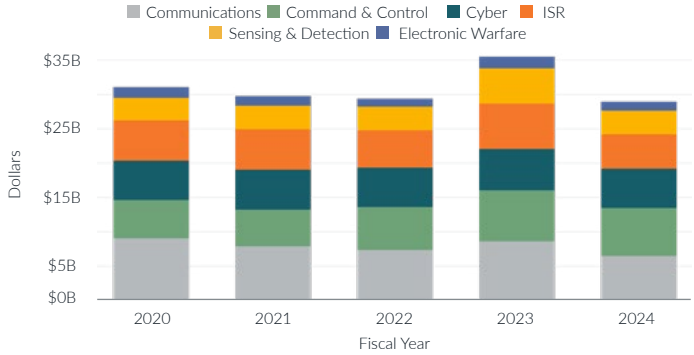
The C4I capability includes tactical radios and data links, intelligence collection and processing systems, electronic warfare capabilities, cyber operations platforms, and the software that integrates these capabilities into coherent operational pictures. C4I spans from handheld devices used by individual soldiers to enterprise-scale networks connecting global military operations. Major programs include distributed ground systems for intelligence analysis, integrated defense networks, and next-generation command and control systems supporting joint all-domain operations. C4I investments focus on software development, network security, and rapid technology refresh to maintain advantages in electronic and cyber warfare.

YOY SPEND BY GOVERNMENT AGENCY, FY20-24



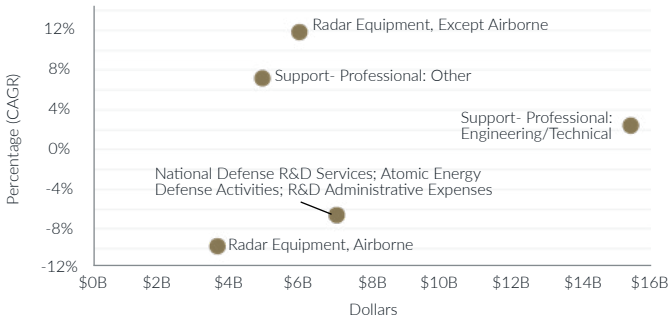
YOY SPEND BY SEGMENT, FY20-24



TOP FUNDING OFFICES, FY20-24

FUNDING OFFICE	AWARDED	CAGR
Space & Missile Systems Center IS F2TSTA	$8.1 B	△ 6.0%
Naval Information Warfare Systems	$5.9 B	▽ 2.1%
Program Executive Office, Command, Control, Communications & Network	$4.0 B	▽ 7.8%
Marshall Space Flight Center (NASA)	$4.0 B	△ 46.2%
Space & Missile Systems Center MC F2TSRA	$3.7 B	△ 1.1%

TOP PSC CODES BY VELOCITY, FY20-24



C4I INDUSTRIAL BASE

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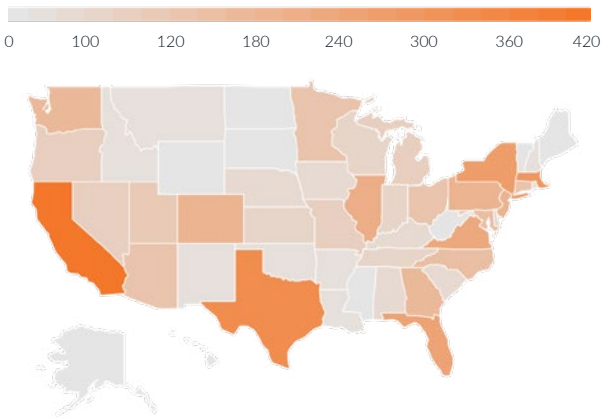
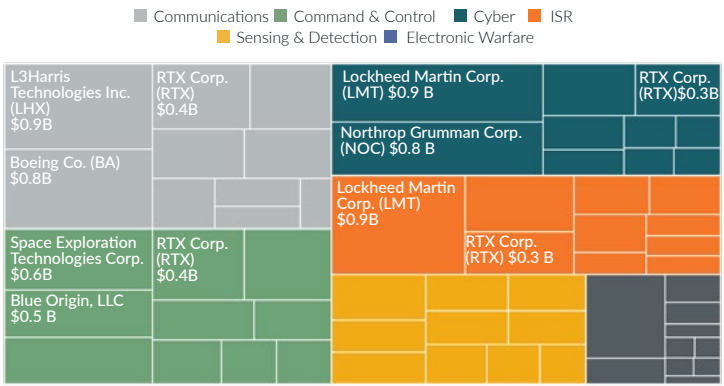
TOP VENDORS BY AMOUNT, FY24

VENDOR	FY24 AWARDED	YOY % CHANGE
Northrop Grumman Corp. (NOC)	$2.6 B	▽ 21.5%
Lockheed Martin Corp. (LMT)	$2.5 B	▽ 50.2%
RTX Corp. (RTX)	$1.6 B	▽ 29.8%
L3Harris Technologies Inc. (LHX)	$1.3 B	▽ 16.6%
Boeing Co. (BA)	$1.2 B	△ 40.4%

VENDOR HEADQUARTERS BY STATE, FY24



TOP VENDORS BY SEGMENT, FY24



TOP CONGRESSIONAL DISTRICTS BY AWARDED AMOUNT, FY24

DISTRICT	FY24 AWARDED	REPRESENTATIVE
Virginia - 11	$2.5 B	Gerald E. Connolly (D)
California - 36	$2.4 B	Ted Lieu (D)
California - 43	$1.5 B	Maxine Waters (D)
Virginia - 8	$1.1 B	Donald Beyer (D)
Maryland - 3	$1.0 B	Sarah Elfreth (D)

C4I SUPPLY CHAIN

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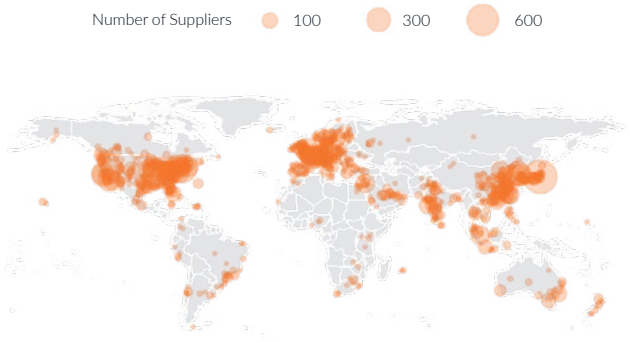
VENDORS AND THEIR CONNECTED TIER 1 SUPPLIERS

ORGANIZATIONS	FY20-24 COUNT	FY24 COUNT	CAGR
Vendors (Prime Contractors)	6982	3577	△ 1.3%
Adversarial Suppliers	1737	1516	△ 5.8%
Allied Suppliers	6553	5554	△ 3.0%
Other Suppliers	3244	2765	△ 1.6%
United States Suppliers	6044	5225	△ 0.1%
Subcontractors	6043	2272	△ 1.5%

TOP FOREIGN COUNTRIES BY SUPPLIER COUNT, FY20-24

COUNTRY	SUPPLIER COUNT	YOY % CHANGE
China	1338	△ 3.2%
Japan	1094	△ 7.0%
Korea, Republic of	937	▽ 6.8%
United Kingdom	729	▽ 0.4%
India	605	△ 1.2%

GLOBAL TIER 1 SUPPLIER FOOTPRINT, FY24



TOP VENDORS BY FOREIGN SUPPLIER COUNT, FY24

VENDOR	FOREIGN SUPPLIER COUNT	% ADVERSARIAL
Microsoft Corp. (MSFT)	550	15.6%
International Business Machines Corp. (IBM)	303	10.2%
Boeing Co. (BA)	231	12.6%
RTX Corp. (RTX)	182	14.3%
Thales (THLLY)	182	4.4%

C4I RISKS

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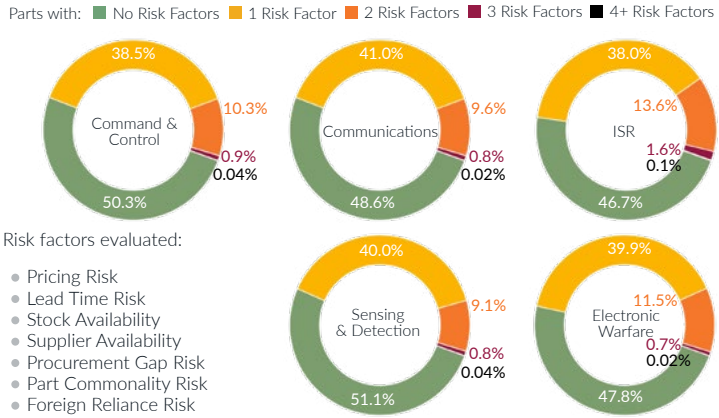
CAPABILITY PARTS RISK BY SEGMENT



Risk factors evaluated:

- Pricing Risk
- Lead Time Risk
- Stock Availability
- Supplier Availability
- Procurement Gap Risk
- Part Commonality Risk
- Foreign Reliance Risk

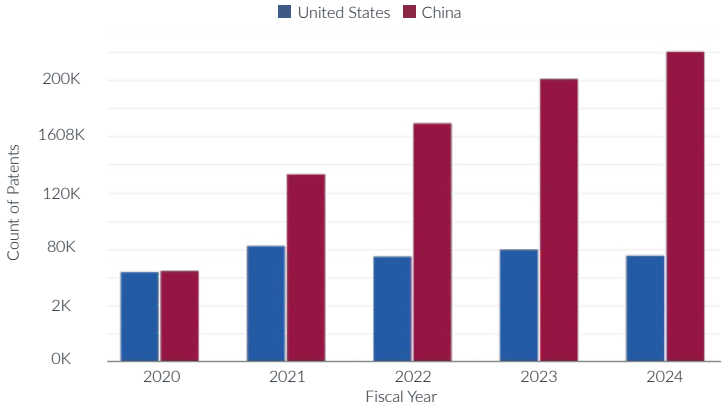
VENDOR RISK SCORE BY SEGMENT, FY24

SEGMENT	VENDOR RISK SCORE	YOY % CHANGE
Electronic Warfare	47.8	▽ 5.3%
Communications	44.4	△ 5.7%
Sensing & Detection	43.7	▽ 6.6%
ISR	42.4	▽ 3.0%
Command & Control	37.9	▽ 5.0%

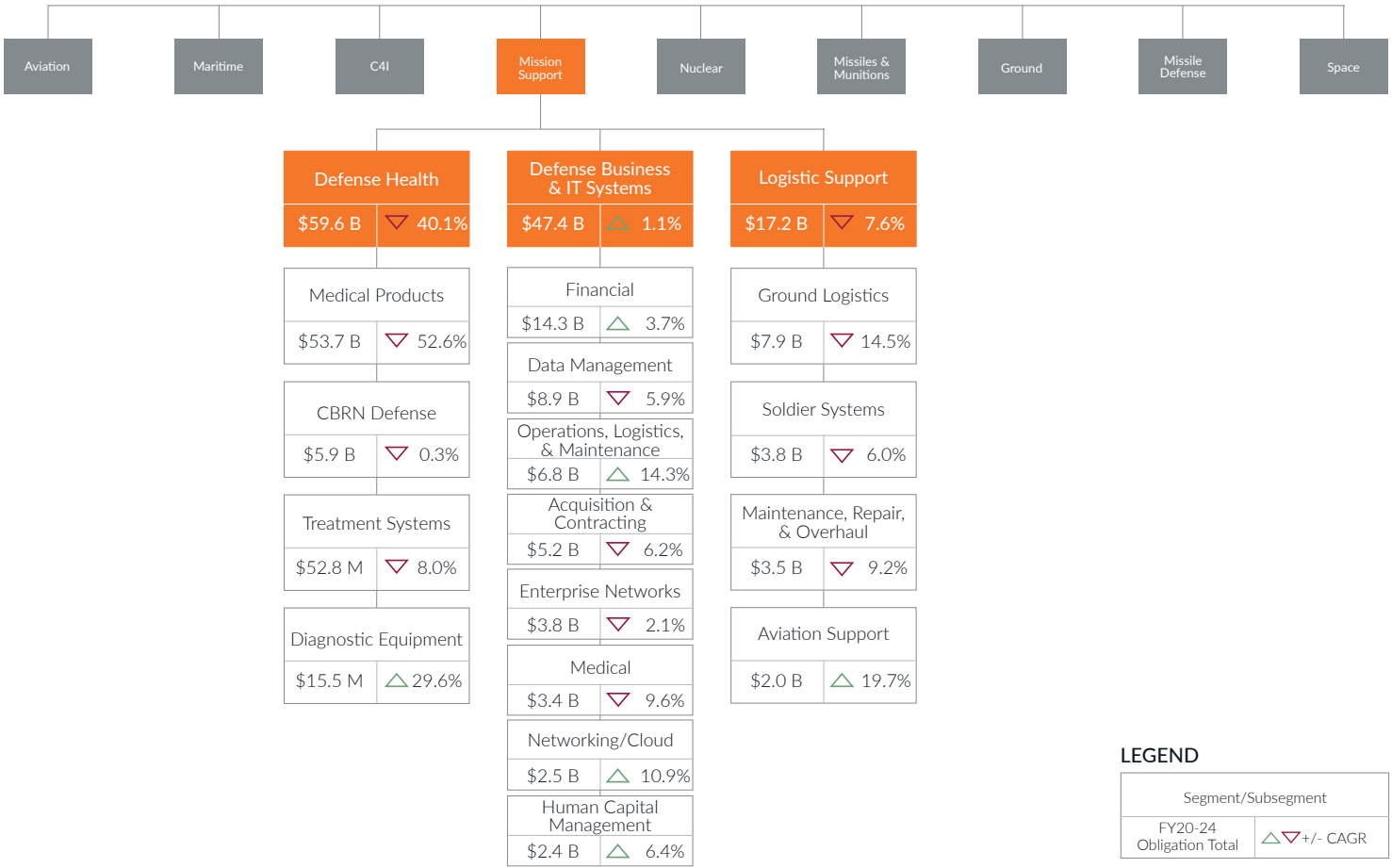
TOP CRITICAL MINERALS WITH CAPABILITY IMPACTS

CRITICAL MINERAL	COUNT OF DEPENDENT WEAPON SYSTEM DESIGNATOR CODES
Nickel	201
Zinc	199
Chromium	197
Tin	192
Tellurium	191
Arsenic	147
Gallium	146
Germanium	142
Tantalum	140
Cobalt	139

C4I PATENTS GRANTED



MISSION SUPPORT TAXONOMY



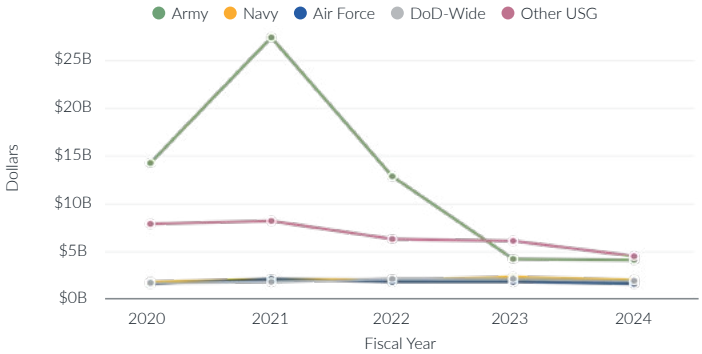
LEGEND

Segment/Subsegment	
FY20-24 Obligation Total	△▽+/- CAGR

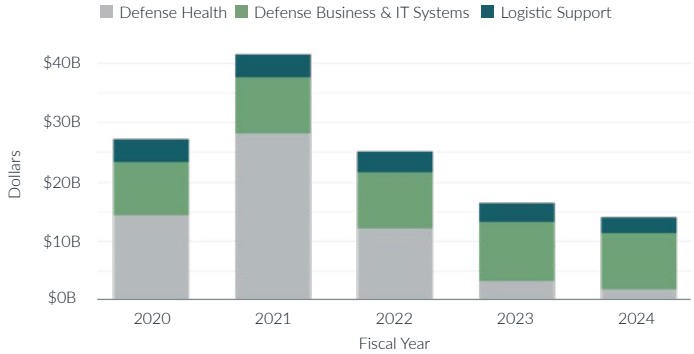
MISSION SUPPORT OVERVIEW

The Mission Support capability includes enterprise IT networks and data centers, financial and human resource management systems, medical capabilities from field hospitals to advanced diagnostic equipment, and the logistics networks that move personnel and materiel globally. Mission Support encompasses base operations support, specialized capabilities like CBRN defense equipment, and soldier systems for individual protection and sustainment. Mission Support investments focus on business systems, and implementing enterprise resource planning solutions to increase efficiency. This capability is essential for maintaining military readiness and enabling the force projection capabilities that underpin American military power.

YOY SPEND BY GOVERNMENT AGENCY, FY20-24



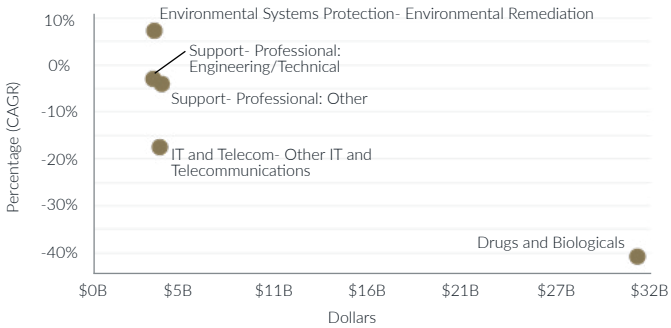
YOY SPEND BY SEGMENT, FY20-24



TOP FUNDING OFFICES, FY20-24

FUNDING OFFICE	AWARDED	CAGR
Biomedical Advanced Research and Development Authority (BARDA)	$7.0 B	▽ 18.4%
U.S. Army ELM Chemical Weapons Act W6LU	$3.9 B	△ 7.1%
U.S. Army Sustainment Command	$2.9 B	△ 5.5%
Program Executive Office, Defense Healthcare Management Systems	$2.4 B	▽ 8.6%
Program Executive Office Simulation, Training and Instrumentation	$2.3 B	△ 6.3%

TOP PSC CODES BY VELOCITY, FY20-24



MISSION SUPPORT INDUSTRIAL BASE

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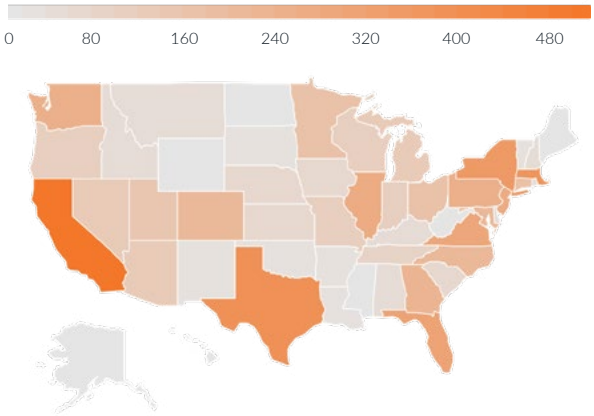
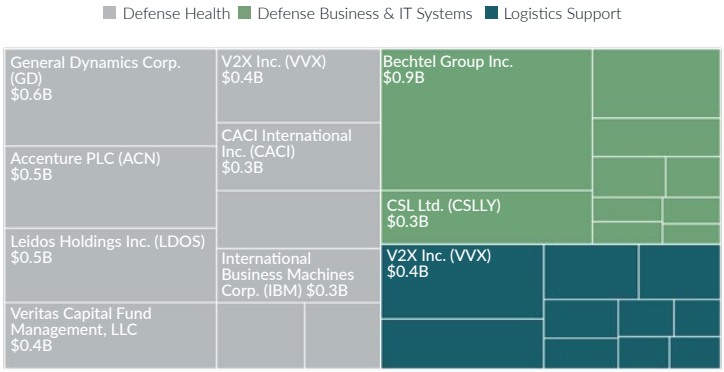
TOP VENDORS BY AMOUNT, FY24

VENDOR	FY24 AWARDED	YOY % CHANGE
Bechtel Group Inc.	$900.6 M	△ 7.7%
V2X Inc. (VVX)	$730.0 M	△ 17.9%
General Dynamics Corp. (GD)	$585.1 M	▽ 1.9%
Accenture PLC (ACN)	$518.5 M	△ 29.1%
Leidos Holdings Inc. (LDOS)	$503.0 M	▽ 36.7%

VENDOR HEADQUARTERS BY STATE, FY24



TOP VENDORS BY SEGMENT, FY24



TOP CONGRESSIONAL DISTRICTS BY AWARDED AMOUNT, FY24

DISTRICT	FY24 AWARDED	REPRESENTATIVE
Virginia - 8	$1.7 B	Donald Beyer (D)
Virginia -11	$1.6 B	Gerald E. Connolly (D)
Maryland - 5	$0.6 B	Steny Hoyer (D)
Maryland - 8	$0.5 B	Jamie Raskin (D)
Kentucky - 6	$0.5 B	Andy Barr (R)

MISSION SUPPORT SUPPLY CHAIN

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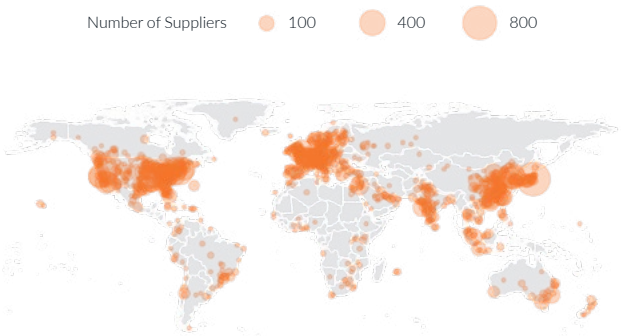
VENDORS AND THEIR CONNECTED TIER 1 SUPPLIERS

ORGANIZATIONS	FY20-24 COUNT	FY24 COUNT	CAGR
Vendors (Prime Contractors)	7246	3606	▽ 0.6%
Adversarial Suppliers	2143	1831	△ 0.1%
Allied Suppliers	7925	6834	△ 1.4%
Other Suppliers	3966	3338	△ 1.7%
United States Suppliers	6928	6050	△ 1.7%
Subcontractors	3568	1214	△ 1.0%

TOP FOREIGN COUNTRIES BY SUPPLIER COUNT, FY24

COUNTRY	SUPPLIER COUNT	YOY % CHANGE
China	1625	▽ 1.0%
Korea, Republic of	1290	△ 18.7%
Japan	1261	▽ 1.0%
United Kingdom	952	△ 0.7%
India	753	▽ 1.8%

GLOBAL TIER 1 SUPPLIER FOOTPRINT, FY24



TOP VENDORS BY FOREIGN SUPPLIER COUNT, FY24

VENDOR	FOREIGN SUPPLIER COUNT	% ADVERSARIAL
International Business Machines Corp. (IBM)	303	10.2%
Sanofi (SNY)	232	18.1%
Boeing Co. (BA)	231	12.6%
Deloitte Touche Tohmatsu Ltd.	158	5.1%
BAE Systems PLC (BAESY)	144	2.1%

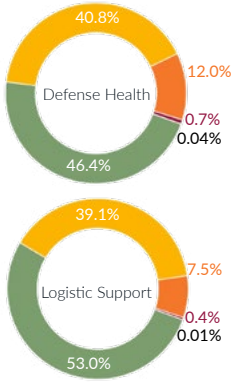
MISSION SUPPORT RISKS

CAPABILITY PARTS RISK BY SEGMENT

Parts with: No Risk Factors 1 Risk Factor 2 Risk Factors 3 Risk Factors 4+ Risk Factors

Risk factors evaluated:

- Pricing Risk
- Lead Time Risk
- Stock Availability
- Supplier Availability
- Procurement Gap Risk
- Part Commonality Risk
- Foreign Reliance Risk



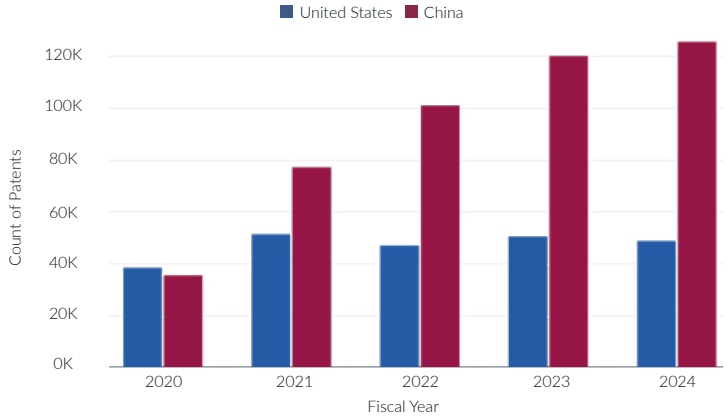
VENDOR RISK SCORE BY SEGMENT, FY24

SEGMENT	VENDOR RISK SCORE	YOY % CHANGE
Defense Health	40.3	△ 10.6%
Logistics Support	37.8	△ 7.1%
Defense Business & IT Systems	34.2	△ 0.4%

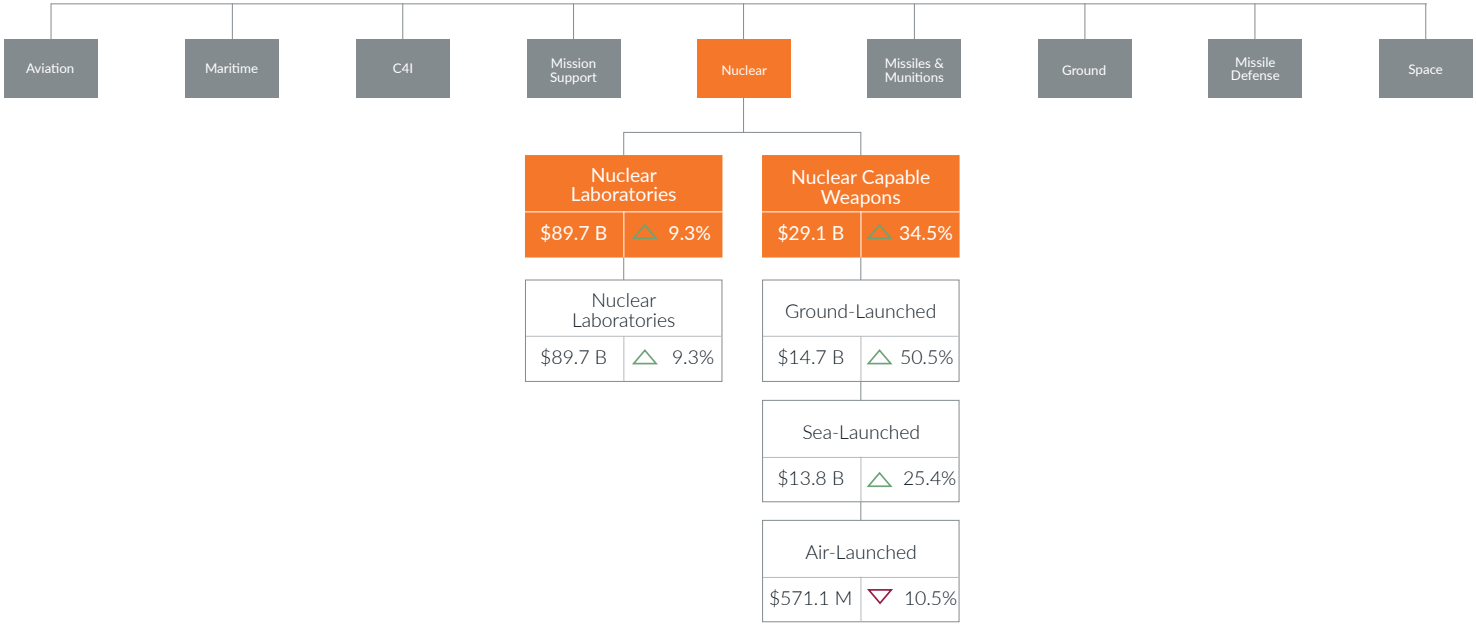
TOP CRITICAL MINERALS WITH CAPABILITY IMPACTS

CRITICAL MINERAL	COUNT OF DEPENDENT WEAPON SYSTEM DESIGNATOR CODES
Zinc	287
Chromium	285
Tellurium	281
Tin	255
Nickel	248
Titanium	216
Manganese	185
Fluorspar	164
Cobalt	145
Arsenic	122

MISSION SUPPORT PATENTS GRANTED



NUCLEAR TAXONOMY



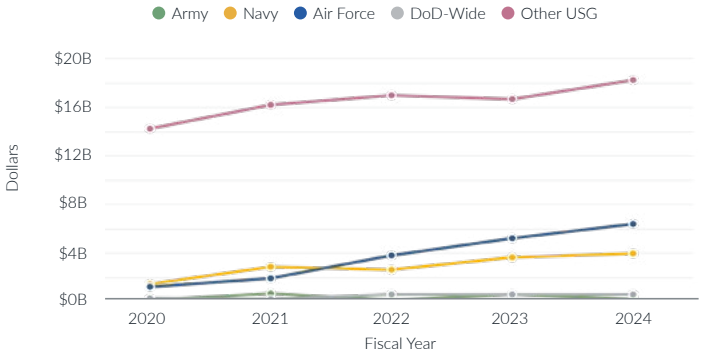
LEGEND

Segment/Subsegment	
FY20-24 Obligation Total	△▽+/- CAGR

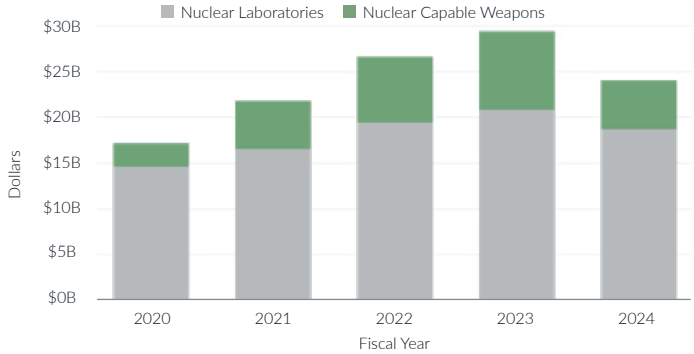
NUCLEAR OVERVIEW

The Nuclear capability includes life extension programs for existing warheads, the Sentinel program, and sustainment of the nuclear weapons complex including national laboratories. Nuclear operates under unique security, safety, and surety requirements that drive specialized approaches to design, testing, and maintenance without conducting nuclear explosive tests. Nuclear modernization represents an extensive defense initiative, with programs spanning multiple decades and requiring exceptional reliability to maintain credible deterrence. Investment in this capability ensures the nuclear deterrent remains safe, secure, and effective as a cornerstone of national defense strategy.

YOY SPEND BY GOVERNMENT AGENCY, FY20-24



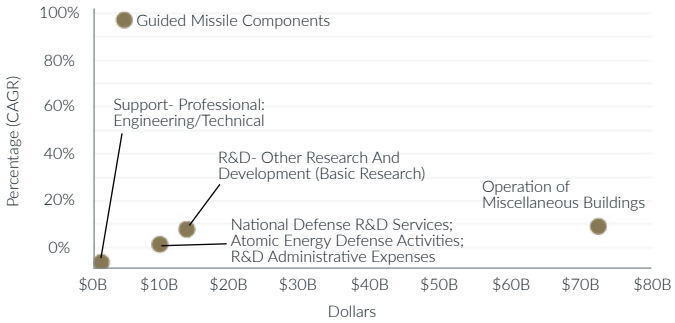
YOY SPEND BY SEGMENT, FY20-24



TOP FUNDING OFFICES, FY20-24

FUNDING OFFICE	AWARDED	CAGR
National Nuclear Security Administration, Weapons Activities Funds	$62.3 B	△ 5.8%
Strategic Systems Programs	$14.0 B	△ 29.0%
Air Force Nuclear Weapons Center, GBSD Program Office F2DANX	$11.3 B	△ 147.2%
526th Intercontinental Ballistic Missile Systems Group	$2.8 B	▽ 6.4%
Deputy Assistant Secretary for Budget (SAF/FMB)	$0.8 B	△ 30.0%

TOP PSC CODES BY VELOCITY, FY20-24

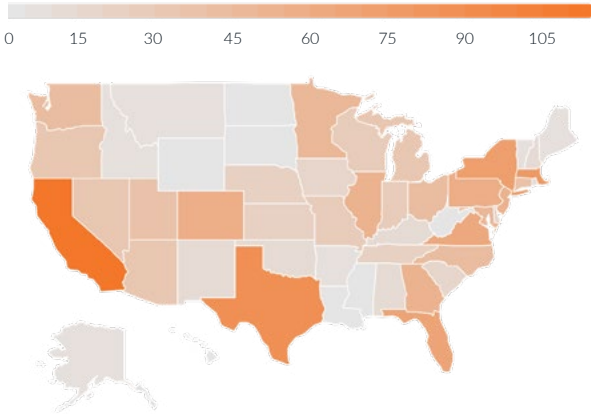


NUCLEAR INDUSTRIAL BASE

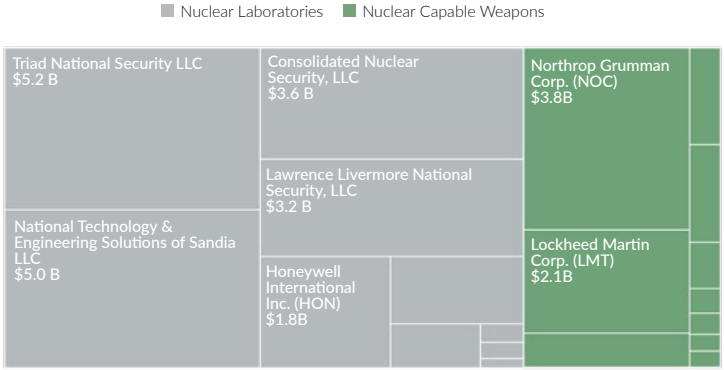
TOP VENDORS BY AMOUNT, FY24

VENDOR	FY24 AWARDED	YOY % CHANGE
Triad National Security LLC	$5.2 B	△ 12.7%
National Technology & Engineering Solutions of Sandia LLC	$5.0 B	△ 6.6%
Northrop Grumman Corp. (NOC)	$3.8 B	△ 17.0%
Consolidated Nuclear Security LLC	$3.6 B	△ 9.6%
Lawrence Livermore National Security LLC	$3.2 B	△ 6.8%

VENDOR HEADQUARTERS BY STATE, FY24



TOP VENDORS BY SEGMENT, FY24



TOP CONGRESSIONAL DISTRICTS BY AWARDED AMOUNT, FY24

STATE, DISTRICT	FY24 AWARDED	REPRESENTATIVE
New Mexico - 1	$5.0 B	Melanie Stansbury (D)
Tennessee - 2	$3.6 B	Tim Burchett (R)
Tennessee - 3	$3.6 B	Charles Fleischmann (R)
Utah - 1	$3.6 B	Blake Moore (R)
California - 18	$3.2 B	Zoe Lofgren (D)

NUCLEAR SUPPLY CHAIN

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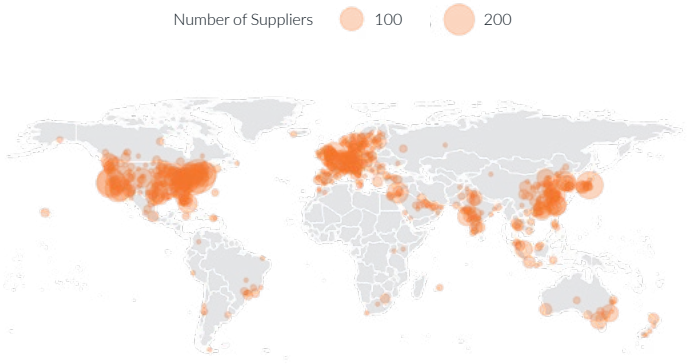
VENDORS AND THEIR CONNECTED TIER 1 SUPPLIERS

ORGANIZATIONS	FY20-24 COUNT	FY24 COUNT	CAGR
Vendors (Prime Contractors)	1268	595	▽ 0.7%
Adversarial Suppliers	736	594	▽ 0.6%
Allied Suppliers	2681	2021	▽ 1.8%
Other Suppliers	1466	1134	▽ 1.5%
United States Suppliers	3665	3079	△ 0.1%
Subcontractors	3654	1524	△ 1.7%

TOP FOREIGN COUNTRIES BY SUPPLIER COUNT, FY24

COUNTRY	SUPPLIER COUNT	YOY % CHANGE
China	534	△ 45.5%
United Kingdom	366	△ 3.7%
India	255	▽ 6.9%
Japan	230	△ 4.5%
Canada	405	▽ 5.3%

GLOBAL TIER 1 SUPPLIER FOOTPRINT, FY24



TOP VENDORS BY FOREIGN SUPPLIER COUNT, FY24

VENDOR	FOREIGN SUPPLIER COUNT	% ADVERSARIAL
Boeing Co. (BA)	231	12.6%
RTX Corp. (RTX)	182	14.3%
BAE Systems PLC (BAESY)	144	2.1%
Accenture PLC (ACN)	122	4.9%
Lockheed Martin Corp. (LMT)	119	0.8%

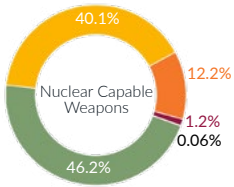
NUCLEAR RISKS

CAPABILITY PARTS RISK BY SEGMENT

Parts with: No Risk Factors 1 Risk Factor 2 Risk Factors 3 Risk Factors 4+ Risk Factors

Risk factors evaluated:

- Pricing Risk
- Lead Time Risk
- Stock Availability
- Supplier Availability
- Procurement Gap Risk
- Part Commonality Risk
- Foreign Reliance Risk



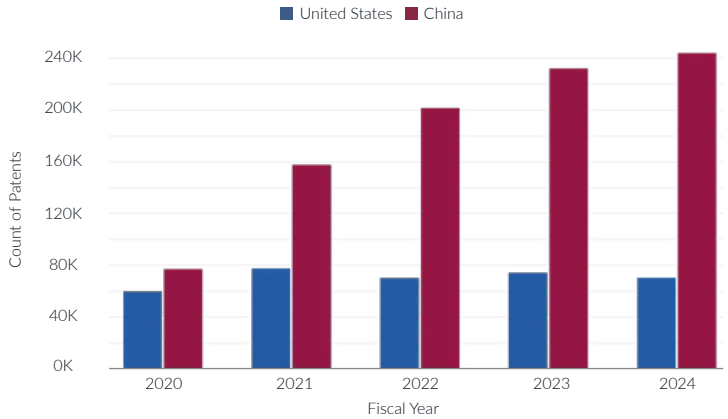
VENDOR RISK SCORE BY SEGMENT, FY24

SEGMENT	VENDOR RISK SCORE	YOY % CHANGE
Nuclear Capable Weapons	49.8	△ 1.3%
Nuclear Laboratories	26.2	▽ 2.8%

TOP CRITICAL MINERALS WITH CAPABILITY IMPACTS

CRITICAL MINERAL	COUNT OF DEPENDENT WEAPON SYSTEM DESIGNATOR CODES
Chromium	3
Fluorspar	3
Nickel	3
Tellurium	3
Tin	3
Titanium	3
Zinc	3
Cobalt	2
Manganese	2
Platinum	2

NUCLEAR PATENTS GRANTED

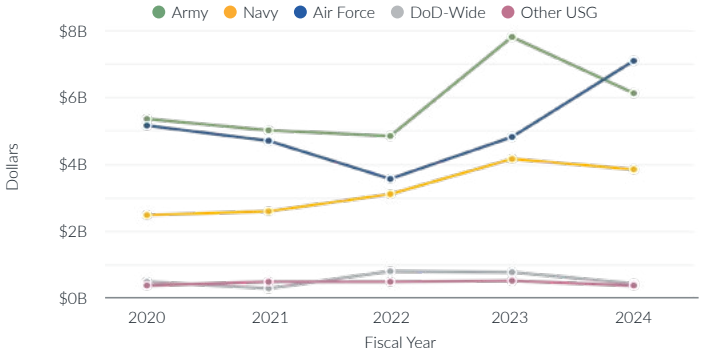


MISSILES & MUNITIONS TAXONOMY

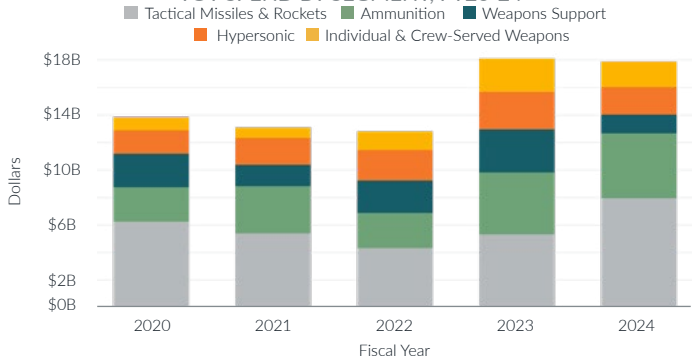
MISSILES & MUNITIONS OVERVIEW

The Missiles & Munitions capability includes air-to-air and air-to-surface missiles, surface-launched tactical and cruise missiles, artillery and mortar systems, guided and unguided munitions, and emerging hypersonic weapons. The capability covers major programs including GMLRS, Tomahawk, JDAM, and new hypersonic capabilities like ARRW and LRHW. Development efforts focus on increased range and speed, improved accuracy through GPS and advanced seekers, and multi-mode guidance for operations in GPS-denied environments. This capability has seen significant investment growth driven by munition expenditure rates in recent conflicts and the need to develop new capabilities to penetrate advanced air defenses.

YOY SPEND BY GOVERNMENT AGENCY, FY20-24



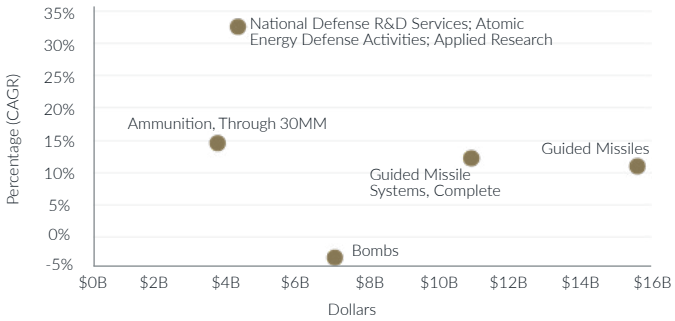
YOY SPEND BY SEGMENT, FY20-24



TOP FUNDING OFFICES, FY20-24

FUNDING OFFICE	AWARDED	CAGR
Program Executive Office, Armaments & Ammunition W6DT	$11.3 B	△ 20.3%
Program Executive Office, Missiles & Space W6DV Redstone	$10.7 B	▽ 6.9%
Air Force Life Cycle Management Center, Long Range Systems Division (EBJ) F1TEBV	$7.2 B	△ 31.6%
Naval Air Systems Command	$5.8 B	△ 1.1%
Strategic Systems Programs	$4.6 B	△ 34.4%

TOP PSC CODES BY VELOCITY, FY20-24



MISSILES & MUNITIONS INDUSTRIAL BASE

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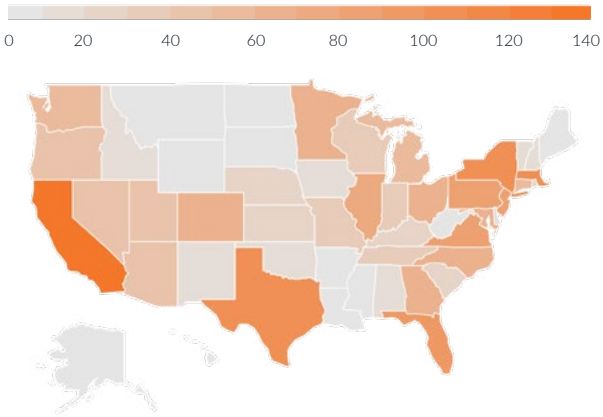
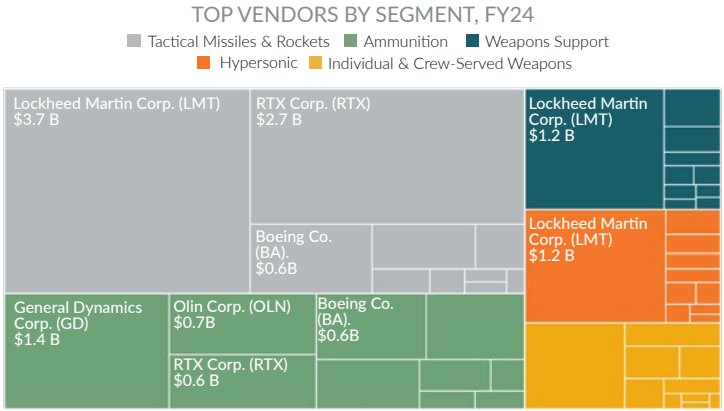
TOP VENDORS BY AMOUNT, FY24

VENDOR	FY24 AWARDED	YOY % CHANGE
Lockheed Martin Corp. (LMT)	$6.7 B	△ 9.0%
RTX Corp. (RTX)	$3.6 B	▽ 16.5%
General Dynamics Corp (GD)	$1.6 B	△ 70.1%
Boeing Co. (BA)	$1.1 B	▽ 35.3%
Northrop Grumman Corp (NG)	$881.6 M	△ 5.3%

VENDOR HEADQUARTERS BY STATE, FY24



TOP VENDORS BY SEGMENT, FY24



TOP CONGRESSIONAL DISTRICTS BY AWARDED AMOUNT, FY24

DISTRICT	FY24 AWARDED	REPRESENTATIVE
Florida - 10	$3.8 B	Maxwell Frost (D)
Florida - 11	$3.7 B	Daniel Webster (R)
Arizona - 7	$3.5 B	Raul M. Grijalva (D)
Arizona - 6	$3.5 B	Juan Ciscomani (R)
Texas - 30	$1.1 B	Jasmine Crockett (D)

MISSILES & MUNITIONS SUPPLY CHAIN

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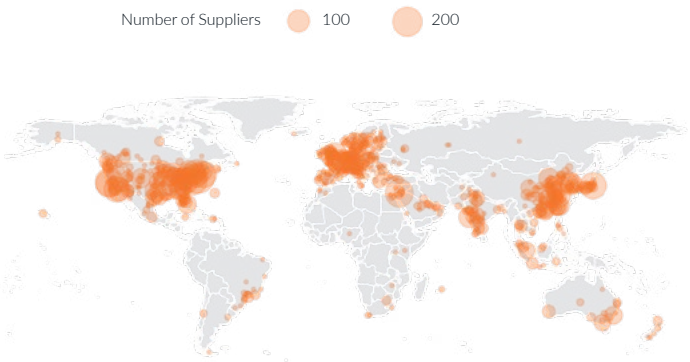
VENDORS AND THEIR CONNECTED TIER 1 SUPPLIERS

ORGANIZATIONS	FY20-24 COUNT	FY24 COUNT	CAGR
Vendors (Prime Contractors)	1752	887	△ 1.3%
Adversarial Suppliers	1093	954	△ 0.5%
Allied Suppliers	3396	2769	△ 0.3%
Other Suppliers	1625	1311	▽ 0.7%
United States Suppliers	3869	3342	△ 0.9%
Subcontractors	2433	1103	△ 0.5%

TOP FOREIGN COUNTRIES BY SUPPLIER COUNT, FY24

COUNTRY	SUPPLIER COUNT	YOY % CHANGE
China	891	△ 4.1%
United Kingdom	383	△ 2.1%
India	350	▽ 3.8%
Korea, Republic of	346	△ 1.2%
Canada	333	△ 1.2%

GLOBAL TIER 1 SUPPLIER FOOTPRINT, FY24



TOP VENDORS BY FOREIGN SUPPLIER COUNT, FY24

VENDOR	FOREIGN SUPPLIER COUNT	% ADVERSARIAL
General Motors Co. (GM)	841	42.9%
General Electric Co. (GE)	468	27.1%
Government of Canada	311	2.9%
Boeing Co. (BA)	231	12.6%
RTX Corp. (RTX)	182	14.3%

MISSILES & MUNITIONS RISKS

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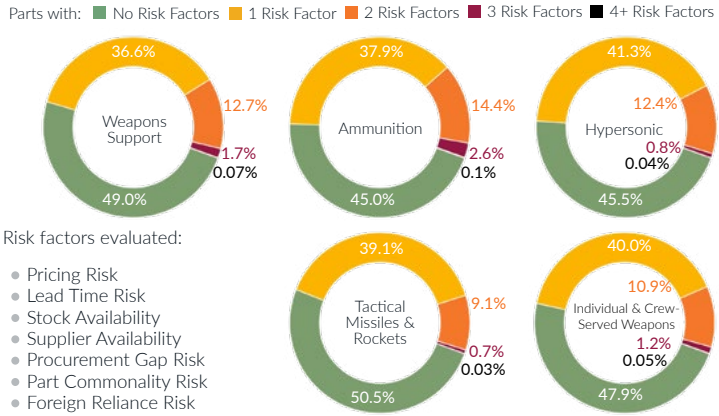
CAPABILITY PARTS RISK BY SEGMENT



Risk factors evaluated:

- Pricing Risk
- Lead Time Risk
- Stock Availability
- Supplier Availability
- Procurement Gap Risk
- Part Commonality Risk
- Foreign Reliance Risk

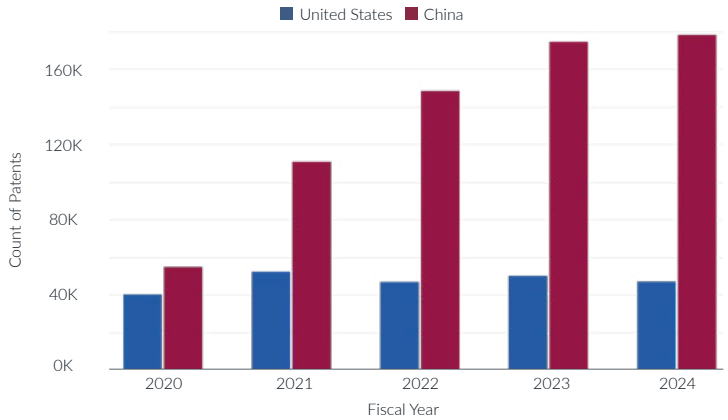
VENDOR RISK SCORE BY SEGMENT, FY24

SEGMENT	VENDOR RISK SCORE	YOY % CHANGE
Tactical Missiles & Rockets	52.5	▽ 0.9%
Ammunition	50.9	▽ 0.7%
Individual & Crew-Served Weapons	47.3	▽ 0.7%
Weapons Support	44.8	▽ 13.9%
Hypersonic	41.8	▽ 2.9%

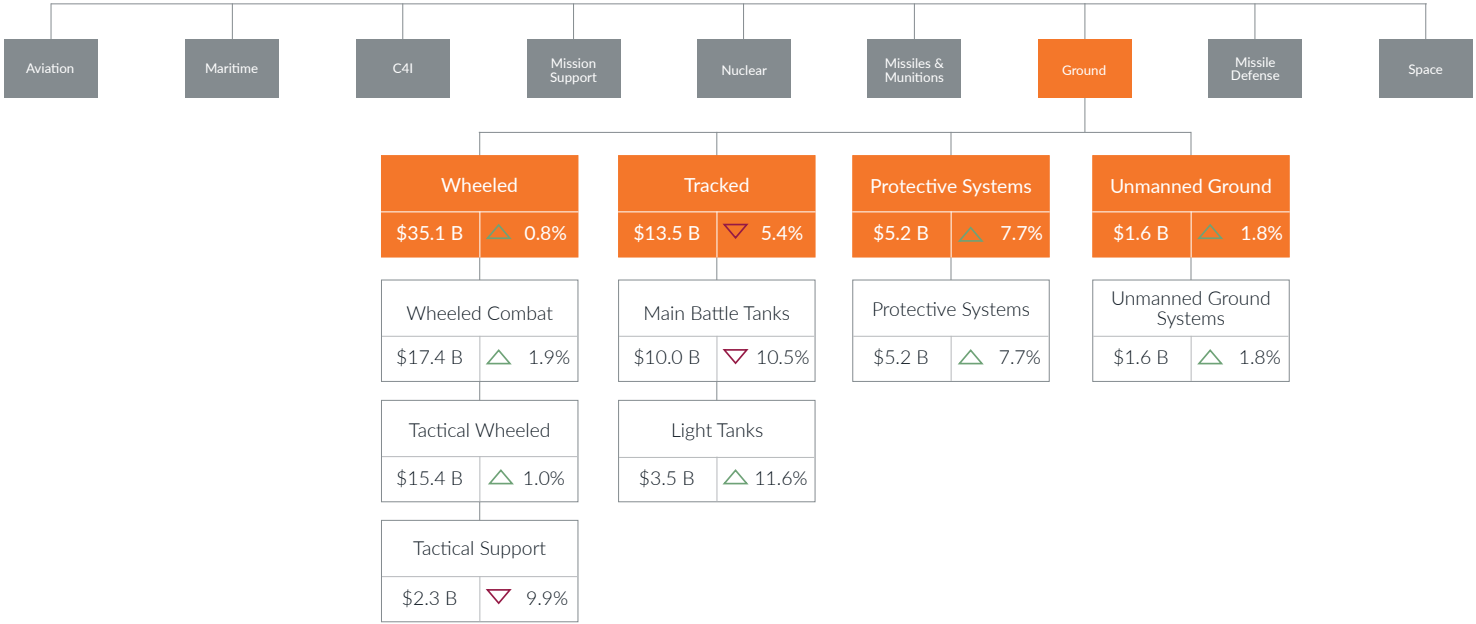
TOP CRITICAL MINERALS WITH CAPABILITY IMPACTS

CRITICAL MINERAL	COUNT OF DEPENDENT WEAPON SYSTEM DESIGNATOR CODES
Zinc	91
Chromium	84
Tellurium	77
Nickel	69
Manganese	65
Tin	57
Titanium	49
Fluorspar	41
Arsenic	39
Cobalt	39

MISSILES & MUNITIONS PATENTS GRANTED



GROUND TAXONOMY



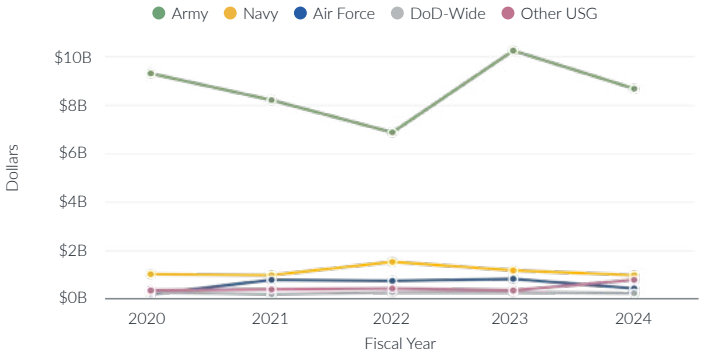
LEGEND

Segment/Subsegment	
FY20-24 Obligation Total	△▽+/- CAGR

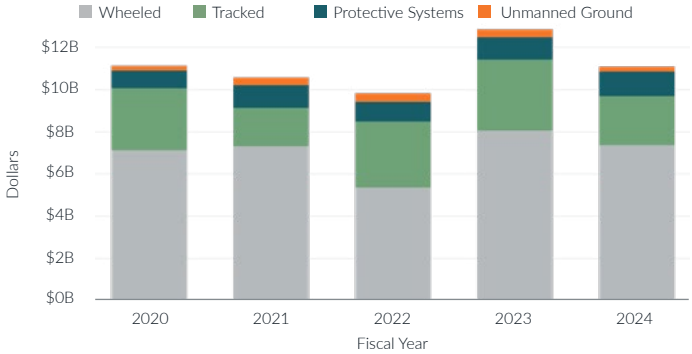
GROUND OVERVIEW

The Ground capability includes main battle tanks like the M1 Abrams, infantry fighting vehicles such as the Bradley, wheeled combat vehicles like the Stryker, and tactical vehicles ranging from the JLTV to specialized support vehicles. Ground covers both tracked and wheeled platforms, protective systems for vehicle survivability, and emerging unmanned ground vehicles for reconnaissance and logistics missions. Ground systems undergo extensive reset and recapitalization programs to restore combat capability after deployments, with major depot facilities specializing in vehicle overhaul and modernization.

YOY SPEND BY GOVERNMENT AGENCY, FY20-24



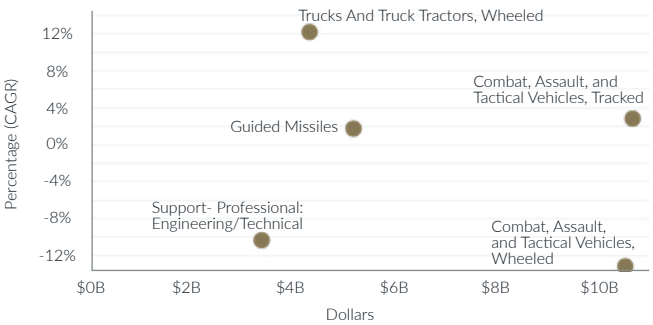
YOY SPEND BY SEGMENT, FY20-24



TOP FUNDING OFFICES, FY20-24

FUNDING OFFICE	AWARDED	CAGR
Program Executive Office, Ground Combat Systems W6DX Warren	$13.5 B	▽ 2.8%
Program Executive Office, Combat Support & Combat Service Support W6DW Selfridge	$7.1 B	▽ 13.2%
Program Executive Office, Missiles & Space W6DV Redstone	$6.5 B	△ 7.3%
U.S. Army Tank-Automotive & Armaments Command W4GG	$5.1 B	△ 1.8%
Program Executive Office, Combat Support & Combat Service Support W6DW Warren	$2.1 B	▽ 2.2%

TOP PSC CODES BY VELOCITY, FY20-24



GROUND INDUSTRIAL BASE

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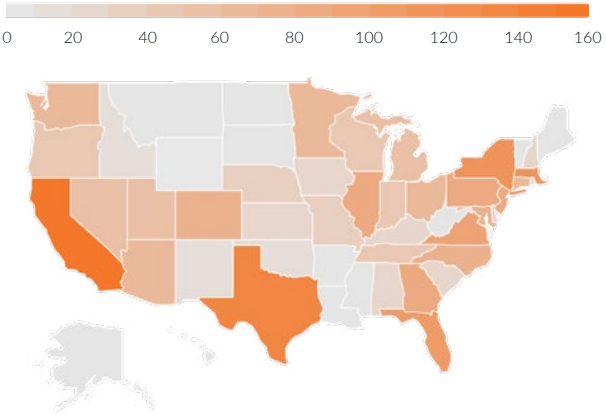
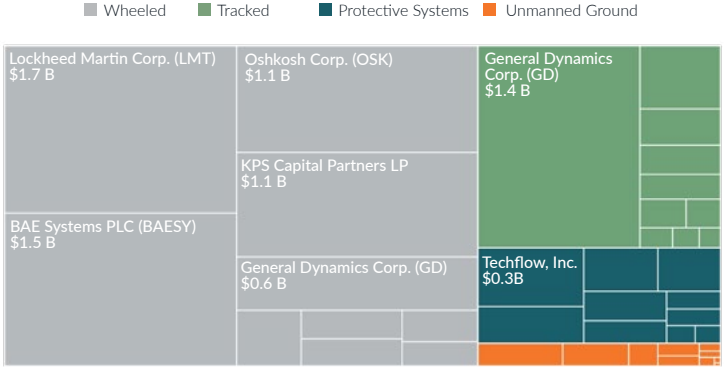
TOP VENDORS BY AMOUNT, FY24

VENDOR	FY24 AWARDED	YOY % CHANGE
General Dynamics Corp. (GD)	$2.0 B	▽ 27.0%
Lockheed Martin Corp. (LMT)	$1.8 B	▽ 17.5%
BAE Systems PLC (BAESY)	$1.8 B	▽ 2.4%
Oshkosh Corp. (OSK)	$1.1 B	▽ 26.9%
KPS Capital Partners LP	$1.1 B	△ 3.8%

VENDOR HEADQUARTERS BY STATE, FY24



TOP VENDORS BY SEGMENT, FY24



TOP CONGRESSIONAL DISTRICTS BY AWARDED AMOUNT, FY24

DISTRICT	FY24 AWARDED	REPRESENTATIVE
Michigan - 10	$1.9 B	John James (R)
Pennsylvania - 11	$1.7 B	Lloyd Smucker (R)
Pennsylvania -10	$1.7 B	Scott Perry (R)
Texas - 33	$1.3 B	Marc Veasey (D)
Texas - 30	$1.3 B	Jasmine Crockett (D)

GROUND SUPPLY CHAIN

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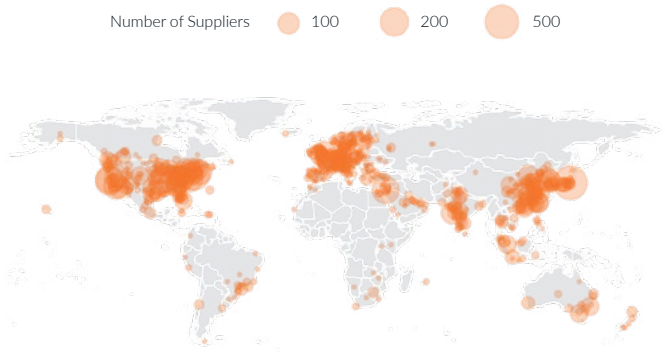
VENDORS AND THEIR CONNECTED TIER 1 SUPPLIERS

ORGANIZATIONS	FY20-24 COUNT	FY24 COUNT	CAGR
Vendors (Prime Contractors)	2464	1087	▽ 0.8%
Adversarial Suppliers	1496	1072	▽ 4.2%
Allied Suppliers	4262	3236	▽ 2.6%
Other Suppliers	2454	1698	▽ 5.7%
United States Suppliers	4339	3598	▽ 0.1%
Subcontractors	2197	934	▽ 0.7%

TOP FOREIGN COUNTRIES BY SUPPLIER COUNT, FY24

COUNTRY	SUPPLIER COUNT	YOY % CHANGE
China	984	▽ 3.1%
Japan	509	△ 7.2%
India	472	△ 3.3%
United Kingdom	441	△ 7.0%
Korea, Republic of	429	△ 2.9%

GLOBAL TIER 1 SUPPLIER FOOTPRINT, FY24



TOP VENDORS BY FOREIGN SUPPLIER COUNT, FY24

VENDOR	FOREIGN SUPPLIER COUNT	% ADVERSARIAL
General Motors Co. (GM)	841	42.9%
AB Volvo (VLVLY)	696	31.5%
General Electric Co. (GE)	468	27.1%
Government of Canada	311	2.9%
TRATON SE (TRATF)	291	17.8%

GROUND RISKS

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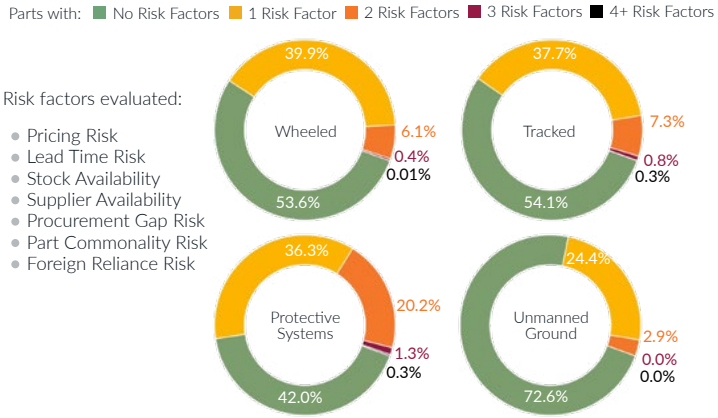
CAPABILITY PARTS RISK BY SEGMENT



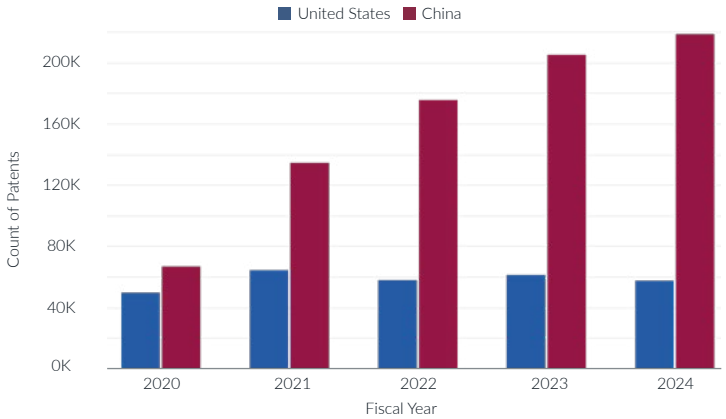
VENDOR RISK SCORE BY SEGMENT, FY24

SEGMENT	VENDOR RISK SCORE	YOY % CHANGE
Tracked	51.4	▽ 1.0%
Wheeled	48.1	▽ 2.2%
Protective Systems	40.5	▽ 12.2%
Unmanned Ground Vehicles	28.9	△ 39.1%

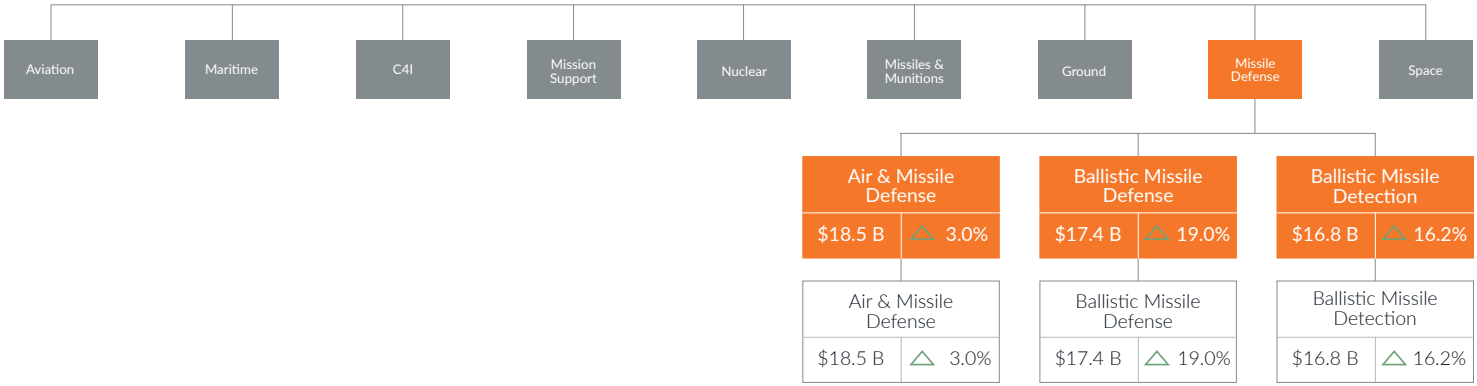
TOP CRITICAL MINERALS WITH CAPABILITY IMPACTS

CRITICAL MINERAL	COUNT OF DEPENDENT WEAPON SYSTEM DESIGNATOR CODES
Zinc	144
Chromium	142
Tellurium	139
Tin	134
Nickel	127
Titanium	126
Manganese	110
Fluorspar	87
Arsenic	79
Gallium	75

GROUND PATENTS GRANTED



MISSILE DEFENSE TAXONOMY



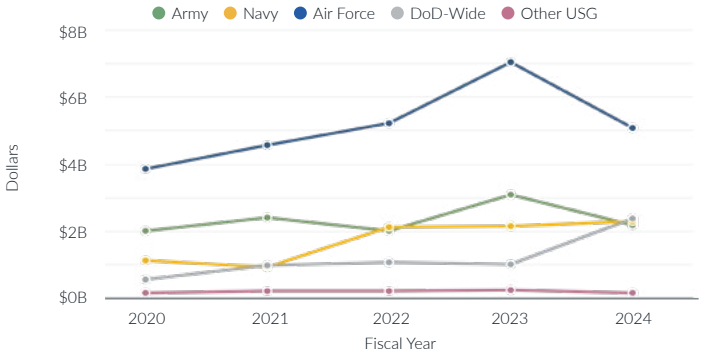
LEGEND

Segment/Subsegment	
FY20-24 Obligation Total	△▽+/- CAGR

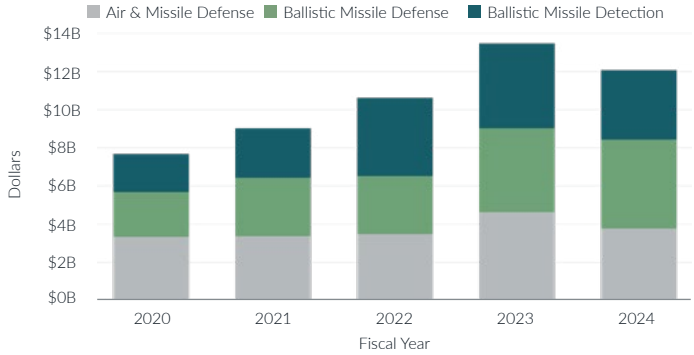
MISSILE DEFENSE OVERVIEW

The Missile Defense capability includes terminal defense systems like Patriot and THAAD, mid-course interceptors such as the Ground-based Midcourse Defense, and ship-based systems like AEGIS with SM-3 interceptors that can engage threats outside the atmosphere. Missile Defense encompasses early warning radars, space-based sensors for threat detection and tracking, and the command and control systems that integrate these elements into a coherent defensive architecture. Investment in missile defense continues to grow as adversary missile capabilities advance, driving development of new interceptors and discrimination technologies.

YOY SPEND BY GOVERNMENT AGENCY, FY20-24



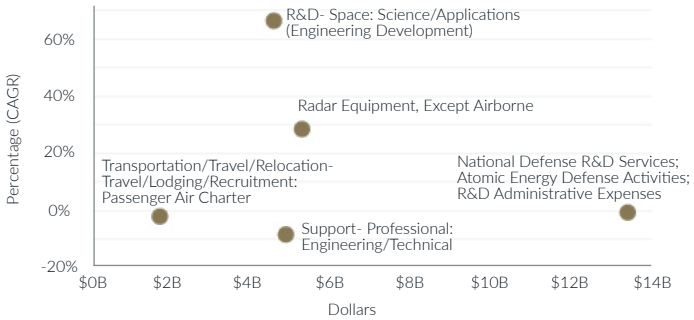
YOY SPEND BY SEGMENT, FY20-24



TOP FUNDING OFFICES, FY20-24

FUNDING OFFICE	AWARDED	CAGR
Space & Missile Systems Center IS F2TSTA	$16.1 B	△ 6.7%
Naval Sea Systems Command HQ	$6.9 B	△ 28.4%
Missile Defense Agency (MDA)	$5.5 B	△ 54.0%
Program Executive Office, Missiles & Space W6DV Redstone	$5.4 B	▽ 9.2%
Air Mobility Command F3SF99 HQ AMC TE	$3.0 B	△ 2.7%

TOP PSC CODES BY VELOCITY, FY20-24



MISSILE DEFENSE INDUSTRIAL BASE

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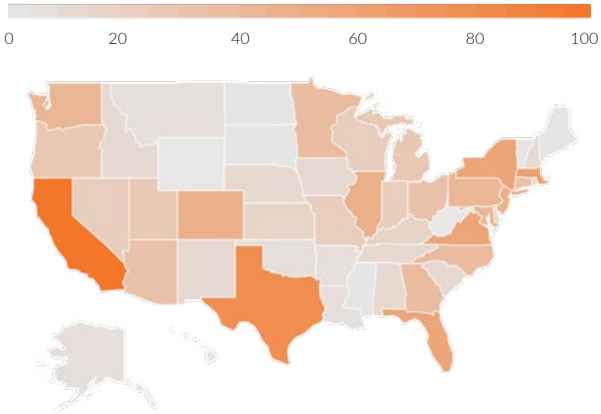
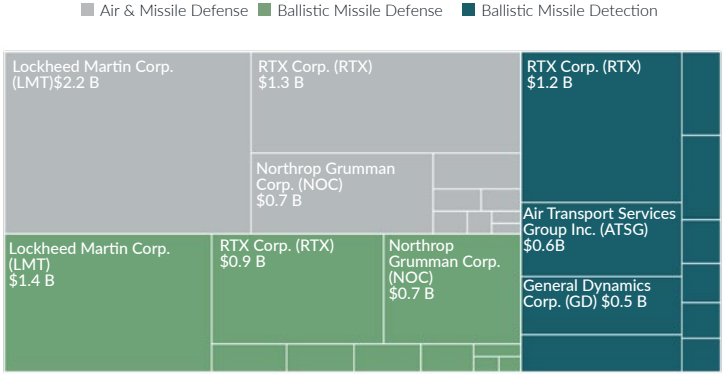
TOP VENDORS BY AMOUNT, FY24

VENDOR	FY24 AWARDED	YOY % CHANGE
Lockheed Martin Corp. (LMT)	$3.6 B	▽ 34.3%
RTX Corp. (RTX)	$3.4 B	△ 12.5%
Northrop Grumman Corp. (NOC)	$1.7 B	▽ 1.9%
Air Transport Services Group Inc. (ATSG)	$571.5 M	▽ 25.4%
General Dynamics Corp. (GD)	$468.3 M	△ 34.2%

VENDOR HEADQUARTERS BY STATE, FY24



TOP VENDORS BY SEGMENT, FY24



TOP CONGRESSIONAL DISTRICTS BY AWARDED AMOUNT, FY24

DISTRICT	FY24 AWARDED	REPRESENTATIVE
New Jersey - 1	$1.6 B	Donald Norcross (D)
New Jersey - 3	$1.6 B	Herbert Conaway (D)
California - 17	$1.6 B	Ro Khanna (D)
California - 36	$1.4 B	Ted Lieu (D)
Arizona - 6	$1.4 B	Juan Ciscomani (R)

MISSILE DEFENSE SUPPLY CHAIN

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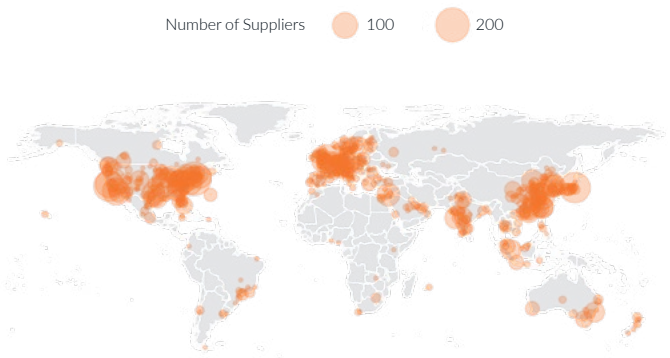
VENDORS AND THEIR CONNECTED TIER 1 SUPPLIERS

ORGANIZATIONS	FY20-24 COUNT	FY24 COUNT	CAGR
Vendors (Prime Contractors)	1142	615	△ 4.4%
Adversarial Suppliers	882	769	△ 23.6%
Allied Suppliers	2971	2153	△ 7.6%
Other Suppliers	1507	1135	△ 7.7%
United States Suppliers	3607	2272	△ 9.4%
Subcontractors	1741	750	△ 1.1%

TOP FOREIGN COUNTRIES BY SUPPLIER COUNT, FY24

COUNTRY	SUPPLIER COUNT	YOY % CHANGE
China	702	△ 37.4%
United Kingdom	349	△ 14.1%
Korea, Republic of	314	△ 21.7%
India	289	△ 18.9%
Japan	258	△ 36.5%

GLOBAL TIER 1 SUPPLIER FOOTPRINT, FY24



TOP VENDORS BY FOREIGN SUPPLIER COUNT, FY24

VENDOR	FOREIGN SUPPLIER COUNT	% ADVERSARIAL
Boeing Co. (BA)	231	12.6%
RTX Corp. (RTX)	182	14.3%
Deloitte Touche Tohmatsu Ltd.	158	5.1%
BAE Systems PLC (BAESY)	144	2.1%
Leonardo SPA (FINMY)	137	3.7%

MISSILE DEFENSE RISKS

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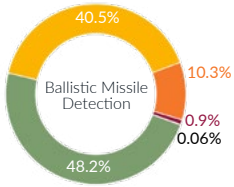
CAPABILITY PARTS RISK BY SEGMENT

Parts with: No Risk Factors 1 Risk Factor 2 Risk Factors 3 Risk Factors 4+ Risk Factors

Risk factors evaluated:

- Pricing Risk
- Lead Time Risk
- Stock Availability
- Supplier Availability
- Procurement Gap Risk
- Part Commonality Risk
- Foreign Reliance Risk



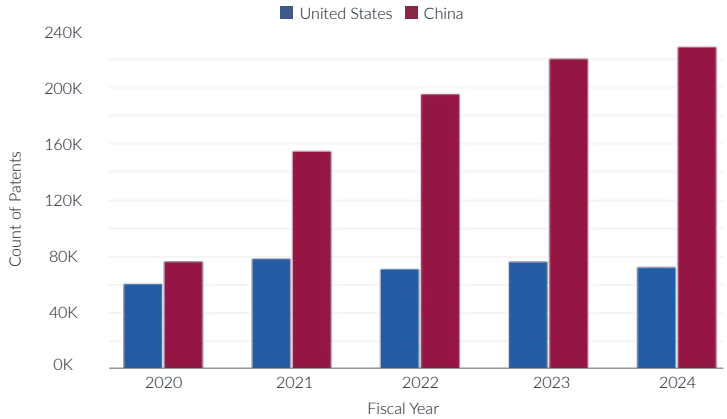
VENDOR RISK SCORE BY SEGMENT, FY24

SEGMENT	VENDOR RISK SCORE	YOY % CHANGE
Ballistic Missile Defense	52.6	△ 6.8%
Ballistic Missile Detection	49.0	▽ 1.0%
Air & Missile Defense	47.3	▽ 5.5%

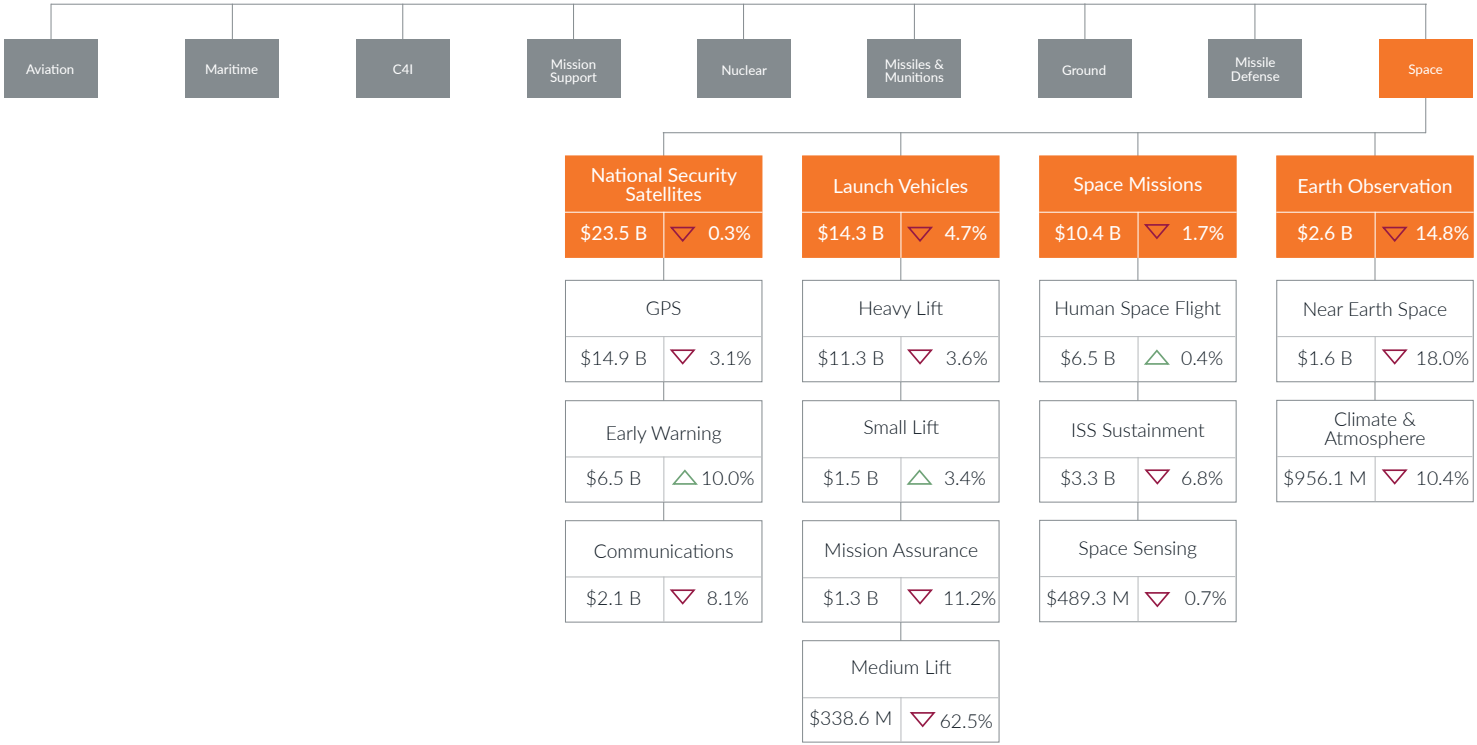
TOP CRITICAL MINERALS WITH CAPABILITY IMPACTS

CRITICAL MINERAL	COUNT OF DEPENDENT WEAPON SYSTEM DESIGNATOR CODES
Nickel	28
Tellurium	28
Zinc	28
Chromium	27
Tin	27
Cobalt	22
Titanium	22
Arsenic	21
Germanium	21
Gallium	20

MISSILE DEFENSE PATENTS GRANTED



SPACE TAXONOMY



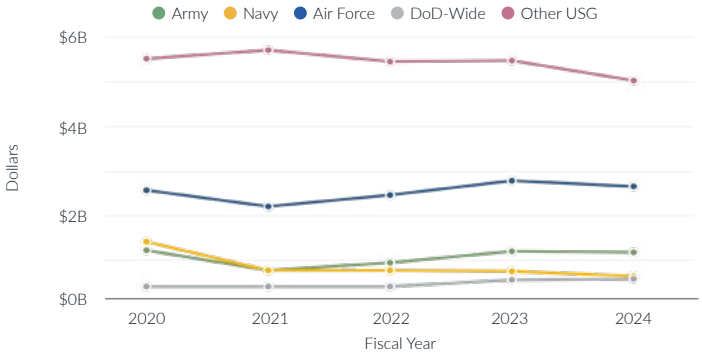
LEGEND

Segment/Subsegment	
FY20-24 Obligation Total	△▽+/- CAGR

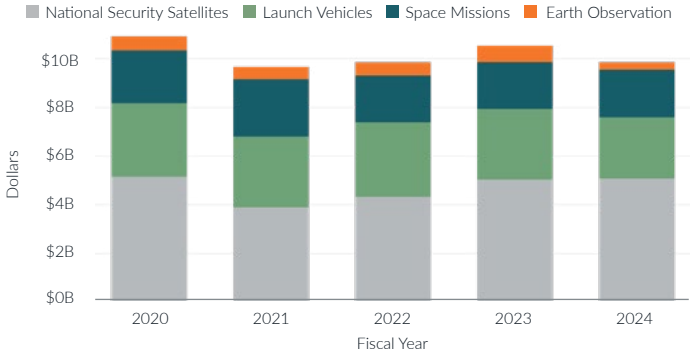
SPACE OVERVIEW

The Space capability includes launch services to deliver payloads to orbit, ground control systems for satellite operations, and emerging capabilities for space domain awareness and protection. Space programs involve long development cycles and extremely high reliability requirements, with contracts often exceeding billions of dollars for constellation development and sustainment. As space becomes increasingly contested, this capability has expanded to include defensive capabilities and resilient architectures to ensure continued access to space-based services critical for national security missions.

YOY SPEND BY GOVERNMENT AGENCY, FY20-24



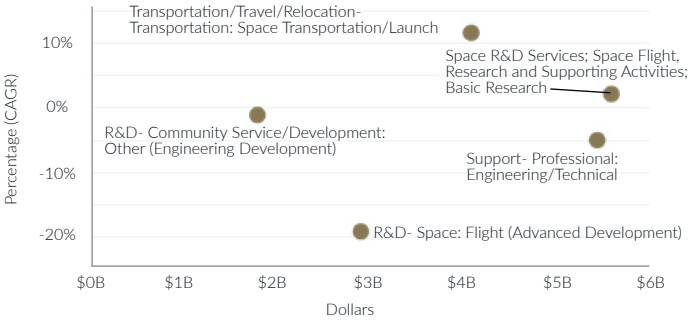
YOY SPEND BY SEGMENT, FY20-24



TOP FUNDING OFFICES, FY20-24

FUNDING OFFICE	AWARDED	CAGR
Marshall Space Flight Center (NASA)	$8.2 B	▽ 3.6%
Kennedy Space Center (NASA)	$5.5 B	△ 19.0%
Johnson Space Center (NASA)	$4.6 B	▽ 14.1%
Goddard Space Flight Center (NASA)	$3.0 B	▽ 14.0%
Space & Missile Systems Center GP F2TSJA	$2.8 B	△ 6.1%

TOP PSC CODES BY VELOCITY, FY20-24



SPACE INDUSTRIAL BASE

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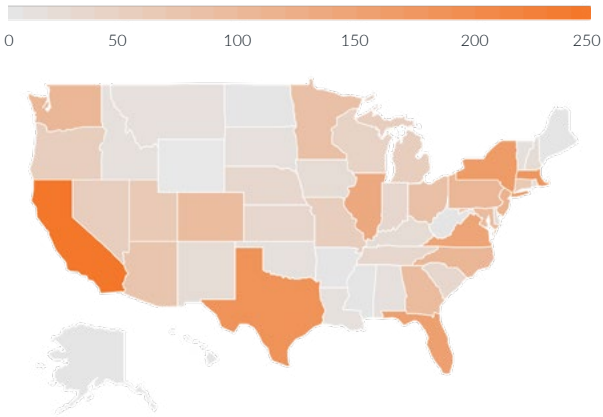
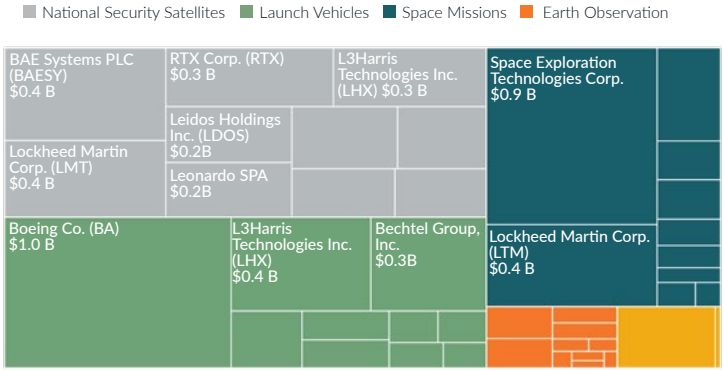
TOP VENDORS BY AMOUNT, FY24

VENDOR	FY24 AWARDED	YOY % CHANGE
Boeing Co. (BA)	$1.2 B	△ 5.6%
Space Exploration Technologies Corp.	$899.1 M	△ 54.2%
Lockheed Martin Corp. (LMT)	$811.1 M	△ 4.9%
L3Harris Technologies Inc. (LHX)	$683.9 M	△ 2.5%
BAE Systems PLC (BAESY)	$447.8 M	△ 1.3%

VENDOR HEADQUARTERS BY STATE, FY24



TOP VENDORS BY SEGMENT, FY24



TOP CONGRESSIONAL DISTRICTS BY AWARDED AMOUNT, FY24

DISTRICT	FY24 AWARDED	REPRESENTATIVE
Alabama - 5	$1.2 B	Dale Strong (R)
Florida - 8	$1.0 B	Mike Haridopolos (R)
Virginia - 11	$926.3 M	Gerald E. Connolly (D)
Colorado - 4	$638.9 M	Lauren Boebert (R)
Colorado - 7	$526.4 M	Brittany Pettersen (D)

SPACE SUPPLY CHAIN

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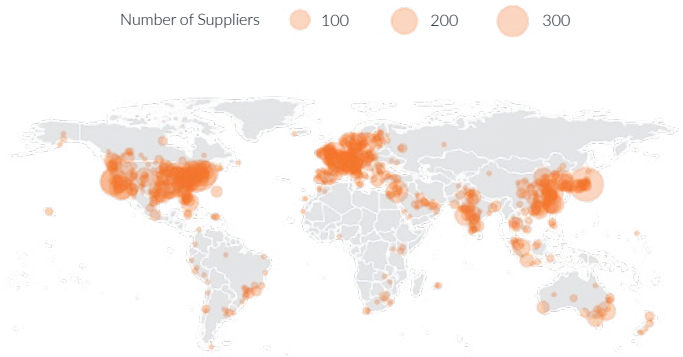
VENDORS AND THEIR CONNECTED TIER 1 SUPPLIERS

ORGANIZATIONS	FY20-24 COUNT	FY24 COUNT	CAGR
Vendors (Prime Contractors)	2629	1303	△ 0.5%
Adversarial Suppliers	1574	879	▽ 8.5%
Allied Suppliers	4816	3462	▽ 2.9%
Other Suppliers	2576	1786	▽ 4.2%
United States Suppliers	4400	3705	▽ 0.8%
Subcontractors	2676	903	▽ 1.2%

TOP FOREIGN COUNTRIES BY SUPPLIER COUNT, FY24

COUNTRY	SUPPLIER COUNT	YOY % CHANGE
China	791	▽ 6.9%
Japan	581	▽ 1.5%
United Kingdom	521	△ 3.4%
India	464	▽ 4.1%
Canada	366	△ 4.3%

GLOBAL TIER 1 SUPPLIER FOOTPRINT, FY24

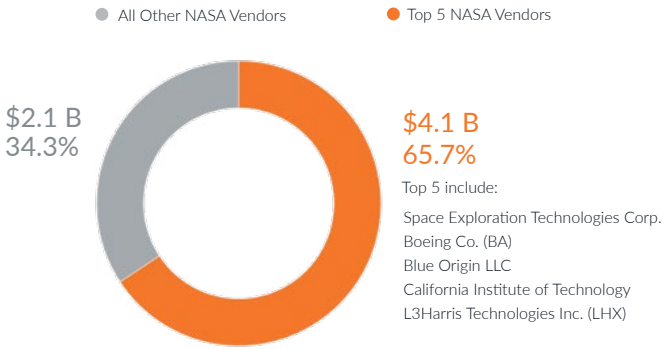


TOP VENDORS BY FOREIGN SUPPLIER COUNT, FY24

VENDOR	FOREIGN SUPPLIER COUNT	% ADVERSARIAL
Boeing Co. (BA)	231	12.6%
RTX Corp. (RTX)	182	14.3%
Deloitte Touche Tohmatsu Ltd.	158	5.1%
BAE Systems PLC (BAESY)	144	2.1%
Leonardo SPA (FINMY)	137	3.7%

SPACE RISKS

NASA VENDOR CONCENTRATION BY DOLLAR AMOUNT, FY24



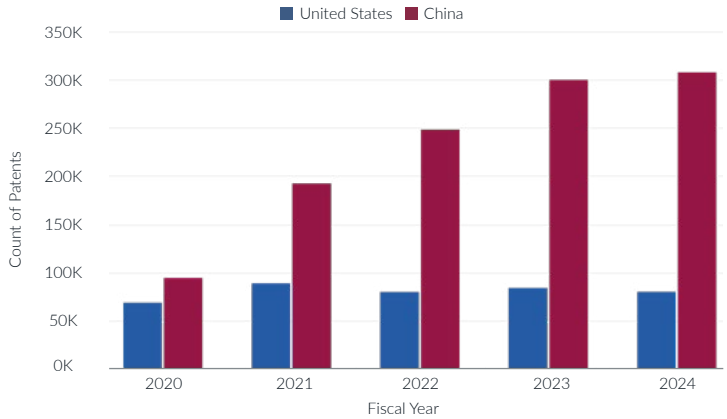
VENDOR RISK SCORE BY SEGMENT, FY24

SEGMENT	VENDOR RISK SCORE	YOY % CHANGE
Launch Vehicles	52.8	△ 7.6%
Space Missions	44.9	△ 0.5%
National Security Satellites	41.0	△ 1.3%
Earth Observation	37.8	▽ 8.1%

TOP CRITICAL MINERALS WITH CAPABILITY IMPACTS

CRITICAL MINERAL	COUNT OF DEPENDENT WEAPON SYSTEM DESIGNATOR CODES
Nickel	23
Tellurium	23
Zinc	23
Chromium	22
Tin	22
Cobalt	17
Titanium	17
Arsenic	16
Germanium	16
Gallium	15

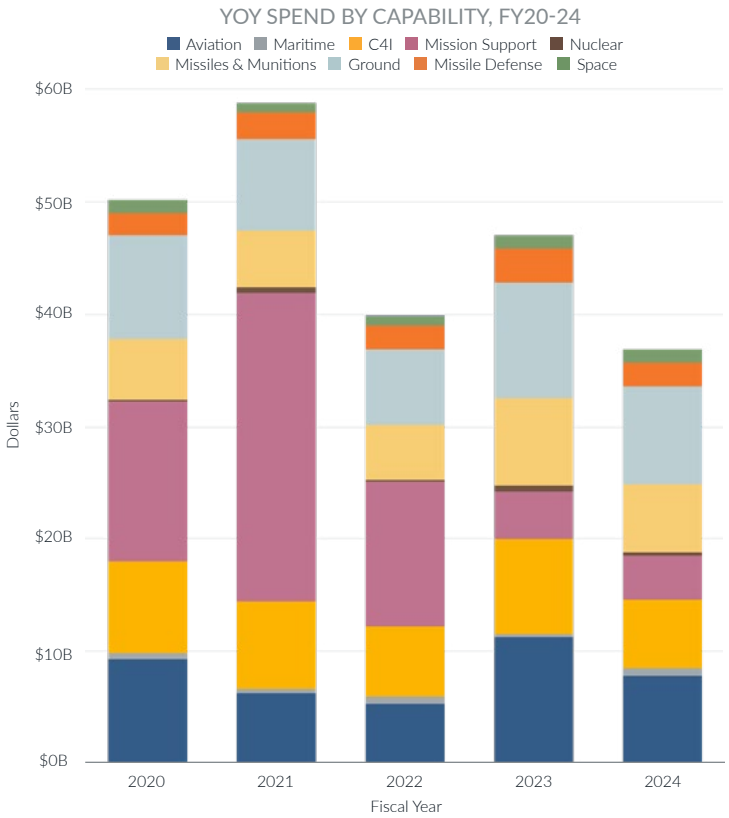
SPACE PATENTS GRANTED

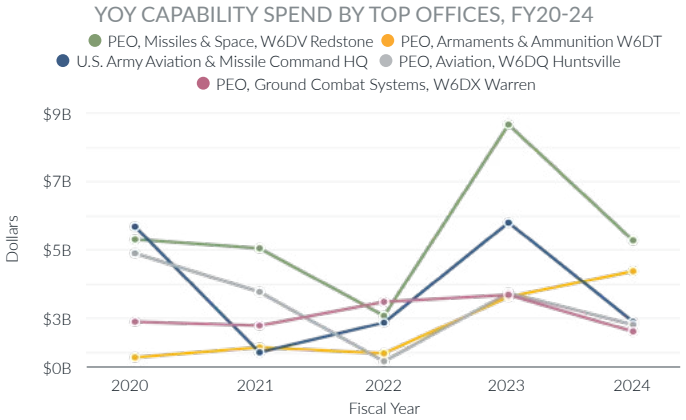


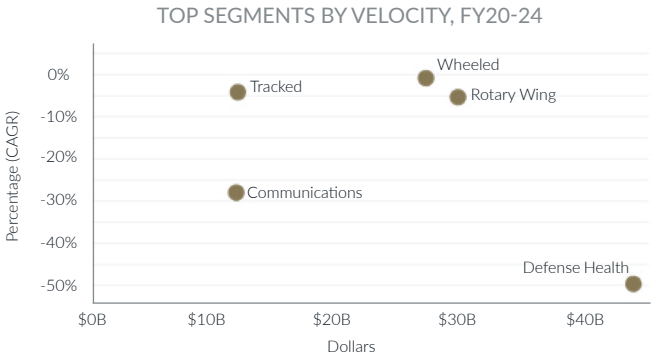
MILITARY DEPARTMENTS

DEPARTMENT OF THE ARMY

The analytics in this section focus on the Department of the Army, the nation's principal land force. Army priorities center on equipping the modern soldier and executing multi-domain operations. This is reflected in major investments in C4I as well as Ground capabilities, including next-generation combat vehicles. The Army is also directing significant resources toward Missiles & Munitions as well as Missile Defense, including long-range precision fires, which are not only critical to ensuring U.S. dominance on the future battlefield, but to supporting ongoing conflicts in Ukraine and the Red Sea.







DEPARTMENT OF THE ARMY

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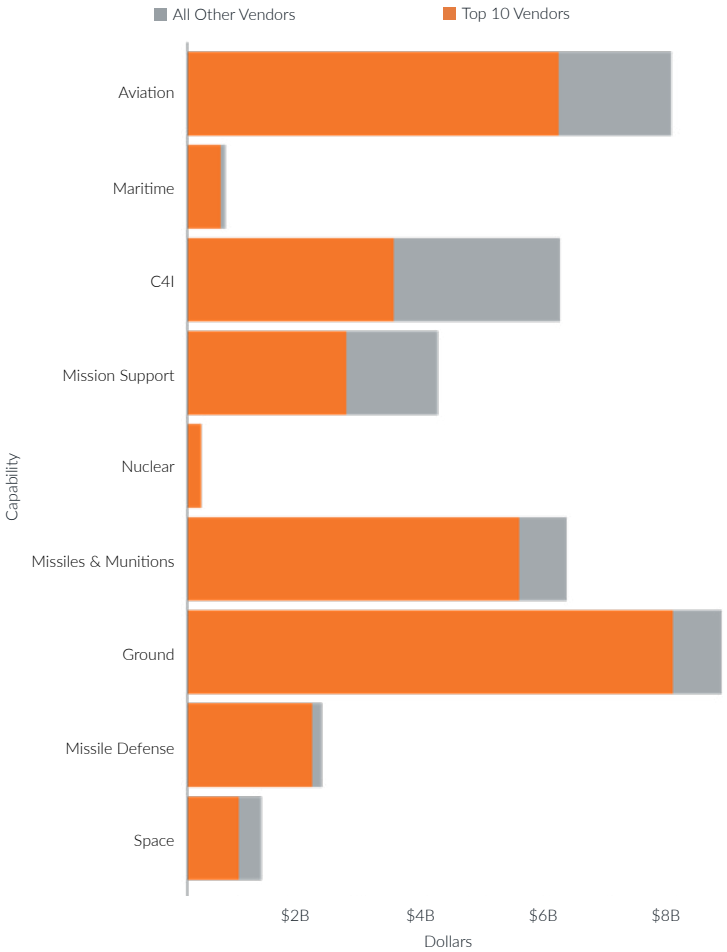
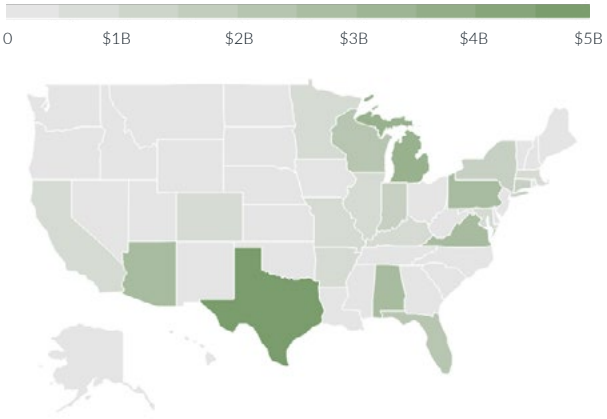
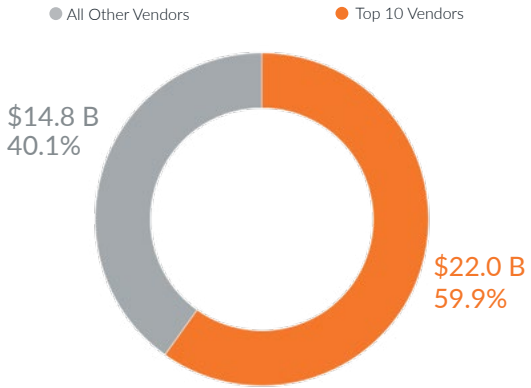
VENDOR CONCENTRATION BY CAPABILITY, FY24



AWARDED DOLLARS BY STATE, FY24



VENDOR CONCENTRATION BY DOLLAR AMOUNT, FY24



DEPARTMENT OF THE ARMY

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TOP VENDORS BY AWARDED AMOUNT, FY24

VENDOR	FY24 AWARDED	YOY % CHANGE
Lockheed Martin Corp. (LMT)	$5.6 B	▽ 36.1%
General Dynamics Corp. (GD)	$4.8 B	△ 2.3%
BAE Systems PLC (BAESY)	$2 B	△ 7.1%
Boeing Co. (BA)	$1.9 B	▽ 58.1%
RTX Corp. (RTX)	$1.9 B	▽ 46.3%

TOP FOREIGN COUNTRIES BY SUPPLIERS, FY24

COUNTRY	SUPPLIER COUNT	YOY % CHANGE
China	1180	▽ 2.3%
Korea, Republic of	963	△ 59.7%
Japan	644	▽ 22.2%
United Kingdom	602	▽ 1.3%
India	563	▽ 1.9%

TOP FUNDING OFFICES BY AWARDED AMOUNT, FY20-24

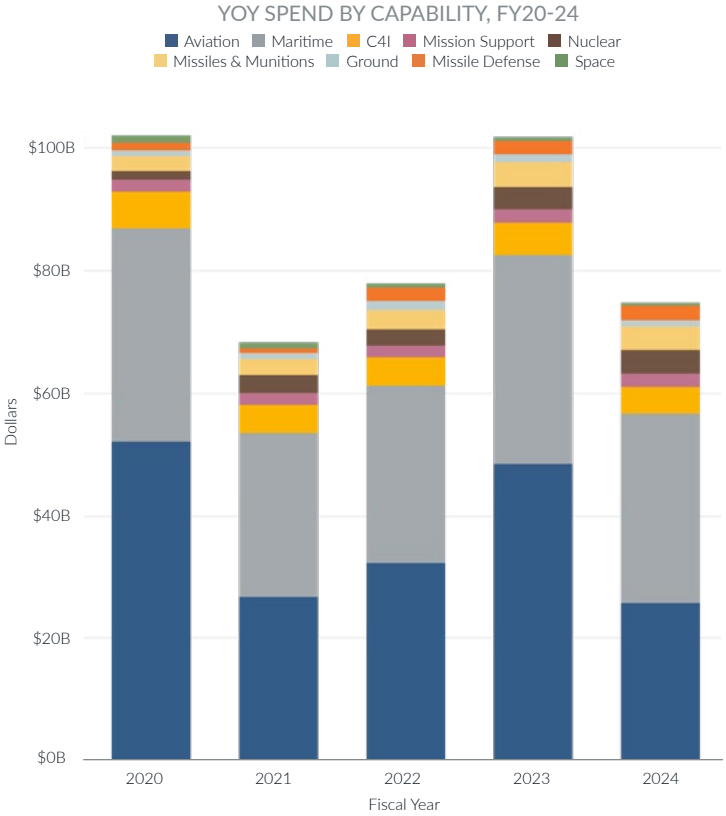
OFFICE	FY20-24 AWARDED	YOY % CHANGE
Program Executive Office, Missiles & Space, W6DV Redstone	$5.3 B	▽ 39.1%
Program Executive Office, Armaments & Ammunition W6DT	$4.4 B	△ 20.6%
U.S. Army Aviation & Missile Command Headquarters	$2.9 B	▽ 49.9%
Program Executive Office, Aviation, W6DQ Huntsville	$2.8 B	▽ 25.4%
Program Executive Office, Ground Combat Systems, W6DX Warren	$2.6 B	▽ 29.3%

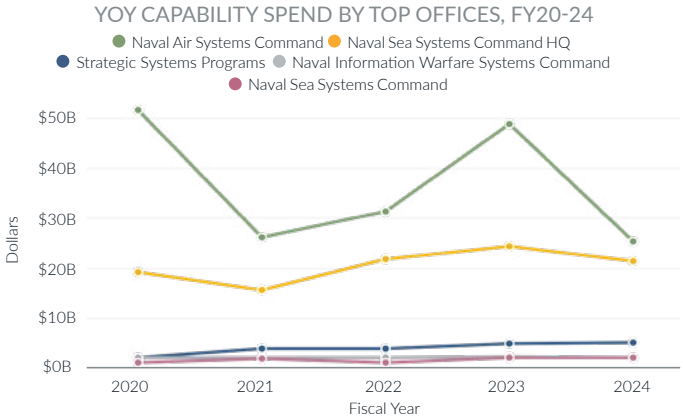
NOTABLE DEFENSE ACCELERATORS

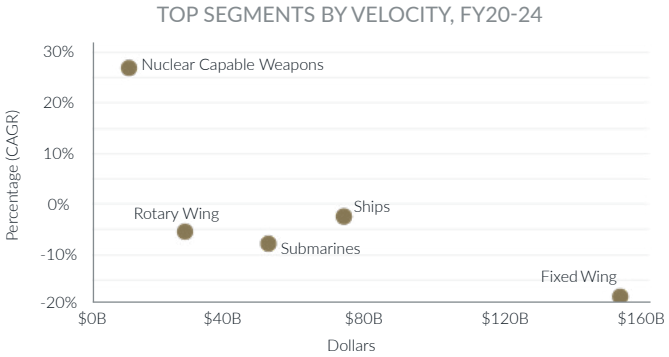
FUNDING PROGRAM	LOCATION
Army xTech	Arlington, VA
Army SBIR/STTR	Arlington, VA
National Security Innovation Capital (NSIC)	Mountain View, CA
Army Rapid Capabilities & Critical Technologies Office	Redstone Arsenal, AL
Army Research Laboratory (ARL) Open Campus & CRADA	Adelphi, MD

DEPARTMENT OF THE NAVY

The Department of the Navy's spending is dominated by the procurement and sustainment of high-value maritime platforms, including aircraft carriers, destroyers, and the nuclear submarine fleet. Key investment priorities include strengthening maritime dominance through a larger and more capable fleet, fielding advanced naval weapons, and modernizing the shipyard industrial base to enhance readiness and operational availability. Modernizing the sea-based leg of the nuclear triad is also a critical priority, evidenced by the dramatic growth in spending on Nuclear-Capable Weapons.







DEPARTMENT OF THE NAVY

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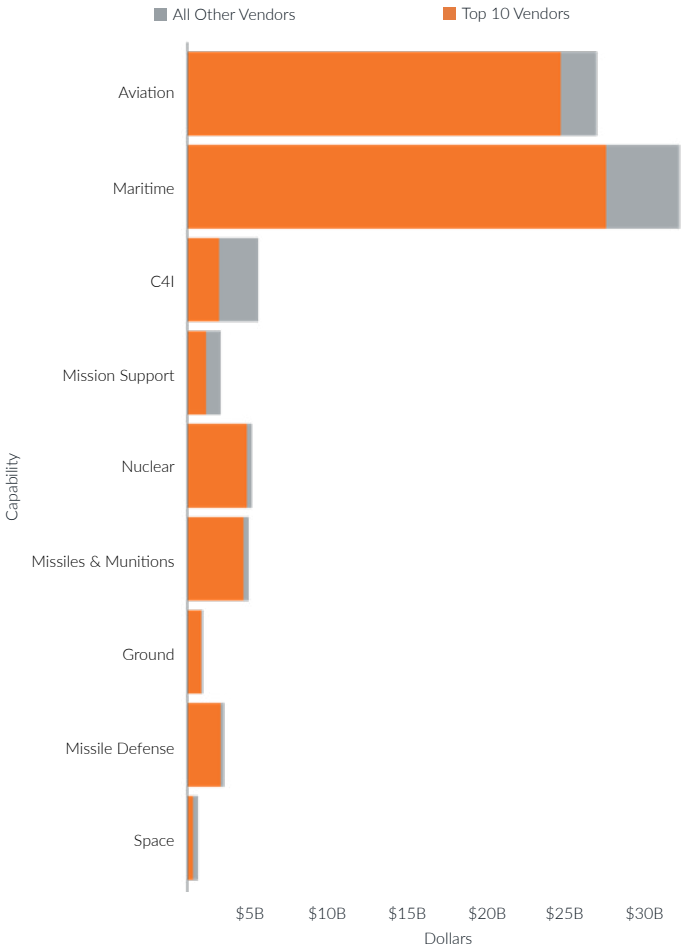
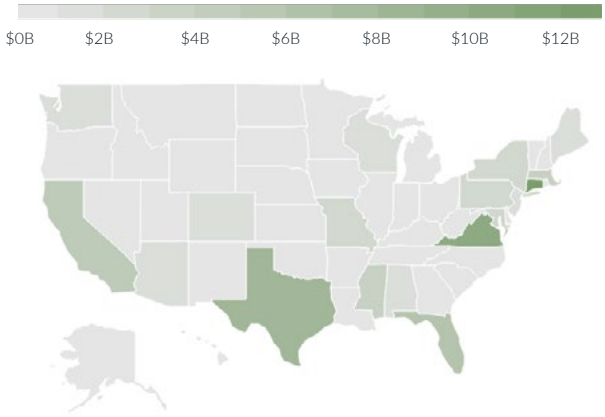
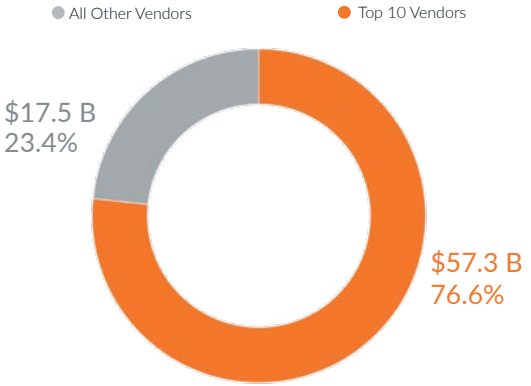
VENDOR CONCENTRATION BY CAPABILITY, FY24



AWARDED DOLLARS BY STATE, FY24



VENDOR CONCENTRATION BY DOLLAR AMOUNT, FY24



DEPARTMENT OF THE NAVY

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TOP VENDORS BY AWARDED AMOUNT, FY24

VENDOR	FY24 AWARDED	YOY % CHANGE
Lockheed Martin Corp. (LMT)	$18.8 B	▽ 51.4%
General Dynamics Corp. (GD)	$11.9 B	▽ 12.8%
Huntington Ingalls Industries Inc. (HII)	$7.6 B	▽ 19.6%
RTX Corp. (RTX)	$6.5 B	▽ 42.3%
Boeing Co. (BA)	$4.3 B	△ 100%

TOP FOREIGN COUNTRIES BY SUPPLIERS, FY24

COUNTRY	SUPPLIER COUNT	YOY % CHANGE
China	1375	△ 0.2%
Japan	1088	▽ 3.0%
United Kingdom	680	▽ 0.3%
India	597	△ 0.8%
Korea, Republic of	537	△ 1.7%

TOP FUNDING OFFICES BY AWARDED AMOUNT, FY24

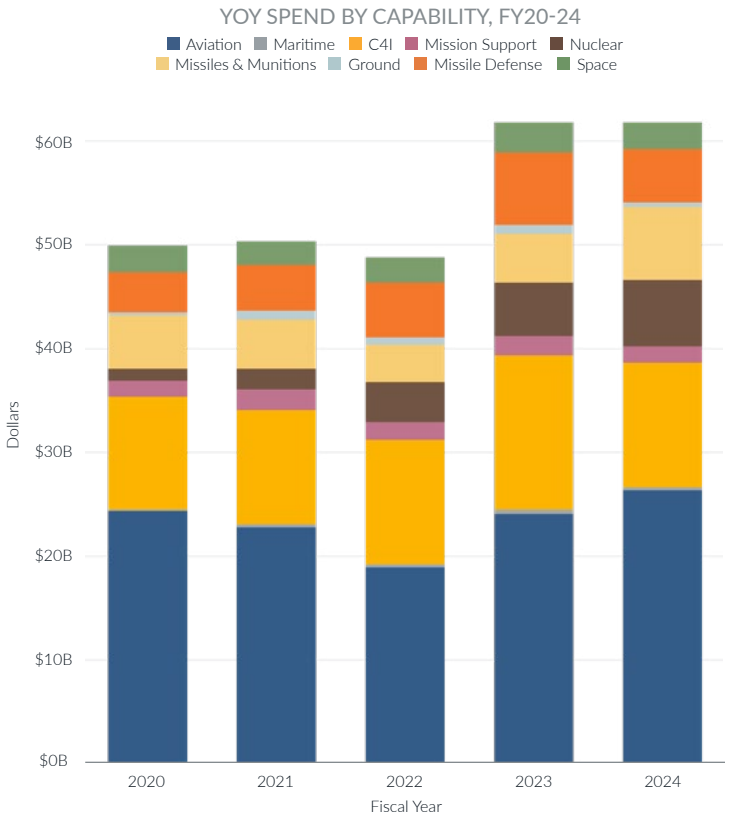
OFFICE	FY24 AWARDED	YOY % CHANGE
Naval Air Systems Command	$25.2 B	▽ 48.3%
Naval Sea Systems Command HQ	$21.4 B	▽ 11.6%
Strategic Systems Programs	$5.0 B	△ 3.2%
Naval Information Warfare Systems Command	$2.0 B	▽ 6.2%
Naval Sea Systems Command	$1.9 B	▽ 6.7%

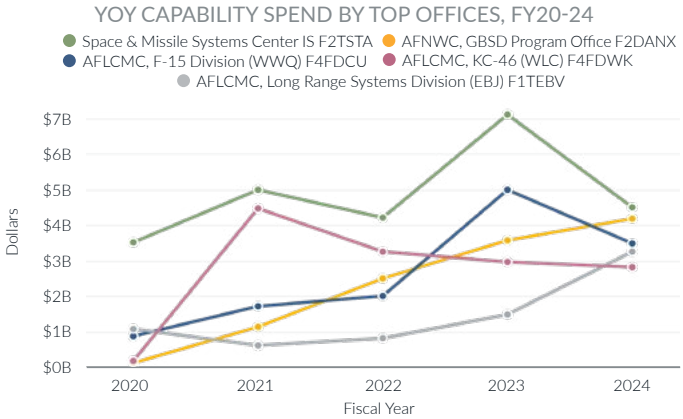
NOTABLE DEFENSE ACCELERATORS

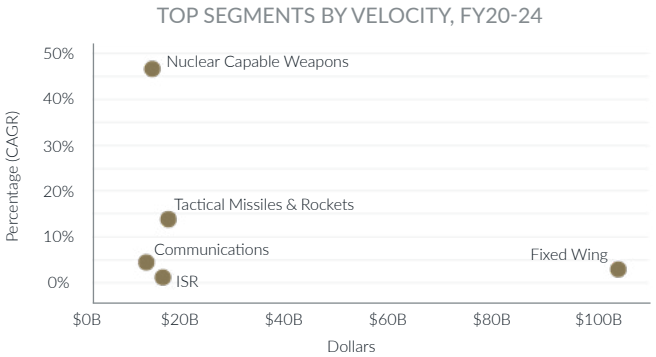
FUNDING PROGRAM	LOCATION
NavalX	Arlington, VA
FLEETWERX	Monterey, CA
Navy Rapid Innovation Fund (RIF)	Arlington, VA
Office of Naval Research (ONR)	Arlington, VA
Marine Innovation Unit	Newburgh, NY

DEPARTMENT OF THE AIR FORCE

The Department of the Air Force's investments are concentrated in developing, procuring, and sustaining advanced aircraft, including the B-21 bomber and Next Generation Air Dominance platforms. With major investments from the Space and Missile Systems Center, the department leads in acquiring satellite communications and next-generation missile warning systems. The department's foremost priority is strategic modernization, evidenced by the nearly 50% compound annual growth rate in spending on Nuclear-Capable Weapons since FY20.







DEPARTMENT OF THE AIR FORCE

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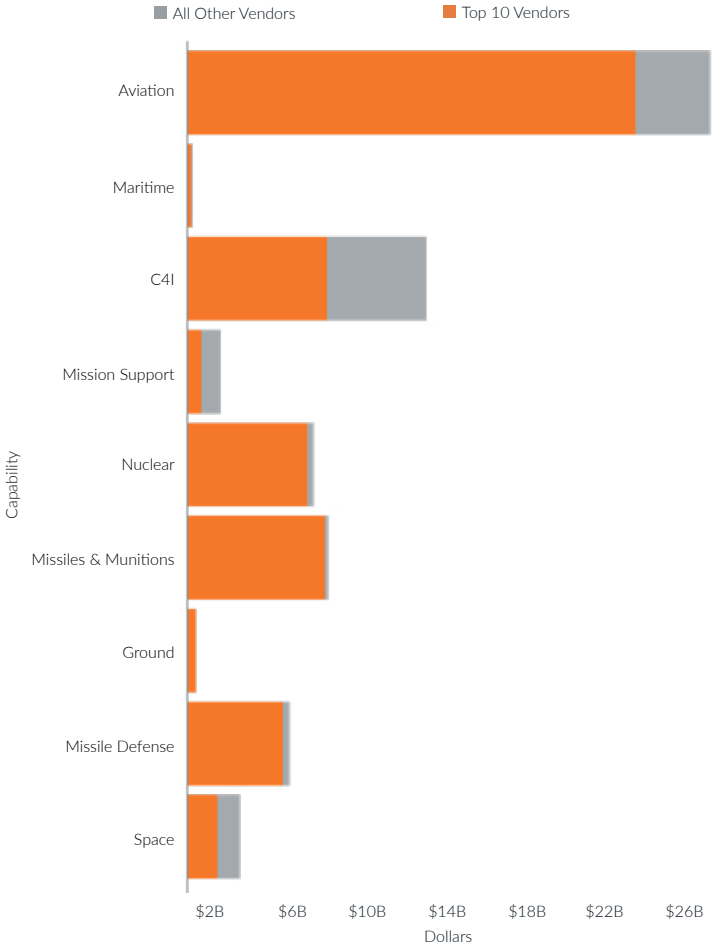
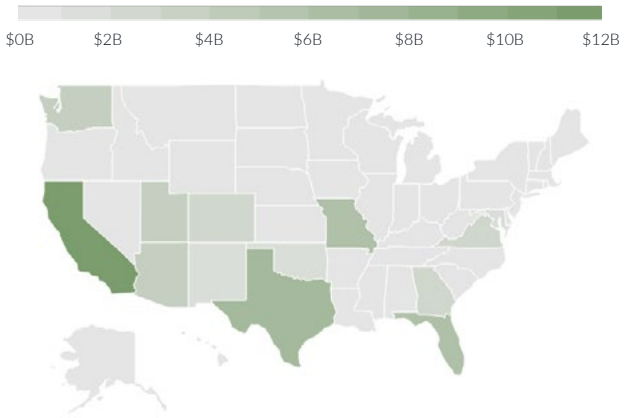
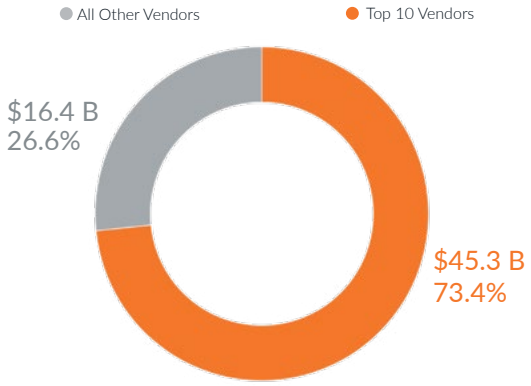
VENDOR CONCENTRATION BY CAPABILITY, FY24



AWARDED DOLLARS BY STATE, FY24



VENDOR CONCENTRATION BY DOLLAR AMOUNT, FY24



DEPARTMENT OF THE AIR FORCE

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TOP VENDORS BY AWARDED AMOUNT, FY24

VENDORS	FY24 AWARDED	YOY % CHANGE
Lockheed Martin Corp. (LMT)	$14.9 B	▽ 1.5%
Boeing Co. (BA)	$13.3 B	△ 0.2%
Northrop Grumman Corp. (NOC)	$8.5 B	▽ 1.9%
RTX Corp. (RTX)	$3.7 B	▽ 12.2%
Honeywell International Inc. (HON)	$1 B	△ 0.1%

TOP FOREIGN COUNTRIES BY SUPPLIERS, FY24

COUNTRY	SUPPLIER COUNT	YOY % CHANGE
China	1334	△ 25.8%
Japan	970	△ 12.5%
United Kingdom	660	△ 7.3%
Korea, Republic of	612	△ 3.6%
India	596	△ 10.6%

TOP FUNDING OFFICES BY AWARDED AMOUNT, FY24

OFFICE	FY24 AWARDED	YOY % CHANGE
Space & Missile Systems Center IS F2TSTA	$4.5 B	▽ 36.9%
Air Force Nuclear Weapons Center, GBSD Program Office F2DANX	$4.2 B	△ 17.9%
Air Force Life Cycle Management Center, F-15 Division (WWQ) F4FDCU	$3.5 B	▽ 30.0%
Air Force Life Cycle Management Center, Long Range Systems Division (EBJ) F1TEBV	$3.2 B	△ 119.6%
Air Force Life Cycle Management Center, KC-46 (WLC) F4FDWK	$2.8 B	▽ 5.5%

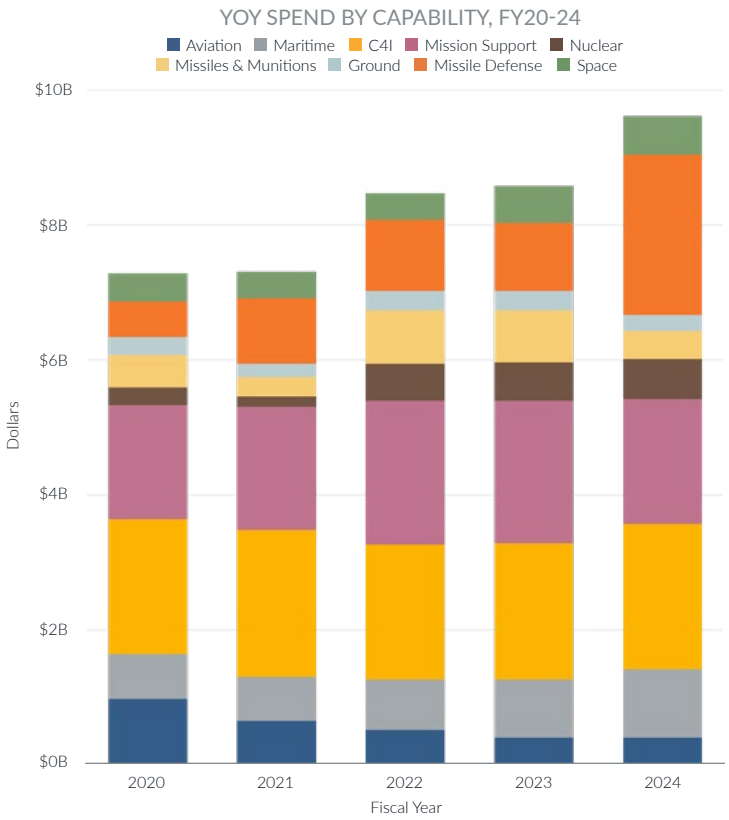
NOTABLE DEFENSE ACCELERATORS

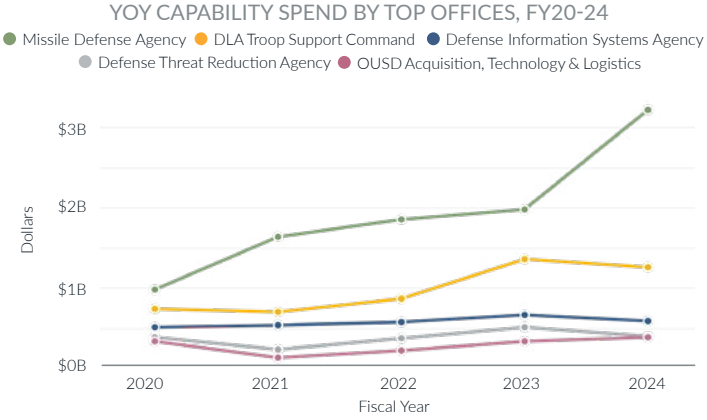
FUNDING PROGRAM	LOCATION
Air Force Research Laboratory (AFRL)	Wright-Patterson AFB, OH
AFWERX	Washington, DC
SPACEWERX	Los Angeles, CA
Catalyst Space Accelerator	Colorado Springs, CO
DAF AI Accelerator	Cambridge, MA

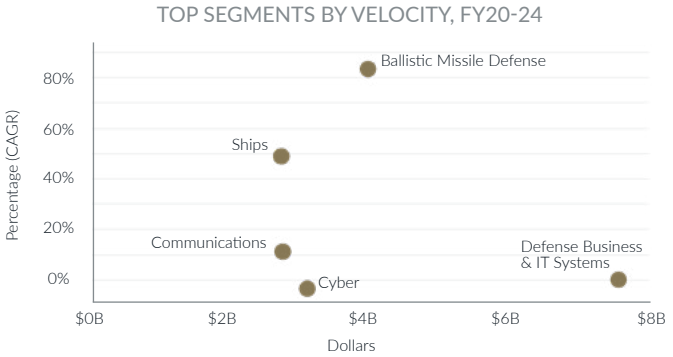
DEPARTMENT OF DEFENSE FOURTH ESTATE

DEPARTMENT OF DEFENSE FOURTH ESTATE

The analytics in this section examine the following agencies: Defense Advanced Research Project Agency, Defense Information Systems Agency, Defense Threat Reduction Agency, Missile Defense Agency, Defense Health Agency, Defense Logistics Agency, and U.S. Special Operations Command. These agencies operate fully within the defense sector and provide direct support to the military departments and their assets across the globe.







DEPARTMENT OF DEFENSE FOURTH ESTATE

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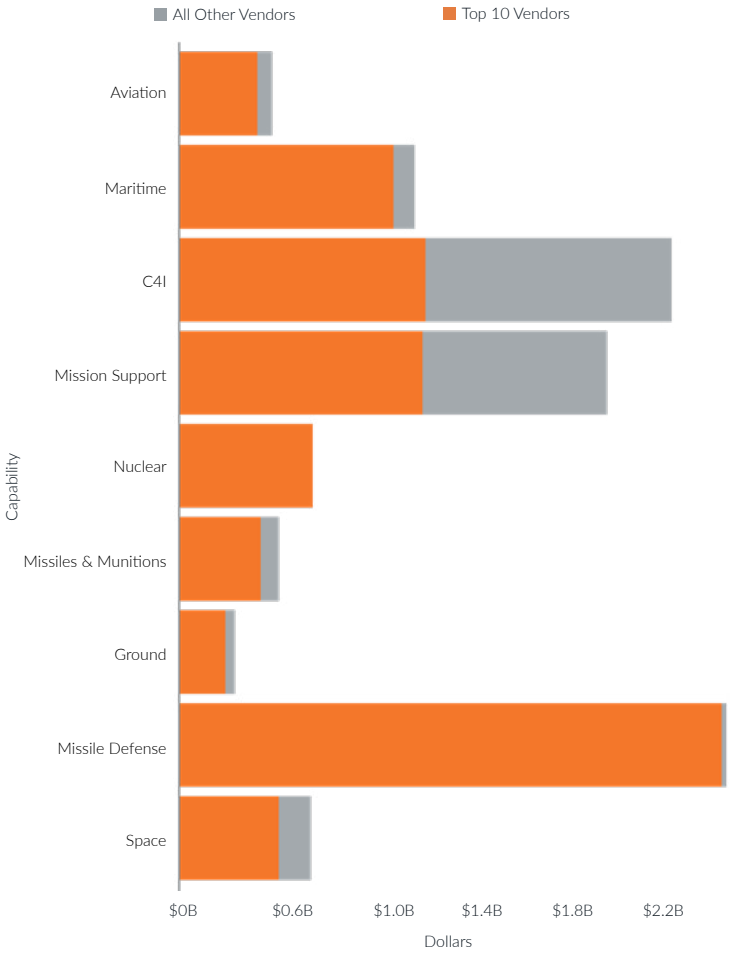
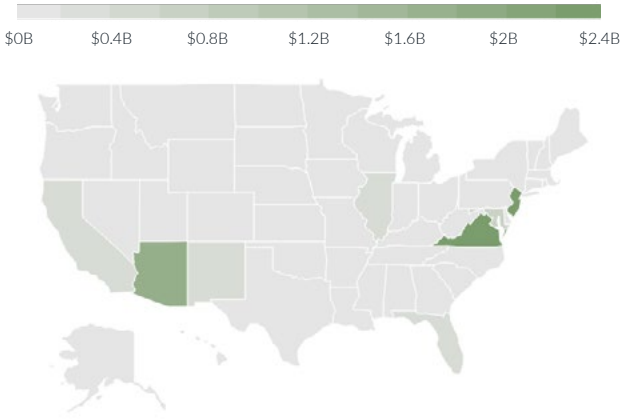
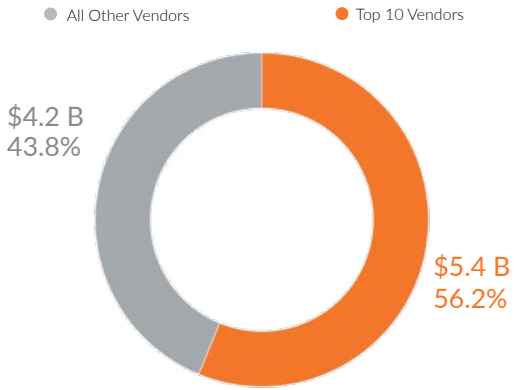
VENDOR CONCENTRATION BY CAPABILITY, FY24



AWARDED DOLLARS BY STATE, FY24



VENDOR CONCENTRATION BY DOLLAR AMOUNT, FY24



DEPARTMENT OF DEFENSE FOURTH ESTATE

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TOP VENDORS BY AWARDED AMOUNT, FY24

VENDORS	FY24 AWARDED	YOY % CHANGE
Lockheed Martin Corp. (LMT)	$1.7 B	△ 14.8%
RTX Corp. (RTX)	$1.4 B	△ 264.8%
ADS Tactical Inc.	$661.7 M	▽ 17.3%
Leidos Holdings Inc. (LDOS)	$439.8 M	▽ 23.9%
Booz Allen Hamilton Holding Corp. (BAH)	$206.7 M	△ 2.1%

TOP FOREIGN COUNTRIES BY SUPPLIERS, FY24

COUNTRY	SUPPLIER COUNT	YOY % CHANGE
China	1318	▽ 4.7%
Korea, Republic of	876	▽ 6.6%
Japan	783	▽ 3.8%
United Kingdom	618	▽ 8.3%
India	557	▽ 3.8%

TOP FUNDING OFFICES BY AWARDED AMOUNT, FY24

OFFICE	FY24 AWARDED	YOY % CHANGE
Missile Defense Agency (MDA)	$3.2 B	△ 63.0%
Defense Logistics Agency Troop Support Command	$1.3 B	▽ 7.0%
Defense Information Systems Agency (DISA)	$587.6 M	▽ 10.7%
Defense Threat Reduction Agency (DTRA)	$394.5 M	▽ 22.7%
Under Secretary Of Defense for Acquisition, Technology & Logistics (OUSD(AT&L))	$384.1 M	△ 17.7%

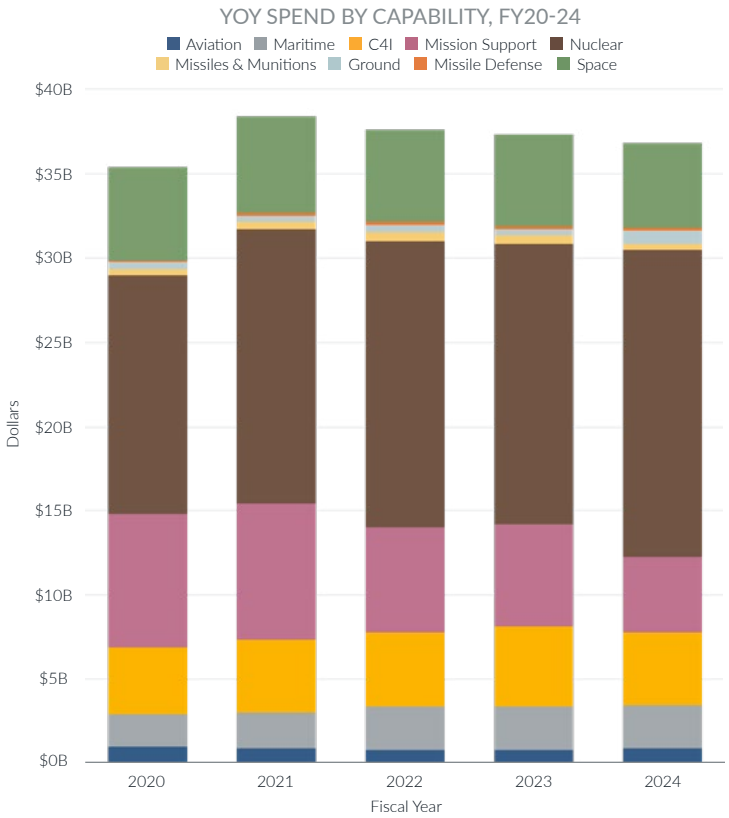
NOTABLE DEFENSE ACCELERATORS

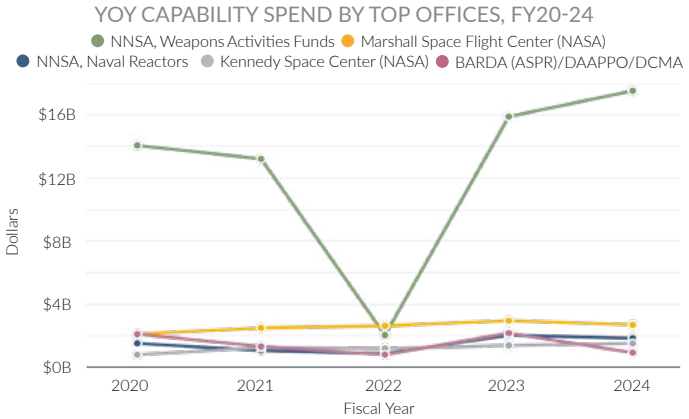
FUNDING PROGRAM	LOCATION
Defense Innovation Unit	Mountain View, CA
DARPA	Arlington, VA
Defense Business Accelerator	Renton, WA
SOFWERX	Tampa, FL
National Security Innovation Network	Arlington, VA

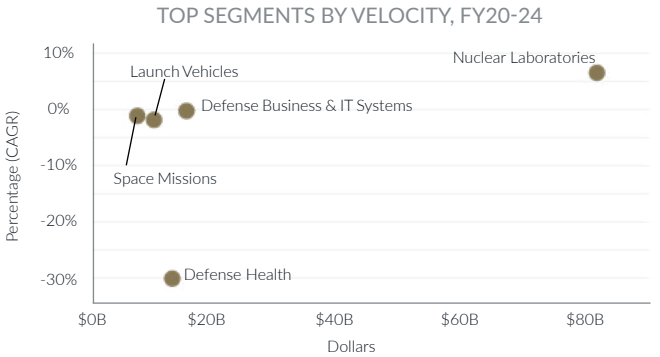
FEDERAL CIVILIAN AGENCIES

FEDERAL CIVILIAN AGENCIES

The analytics in this section examine the following agencies: Department of Energy, Department of Homeland Security, Department of Justice, Department of State, General Services Administration, Department of Health & Human Services, National Aeronautics & Space Administration, Department of Veterans Affairs, and the National Science Foundation. While these agencies do not formally operate in the defense sector, they are civilian agencies that are critical contributors to national security efforts and priorities.







FEDERAL CIVILIAN AGENCIES

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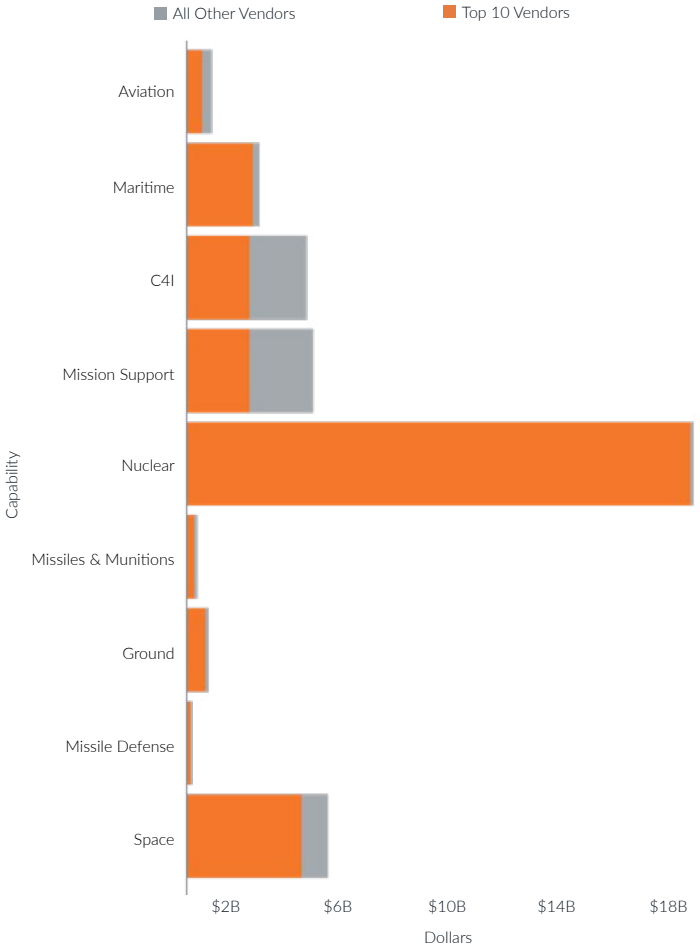
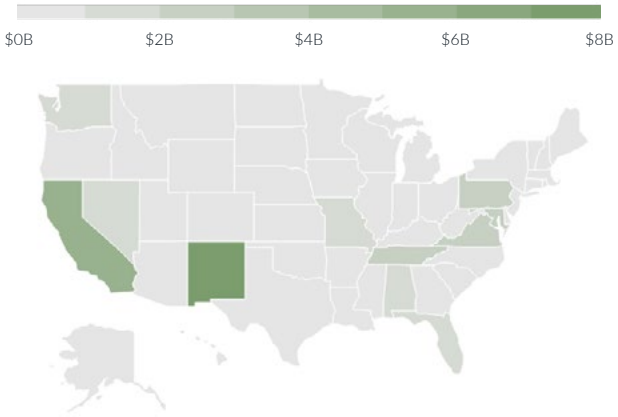
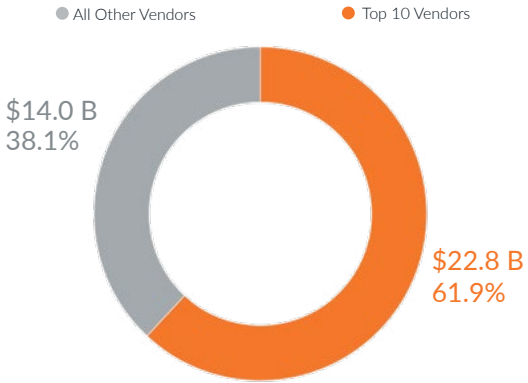
VENDOR CONCENTRATION BY CAPABILITY, FY24



AWARDED DOLLARS BY STATE, FY24



TOTAL VENDOR CONCENTRATION BY DOLLAR AMOUNT, FY24



FEDERAL CIVILIAN AGENCIES

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TOP VENDORS BY AWARDED AMOUNT, FY24

VENDORS	FY24 AWARDED	YOY % CHANGE
Triad National Security LLC	$4.8 B	△ 13.3%
National Technology & Engineering Solutions of Sandia LLC	$3.7 B	△ 8.8%
Consolidated Nuclear Security LLC	$3.6 B	△ 9.8%
Lawrence Livermore National Security, LLC	$2.8 B	△ 10.5%
Fluor Corp. (FLR)	$1.8 B	▽ 7.5%

TOP FOREIGN COUNTRIES BY SUPPLIERS, FY24

COUNTRY	SUPPLIER COUNT	YOY % CHANGE
China	1625	▽ 6.0%
Japan	1323	▽ 1.2%
Korea, Republic of	1007	▽ 3.2%
United Kingdom	945	▽ 4.4%
India	773	▽ 5.4%

TOP FUNDING OFFICES BY AWARDED AMOUNT, FY24

OFFICE	FY24 AWARDED	YOY % CHANGE
National Nuclear Security Administration, Weapons Activities Funds	$17.5 B	△ 10.6%
Marshall Space Flight Center (NASA)	$2.7 B	▽ 8.0%
National Nuclear Security Administration, Naval Reactors	$1.9 B	▽ 7.5%
Kennedy Space Center (NASA)	$1.5 B	△ 10.3%
BARDA, Administration for Strategic Preparedness & Response (ASPR)/DAAPPO/DCMA	$924.6 M	▽ 57.4%

NOTABLE ACCELERATORS

FUNDING PROGRAM	LOCATION
Convergence Accelerator (NSF)	Alexandria, VA
InnovationX (HHS)	Washington, DC
Commercialization Accelerator Program (DHS)	Washington, DC
Innovative Advanced Concepts (NASA)	Washington, DC
Energy Program for Innovation Clusters (DoE)	Washington, DC

SCORECARD GUIDES & VENDOR INDEX

CRITICAL CAPABILITIES GUIDE

FY20-24 SPEND

Fiscal Year 20-24 and FY24 Awarded Amounts with the share of spend the technology is allocated along with compound annual growth rate (CAGR)

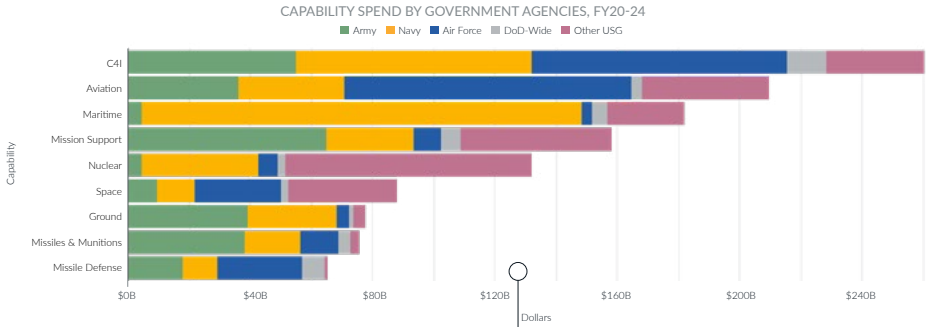
RANK		CAPABILITY	SPEND			
FY25	FY24		FY20-24 SPEND	CAGR	FY24 SPEND	FY24 SHARE
1	1	C4I	$259.9 B	▽ 4.5%	$45.6 B	17.6%
2	△ 3	Aviation	$209.3 B	▽ 3.4%	$42.7 B	20.4%
3	▽ 2	Maritime	$181.6 B	△ 11.0%	$40.6 B	22.4%

RANK

Segments are ranked by greatest to least FY25, in comparison to FY24 by factors that include spend, CAGR, overall share, and velocity

FY24 SPEND

FY24 Awarded Amount



CAPABILITY SPEND BY GOVERNMENT AGENCIES, FY20-24

Total spend for each individual segment from FY20-24, split by each MILDEP, DoD-Wide, and all other government agencies

CRITICAL CAPABILITIES GUIDE

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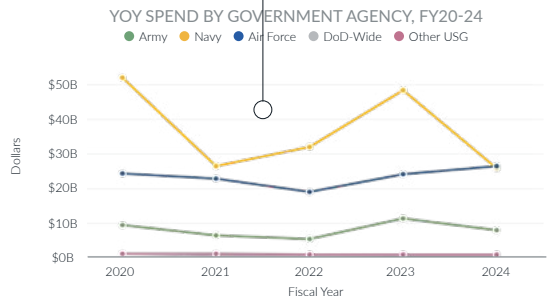
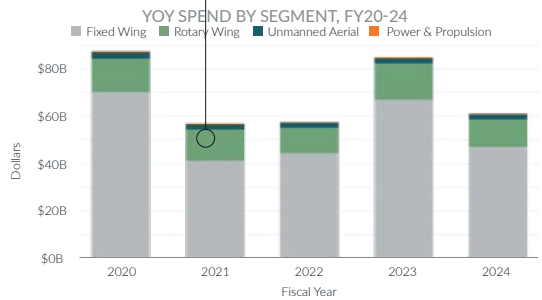
YOY SPEND BY GOVERNMENT AGENCY, FY20-24

Total spend for each individual segment from FY20-24, split by each MILDEP, DoD-Wide, and all other government agencies



YOY SPEND BY SEGMENT, FY20-24

Year-over-year awarded amount by capability segment, FY20-24



ORGANIZATION KEY

Funding Office

Office submitting the requisitions for supplies and services as well as providing the funds for contracting

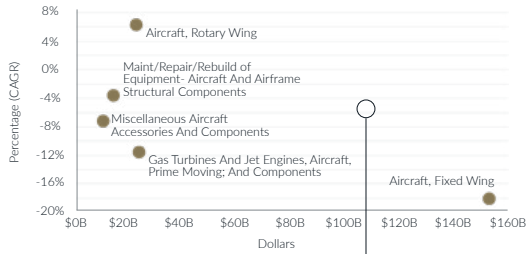
TOP FUNDING OFFICES, FY20-24

FUNDING OFFICE	AWARDED	CAGR
Naval Air Systems Command	$170.3 B	▽ 17.3%
U.S. Army Aviation & Missile Command Headquarters	$15.0 B	▽ 9.9%
Program Executive Office, Aviation, W6DQ Huntsville	$13.6 B	▽ 6.7%
Air Force Life Cycle Management Center KC-46 (WLC) F4FDWK	$13.5 B	△ 100.8%
Air Force Life Cycle Management Center F-15 Division (WWQ) F4FDCU	$11.2 B	△ 39.9%

TOP FUNDING OFFICES, FY20-24

List of the top 5 U.S. funding offices by FY20-24 awarded amount

TOP PSC CODES BY VELOCITY, FY20-24



TOP PSC CODES BY VELOCITY, FY20-24

Evaluation of top five Product and Service Codes by compound annual growth rate compared to total contract spend from FY20-24

CRITICAL CAPABILITIES GUIDE

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TOP VENDORS BY AWARDED AMOUNT, FY24

Top 5 vendors by FY24 amount and year-over-year change

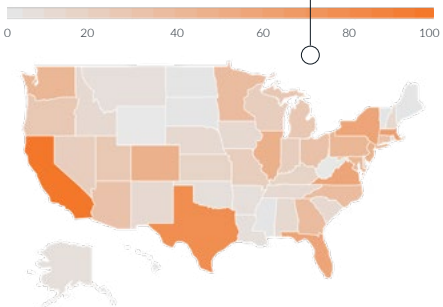
TOP VENDORS BY AMOUNT, FY24

VENDOR	FY24 AWARDED	YOY % CHANGE
Lockheed Martin Corp. (LMT)	$3.6 B	▽ 34.3%
RTX Corp. (RTX)	$3.4 B	△ 12.5%
Northrop Grumman Corp. (NOC)	$1.7 B	▽ 1.9%
Air Transport Services Group Inc. (ATSG)	$571.5 M	▽ 25.4%
General Dynamics Corp. (GD)	$468.3 M	△ 34.2%

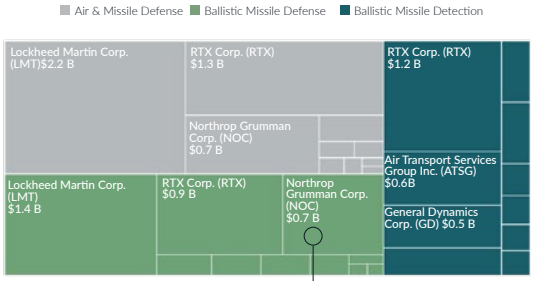
VENDOR HEADQUARTERS BY STATE, FY24

Number of vendor headquarters in each U.S. state in FY24

VENDOR HEADQUARTERS BY STATE, FY24



TOP VENDORS BY SEGMENT, FY24



TOP CONGRESSIONAL DISTRICTS BY AWARDED AMOUNT, FY24

DISTRICT	FY24 AWARDED	REPRESENTATIVE
New Jersey - 1	$1.6 B	Donald Norcross (D)
New Jersey - 3	$1.6 B	Herbert Conaway (D)
California - 17	$1.6 B	Ro Khanna (D)
California - 36	$1.4 B	Ted Lieu (D)
Arizona - 6	$1.4 B	Juan Ciscomani (R)

TOP VENDORS BY SEGMENT, FY24

Top 10 vendors by each capability segment organized from largest to smallest by award amount

CONGRESSIONAL DISTRICTS BY AWARD AMOUNT , FY24

Top congressional districts across the by awarded dollars in FY24 along with their representatives

CRITICAL CAPABILITIES GUIDE

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ORGANIZATION KEY

Vendor

Organization that is directly awarded a contract or OTA by a federal agency

Subcontractor

Organization that is formally recorded as performing a portion of the contracted work awarded to a prime contractor

Tier 1 Supplier

Organization that provides a product or service directly to the vendor or subcontractor yet may or may not be involved in the performance of an awarded contract

Note: Adversarial countries include: Afghanistan, China, Cuba, Iran, North Korea, Russia, Venezuela, and Hong Kong

VENDORS AND THEIR CONNECTED TIER 1 SUPPLIERS

FY20-24 and FY24 counts of vendors along with the tier 1 suppliers and subcontractors. Includes allied, adversarial, U.S., and other categories

VENDORS AND THEIR CONNECTED TIER 1 SUPPLIERS

ORGANIZATIONS	FY20-24 COUNT	FY24 COUNT	CAGR
Vendors (Prime Contractors)	6956	3576	▽ 0.4%
Adversarial Suppliers	1717	1495	△ 3.7%
Allied Suppliers	6538	5535	△ 0.8%
Other Suppliers	3169	2697	△ 0.7%
United States Suppliers	6058	5248	▽ 1.8%
Subcontractors	6708	2680	▽ 4.9%

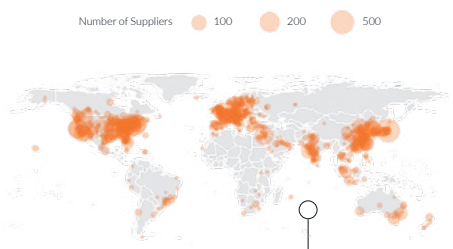
TOP FOREIGN COUNTRIES BY SUPPLIER COUNT, FY24

Count of FY24 suppliers by foreign country with year-over-year change

TOP FOREIGN COUNTRIES BY SUPPLIER COUNT, FY20-24

COUNTRY	SUPPLIER COUNT	YOY % CHANGE
China	2375	△ 24.9%
Japan	2031	△ 13.1%
Korea, Republic Of	1539	△ 52.3%
United Kingdom	1459	△ 0.4%
India	1164	△ 10.9%

GLOBAL TIER 1 SUPPLIER FOOTPRINT, FY24



GLOBAL TIER 1 SUPPLIER FOOTPRINT, FY24

All FY24 suppliers across the globe based on HQ location, bubble size based on volume

TOP VENDORS BY FOREIGN SUPPLIER COUNT, FY24

VENDOR	FOREIGN SUPPLIER COUNT	% ADVERSARIAL
Microsoft Corporation	551	15.6%
Airbus SE	333	9.6%
The Boeing Company	231	12.6%
RTX Corporation	182	14.3%
Deloitte Touche Tohmatsu Limited	158	5.1%

TOP VENDORS BY FOREIGN SUPPLIER COUNT, FY24

Top 5 companies and their foreign supplier count, includes a percentage of those companies that are headquartered in adversarial nations

CRITICAL CAPABILITIES GUIDE

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Parts Risk Factors

Pricing
Evaluates risk based on pricing volatility on a part

Lead Time
Evaluates how long the part takes to obtain and if the lag is longer than average

Stock Availability
Evaluates parts that are stocked and their inventory levels

Supplier Availability
Evaluates the number of available, authorized, and obsolete suppliers

Procurement Gap
Evaluates the gap of time since the last procurement of a part

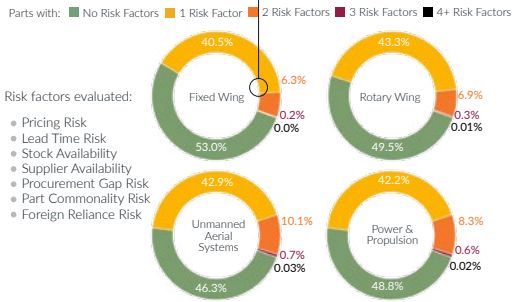
Part Commonality
Evaluates how common or specific a particular part is

Foreign Reliance
Evaluates if a part is dependent on foreign tier 1 or tier 2 supply chain vendors

CAPABILITY PARTS RISK BY SEGMENT
Shows the relevant segment with the percentage of parts where evaluated risk factors are present in that group of parts

VENDOR RISK SCORE BY SEGMENT
Shows the top capability segments and the cumulative risk of each segment's vendor base from 1 - 100, 100 being the most risk

CAPABILITY PARTS RISK BY SEGMENT



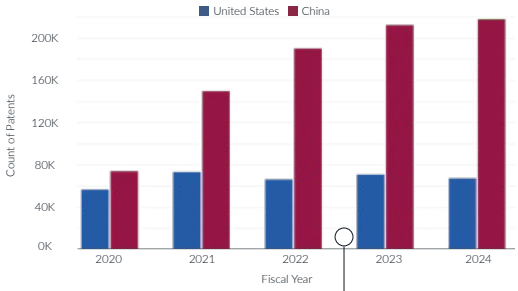
VENDOR RISK SCORE BY SEGMENT, FY24

SEGMENT	VENDOR RISK SCORE	YOY % CHANGE
Fixed Wing	53.6	△ 3.3%
Power & Propulsion	52.2	▽ 1.4%
Rotary Wing	51.2	▽ 5.6%
Unmanned Aerial Systems	46.3	▽ 1.2%

TOP CRITICAL MINERALS WITH CAPABILITY IMPACTS

CRITICAL MINERAL	COUNT OF DEPENDENT WEAPON SYSTEM DESIGNATOR CODES
Zinc	280
Chromium	275
Tellurium	273
Nickel	267
Tin	258
Titanium	246
Fluorspar	237
Manganese	226
Cobalt	213
Platinum	204

AVIATION PATENTS GRANTED

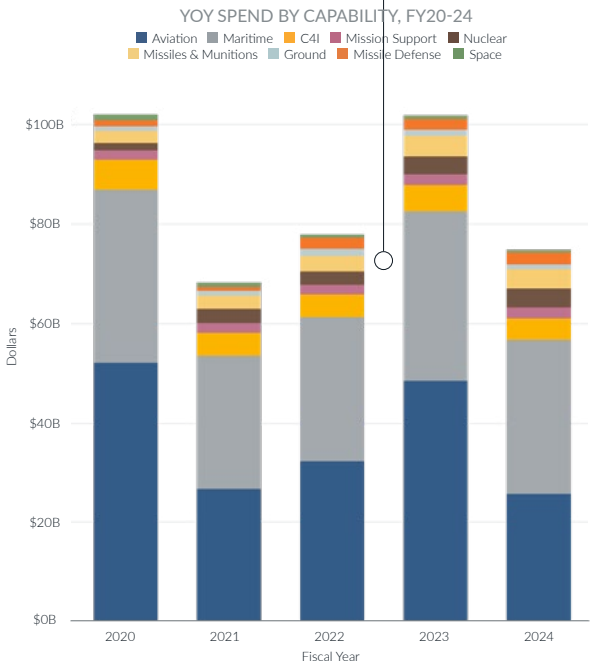


TOP CRITICAL MINERALS WITH CAPABILITY IMPACTS
A list of top 10 critical minerals ranked off the number of weapon system designator codes (WSDC) that is dependent. One code may be dependent upon multiple minerals

CAPABILITY PATENTS GRANTED
This analysis shows patents that are important to the function or development of a capability. It reports the number of patents granted by U.S. and China within their respective countries.

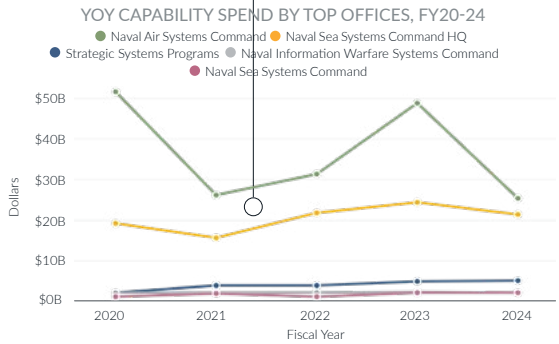
YOY SPEND BY CAPABILITY, FY20-24

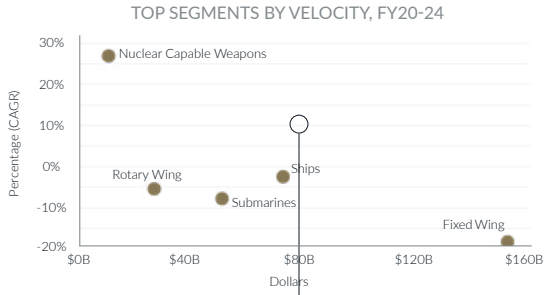
Year-over-year awarded amount by capability segment for the respective Agency, FY20-24



YOY CAPABILITY SPEND BY TOP OFFICES, FY20-24

Year-over-year awarded amounts by funding office for the respective Agency, FY20-24





TOP SEGMENTS BY VELOCITY, FY20-24

Shows the top segments by awarded dollar amount and compound annual growth rate from FY20-24

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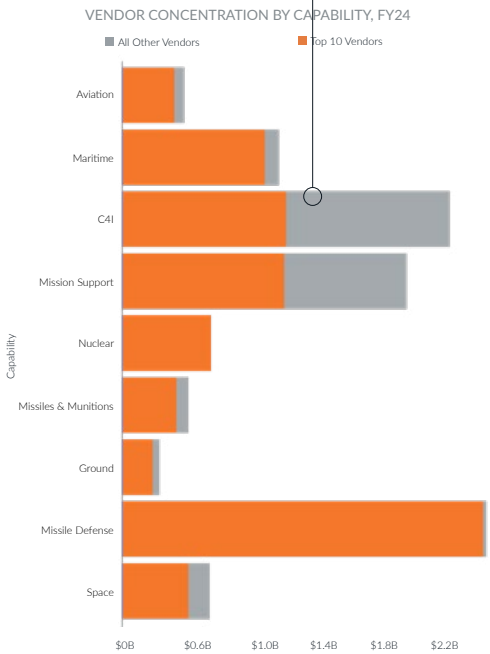
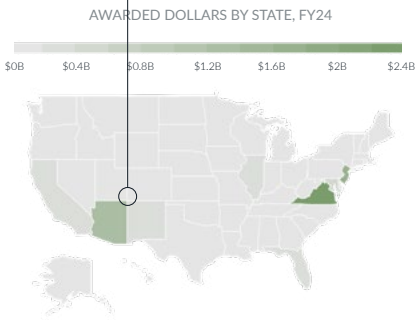
VENDOR CONCENTRATION BY CAPABILITY, FY24

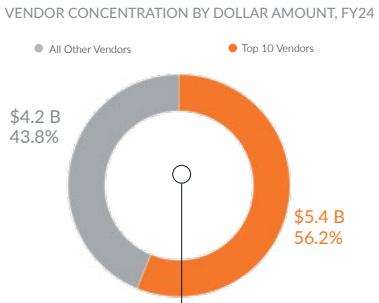
Shows each capability and the breakout between the top 10 vendors in that segment in relation to all other vendors



AWARDED DOLLARS BY STATE, FY24

Heatmap emphasizing the U.S. states receiving the most awards by place-of-performance





VENDOR CONCENTRATION BY DOLLAR AMOUNT, FY24

Aggregated vendor concentration of top 10 vendors compared to all others for the respective agency by awarded dollars

AGENCIES GUIDE

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ORGANIZATION KEY

Vendor
Organization that is directly awarded a contract or OTA by a federal agency

Tier 1 Foreign Supplier
Non-U.S. organization that provides a product or service directly to the prime contractor or subcontractor yet may or may not be involved in the performance of an awarded contract

Funding Office
Office submitting the requisitions for supplies and services as well as providing the funds for contracting

Defense Accelerator
Federally funded programs that are centered around helping concepts or start-ups grow and scale within the defense technology ecosystem

TOP VENDORS BY AWARDED AMOUNT, FY24
List of the top 5 vendors in the agency ecosystem by FY24 awarded amount

TOP FOREIGN COUNTRIES BY SUPPLIERS, FY24
List of the top 5 foreign countries by count of FY24 supply chain connections

TOP VENDORS BY AWARDED AMOUNT, FY24

VENDORS	FY24 AWARDED	YOY % CHANGE
Triad National Security, LLC	$4.8 B	△ 13.3%
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TOP FOREIGN COUNTRIES BY SUPPLIERS, FY24

COUNTRY	SUPPLIER COUNT	YOY % CHANGE
China	1616	▽ 10.2%
Japan	1313	△ 4%
Korea, Republic of	1001	▽ 15.7%
United Kingdom	947	▽ 2.7%
India	778	▽ 2.4%

TOP FUNDING OFFICES BY AWARDED AMOUNT, FY24

OFFICE	FY24 AWARDED	YOY % CHANGE
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NOTABLE ACCELERATORS

FUNDING PROGRAM	LOCATION
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InnovationX (HHS)	Washington, DC
Commercialization Accelerator Program (DHS)	Washington, DC
Innovative Advanced Concepts (NASA)	Washington, DC
Energy Program for Innovation Clusters (DoE)	Washington, DC

TOP FUNDING OFFICES BY AWARDED AMOUNT, FY24
List of the top 5 U.S. funding offices by FY24 awarded amount

NOTABLE ACCELERATORS
List of 5 notable federally funded entities that identify emerging technologies from the academic and the venture communities that can address national security problems in innovative ways

VENDOR INDEX

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THE 2025 NATIONAL SECURITY SCORECARD

DEFENSE ACQUISITION CRITICAL CAPABILITIES

Govini builds software to accelerate the Defense Acquisition Process. Ark, Govini's flagship product, is a suite of AI-enabled Applications powered by integrated government and commercial data that solve challenges across the entire spectrum of Defense Acquisition, including Supply Chain, Science and Technology, Production, Sustainment, Logistics, and Modernization. With Ark, analysts and decision-makers eliminate slow, manual processes and gain the ability to rapidly imagine, build, and field critical warfighting capabilities. Today, the national security community and every department of the military rely on Govini to enable faster and more informed Acquisition decisions.

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