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Mike Stevens
CEO

Naval Aviation: Ready When Our Nation Calls

BY MCPON (RET.) MIKE STEVENS, NAVY LEAGUE CEO

Naval aviation has been an essential part of American sea power for more than a century, giving our nation the ability to extend sea power well beyond the horizon, and that mission remains just as important today.

We see it in the Middle East, where our Navy and Marine Corps team continues to operate forward in a demanding and unpredictable environment. From the flight decks of our aircraft carriers and amphibious ships, naval aviation gives our nation the ability to respond quickly, defend our forces, support our allies and partners and project power when necessary. Just as importantly, that presence gives our national leaders options without requiring permanent access to bases ashore.

We also see the importance of aviation every day in our Coast Guard. Coast Guard aircrews operate in some of the most challenging conditions imaginable, saving lives, protecting our maritime borders, countering illegal trafficking and responding when Americans are in distress. Their missions may look different from those being flown from a carrier in the Middle East, but they require the same professionalism, training and readiness.

I spent my career around Sailors, and one thing I learned is that sophisticated equipment only gets you so far. Ultimately, people create readiness. They maintain the aircraft, operate the systems, make decisions under pressure and accomplish the mission.

That is also why continued investment in naval aviation matters. We need modern aircraft, carriers and amphibious ships, advanced weapons, unmanned systems, resilient logistics and the industrial capacity to sustain them. At the same time, we must recruit, train and retain the people who bring those capabilities to life.

The Navy League advocates for the resources our sea services need and educates Congress and the public about the importance of American sea power. Our councils support Sailors, Marines, Coast Guardsmen and their families in communities across the country. Through *Seapower*, Sea-Air-Space Expo, the Center for Maritime Strategy and other venues, we bring together the sea services, industry and national leaders to address today's challenges and help shape tomorrow's solutions.

Technology will continue to change. So will the threats we face. But our nation will continue to need the ability to operate forward, respond quickly and protect our interests at sea. The Navy League will continue to stand behind the men and women who make that possible. ■

The Importance of Naval Aviation and a Thank-You to Industry Supporters

BY BRETT DAVIS, EDITOR-IN-CHIEF



This issue of *Seapower* includes a more detailed look at the corporate members who support the Navy League of the United States, and by extension the men and women of the sea services for whom we support, educate and advocate.

Gold members and regular corporate members get a little more detail, but all the members are important to us and to the sea services, and worth a look. These are the companies and organizations that make the products or provide the services on which the men and women of the sea services depend. As we head into this Thanksgiving season in the United States, we are thankful for them.

Elsewhere in this issue, we take a look at various aspects of naval aviation, that critical enabler. Frequent contributor Dan Taylor gives an update on the Navy F/A-XX program, the planned next generation of carrier aircraft, as well as a look at the "robotic wingman" concept of using uncrewed aircraft alongside crewed ones.

Writer Lee Willett gives us an international view of naval aviation, with an in-depth look at the United Kingdom's HMS Prince of Wales carrier strike group, which includes Lockheed Martin F-35B Lightning but also incorporates uncrewed aircraft as part of a hybrid force structure.

That hybrid concept carries over into reporting from contributor George Galdorisi, who details how uncrewed vessels on the surface of the sea can feed data to cooperative crewed aircraft.

And, for an uplifting change of pace, writer Jim McClure gives us the story of a Civil Air Patrol chaplain who heard his calling and joined the Navy as a chaplain.

As always, I hope you enjoy this issue and take some time to peruse the listings of the companies and organizations that help make possible the work of the Navy League. ■



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By Lee Willett

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ON THE COVER: Navy F/A-18 aircraft perform a flyover near the Capitol building as part of the Freedom 250 Grand Prix race in Washington, Aug. 23, 2026. Photo credit: U.S. Air Force | Andy Morataya.

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Secretary of War Pete Hegseth, Chairman of the Joint Chiefs of Staff U.S. Air Force Gen. Dan Caine, and Department of War Chief Financial Officer Jules Hurst III testify before the Senate Armed Services Committee in Washington, D.C., April 30, 2026. Photo credit: DoD | U.S. Navy Petty Officer 1st Class Eric Brann.

Ceding Oversight

What Happens When Congress Checks Out of Its Duties?

BY MATT REISENER

Twenty years ago this month, political scientists Norman Ornstein and Thomas Mann wrote an influential article for Foreign Affairs magazine entitled "When Congress Checks Out." The authors argued that, starting in the early 2000s, Congress had largely ceded its mandate to provide oversight of the executive branch, particularly on matters of war and foreign policy. Citing the lack of oversight over the Iraq war among other examples, the authors warned that further dereliction of this duty would risk "policy lapses, mismanagement, corruption, and mistakes borne of arrogance or stubbornness."

Two decades later, the state of congressional oversight over foreign military operations has grown bleaker still. Over the last year and a half, Congress has had insufficient oversight over American combat operations in the Middle East or Caribbean. As of mid-September, Congress has yet to authorize either the Iran war or America's campaign against suspected drug traffickers in the Western Hemisphere, nor has it conducted any public hearings centered around ascertaining whether these operations warrant putting the lives of American Soldiers and Sailors at risk (though some members have used budget hearings to raise these questions).

This trend flies in the face of the intent of both the Constitution and the War Powers Resolution of 1973, which outlined specific roles for Congress in influencing foreign military operations. Article I of the Constitution grants Congress the sole power to declare

war, provide and maintain a Navy and utilize the "power of the purse," to fund (or not) the military and foreign policy initiatives it sees fit.

In response to the Nixon administration's secret bombing of Cambodia during the Vietnam War, Congress overrode a presidential veto to pass the War Powers Resolution, which explicitly limited the president's ability to deploy troops into combat abroad to instances in which war has been declared, Congress has authorized the mission or the United States is responding to an attack. The law similarly required the president to inform Congress within 48 hours of the deployment of combat troops and mandated congressional approval for troops to remain in combat longer than 60 days. While some presidents have questioned whether elements of the War Powers Resolution unconstitutionally restrict executive power, none have gone so far as to challenge the resolution in court and it remains very much in effect.



U.S. Navy Sailors assigned to the Arleigh Burke-class guided missile destroyer USS Roosevelt (DDG 80), and members of a congressional delegation led by Congressman Trent Kelly, R-Miss., Chairman, Seapower and Projection Forces, House Armed Services Committee, pose for a photo, May 28, 2026. Photo credit: U.S. Navy | Mass Communication Specialist 1st Class Brandon Williams-Church.

In practice, these checks are proving increasingly insufficient to ensure congressional oversight of America's foreign military operations. Congress has not issued an Authorization for Use of Military Force since the Iraq war, yet that has not prevented America from fighting numerous adversaries abroad. The Department of Justice's Office of Legal Counsel has argued the executive branch can deploy combat troops without congressional approval when doing so serves "important national interests," a determination which the president can seemingly make with no legislative input. While the War Powers Resolution calls for the president to consult with Congress "in every possible instance" prior to sending troops into combat, Congress received no advanced notice of the operation to capture Venezuelan President Nicolás Maduro and minimal notice ahead of America's 2025 attack on Iranian nuclear facilities. Decades of creeping executive overreach and skepticism of the War Powers Resolution by multiple presidents, combined with Congress' gradual abdication of its oversight and war powers, have left the legislative branch with minimal influence over foreign military operations.

Even on the rare occasions when Congress asserts itself in questions of war and peace, those efforts often prove toothless. After repeatedly failing to pass resolutions exercising its war powers in the Iranian and Caribbean conflicts (with votes largely falling along party lines), both chambers successfully passed a concurrent resolution in June directing President Trump to end the Iran war or seek congressional approval for its continuation — an historic first. Yet even this rare assertion of congressional authority failed to end the conflict.

Instead, the White House claimed the ceasefire agreement reached with Iran two months prior constituted an end to that war and the subsequent resurgence in hostilities mere weeks later required the passage of another concurrent resolution to invoke Congress' war powers. Congress, unable to achieve the consensus need to pass another war powers resolution and unwilling to use its power of the purse to force the White House to abide by the first

If Congress does not fully assert its war powers during conflict which it supports, it ultimately risks losing those powers and being unable to assert them in future conflicts it may oppose.

resolution, has since allowed the conflict to continue unabated.

Partisan Abdication?

Some of Congress' recent inaction on foreign policy could be attributed to partisanship, as the Republicans that control Congress may be disinclined to enter a turf war with a Republican president over congressional war powers.

Yet as Ornstein and Mann noted in their article, partisanship has not always stopped Congress from exercising such powers. A special committee chaired by Democrat Lyndon Johnson issued reports criticizing the Truman administration's management of defense mobilization and military readiness during the Korean war, and Truman himself led the Special Committee to Investigate the National Defense Program during his time in the Senate, producing over 50 reports and more than 500 hearings which helped save the government around $15 billion by identifying overspending that had been ignored by a Democratic White House. Partisan unity does not excuse the abdication of oversight no matter what party controls the White House.

One could similarly argue Congress' minimal involvement in America's military operations in the Middle East and Caribbean reflects the legislature's broad support for these endeavors; after all, if Congress would vote to sanction these missions if asked, why force the White House to request congressional authorization if doing so is nothing more than a procedural technicality? However, whether these particular military operations are in America's best interest should come secondary to upholding the separation of powers, a cornerstone of America's democratic system. If Congress does not fully assert its war powers during conflict which it supports, it ultimately risks losing those powers and being unable to assert them in future conflicts it may oppose.

Furthermore, congressional support for a military operation does not excuse a lack of oversight over how that operation is conducted. The 286-day deployment of the USS Abraham Lincoln, during which American Sailors served under rapidly deteriorating conditions while supporting the war against Iran, is an example of why such oversight is needed. While the Pentagon is responsible for ensuring the safety and well-being of forward-deployed troops, Congress is similarly responsible for scrutinizing how the Pentagon fulfills this obligation. Regardless of whether Congress does or should support the Iran war, more robust congressional oversight could have increased the probability the Lincoln's problems would have been identified earlier and created public pressure to address them sooner.

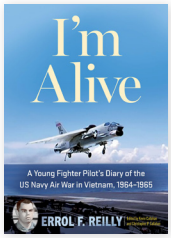
Two decades after the publishing of "When Congress Checks Out," legislative influence over matters of war and peace has been further eroded by congressional inaction and executive overreach. When Congress has acted, these interventions have been episodic, reactive, and insufficient to reestablish sustained congressional authority. Yet a share of the blame also lies with the American public. To quote Ornstein and Mann: "At a minimum, oversight demands an aroused public willing to hold its elected representatives accountable" for preserving the separation of powers.

Days removed from the midterm elections, only time will tell whether the 120th United States Congress will be the one to reassert its role in foreign and military affairs. ■

Matt Reisener is the Senior National Security Advisor for the Center for Maritime Strategy. He holds a Master of Arts in International Relations from the University of Chicago's Committee on International Relations, as well as a Bachelor of Arts in Political Science and Rhetoric & Political Communication from William Jewell College.

Navy Pilot in Vietnam, Fire Support, Marine Battalion, Coral Sea Battle, Aviation and Ships in Vietnam, D-Day Naval Action

BY RICHARD R. BURGESS, SENIOR EDITORI

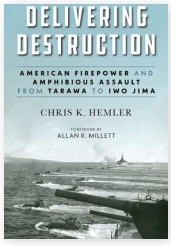


I'M ALIVE: A Young Fighter Pilot's Diary of the US Navy Air War in Vietnam, 1964-1965

By Errol F. Reilly. Denton, Texas: University of North Texas, 2026. 209 pages. $34.95

ISBN: 978-8-89829-000-9

Numerous biographical accounts of U.S. naval aviators who flew missions in the hostile skies over Vietnam have emerged since the war's end. This book focuses on the diary of Lt.j.g. Erroll Reilly, a pilot in an F-8 Crusader fighter of Fighter Squadron 154 on board USS Coral Sea from December 1964, shortly before large-scale air strikes began, to October 1965, by which time the bombing campaign — Operation Rolling Thunder — was well underway. Reilly flew 118 combat missions and documented the successes and failures, along with the joys and frustrations of the air war, as well as the daily life on board an aircraft carrier at war.

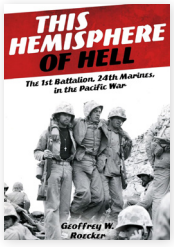


DELIVERING DESTRUCTION: American Firepower and Amphibious Assault from Tarawa to Iwo Jima

By Chris K. Hemler. Annapolis, Marland: Naval Institute Press, 2023. 228 pages. $34.95

ISBN: 978-1-68247-134-0

When the Pacific theater of World War II opened, Japan held numerous islands in the Central Pacific, such as the Marshalls and the Northern Marianas, and captured others, such as Wake, Guam and the Gilberts. The U.S. drive to destroy or neutralize Japanese forces with amphibious assaults on various islands demanded a combination of naval gunfire and close air support to soften island fortifications and support the Marines as they went ashore. The coordination required to succeed was learned and adapted with each amphibious assault, with a cadre of Navy and Marine officers improving on the tactics initially developed in the inter-war period. This in-depth study covers the assaults from Tarawa in 1943 through Iwo Jima in 1945.



THIS HEMISPHERE OF HELL: The 1st Battalion, 24th Marines, in the Pacific War

By Geoffrey W. Roecker. Havertown, Pennsylvania and Bensley, U.K., 2026. 576 pages. $39.95

ISBN: 978-1-63624-663-5

This hefty book chronicles the history of the 1st Battalion of the 24th Marine Infantry Regiment in World War II, through the hard-fought campaigns on Roi-Namur in the Marshall Islands, Saipan and Tinian in the Northern Marianas, and Iwo Jima. The author's extensive research, including much unpublished material, brings to the reader the combat experiences of the individuals of various backgrounds united in a battalion to face the searing savagery of battle against determined Japanese soldiers. This book, which also covers the post-war legacies of many members, captures the essence of the tradition of the Marine rifleman.

Please note: *Navy League does not distribute books in Ship's Library. Please contact your local bookstore or go online to purchase.* Seapower *does not review works of fiction or self-published books.*



U.S. AVIATION & NAVAL WARFARE IN THE VIETNAM WAR

By David Doyle. Yorkshire and Philadelphia: Pen & Sword Military, 2026. 259 pages. $39.95

ISBN: 978-1-52674-372-5

This attractive book is a large photo essay that covers the major fixed-wing aircraft that served U.S. forces in the Vietnam War and of the warship types (plus some auxiliary ships) that served in the Tonkin Gulf. There is a good selection of photos and some narrative that gives a basic description of the history of each type. Since the book does not cover helicopters, patrol aircraft or patrol boats and other watercraft, the author might wish to cover those in a future work. Note: the book's dust jacket title differs from the book's title (Naval Weapons vice Naval Warfare).

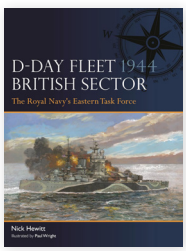


THE BATTLE OF CORAL SEA EXPLAINED: Expert Analysis of the pivotal WWII battle where American strength saved Australia

By Dr. Tom Lewis. Kent Town, South Australia: Avonmore Books, 2026. 144 pages. $39.95

ISBN: 978-1-7641937-4-0

The Battle of the Coral Sea in May 1945 was a tactical draw between carrier task forces on the U.S. Navy and the Imperial Japanese Navy, but a strategic victory for the United States in that it stopped that Japanese advance in the South Pacific and protected the vital supply line to Australia. It was the first battle in which the opposing ships never came within sight of each other but instead fought through air raids. Each side lost an aircraft carrier and had another seriously damaged, but the U.S. Navy was able to repair the USS Yorktown in time to help with the Battle of Midway, while Japanese losses diminished the number of carriers available for that battle. The author maintains the Coral Sea battle saved Australia and made the victory at Midway more likely.



D-DAY FLEET 1944, BRITISH SECTOR: The Royal Navy's Eastern Task Force

By Nick Hewitt. Oxford, United Kingdom: Osprey Publishing Ltd., 2026. 80 pages. $23.00

ISBN: 978-1-4728-6130-6

In popular culture, the D-Day landings at Normandy in 1944 are usually chronicled as an infantry assault, but the naval force that bombarded the beach fortifications and landed the infantry in not normally highlighted. This well-illustrated book corrects that imbalance by covering the Eastern Naval Task Force that covered the landings of British and Canadian forces on the three beaches of the British Assault Sector. The shore bombardment by warships is highlighted, but much of the naval effort included minesweeping and countering attacks from German shore batteries, aircraft, U-boats and torpedo boats.



ITALIAN MAS & MS BOATS 1915-49: Italy's fast coastal forces

By Enrico Cernuschi. Oxford, United Kingdom: Osprey Publishing Ltd., 2026. 48 pages. $20.00

ISBN: 978-1-4728-7021-6

With Italy's "boot" surrounded by seas, the use of coastal patrol and torpedo boats is a logical employment of force for maritime defense. At the beginning in World War I, Italy's navy developed and acquired fast torpedo boats, enabling the sinking of two Australian battleships. The MAS and MS boats, roughly equivalent to German E-boats, served until 1949. The boats waged war off North Africa, Crete, Sicily and mainland Italy against allied naval forces and laid mines and delivered commandos behind lines. A few were operated by Germany off southern France.



Rear Admiral William A. Moffett, USN, chief of the Bureau of Aeronautics (right) observing aircraft operations on board USS Langley (CV 1), circa 1925-26. At left is Captain Joseph M. Reeves, commander, Aircraft Squadrons, Battle Fleet. Photo credit: Naval History and Heritage Command.

1,001 Questions: 'Bull' Reeves Seeks Answers

BY DAVID F. WINKLER

A century ago, the battleship reigned supreme as the warship that could determine a nation's fate in battle on the high seas. Contrary to lore, most "black shoes" commanding those "castles of steel" embraced the new technology as biplanes launched from battleships, cruisers and the Navy's lone experimental aircraft carrier USS Langley could seek out the enemy's battle line and then spot the fall of shot as broadsides of 14- and 16-inch shells flew through the sky.

Captain Joseph M. "Bull" Reeves saw additional possibilities beyond scouting and spotting roles for "Fleet Air." In October 1925, he assumed duties as commander, Aircraft Squadrons Battle Fleet aboard Langley. At the time, Langley was undergoing an upkeep period at the Mare Island Navy Yard in California. Reeves had familiarity with both the ship and the yard as he had been the first commanding officer of Langley in its previous incarnation as the collier Jupiter.

Built at Mare Island, Jupiter featured a unique General Electric turbine-electric (or turboelectric) propulsion system. Its steam-turbine engines powered two huge electric motors that drove the ship's port and starboard propeller shafts. When the Navy's General Board embraced the concept of converting one of the Navy's colliers to an experiment aircraft carrier, Jupiter's propulsion system gave the collier a speed advantage in the selection process. In Langley, Reeves saw more than a flagship with a flight deck: He saw a schoolhouse.



USS Langley in May 1928 In Pearl Harbor, Oahu, Hawaiian Islands, with 34 planes on the flight deck. Photo credit: U.S. Navy.

That schoolhouse needed students, and in November Commodore Reeves flew down to Naval Air Station San Diego at North Island to address his pupils. Bringing his aviators together, Reeves challenged them with questions on the quickest method of launching and landing aircraft, the best tactics for attacking enemy aircraft, the most efficient pattern for scouting for an enemy fleet and how to effectively launch a torpedo attack. At the end of his address, which became known as the "1,001 Questions" speech, Reeves declared: "I do not know the answers to these questions and dozens like them any more than you do, but until we answer them, we will be of little use to the fleet."

Mighty Fine Ideas

Reeves intended to use upcoming Fleet Problems to seek answers to his questions. He ordered another six aircraft to be embarked, raising safety concerns among some of the aviators. However, he found the greatest stumbling block to experimentation was the Battle Fleet commander, Admiral Charles F. "Walrus" Hughes. Whereas Reeves was also known as "Billy Goat" Reeves due to his short, pointed beard, Hughes sported a mouth-covering mustache that gave him a resemblance to a certain sea mammal. His aide, Commander Patrick N. L. Bellinger, recalled, "Admiral Hughes' attitude towards naval aviation was to dislike and distrust every part of it."

Approached by Reeves with proposals on how to employ aircraft in the upcoming Fleet Problem, Hughes simply shrugged him off saying, "No, I don't think so." After several such dismissals, Bellinger turned to his boss and exclaimed: "Admiral, I think you are missing some good bets. Captain Reeves is presenting some mighty fine ideas and without knowing anything about them, you are turning him down cold." Hughes relented.

In a late 1925 Tactical Exercise, Reeves had one of his questions answered on how fast he could launch 10 aircraft to confront an incoming air attack: 98 seconds. By launching aircraft in under 10-second intervals, Reeves demonstrated he could get a substantial number of aircraft in the air, fast.

Adding to his confidence was the arrival of more modern biplanes from Boeing and Curtiss. These aircraft made positive impressions during the February 2026 Fleet Problem in which, in addition to performing the normal scouting and spotting duties, the aircraft launched a simulated bombing and strafing attack on an opposition cruiser — a first. Another first was the introduction of a new circular formation around Langley to give the carrier better protection against enemy submarine and air attack.

To impress Reeves on the capabilities of the new aircraft, Lieutenant Commander Frank D. Wagner — the CO of Fighter Squadron Two (VF-2) — placed the commodore in the middle of a North Island runway and subjected him to an aerial assault having airplanes dive in at angles greater than 70 percent. Reeves could not wait to spring it on the fleet during the late summer exercises off Seattle.

But first, Reeves wanted to see how many launches and traps USS Langley could conduct in a day. Aircraft

Admiral, I think you are missing some good bets. Captain Reeves is presenting some mighty fine ideas and without knowing anything about them, you are turning him down cold."

- Commander Patrick N. L. Bellinger, aide, Battle Fleet commander.

from Fighter Squadron One (VF-1) under the command of Lt. Gerald F. Bogan would pull off a record-setting performance as Langley steamed north into strong gusts. In his oral history Bogan claimed there was a 50-knot headwind and expressed that both he and the Air Boss, Lieutenant Commander Mark A. "Pete" Mitscher, had reservations.

"I thought Pete Mitscher was going to vomit — but he didn't," Bogan recalled. Langley's deck log actually recorded the winds at 17 to 27 knots, not ideal but manageable. VF-1 aircraft made repeated launches and landings with Bogan taking on the brunt of the workload, suffering minor bruises when his aircraft made a bad landing and bounced over the side. Recovered by Aroostook, Bogan would live to fly again and reach flag rank during World War II. By the end of the day on Aug. 9, 1926, Langley had launched and landed 127 aircraft.

The endurance effort paid off. During the subsequent fleet exercises, Langley's deck crews demonstrated they could land aircraft at a much faster pace, trapping nine planes in a span of 11 minutes and 30 seconds. Two years earlier, four aircraft in 15 minutes was seen as an accomplishment. Following their performance during the fleet exercise, Reeves lauded his aviators, "Gentlemen, you went to Seattle as neophytes and you came back veterans," to which Bogan responded, "Yes, we were lucky to come back."



A Curtiss F63-3 "Hawk" fighter during maneuvers off Cuba, circa 1928. Photo credit: Naval History and Heritage Command.

Operational Flattop

For Reeves, 1926 proved a pivotal year with work continuing to place the USS Lexington and USS Saratoga in service. However, until those carriers could join the fleet, Reeves had to make do with Langley, which shed its "experimental" status. Now seeing Langley could contribute to the fleet's offensive punch, Reeves elevated his lone flattop's status to "operational."

What Langley accomplished a century ago had long-term implications. Norman Friedman would argue that Reeves "realized that a carrier's capacity was tied to the way her flight deck operated. He challenged his fliers to do a lot better. Out of this came the combination of deck parking and tightly controlled landing that the U.S. Navy but not the other carrier navies developed … that is why at Midway three aircraft carriers had nearly the same capacity as four Japanese." ■

Source: David F. Winkler, "America's First Aircraft Carrier: USS Langley and the Dawn of U.S. Naval Aviation," Annapolis, MD: Naval Institute Press (2024). New paperback edition (2026). Dr. Winkler is the Historian General of the Naval Order of the United States.



The Navy released this artist's rendering of the Boeing F/A-XX, highlighting the Navy's 6th-generation fighter intended to replace the service's fleet of F/A-18 Super Hornets. Image credit: Naval Air Systems Command.

F/A-XX Tug-of-War

Congress Boosts Funding for Navy's Next Fighter but Path to the Fleet Remains Uncertain

BY DAN TAYLOR

The fight between the legislative and executive branches of the U.S. government over the future of the F/A-XX continues unabated in 2026. As a result, the Navy's next carrier-based fighter faces an uncertain future at a critical point in its development timeline.

Congress has supplied money to begin developing the F/A-XX and lawmakers are pushing to accelerate it. This comes despite the fact that the White House and the Pentagon want to slow down or pause the program in favor of the Air Force's F-47 effort.

On Sept. 29, the U.S. Navy announced Boeing was awarded a development contract worth more than $20 billion to produce the F/A-XX, besting rival Northrop Grumman in the long-awaited competition.

There is a big budget disparity between the two sides on the program: the Pentagon's fiscal 2027 request includes about $140 million for F/A-XX, compared with roughly $5 billion for the F-47. But again, Congress is signaling intent to put more money into the program; for example, the House Appropriations Committee's defense bill would provide approximately $915 million in discretionary funding for the Navy fighter.

Ken Calvert (R-California), chairman of the House Appropriations Committee's defense subcommittee, reiterated his support for the program in May in his remarks during a hearing.

"My support for this capability and the fleet's requirement for a sixth-generation fighter remains unwavering," Calvert said.

The fiscal 2027 dispute looks similar to what happened in fiscal 2026. The Pentagon requested approximately $74 million for F/A-XX but the final defense appropriations agreement added $897.3 million, bringing regular research and development funding to

about $971.6 million. Appropriators directed the Pentagon to use that money, along with prior funds, to award an engineering and manufacturing development contract to one contractor.

They also challenged what earlier funding had accomplished. The agreement noted Congress had provided $453.8 million for fiscal 2025 on the assumption of a March 2025 development award. Instead, appropriators said, the department spent nearly all of that funding on contract extensions with little demonstrated benefit to the program.

As for this year's budget request, the Navy's explanation for its modest new request is that previously provided money can carry the initial development work. At the service's April budget briefing, Rear Admiral Ben Reynolds, its budget chief, said approximately $1.7 billion in mandatory and discretionary funding remained unobligated and could support an award and work well into fiscal 2027.

Reynolds also said the Navy's five-year budget plan contained only research-and-development funding for F/A-XX with no aircraft procurement, so fielding the aircraft remains in the distant future.

Asked for comment, the Navy did not say much. "The Navy continues work to award the F/A-XX contract in the near future," according to a Navy official. "There is no additional information at this time."

Industrial capacity remains at the center of the dispute between Congress and the Pentagon. The latter has cited concern about supporting two sixth-generation fighter programs at the same time.

The Waiting is Over?

The just-announced selection of Boeing to build the F/A-XX over Northrop Grumman marks a big milestone for the program. The solutions the companies pitched illustrate the Navy's thinking on the concept.

Northrop Grumman teased a secretive concept that had similarities to its historic YF-23 design, capitalizing on its stealth manufacturing experience with the B-21 Raider bomber. Boeing leaned into its legacy as the traditional builder of the Navy's carrier fleet backbone, using its St. Louis facilities to secure a major manufacturing future alongside its separate development work on the Air Force's F-47 fighter. In the end that approach won out.

"Delivering two advanced fighters in parallel was always our plan, and we invested accordingly. We are ready and able to build multiple concurrent future combat aircraft franchise programs," Steve Parker, president and CEO of Boeing Defense, Space & Security, said in a statement when Boeing was announced as the winner.

Behind the funding struggle is an operational question: What should an expensive new fighter contribute to an air wing increasingly built around uncrewed systems?

The Navy's published Aviation Vision 2030-2035 identifies the aircraft as the Super Hornet's planned replacement, operating alongside the F-35C, and calls for greater range and speed, improved sensors and the ability to employ longer-range weapons.

In his 2025 confirmation responses, Chief of Naval Operations Adm. Daryl Caudle warned failure to field a sixth-generation naval fighter on a relevant timeline would put air superiority against peer competitors at risk. The alternative, he said, would require retrofitting older aircraft and purchasing more fifth-generation fighters.

Caudle's fiscal 2027 posture statement describes F/A-XX as the manned component of the future tactical air wing, integrated with uncrewed platforms to counter long-range sensors, weapons and access-denial systems. That is the case for buying a new fighter alongside drones. The aircraft would have to earn its place through the reach, survivability and coordination it contributes to the entire force. ■

Dan Taylor has covered the U.S. Navy and the Pentagon since 2007 for a wide range of publications, focusing particularly on Pentagon acquisition and the latest in defense technology. Currently, he is technology editor for Military Embedded Systems.



In September, the U.S. Navy awarded a $562 million contract to Boeing for MQ-25A Stingray Lot 1 low rate initial production. Photo credit: Boeing.

Robot Wingmen

Navy Autonomy Tests Show How Pilots Could Direct Uncrewed Teammate

BY DAN TAYLOR

At Point Mugu Sea Range in California, two Navy target drones were given a job: defend designated patrol areas against approaching adversary aircraft. The drones were real. Their opponents, and the F/A-18 directing them, existed in a simulated battlespace. When the simulated threats approached, software aboard the drones responded to the mission tasking.

The December 2025 demonstration, described by Naval Air Systems Command in January 2026, offers an idea of what autonomous wingmen could do in the future fleet. Two BQM-177A subsonic aerial targets flew with Shield AI's Hivemind software connected to a live-virtual-constructive environment that combined airborne hardware with simulated participants. The virtual F/A-18 served as mission lead.

This was a test of coordinated autonomy using surrogate aircraft, an early step toward collaborative combat aircraft, or CCAs.

"The Navy successfully validated key elements of our Autonomy Government Reference Architecture (A-GRA) by using artificial intelligence to pilot unmanned target drones," a Navy official told *Seapower*. "These tests proved that uncrewed aircraft can make independent tactical decisions over long distances while operating inside a mixed-reality environment that combines real planes with simulated threats."

The division of labor is key. In the Navy's concept, humans set the mission and the limits within which aircraft operate. Autonomy handles execution inside those boundaries. That could give a pilot additional aircraft to employ without requiring the pilot to fly each one remotely.

"The Navy views AI and autonomy as critical enablers for a hybrid carrier air wing that combines manned and unmanned platforms," the Navy official said. "Our focus is on manned-unmanned teaming (MUM-T) under a strict mission command framework, where autonomous systems execute the commander's intent as highly coordinated team players in Distributed Maritime Operations, rather than as isolated, uncontrolled actors or systems requiring second-by-second cockpit micromanagement."

Getting there requires several layers of software. During earlier testing in August 2025, the Navy demonstrated Advanced Vehicle Control Laws on the BQM-177A. NAVAIR describes that layer as translating higher-level mission commands into the immediate flight-control inputs that maneuver the aircraft. Mission autonomy addresses a different problem: using onboard processing and information to make decisions, plan routes and execute the assigned task.

A-GRA provides the interfaces that help those pieces work together. The government-owned architecture is intended to separate mission autonomy software from a particular aircraft manufacturer's hardware, allowing different suppliers' algorithms and airframes to be integrated. The acquisition benefit is continued competition and a path to faster updates as tactics change.

The Air Force is testing the same approach. In February, it announced that Collins Aerospace and Shield AI had begun semi-autonomous flight testing with General Atomics' YFQ-42 and Anduril's YFQ-44, respectively.

For naval aviators, the practical question is how much supervision that software needs. Assigning a patrol area is useful only if the operator can understand what the autonomous teammate is doing and recognize when intervention is necessary. The intended workload reduction shifts attention toward task assignment and supervision; it does not remove the need to manage the wider mission.

Communication failures are a battlefield reality and what happens next is an important question. Asked what happens when an autonomous wingman loses contact with its human flight lead, the Navy claims the systems are already designed with that in mind.

"Autonomous systems are designed to operate in contested environments where communication degradation or jamming is expected," the official said. "In a lost-link scenario, the vehicle strictly executes pre-approved, mission-specific contingency plans, prioritizing safety, predictability, and recoverable actions."

In other words, what an aircraft does after losing its link depends on the contingency plan approved for that mission. Those decisions begin before launch.

Weapons Policy

Weapons employment carries a separate set of requirements. "The Navy adheres strictly to Department of War policies — specifically DoDD 3000.09 on Autonomy in Weapon Systems — which mandates appropriate human judgment and oversight over the use of force," the official said.

The directive requires hardware and software verification, realistic operational testing, and attention to unintended behavior. It also requires systems to complete engagements within constraints consistent with commander and operator intentions or terminate the engagement or obtain additional input.

Carrier integration is another substantial part of the work. The Navy installed its first Unmanned Air Warfare Center aboard USS George H.W. Bush in 2024 to support future MQ-25 Stingray operations. The MQ-25 is an uncrewed aerial refueler, and its integration includes deck handling, taxiing, launch and recovery.

The control infrastructure is being tested beyond that aircraft. In November 2024, Navy air vehicle pilots at Patuxent River, Maryland, used the Unmanned Carrier Aviation Mission Control System to control an MQ-20 Avenger flying in California. NAVAIR said the demonstration used a satellite connection to transmit commands and receive mission data, helping develop a control system for additional uncrewed aircraft.

The Navy is working on adjustments to carriers to ensure these systems can operate seamlessly on the crowded flight deck.

"We are maximizing compatibility with existing carrier infrastructure, ensuring that planned unmanned platforms can launch, recover and be maintained alongside manned jets," the official said.

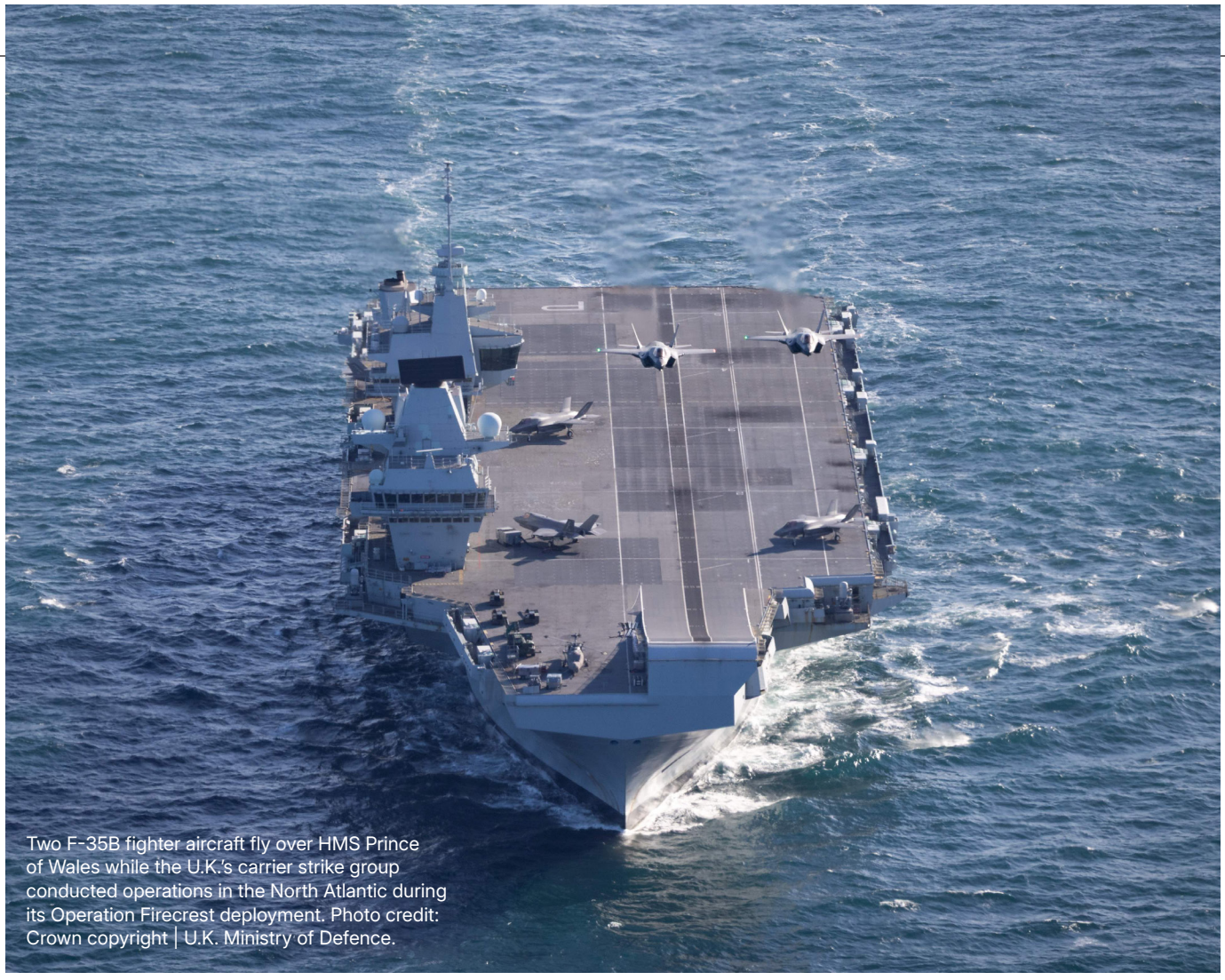
There is now a concrete production step for the tanker. In September, the Navy announced a $562 million contract covering three initial-production MQ-25As and advance acquisition of long-lead components for three more. Deliveries from the first lot are expected to begin in 2029. ■

Dan Taylor has covered the U.S. Navy and the Pentagon since 2007 for a wide range of publications, focusing particularly on Pentagon acquisition and the latest in defense technology. Currently, he is technology editor for Military Embedded Systems.





A Marine Corps UH-1Y Venom helicopter flies over a vessel of interest being destroyed — after being boarded and cleared — during a maritime interdiction operation in the U.S. Southern Command area of responsibility in the Pacific Ocean, Sept. 5, 2026. Photo credit: U.S. Marine Corps.



Two F-35B fighter aircraft fly over HMS Prince of Wales while the U.K.'s carrier strike group conducted operations in the North Atlantic during its Operation Firecrest deployment. Photo credit: Crown copyright | U.K. Ministry of Defence.

Deterring From the Air at Sea

Naval Aviation's Contribution to NATO's North Atlantic Security

BY LEE WILLETT

In February 2026, the United Kingdom government launched Operation Firecrest, a two-phase deployment by the Royal Navy's HMS Prince of Wales carrier strike group across the North Atlantic and Arctic in 2026 to build deterrence and defense in national, multinational and NATO contexts.

The first Firecrest phase ran from April to July and involved the CSG deploying into the North Atlantic and High North to project NATO power, working closely with European NATO allies. For the second phase, set to occur in the fall, the CSG will return to North Atlantic waters, including to conduct activities that will involve working closely with U.S. forces.

Across phase one, the CSG supported various alliance activities including operating under the new Arctic Sentry enhanced vigilance activity, or EVA. Arctic Sentry was stood up in January 2026 as part of long-term NATO efforts to build security around the Greenland-Iceland-UK (GIUK) Gap and up into the Arctic and High North.

In June, the CSG participated in NATO's Exercise Ramstein Flag, a multi-domain airpower activity encompassing the alliance's entire area of responsibility. The CSG's contribution was providing a forward-deployed, "fifth-generation" airwing and integrating this capability with aircraft from 18 other NATO countries.

The CSG also integrated into NATO's latest Neptune Strike EVA iteration in mid-July. The Neptune Strike construct amalgamates forces across the entirety of the Euro-Atlantic theater to reinforce the alliance's "360-degree" focus and includes particular emphasis on integrated CSG operations. According to a Royal Navy statement, this iteration — with the CSG operating under NATO command — focused on conducting long-range strike operations including reaching from the North Atlantic into the Baltic, supported by air-to-air refuelling.

In addition, the CSG supported NATO's air policing mission over Iceland and more broadly across the Arctic, bringing the first contribution from a European NATO CSG to this mission. Activities included the CSG's airwing helping to generate sustained, long-range air presence and surveillance operations, supported again by air-to-air refuelling; conducting air traffic control of the surrounding airspace; and P-8A Poseidon maritime patrol aircraft conducting anti-submarine warfare tasks.

Other outputs included participating in Dynamic Mongoose, NATO's North Atlantic-focused ASW exercise, with up to 10 of the contributing countries integrating assets into the CSG. The CSG also supported the U.K.-led Joint Expeditionary Force, a non-NATO, maritime-focused construct designed to build North Atlantic deterrence and defence against sub-conflict-threshold threats. JEF activity included the Tamber Shield exercise, held in Norway's fjords and testing helicopter, missile, and fast-attack boat tactics.



A U.K. F-35B shadows a Bear-F MPA as it overflies the carrier strike group off Norway. The Russian aircraft can be seen deploying a sonobuoy. Photo credit: Crown copyright | U.K. Ministry of Defence.

The multinational nature of Firecrest was also reflected in the CSG's make-up. For example, a French navy destroyer and frigate deployed within the CSG for parts of the mission. Perhaps most notable, however, was Royal Norwegian Air Force F-35A Lightning II joint strike fighters operating routinely with the carrier's airwing.

"During the past three months, we have proven the CSG capabilities over and over again, committing this capability to NATO and demonstrating our determination to defend NATO's northern flank," Commodore Richard Hewitt, commander of the U.K. Carrier Strike Group, said in the Royal Navy statement that was released when the CSG returned home following phase one.

Such defense was demonstrated in real world operational terms too, including having to deter Russian activities directed at the CSG. For example, in early July, a Russian Tupolev Tu-142 Bear-F MPA conducted an extended pass over the CSG, including dropping sonobuoys, as the group sailed off northern Norway. In response, HMS Prince of Wales dispatched a pair of UK F-35B Lightning IIs to escort the Russian aircraft.

Tip of the Spear

The HMS Prince of Wales' fifth-generation airwing is based around the F-35B as the tip of the CSG spear.

For Firecrest, up to eight F-35Bs were embarked, including some of the U.K.'s newest aircraft to be purchased. The rest of the airwing — with a total of around 20 embarked aircraft — included Merlin Mk2 ASW and Wildcat HMA Mk2 multi-role helicopters, plus T-150B uncrewed aerial systems from England-based Malloy Aeronautics. Blending a mix of crewed and uncrewed platforms, the airwing illustrated the Royal Navy's transition toward a hybrid force structure.

The CSG itself included the Type 45 air-defence destroyer HMS Duncan and the auxiliary ship RFA Tidespring. Other Royal Navy assets, such as the Type 23 ASW-specialist frigate HMS Somerset, moved in and out of the group.

HMS Duncan demonstrated the hybrid construct too, with Wildcat and Malloy flights embarked.

Regarding the crewed component of the CSG construct, the F-35B, Hewitt explained to *Seapower* that the capability brings benefits from strategic to tactical levels. In an interview onboard HMS Prince of Wales as the CSG sailed off Norway between Trondheim and Bodø in late June, Hewitt said the Royal Navy's Queen Elizabeth-class carriers and their carrier strike groups bring a different capability dimension compared to previous Royal Navy operations in the region.

"Carrier strike … is multi-domain by its nature, [and with] its fifth-generation capabilities, [plus] our partners who also have F-35 in the area, it's allowing us to effectively conduct activity that we haven't been able to do now for many years," Hewitt said.

In tactical terms, during Ramstein Flag four of the carrier's F-35Bs flew from the North Atlantic to Finland, conducting a 30-minute refuel there before flying several hundred miles deeper into the threat area. Alongside extending the legs of the aircraft, this extended the CSG's reach, too. "That is quite a capability," Hewitt said.

At the operational level, Hewitt noted a broader Ramstein Flag impact. "With 18 other countries taking part, with Prince of Wales forward-deploying a carrier airwing of fifth-generation aircraft, and operating with other fifth-generation aircraft, that in itself is a deterrent," he said.



A Malloy T-150B drone (foreground) is pictured on HMS Prince of Wales' flight deck alongside a Merlin Mk2 helicopter. The carrier's flight deck space enabled F-35B, helicopter and drone operations to be conducted concurrently. Photo credit: Crown copyright | U.K. Ministry of Defence.

Instrumental Aircraft

The combination of carrier and airwing is central to delivering this deterrent element, the carrier's Commander, Air Group told *Seapower*. "These ships, the Queen Elizabeth class, have been designed from the keel up for the F-35. … This aircraft — as the only operational fifth-generation fighter in Europe — is instrumental to the way we see ourselves fighting now and in the years ahead," said Captain Ed Philips.

"The fact that we have a ship designed for the aircraft and aircraft designed for the ship … gives us the cutting edge of offensive and defensive airpower at and from the sea," Philips said.

He underscored the importance of integrating with other F-35 operators, notably with the Royal Norwegian Air Force during Firecrest. "The carrier airwing feeds into that broader joint and alliance campaign …. the fact that we follow NATO standard procedures allows us to integrate in a way that we need to do more and more of in the years ahead," he said. "I think that's quite powerful."

Commander Nick Smith, commanding officer of the Royal Navy's 809 Naval Air Squadron, which provided and generated the F-35B capability onboard, underlined the importance of allied integration on Firecrest.

"For F-35, the [NATO] interoperability element is really

important, because F-35 is … a really potent capability when we start plugging in other countries," Smith said.

This integrated capability adds capacity. Pointing to an F-35B sortie conducted while *Seapower* was onboard, Green said the three Royal Navy aircraft linked up with Norwegian F-35As to provide a mixed package that effectively doubled the capability. Such plug-and-play integration was also straightforward due to NATO allies aligning commonality in tactics, techniques, and procedures. "We all speak the same 'tactical mil' language …. so, we're just exercising those elements and proving we have that capability," Green said.

Green also explained how the F-35 contributes to the CSG's deterrence output, particularly when generating integrated operations across allied F-35 partners.

"The key part of it, from a conceptual side, is airpower delivers that reach. By having the ability to go hundreds of miles away from the CSG, you are able to influence potential aggressors and threats a lot further away than the CSG can do by its positioning," he said. "That clearly is something any threat actors out there have to be very conscious of."

"The other part is the recognition that the F-35 is the most capable combat air platform in Europe," Green said. "It is what we have … in multiple countries, and the fact we are now so interoperable and are training together on a weekly, if not daily, basis at times, further promotes that capability."

This aircraft … is instrumental to the way we see ourselves fighting now and in the years ahead.

- Captain Ed Philips, commander, Air Group, HMS Prince of Wales.

Hybrid Carrier

With the embarkation of the Malloy T-150B UAS within the CSG, Firecrest provided the latest operational demonstration of the Royal Navy's transition toward a hybrid force structure with both crewed and uncrewed systems.

The navy has been using maritime uncrewed systems on crewed platforms for some time, for example flying UAS from frigates to conduct surveillance missions in the Gulf, or deploying uncrewed underwater vehicles from mine-hunters to counter the mine threat there, too.

The Malloy program is now being rolled out fleet-wide. During the HMS Prince of Wales carrier strike group's CSG25 Indo-Pacific deployment last year, Malloys were embarked on both HMS Prince of Wales and RFA Tidespring. In August 2026, the navy announced Malloy's deployment onboard a helicopter-capable offshore patrol vessel operating in the Caribbean.

In Royal Navy service, the Malloy drone is used for ship-to-ship logistics resupply and for movements between ship and shore, carrying payloads of up to 63 kilograms. It can also support search-and-rescue and humanitarian assistance and disaster relief tasks.

During Firecrest, the Royal Navy demonstrated how uncrewed operations are enabled by the flight deck's flexibility. On occasion, UAS and helicopters were deploying from dedicated areas of the flight deck while F-35 flight operations occurred concurrently. This unique flight deck operational use is enabled by the F-35B's short take-off-vertical landing capability plus the large (4.5-acre) open-deck space.

The deck and hangar space sizes allow the carriers to embark up to 40 aircraft, including a maximum of 36 F-35Bs. During the CSG21 deployment to the Indo-Pacific, led by Prince of Wales' sister ship HMS Queen Elizabeth, 10 U.S. Marine Corps and eight U.K. F-35Bs provided the fixed-wing part of the 25 aircraft-strong airwing. ■

Dr. Lee Willett is an independent writer and analyst specializing in naval and maritime matters, with a 25-year professional background. He has spent time at sea, on submarines and aircraft carriers, among others.



Four AIM-424 Long Range Air-to-Air Missiles (the thicker gray missiles) are loaded on an F/A-18E Super Hornet for a test event. The AIM-424 LRAAM is the Department of the Navy's next-generation, long-range air-to-air missile, built to give Marine and Naval aviators the capability they need to defeat advanced threats and defend the force. Photo credit: U.S. Navy.

Further, Faster, Better

U.S. Navy Interceptor Missiles in the 2020s and Beyond

BY PETER ONG

The U.S. Navy has a growing assortment of new air-to-air interceptor missiles and has begun to take notice of the need for longer distance, faster speed and smarter missiles due to peer nation threats from supersonic and hypersonic missiles, drones and other weapons.

In 2026, the U.S. Navy's Air Intercept Missile (AIM) arsenal consists of:

• Raytheon's AIM-9X Sidewinder, a short-to-medium range (10-plus to 22-plus miles) infrared heat-seeking missile.

• Raytheon's AIM-120D Slammer, a wireless datalink and active-radar-guided Advanced Air-to-Air Medium Range Missile (AMRAAM).

• Raytheon's AIM-174B Gunslinger, a large and very long-range air-to-air interceptor missile based off of the U.S. Navy's RIM-174 Standard Missile 6 (SM-6) surface-to-air missile.

• Raytheon's AIM-424 Long-Range Air-to-Air Missile (LRAAM) Malice, a super-long-range interceptor missile that fits inside the Navy's stealthy F-35Cs and future F/A-XX and will be carried externally by F-18E/Fs. The AIM-424 is in the active flight-testing phase.

• Lockheed Martin's AIM-260 JATM (Joint Advanced Tactical Missile): Highly secret, the AIM-260's speed, performance, and seeker information were not disclosed to the public. The U.S. Air Force is the lead organization developing this missile as a replacement to the aging AIM-120 AMRAAM. The AIM-260 is in low-rate initial production and in active advanced flight testing.

As for newer, faster-propulsion-technology interceptor missiles, a U.S. Navy official told *Seapower*, "We cannot speak to the specifics of future capabilities, but the Navy and Marine Corps remain diligent in the research and development of hypersonic and scramjet

technologies for advanced air-to-air missiles."

The air-to-air missiles are built to rugged "U.S. Navy standard," meaning the U.S. Air Force and the U.S Marine Corps receive the same missile designed and built for carrier landings and the harsh salty maritime environment that includes anti-corrosion coatings and airtight seals. If the missiles were built to "Air Force standard" of land runways only, the missiles would not survive the shock of aircraft carrier catapult takeoffs and arresting wire landings. Thus, the AIMs can be interchangeable with any U.S. military fighter in any environmental conditions without the need for building bespoke U.S. Air Force or U.S. Navy variants.

The U.S. Navy also uses Captive Air Training Missiles (CATMs, such as CATM-9X and CATM-120) that have a bright blue band around their missile bodies. Their seeker heads are real and active but their missile warheads and rocket motors are inert, often filled with concrete. The reasons for this are that the shock of carrier takeoffs and landings exact a toll on the lifespan of live ordnance, so CATMs allow for fighter pilot training using active missile seekers with no firings while keeping the live AIMs in storage for combat operations.

Fox Two!

"Fox" is short for Foxtrot and is used by U.S. Navy pilots as standardized military radio code to announce the launch ("fire") of a missile. "Fox Two" signifies the launch of an infrared-homing (heat-seeking) air-to-air missile, or for the Navy, the passive-seeking AIM-9X Sidewinder that is usually fired in a close-range dogfight.



U.S. Marines with Marine Fighter Attack Squadron 242, 31st Marine Expeditionary Unit, prepare to carry an AIM-9X-2 missile during an ordnance load aboard the amphibious assault ship USS America, in the Coral Sea, June 29, 2025. Marines with VMFA 242 arm F-35Bs with multi-discipline strike capabilities to support combined-joint all domain operations in key maritime terrain. Photo credit: U.S. Marine Corps | Sgt. Peter Rawlins.

AIM-9X Sidewinder

The AIM-9X Sidewinder missile weighs 186 pounds, is 9.9 feet long, 5 inches in diameter and has a wingspan of 17.6 inches. Its speed is supersonic at Mach 2.5-plus. While its actual true operational range is classified, officially if can perform from 10-plus miles up to 22 miles when launched from high altitudes. The warhead weighs 20.8 pounds and is a WDU-17/B annular blast-fragmentation.

According to Raytheon's website, the Block II version of the Sidewinder adds "a redesigned fuze and a digital ignition safety device to improve handling and in-flight safety. It's equipped with updated electronics, including a lock-on-after-launch capability using a new weapon datalink to support beyond visual range engagements."

The U.S. Naval Air Systems Command's (NAVAIR) website stated, "The AIM-9X Block II is the most advanced short-range air-air missile in the U.S. inventory, capable of using its datalink, thrust vectoring maneuverability, and advanced imaging infrared seeker to hit targets behind the launching fighter. It features a high off-boresight focal-plane array seeker mounted on a highly maneuverable airframe with a greatly improved infrared counter-countermeasures feature."

Fox Three!

"Fox Three!" denotes the firing of an active radar homing missile, usually beyond visual range. The missile has its own built-in radar transmitter and receiver. Once it gets close to the enemy, it turns on its own radar and hunts the target completely on its own ("fire-and-forget").

AIM-120D Slammer

The AIM-120 AMRAAM, nicknamed Slammer, is built by Raytheon. It

has a solid-fuel, high-performance rocket motor and is 12 feet long and has a diameter of 7 inches. The latest version, the AIM-120D, weighs 358 pounds. The top speed is Mach 4 (hypersonic transition) and is capable of tracking targets at up to 40G maximum overload. The warhead is a high-explosive blast-fragmentation (WDU-33/B or WDU-41/B).

According to NAVAIR, The AIM-120 "incorporates active radar with an inertial reference unit and micro-computer system, which makes the missile less dependent upon the fire-control system of the aircraft. Once the missile closes on a target, its active radar guides it to intercept. This enables the pilot to aim and fire several missiles simultaneously at multiple targets.

"In long-range engagements, AMRAAM heads for the target using inertial guidance and receives updated target information via datalink from the launch aircraft. It transitions to a self-guiding terminal mode when the target is within range of its own monopulse radar set. The AIM-120 also has a `home-on-jam' guidance mode to counter electronic jamming. Upon intercept, an active-radar proximity fuze detonates the warhead to destroy the target."

AIM-174B Gunslinger

Raytheon's AIM-174B Gunslinger is an ultra-long range beyond visual range intercept missile carried by the F/A-18E/F Super Hornet. It weighs 1,830 to 1,900 pounds, has a length of 15.5 to 16.5 feet, a diameter of 13.5 inches, a wingspan of 42.7 inches (steering fins) to 61.8 inches (with midbody strakes), and uses a dual-thrust, solid-fuel rocket motor. Top speed is supersonic at Mach 3.5-plus. Its operational range is officially classified but is estimated to be beyond 150 to 250-plus miles. The warhead is a 140-pound blast-fragmentation type. Guidance is a midcourse Link-16 datalink and terminal active radar homing.



A U.S. Marine Corps F/A-18C Hornet aircraft with Marine Fighter Attack Squadron 312 flies loaded with six AIM-120D advanced medium-range air-to-air missiles (white nosecones) and two AIM-9X Sidewinder missiles (on the wingtips) over the Pacific Ocean Oct. 27, 2022. Photo credit: U.S. Marine Corps | Capt. Ryan Fronczek.

AIM-424 Malice

The Navy's newest next-generation long-range air-to-air missile is the AIM-424 Malice and is "intended to strengthen fleet defense and maintain a decisive air domain overmatch against advanced threats," the U.S. Navy's website says. AIM-424 has a two-stage, solid-propellant rocket motor. The Malice weighs 1,500 pounds, is 13.5 feet long and has a 13.5-inch diameter. Its range is over 250 nautical miles and its warhead is a blast-fragmentation type.

Unlike the AIM-174B, which is hung on external hardpoints, the AIM-424 can fit inside the 14-foot long internal weapons bay of the Navy's F-35C, maintaining stealth, and it has been designed to fit inside the Navy's future F/A-XX stealth fighter. However, the Malice is too long for the slightly shorter 12.5-13 foot internal weapons bay of the U.S. Marine Corps' F-35Bs due to the F-35B's lift fan. The AIM-424 also weighs 400 pounds less than the AIM-174B, giving Navy fighters better fuel efficiency and less structural strain on aircraft landings if the Malice is not fired and brought back to the carrier.

"The LRAAM is part of a broader effort to preserve strategic overmatch and ensure U.S. forces can deter and, if necessary, defeat advanced threats," a U.S. Navy official told *Seapower*.

As to how the AIM-424 will affect U.S. Navy missile procurement and production numbers compared to the other air-to-air missiles in the inventory, the U.S. Navy official replied, "the Navy continually assesses the composition of the future missile inventory to include the introduction of new weapons. Specifics of current and future inventories are classified." ■

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A Saildrone USV launches a Lockheed Martin JAGM missile during RIMPAC 2026 in this screenshot from a video. Image credit: Saildrone.

Putting the Pieces Together

New Roles for the Aviation Community

BY GEORGE GALDORISI

As current war in the Mideast has demonstrated, U.S. Navy aircraft carrier strike groups — the sine qua non of U.S. naval power — have demonstrated they can deliver sustained combat power for months on end.

Concurrently, the U.S. Navy, faced with the spiraling cost of crewed ships (The cost of a Ford-class aircraft carrier is $13 billion and an Arleigh Burke-class destroyer is $2.2 billion), is investing in uncrewed surface vessels to put more hulls in the water. The goal is to have these USVs complement aircraft carrier strike groups and expeditionary strike groups.

This is happening today as the U.S. Navy transitions from experimental testing of USVs into operational fleet integration alongside battle formations like the USS Theodore Roosevelt Carrier Strike Group with a Seahawk medium unmanned surface vessel currently deployed alongside the strike group's crewed ships.

Perspective

After two decades of rapid development of unmanned air vehicles and unmanned ground vehicles to meet urgent operational needs in Iraq in Afghanistan, unmanned surface vessels are "having their day" and are being developed and fielded at a rapid pace.

The reason is quite straightforward. Like their air and ground counterparts, these uncrewed surface vessels are valued because of their ability to reduce the risk

to human life in high threat areas, deliver persistent surveillance over areas of interest and provide options to warfighters that derive from the inherent advantages of uncrewed technologies.

Recently, U.S. Navy and Marine Corps exercises, experiments and demonstrations featuring unmanned surface vessels have demonstrated their ability to perform operational missions important to the Navy. They have even operated autonomously and performed attacks on simulated targets by taking advantage of emerging AI technologies.

Enabling Swarming Behavior

While the U.S. military, and especially the U.S. Navy, have acknowledged the value of enabling swarming behavior with unmanned surface vessels, and have worked to develop the kind of AI technologies that can enable swarming, until recently all of this remained aspirational but not something attempted in an operational environment. That changed in 2025.

Early last year, a Joint Staff (J7)-sponsored demonstration brought together two small defense firms: Maritime Tactical Systems Inc. (MARTAC) and TurbineOne to determine if surface system collaborative autonomy could be achieved through collaboration and technical integration. By merging artificial intelligence/machine learning (AI/ML)-driven automatic target recognition (ATR) with agile unmanned surface vessels, the two industry teams demonstrated real-world capability that is tactically relevant.



A MARTAC T38 Devil Ray unmanned surface vessel operates during a demonstration off the coast of Bahrain, April 29, 2022. Photo credit: U.S. Army | Sgt. David Resnick.

The objective of this Joint Staff demonstration was to evaluate the combined capabilities of MARTAC's USVs and TurbineOne's Frontline Perception System (FPS) in delivering an integrated, AI/ML-enabled, autonomous maritime ISR and targeting solution in a simulated high threat environment.

During this demonstration, the Frontline Perception System-enabled USVs patrolled maritime areas detecting, identifying and targeting specific maritime "threat" vessels. The threat vessels were identified by FPS, validating the concept of AI/ML-driven maritime ATR and targeting. Upon detection, MARTAC USVs (T24 and T38 Devil Ray vessels) maneuvered to conduct fully autonomous swarming operations to simulate threat mitigation.

Three MARTAC USVs — high-speed platforms known for their sensor integration and autonomy — patrolled designated waypoints in zigzag formations. Each USV was equipped with a suite of electro-optical, forward-looking infrared, and marine radar sensors. TurbineOne's FPS AI/ML software was installed onboard all three vessels, enabling each USV to process sensor inputs locally and autonomously detect, classify and track simulated threat vessels in real time.

Going forward, the U.S. Navy is likely to leverage the MARTAC M18 Muskie high-speed (burst speed 50 knots) autonomous unmanned surface vessel for one-way strike missions and target interdiction.

Aviation Assets Complete the Kill Chain

This is good as far as it goes. However, while the U.S. Navy is gearing up to have uncrewed surface vessels operate in larger-and-larger swarms, what is needed are aviation assets to leverage these swarms, especially after the first encounter with adversary vessels or even swarms. USV swarming behavior will typically be "programmed in" at the outset of an

encounter. But after the first blows are thrown, what then? As Mike Tyson famously said, "Everybody has a plan until they get punched in the face."

With a carrier strike group, E-2D Advanced Hawkeye tactical airborne early warning and command aircraft provide an extraordinarily capable solution. However, this begs the question, what about the other almost 300 battle force ships the Navy deploys? Can they effectively control USVs operating in swarms after the first punch is thrown? The answer is an emphatic "yes." They can do this by leveraging one of the over 200 MH-60R helicopters deployed aboard Navy surface combatants.

How will this work? After the first melee, the MH-60R can use its powerful APS-153 radar to identify the remaining M18 Muskies and their targets and "task organize" blue forces for successive attacks, all while maintaining sufficient standoff distance in a "hellscape" scenario.

The technology exists to perform this mission, and the Joint Staff (J7)-sponsored demonstration opens the door to what is really the ultimate benefit of man-machine teaming. As Paul Scharre put it in his 2016 Temple University law journal article entitled "Centaur Warfighting: The False Choice Between Humans Vs. Automation:"

"Humans versus machines is a false choice. The best systems will combine human and machine intelligence to create hybrid cognitive architectures that leverage the advantages of each."

Air Missions from the Sea

More recently, as part of the Rim of the Pacific 2026 exercise, U.S. and partner nation service members used a variety of USVs to augment the fleet by conducting resupply and even strike missions. Highlighting how air power could be leveraged from the sea, Saildrone successfully fired two rounds from a Surveyor USV equipped with a Lockheed Martin JAGM Dual Launcher for Joint Air-to-Ground Missiles.

The two companies also demonstrated a passive electronic warfare capability from the Saildrone for detecting, classifying and identifying a surrogate threat radar system in conjunction with an MH-60S helicopter.

The demonstrations were part of a multi-year collaboration beginning with a $10 million investment Lockheed Martin made in Saildrone in 2025 to advance USV capabilities for the Navy, including for strike and other systems to augment air capabilities.

Also this summer, USV builder Saronic demonstrated how a USV could handle a role usually reserved for helicopters, as one of its Corsair USVs rescued two pilots of a U.S. Army AH-64 Apache helicopter after they were hit by an Iranian drone and crashed into the heavily contested Strait of Hormuz.

"Rescue efforts were led by U.S. Naval Forces Central Command and the 82nd Airborne Division, with support from U.S. Air Force and Navy units including U.S. 5th Fleet's Task Force 59," said a statement from U.S. Central Command. Task Force 59, the U.S. Navy's first uncrewed and artificial intelligence task force, has taken the lead in demonstrating the capabilities of a number of USVs, including Saildrones and MARTAC vessels.

Given the need to keep attack USVs "in the fight" after the first melee, it time for the aviation community to develop the doctrine, tactics, techniques and procedures to lead the way in man-machine teaming to enable war-winning strategies by marrying highly capable air and surface platforms to perform this mission. ■

George Galdorisi is a career naval aviator and national security professional. His 30-year career culminated in 14 years of consecutive service as executive officer, commanding officer, commodore and chief of staff. He enjoys writing, especially science fiction about the future of warfare. He is the author of 18 books, including four consecutive New York Times bestsellers. His most recent book is "Algorithms of Armageddon: The Impact of Artificial Intelligence on Future Wars." Editor-in-Chief Brett Davis contributed to this article.



Lieutenant Daniel Robelen and his wife Wenonah. Photo credit: Daniel Robelen.

From the CAP to the Navy: A Chaplain's Journey

BY JIM MCCLURE

Baptist church pastor Daniel Robelen joined the Civil Air Patrol as chaplain, becoming one of nearly 70,000 adult and teenage civilian CAP volunteers across the country. His four-year journey as a chaplain in that official auxiliary of the U.S. Air Force led him to consider full-time service in the Navy.

"My Civil Air Patrol experience really opened my eyes to the possibilities of active ministry. Doing events like NCSAs [National Cadet Special Activities] put me out in the field with prior and current active-duty men and women, and I found that I loved that setting, those people and that kind of work," Robelen said.

He found strong connections between his callings and the people in his life. One of his flock at Dexter Gospel Church in Dexter, Michigan, was his CAP squadron commander. The commissioning officer for his commissioning ceremony, former Navy Lieutenant Commander Brian Atkinson, was a deacon at the church.

He had another veteran of note closer to home: his wife, CAP First Lieutenant Wenonah Joy Robelen, who said she felt her husband's dual calling was matched by hers.

"I have enjoyed serving the Lord in the various churches and meeting people," Wenonah Robelen said. "In the Civil Air Patrol I have particularly enjoyed working at encampments, especially with the cadets."

Kicking the Door Open

Trading his captain's bars for identical Navy lieutenant ones involved getting an age waiver to be accepted for naval commissioning and training. At age 47, Robelen

was five years past the normal maximum age of 42 for those who desire to become active-duty naval chaplains serving the spiritual needs of Sailors and Marines at home and abroad.

"We prayed that if God didn't want us to do this, it would be mighty easy for Him to close the door on a 47-year-old looking at joining the military for the first time. Instead, he kept kicking the door open and shoving us through," Robelen said. "When I came in, they were accepting a number of people around my age … pending things like getting through MEPS [Military Entrance Processing Station], of course."

Being a military chaplain comes with a unique combination of emotional and spiritual stresses, but there are physical ones as well, especially for those who might find themselves in combat situations or a full deployment. Robelen prepared for his new life with perspiration to match his inspiration.

"I did work to make sure I was fit enough to easily surpass the minimum fitness standards, but that didn't seem to play a particular role in the age waiver."

The Navy Chaplain Corps lists the key missions of a man or woman of the cloth:

• Providing religious ministry and support for those of your own faith

• Facilitating the religious requirements of those from all faiths

• Caring for all service members and their families, including those subscribing to no specific faith

• Advising the command in ensuring the free exercise of religion.

Wenonah Robelon will seek out her sacred place of service as well.

"I'm not sure yet what my ministry will be with the Navy, but I'd like to be there for the wives of those who are serving, especially in the case of deployments," she said.

The Robelens and their three children have moved to their first duty station in Japan, where Chaplain Lieutenant Robelen has been assigned with the Marines on Okinawa.

"I wear the Marine working uniform, but the Navy dress uniform," he said. In accordance with new Pentagon guidelines, he will be wearing a Christian cross in lieu of his lieutenant double bars.



Daniel Robelen and his family at his Officer Development School graduation. Photo credit: Daniel Robelen.

Previously, uniforms worn by chaplains had rank insignia in addition to a symbol denoting their religion, but Secretary of War Pete Hegseth ordered the removal of rank to ensure chaplains would "be seen among the highest ranks because of their divine calling."

"Effective immediately, Navy chaplains will remove all rank insignia when wearing working or utility uniform components to include Navy working uniforms (NWUs), coveralls, flight suits, flight deck clothing and 2-piece organizational clothing (2POC) uniforms," the administrative message said. "Rank insignia will also be removed from all outer garments and covers when worn with working and utility uniforms."

Mission of Ministering

Robelen's choice of a new direction in ministry is radically different from the life he once lived, but carries an aspect familiar in evangelical circles, the sending of mission families to serve overseas.

"We loved pastoral ministry and loved the people of Dexter Gospel Church," he said. "We're blessed that they see themselves as our 'sending church' to the mission of ministering in the armed forces."

He acknowledges doing this career shift in his mid-forties to might be seen as a case of "middle age crazy, joking, "I've been crazy since long before middle age! Seriously, perhaps it's more like middle age opportunity, or middle age perspective. I'm at a point in life where I meet the requirements for a unique ministry and I have the opportunity to do it."

As for the hardships of extended sea duty or combat, "It's hard to say that you're certain you're prepared for something you've never actually done, but I believe that if I were called to serve there, by God's grace, I could do it."

For that, he also credits his Navy chaplain training combined with a lifetime of ministering to others.

"Much of our training involved preparation for that, and years of ministry in the civilian world have helped with specific aspects like ministry under pressure or in the face of trauma and loss," he said.

For Chaplain Lt. Dan Robelin, the transition from senior pastor of a congregation and a civilian volunteer with Civil Air Patrol has lived up to the promise of the old Navy recruiting slogan: It's not just a job, it's an adventure.

"It's an adventure and a great experience for me and my family," he said. "While there are challenges to military service and unique challenges to military chaplaincy, there is also so much beauty and adventure out there, and this allows us to take part in both." ■

Jim McCure is a life member of the Navy League of the United States and frequent contributor to Seapower magazine.



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CORPORATE MEMBERSHIP DIRECTORY

The 2026 edition of *Seapower's* Corporate Membership Directory is a comprehensive source for information on more than 120 leading firms in the defense and maritime industry realm. The Navy League's corporate membership includes the top systems, services, equipment and technology providers to the departments of Defense, Homeland Security and Transportation as well as sea service supporters from allied nations and nonprofit organizations.

Seapower's Corporate Membership Directory is the informed source for the business of defense, providing decision-makers in the administration, Pentagon and on Capitol Hill access to vital statistics on the nation's naval, maritime and defense industrial base.

On the following pages, each of the directory's alphabetically listed entries includes the firm's leadership and contact information as well as lines of business, products and services.

The Navy League's Corporate Gold members are listed with the company logo. Corporate level members are listed afterward. Our Business Associate, Small Business and Nonprofit and Government Agency members are listed at the end of this directory.

Corporate Member Listing is current as of 9/1/2026.

CORPORATE GOLD MEMBERS

Air

1735 N. Lynn Street
Arlington, VA 22209
https://air.ai
CEO: Tara Murphy Dougherty
FOUNDED: 2011
TOTAL EMPLOYEES: 373

COMPANY OVERVIEW: AI, formerly Govini, is a U.S.-based data and analytics company that provides decision science tools to the national security sector. Headquartered in Arlington, Virginia, Air is the leader in enterprise readiness, a new category of AI-native systems that close the readiness gap, the dangerous chasm between what the front line needs and what the national security enterprise can deliver.

LINES OF BUSINESS: Improving defense readiness for the U.S. Navy, Army and other clients.

PRODUCTS AND SERVICES: The Air Enterprise Readiness platform is the AI-native system purpose-built to make continuous readiness possible. The platform is built on three fundamental layers: Activation, Orchestration, and Execution.

AAR Government Services

1100 N. Wood Dale Rd.
Wood Dale, IL, 60191
www.aarcorp.com
CHAIRMAN, PRESIDENT AND CEO: John M. Holmes
FOUNDED: 1961
TOTAL EMPLOYEES: 4,700

COMPANY OVERVIEW: AAR Corp. is a leading independent provider of aviation services to commercial and government customers worldwide. Founded in 1951 and headquartered in Wood Dale, Illinois, AAR specializes in aviation aftermarket support and supply chain solutions. Its services include parts supply, maintenance, repair and overhaul (MRO), engineering, logistics, and integrated solutions to ensure aircraft readiness and operational efficiency. AAR operates across multiple locations globally and is known for its commitment to innovation, quality, and customer service in the aerospace and defense sectors.

LINES OF BUSINESS: Parts; Repair; Software; Government Solutions.

PRODUCTS AND SERVICES: Airframe work, component repair, landing gear, engineering services, parts supply, integrated solutions, including contractor logistics support and performance-based logistics, air cargo containers and pallets, rapidly deployable mobile tactical shelters, SPACEMAX shelters and integrated command and control centers.

Accenture Federal Services

800 N. Glebe Road, Suite 300
Arlington, VA 22203
www.accenturefederal.com
Chair and CEO: Julie Sweet
FOUNDED: 1989
TOTAL EMPLOYEES: 17,634

COMPANY OVERVIEW: Accenture Federal Services is a subsidiary of Accenture that provides technology and consulting services specifically to U.S. federal government agencies. Headquartered in Arlington, Virginia, AFS helps government organizations modernize their operations, enhance cybersecurity, improve citizen services, and adopt emerging technologies like cloud, artificial intelligence, and data analytics. With a strong focus on mission-critical solutions, AFS partners with defense, intelligence, public safety, and civilian agencies to support national priorities and improve outcomes across government operations.

LINES OF BUSINESS: Technology/digital services, operations/managed services, management consulting and mission-focused business services.

PRODUCTS AND SERVICES: Accenture Federal Services offers a broad range of services and solutions in the strategy, consulting, digital, technology and operations fields to deliver transformational outcomes for a demanding new digital world. It is the No. 1 federal partner for Amazon, Google, Salesforce, ServiceNow, Oracle and is a leading Microsoft partner.

Airbus U.S. Space & Defense

1525 Wilson Blvd., Suite 500
Arlington, VA 22209
www.airbusus.com
CEO: Alex Veneziano
FOUNDED: 2019
TOTAL EMPLOYEES: 300-plus

COMPANY OVERVIEW: Airbus U.S. Space & Defense is a U.S.-based subsidiary of Airbus Group, focused on delivering advanced aerospace, defense, and space solutions to U.S. government and military customers. Headquartered in Arlington, Virginia, the company operates as a fully compliant U.S. entity under a Special Security Agreement (SSA), enabling it to work on classified and sensitive government programs. Its offerings include satellite systems, military aircraft, intelligence and surveillance technologies, and secure communications, all tailored to meet the unique needs of U.S. defense and space missions.

LINES OF BUSINESS: Space; Air Power; Helicopters; UAS.

PRODUCTS AND SERVICES: NAVAIR awarded the company a phase I contract for the U.S. Marine Corps Aerial Logistics Connector, an unmanned logistics aircraft based on the UH-72 Lakota helicopter platform. Airbus awarded a $115 million contract for 10 UH-72B Lakota helicopters to support the Army National Guard's modernization of the UH-72. The company also provides integrated systems and services to protect the nation's infrastructure, coastlines and borders, builds tactical and strategic airlifters, multi-role aerial tankers and advanced combat aircraft including the A400M, C295, and C212 and provides mission-ready rotorcraft platforms for armed scout, utility, attack, naval, maritime and special operations.

American Maritime Partnership

1601 K St. NW
Washington, DC 20006-1600
www.americanmaritimepartnership.com
PRESIDENT: Jennifer Carpenter

OVERVIEW: The American Maritime Partnership is a coalition of businesses and organizations representing the domestic U.S. maritime industry. It advocates for policies that strengthen America's maritime workforce, shipbuilding, and national security, with a focus on supporting the Jones Act, which requires goods transported between U.S. ports to be carried on American-built, owned, and crewed vessels. AMP highlights the industry's role in economic growth, job creation, and maintaining a strong maritime presence for national defense.

Applied Research Associates

4300 San Mateo Blvd.
Suite A-220
Albuquerque, NM 87110-1229
www.ara.com
PRESIDENT AND CEO: Curt Beckemeyer
FOUNDED: 1979
TOTAL EMPLOYEES: 2,300

COMPANY OVERVIEW: Applied Research Associates is an employee-owned scientific and engineering company that provides innovative solutions in national security, aerospace, energy, environment, and health. Founded in 1979, ARA specializes in advanced research, software development, and systems engineering, supporting both government and commercial clients with cutting-edge technologies and applied science expertise.

LINES OF BUSINESS: National security; infrastructure; health solutions; energy and environment.

PRODUCTS AND SERVICES: ARA offers a broad range of technical expertise in defense technologies, civil engineering, computer software and simulation, systems analysis, biomedical engineering, environmental technologies and blast testing and measurement.

BAE Systems

2941 Fairview Park Drive
Falls Church, VA 22042
www.baesystems.com
PRESIDENT AND CEO: Tom Arseneault
FOUNDED: 1999
TOTAL EMPLOYEES: 41,500

COMPANY OVERVIEW: BAE Systems, Inc. is the U.S. subsidiary of BAE Systems plc, one of the world's largest defense, aerospace, and security companies. Headquartered in Falls Church, Virginia, it provides advanced technologies and services for air, land, sea, space, and cyber domains. In the United States, BAE Systems develops and delivers capabilities such as electronic warfare systems, precision munitions, combat vehicles, naval guns, ship repair, intelligence analysis, and cyber solutions. The company partners closely with the U.S. Department of Defense and intelligence community, supporting national security with a workforce of more than 20,000 employees across the country.

LINES OF BUSINESS: Aerospace & Mission Systems; Platforms & Services; Air; Maritime; Cyber & Intelligence.

PRODUCTS AND SERVICES: Commercial and defense electronics for flight and engine control; tracked and wheeled armored combat vehicles, naval guns, naval ship repair and modernization, artillery and missile launching systems and advanced precision strike munitions; commercial ship repair.

Blue Raven

1500 Mt. Kemble Ave.
Morristown, NJ 07960
blueravencorp.com
CEO: Tom Driscoll
FOUNDED: 2023
TOTAL EMPLOYEES: 190

COMPANY OVERVIEW: Blue Raven is a private, tech-enabled supply chain solutions provider headquartered in Morristown, New Jersey. Formed in 2023 through the strategic consolidation of Triman Industries, Crestwood Technology Group (CTG), and Brighton Cromwell, now fully merged into the Triman division, the company is backed by AE Industrial Partners, a private equity firm focused on aerospace, defense, government services, and industrial markets.

LINES OF BUSINESS: Crestwood Technology Group, which offers comprehensive supply chain solutions primarily for government, defense, and commercial aviation sectors.; Triman, which delivers comprehensive aftermarket solutions across multi-domain platforms, leveraging advanced proprietary technology to redefine supply chain efficiency, extend asset lifecycles, and elevate operational performance.

PRODUCTS AND SERVICES: They serve government, defense, and commercial aviation markets with mission-critical aftermarket support. Through their Triman and CTG divisions, Blue Raven delivers scalable, end-to-end lifecycle supply chain solutions — ranging from consumables to full systems. The company also offers their proprietary SEDNA Analytics platform, which powers data-informed decision-making and enhances operational readiness across platforms.

Boeing

929 Long Bridge Drive
Arlington, VA 22202
www.boeing.com
CHAIRMAN, PRESIDENT AND CEO: Kelly Ortberg
FOUNDED: 1916
TOTAL EMPLOYEES: 182,000

COMPANY OVERVIEW: Boeing is a leading global aerospace company and one of the world's largest manufacturers of commercial airplanes, defense systems, and space technologies. Headquartered in Arlington, Virginia, Boeing designs, builds, and services aircraft, satellites, and advanced systems for customers in more than 150 countries. With about 172,000 employees worldwide, Boeing supports both commercial aviation and national defense, while investing in innovation, sustainability, and the future of aerospace.

LINES OF BUSINESS: Boeing Commercial Airplanes; Defense, Space & Security; Boeing Global Services.

PRODUCTS AND SERVICES: Boeing offers the EA-18G Growler, F/A-18 E/F Super Hornet, P-8A Poseidon, V-22 Osprey, C-40 Clipper, C-32A executive transport, KC-46A Pegasus, F-15 Eagle, AH-64D Apache, CH-47 Chinook, AH-6I Little Bird, E-10A multi-sensor command and control aircraft, Blackjack, ScanEagle, Echo Voyager extra-large unmanned undersea vehicle, Echo Ranger large displacement unmanned underwater vehicle, Echo Seeker unmanned underwater vehicle, Harpoon, SLAM-ER, Joint Direct Attack Munitions, Small-Diameter Bomb, aerospace support, electronic warfare systems, C-17 Globemaster III Sustainment Partnership, GPS, Ground-based Midcourse Defense, homeland security and services, cyber, International Space Station, satellite systems and space payloads.

CACI International

12021 Sunset Hills Road
Reston, VA 20190
www.caci.com
PRESIDENT AND CEO: John S. Mengucci
FOUNDED: 1962
TOTAL EMPLOYEES: 27,000

COMPANY OVERVIEW: CACI International Inc is a U.S.-based company that provides expertise and technology to support national security missions and government modernization. Headquartered in Reston, Virginia, CACI delivers solutions in areas such as defense, intelligence, cybersecurity, digital transformation, electronic warfare, and space operations. The company partners with federal agencies to enhance mission effectiveness, strengthen information security, and drive innovation for the U.S. government. In 2026, the company was selected to deliver technologies to defend U.S. interests against threats for the U.S. Space Force.

LINES OF BUSINESS: C31; cyber; digital solutions; enterprise IT; mission and engineering support; space; spectrum superiority.

PRODUCTS AND SERVICES: CACI's electronic warfare systems defeat adversarial surveillance and reconnaissance and other systems. CACI also provides networking modeling and simulation systems, data processing and analysis systems, secure cloud solutions, robotic process automation and the Integrated Solutions Center, a state-of-the-art collaboration facility to help visualize solutions and foster innovation.

Collins Aerospace

Four Coliseum Centre
2730 West Tyvola Road
Charlotte, NC 28217-4578
www.rtx.com/collinsaerospace
PRESIDENT: Troy Brunk
FOUNDED: 2018
TOTAL EMPLOYEES: 80,000

COMPANY OVERVIEW: Collins Aerospace, a unit of RTX, is a leading provider of advanced aerospace and defense solutions. Headquartered in Charlotte, North Carolina, the company designs and manufactures avionics, aircraft interiors, mission systems, and power and control technologies for commercial, military, and space applications. With a global workforce and broad expertise, Collins Aerospace supports safer, more connected, and more efficient flight while delivering mission-critical systems for the U.S. military and allied forces worldwide.

LINES OF BUSINESS: Advanced Structures; Avionics; Connected Aviation Solutions; Interiors; Mission Systems; Power & Controls.

PRODUCTS AND SERVICES: Collins Aerospace designs, manufactures and services systems and components for commercial, regional, business and military aircraft, helicopters, and other platforms, including manned and unmanned systems. Collins Aerospace is also a major supplier to international space programs. Maritime products include Winslow life rafts, composites, urethane and rubber products for submarines and shipbuilding, and surface ship sonar domes.

Curtiss-Wright

130 Harbour Place Drive, Suite 300
Davidson, NC 28036
www.curtisswright.com
CHAIR AND CEO: Lynn M. Bamford
FOUNDED: 1929
TOTAL EMPLOYEES: 9,100

COMPANY OVERVIEW: Curtiss-Wright Corp. is a diversified, global provider of highly engineered products and services for the defense, aerospace and industrial markets. Headquartered in Davidson, North Carolina, the company delivers advanced solutions in areas such as flight controls, propulsion systems, naval defense electronics, nuclear power and industrial valve technologies. With a history rooted in aviation pioneers Glenn Curtiss and the Wright brothers, Curtiss-Wright supports critical missions worldwide by focusing on innovation, reliability, and performance in demanding applications.

LINES OF BUSINESS: Aerospace & Industrial; Defense Electronics; Naval & Power.

PRODUCTS AND SERVICES: Linear position sensors, rotary position sensors, proximity sensors, solenoids and solenoid valves, graphics and video cards, processor cards, radar acquisition cards, avionics systems including air data systems, data storage devices and flight testing and space data handling systems; rugged electronic and electromechanical systems, including aiming and stabilization systems, ammunition handling systems and data recorders; instrument and control systems for Navy propulsion systems; cable handling systems for submarine towed arrays; and many others.

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EY

One Manhattan West
395 9th Ave.
New York, NY 10001
www.EY.com
U.S. CHAIR: Janet Truncale
FOUNDED: 1989
TOTAL EMPLOYEES: 393,000

COMPANY OVERVIEW: EY (Ernst & Young LLP) is one of the "Big Four" professional services firms and a leading provider of assurance, tax, consulting, and strategy services in the United States. Headquartered in New York City, EY U.S. works with businesses, governments, and nonprofits to address complex challenges, drive innovation and support sustainable growth. With tens of thousands of professionals across the country, EY U.S. is committed to building a better working world through trust, transformation, and inclusive growth.

LINES OF BUSINESS: Assurance, Consulting, Strategy and Transactions, and Tax.

PRODUCTS AND SERVICES: The firm serves clients across industries such as financial services, technology, healthcare, energy and consumer products.

Fluor

6700 Las Colinas Blvd.
Irving, TX 75039
www.fluor.com
CEO: Jim Breuer
FOUNDED: 1912
TOTAL EMPLOYEES: 23,500

COMPANY OVERVIEW: Fluor is a global engineering, procurement, construction and project management company headquartered in Irving, Texas. Serving clients in industries such as energy, chemicals, infrastructure, mining, and government services, Fluor delivers complex, large-scale projects that advance economic development and critical infrastructure. With more than a century of experience, the company focuses on safety, innovation, and sustainability while supporting clients worldwide in achieving their operational and strategic goals.

LINES OF BUSINESS: Energy Solutions; Urban Solutions; Mission Solutions.

PRODUCTS AND SERVICES: Fluor delivers mission-critical logistics support services, contingency response, critical infrastructure, site management and facility operations and maintenance at sites in 30 countries around the world. It provides base operations support and other services for the DoD, DHS and Jobs Corps, including facility and base operations support for Naval Air Station Pensacola, Florida.

Frequentis

8661 Robert Fulton Drive, Suite 190
Columbia, MD 21046
www.frequentis.com
PRESIDENT: Dieter Eier (Frequentis USA); Brian Bruckbauer (Frequentis Defense)
FOUNDED: 1947
TOTAL EMPLOYEES: 2,600

COMPANY OVERVIEW: Frequentis is an international supplier of communication and information systems for safety-critical industries. Frequentis USA is the U.S. subsidiary, specializing in mission-critical communication and information systems for civil aviation, public safety and transportation markets across North America. Frequentis Defense focuses on providing advanced communication and information systems to support U.S. military and defense customers. Its solutions enable secure, resilient, and real-time coordination across domains such as air, land, sea, and cyber, ensuring mission readiness and operational effectiveness for defense and homeland security missions.

LINES OF BUSINESS: Air traffic management; airports/airlines; defense; public safety; public transport; maritime; specialized communications.

PRODUCTS AND SERVICES: Frequentis technologies support secure, reliable, and real-time information exchange, helping organizations ensure safety and efficiency in mission-critical operations worldwide. Frequentis operates globally with a strong presence in the United States, serving both civil and defense customers.

GE Aerospace

1 Neumann Way
Cincinnati, OH 45215
www.geaerospace.com
CEO: H. Lawrence Culp Jr.
FOUNDED: 1917
TOTAL EMPLOYEES: 57,000

COMPANY OVERVIEW: GE Aerospace is a global provider of engines, systems and services, with revenues exceeding $30 billion. GE Aerospace continues to design, develop and manufacture jet engines, components and integrated systems for military, commercial and business and general aircraft as well as aero-derivative gas turbines for marine applications. In addition, GE Aerospace is the world's leading integrated engine maintenance resource.

LINES OF BUSINESS: Avio Aero; Colibrium Additive; Dowty Propellers; Unison.

PRODUCTS AND SERVICES: Aircraft engines, engine maintenance, materials, asset management, civil systems, military systems, avionics systems, mechanical systems, integrated power systems, aftermarket support services, performance-based navigation, and Unison Products & Services.

Gecko Robotics

100 S. Commons, Suite 145
Pittsburgh, PA 15212
www.geckorobotics.com
CEO: Jake Loosararian
FOUNDED: 2013
TOTAL EMPLOYEES: 282

COMPANY OVERVIEW: Gecko Robotics is a U.S.-based technology company that develops robotic systems and software to inspect and maintain critical infrastructure. Headquartered in Pittsburgh, Pennsylvania, Gecko combines advanced robotics with artificial intelligence to deliver high-precision data on the condition of industrial assets such as power plants, oil and gas facilities, and defense systems. Its solutions help customers improve safety, reduce downtime, and extend the life of mission-critical equipment.

LINES OF BUSINESS: Defense; oil and gas; energy; pulp and paper; steel; mining.

PRODUCTS AND SERVICES: Gecko uses a variety of robots that can climb, fly, and swim to collect an unprecedented amount of data on built structures, such as U.S. Navy warships, power plants, and public infrastructure. The operating platform, Cantilever, provides a decision-making structure that can predict pipeline explosions, modernize a C-130 aircraft, or use AI to recommend how to operate a power plant at 3-5% greater efficiency.

General Atomics

3550 General Atomics Court
San Diego, CA 92121
www.ga.com
CHAIRMAN AND CEO: Neal Blue
FOUNDED: 1955
TOTAL EMPLOYEES: 12,500

COMPANY OVERVIEW: General Atomics is a U.S.-based energy and defense company headquartered in San Diego, California. The company is known for its innovations in nuclear energy, advanced materials, electromagnetic systems and unmanned aircraft. Through its affiliate, General Atomics Aeronautical Systems, it develops and manufactures the Predator family of remotely piloted aircraft used worldwide for intelligence, surveillance, and reconnaissance missions. General Atomics also provides cutting-edge solutions for defense, energy research, and

other high-technology applications supporting national security and scientific advancement.

LINES OF BUSINESS: Electromagnetic Systems Group; General Atomics Aeronautical Systems; Energy Group; GA-Intelligence.

PRODUCTS AND SERVICES: Electromagnetic aircraft launch and recovery systems, batteries, demilitarization and energy systems, precision-guided munitions, hypersonics, advanced electronics, laser weapon systems, satellites, space technologies and space nuclear power. The company's Electromagnetic Aircraft Launch System (EMALS) and Advanced Arresting Gear (AAG) are revolutionizing naval aviation, providing the capabilities needed to launch and recover the full spectrum of carrier-capable aircraft.

GENERAL DYNAMICS

General Dynamics

11011 Sunset Hills Road
Reston, VA, 20190
www.gd.com
CHAIRMAN and CEO: Phebe N. Novakovic
FOUNDED: 1952
TOTAL EMPLOYEES: 117,000

COMPANY OVERVIEW: General Dynamics is a global aerospace and defense company headquartered in Reston, Virginia. The company delivers a broad portfolio of products and services in business aviation, land and expeditionary combat vehicles, weapons systems, shipbuilding, and information technology solutions. Its business units include Gulfstream Aerospace, Bath Iron Works, Electric Boat, Mission Systems, and Information Technology. With a focus on innovation, reliability, and mission success, General Dynamics supports the U.S. military, allied nations, and commercial customers worldwide.

LINES OF BUSINESS: Marine Systems; Aerospace; Combat Systems; Technologies.

PRODUCTS AND SERVICES: The company's Marine Systems division designs, builds and maintains nuclear-powered submarines, surface combatants, and auxiliary and combat-logistics ships for the U.S. Navy and Jones Act ships for commercial customers. General Dynamics Bath Iron Works has delivered more surface combatants than any other U.S. shipyard, including Arleigh Burke- and Zumwalt-class destroyers. General Dynamics Electric Boat is the prime contractor and lead shipyard on all U.S. Navy nuclear-powered submarine programs, including the new Columbia class, and was awarded construction contracts for 14 submarines as part of a $77 billion U.S. Navy award. General Dynamic NASSCO specializes in the design and construction of auxiliary and support ships, oil tankers and dry cargo carriers, and is a major provider of repair services.

GSM
Granite State Manufacturing
An Allard Nazarian Group Company

Granite State Manufacturing

124 Joliette Street
Manchester, NH 03102
www.granitestatemfg.com
PRESIDENT: Joe Foster
FOUNDED: 1937
TOTAL EMPLOYEES: 175

COMPANY OVERVIEW: Granite State Manufacturing is a precision engineering and advanced manufacturing company that supports the U.S. defense industrial base, with a particular focus on naval and submarine programs. The company designs, manufactures, and assembles complex, mission-critical systems used aboard U.S. Navy submarines and surface vessels, including communications, sensing, and life-support related equipment.

LINES OF BUSINESS: CNC machining; large-format welding; five-axis machining; engineering review; program management; defense manufacturing.

PRODUCTS AND SERVICES: GSM's capabilities include precision machining, certified welding, fabrication, electromechanical assembly, testing, and program management, serving defense, aerospace and other high-reliability industries. It has 30-plus machining centers and welding capacity up to 35,000 pounds.

Hanwha

Hanwha

86, Cheonggyecheon-ro, Jung-gu
Seoul, South Korea
www.hanwha.com
CHAIRMAN: Seung Youn Kim
FOUNDED: 1952
TOTAL EMPLOYEES: 88,540

COMPANY OVERVIEW: Hanwha Group is a South Korea–based global conglomerate with businesses spanning aerospace, defense, chemicals, energy, finance and construction. In defense and aerospace, Hanwha develops advanced technologies including precision weapons, armored vehicles, space solutions and air defense systems. The company also plays a major role in clean energy and sustainable infrastructure, investing in solar power, hydrogen and green technologies. With a global footprint, Hanwha supports both commercial industries and national security customers worldwide.

LINES OF BUSINESS: Energy & Ocean Solutions; Aerospace & Mechatronics; Finance; Retail & Services.

PRODUCTS AND SERVICES: In the naval sector, Hanwha is enhancing global competitiveness through submarine and surface vessel construction, as well as maintenance, repair, and overhaul (MRO) services. In 2024, Hanwha's Geoje shipyard became the first in Korea to secure two MRO contracts with the U.S. Navy, servicing logistics support vessels including the USNS Wally Schirra, and reinforcing its role in naval operations and fleet sustainment. That same year, Hanwha acquired the U.S.-based Philly Shipyard, relaunching it as Hanwha Philly Shipyard and establishing a strategic foothold for entry into the U.S. naval shipbuilding market. Hanwha Ocean signed an MOU for Shipbuilding Technology Training & Development Cooperation in 2026 with Hanwha Philly Shipyard and Delaware County Community College to help address workforce needs across the U.S. shipbuilding industry.

HII

HII

4101 Washington Ave.
Newport News, VA 23607
www.hii.com
PRESIDENT AND CEO: Christopher D. Kastner
FOUNDED: 2011
TOTAL EMPLOYEES: 44,000

COMPANY OVERVIEW: HII is America's largest military shipbuilding company and a key provider of defense technologies and services. Headquartered in Newport News, Virginia, HII designs, builds, and maintains nuclear-powered aircraft carriers, submarines, and other naval vessels for the U.S. Navy. Beyond shipbuilding, the company delivers mission technologies in areas such as unmanned systems, C5ISR, cyber, and training. With a nationwide workforce, HII supports national security by combining advanced engineering, innovation, and sustainment capabilities.

LINES OF BUSINESS: Ingalls Shipbuilding, Mission Technologies, Newport News Shipbuilding.

PRODUCTS AND SERVICES: Building the next generation of aircraft carriers, the Gerald R. Ford class, refuel and complex overhaul of all nuclear-powered Nimitz-class aircraft carriers, inactivation of aircraft carriers, Virginia-class nuclear attack submarines, Arleigh Burke-class Aegis guided-missile destroyers, LPD 17 San Antonio-class amphibious transport dock ships, LHA-class amphibious assault ships and Coast Guard Legend-class national security cutters. HII has introduced the Romulus family of high-endurance uncrewed surface vessels, designed for the U.S. Navy, Marine Corps, joint forces and allies. Also provides professional services to a variety of government and commercial customers worldwide, to include fleet maintenance and modernization, unmanned solutions and rapid prototyping, agile software development and network engineering, training systems, logistics support, nuclear engineering and fabrication, and oil and gas engineering.

Honeywell Technologies

300 S. Tryon Street, Suite 500
Charlotte, NC 28202
www.honeywell.com
CHAIRMAN AND CEO: Vimal Kapur
FOUNDED: 1885
TOTAL EMPLOYEES: 102,000

COMPANY OVERVIEW: Honeywell Technologies is a global, pure-play automation company with a legacy of innovating to help solve the world's most mission-critical challenges. It serves the building, industrial and process sectors with a broad portfolio of services, solutions and products, underpinned by our Honeywell Technologies Accelerator operating system and Honeywell Technologies Forge intelligence layer. In 2026, Honeywell spun off its Aerospace Technologies business, which now operates as Honeywell Aerospace.

LINES OF BUSINESS: Honeywell Technologies (Building Automation; Industrial Automation; Process Automation & Technology); Honeywell Aerospace; Solstice Advanced Materials.

PRODUCTS AND SERVICES: Honeywell is one of the largest U.S. defense contractors, with content on aircraft, spacecraft, helicopters, submarines, aircraft carriers and surface ships, precision-guided munitions, tanks, vehicles, and landing craft. It is a world leader in facility infrastructure improvement and guaranteed energy-efficiency solutions, navigation, flight controls and management systems, cockpit products and systems, advanced electronics and power and landing systems for military and commercial aircraft. For NASA's Artemis program, intended to return humans to the moon, Honeywell is providing guidance and navigation systems, command data handling, displays and controls.

IAI North America

13873 Park Center Rd.
Herndon, VA 20171
www.iainorthamerica.com
PRESIDENT AND CEO: Stephen Elliott
FOUNDED: 1968
TOTAL EMPLOYEES: 750

COMPANY OVERVIEW: IAI North America is the U.S. subsidiary of Israel Aerospace Industries (IAI), delivering advanced defense and aerospace solutions tailored to American customers. The company provides technologies in areas such as unmanned systems, air defense, avionics, space, cybersecurity and homeland security. By combining IAI's global innovation with a strong U.S. presence, IAI North America supports the Department of Defense, federal agencies and industry partners with mission-critical capabilities that enhance national security and operational effectiveness.

LINES OF BUSINESS: Technology Solutions; Design & Manufacturing; Mission Assurance for the Modern Warfighter; Supply Chain & Industry Partnerships; IAT Catalyst.

PRODUCTS AND SERVICES: The company has provided advanced technology solutions to government and commercial customers worldwide, including satellites, missiles, weapon systems and munitions, unmanned systems, robotic systems, electronics, C4ISR, navigation systems and EO payloads. In 2024, the company launched its first innovation center in the United States and the debut program within it, IAI Catalyst, a five-month business accelerator focusing on artificial intelligence, autonomy, quantum science, sustainability and energy technology and space technology.

ITI Engineering

1081 Willa Springs Dr.
Winter Springs, FL 32708
www.itiengineering.com
PRESIDENT: Kevin Speed
FOUNDED: 2003
TOTAL EMPLOYEES: 130

COMPANY OVERVIEW: ITI Engineering is a U.S.-based company specializing in mission-critical hardware and software solutions for the aerospace and defense sectors. Headquartered in Winter Springs, Florida, the company develops products such as simulation systems, data transfer devices, networking solutions and secure information management tools. ITI Engineering supports the U.S. military and prime contractors by delivering reliable, innovative technologies that enhance training, mission readiness, and operational effectiveness.

LINES OF BUSINESS: Airborne products; ground-based products; naval computing solutions; space-based products; engineering and software services.

PRODUCTS AND SERVICES: ITI Engineering has been delivering high-end defense electronics and custom-designed systems for aerospace training, mission planning, debrief and maintenance for over 20 years. ITI offers advanced airborne and ground-based products including secure data transfer devices, ruggedized servers and comprehensive engineering and software services.

KBR

601 Jefferson Street
Houston, TX 77002
www.kbr.com
CHAIRMAN, PRESIDENT AND CEO: Stuart Bradie
FOUNDED: 1998
TOTAL EMPLOYEES: 36,000

COMPANY OVERVIEW: KBR Solutions is a global science, technology and engineering company that provides advanced solutions to government and commercial customers worldwide. According to the company, its work spans defense, aerospace, intelligence, energy, and sustainable technology sectors, helping clients solve complex operational and technical challenges.

LINES OF BUSINESS: Mission Technology Solutions; Sustainable Technology Solutions; KBR Digital Accelerators.

PRODUCTS AND SERVICES: For the defense market, KBR is particularly known for supporting U.S. military and government programs through engineering, logistics, flight test support, systems integration and mission readiness services. KBR was awarded a contract to provide aircrew services, engineering technical services and test support for U.S. Navy aviation programs, reinforcing its longstanding role in defense and national security.

Keel

8001 Commerce Center Road
Ladson, SC 29456
www.keelusa.com
CEO: Brian Carter
FOUNDED: 1962
TOTAL EMPLOYEES: 850

COMPANY OVERVIEW: Keel is a U.S.-based defense manufacturing company formed in 2024 through the merger of Pegasus Steel, Merrill Technologies Group and Metal Trades Inc. The company encompasses more than 1.2 million square feet of manufacturing space with more than 850 team members at nine facilities.

LINES OF BUSINESS: Nuclear Navy; maritime defense; aerospace and space; land, surveillance and launch; advanced manufacturing and infrastructure.

PRODUCTS AND SERVICES: Keel offers a vertically integrated suite of services tailored for mission-critical defense programs, including design, engineering, heavy fabrication, precision machining, integration, assembly, finishing and surface treatments. Its work supports U.S. Navy, Army and Air Force initiatives, including submarine and aircraft carrier modules for the nuclear Navy.

L3 Harris Technologies

1025 W. NASA Blvd.
Melbourne, FL 32919
www.l3harris.com
PRESIDENT AND CEO: Sam Mehta
FOUNDED: 2019
TOTAL EMPLOYEES: 45,000

COMPANY OVERVIEW: L3Harris is a global aerospace and defense company that delivers advanced technology solutions across air, land, sea, space, and cyber domains. Formed through the merger of L3 Technologies and Harris Corp., the company specializes in communications systems, electronic warfare, avionics, surveillance, and mission-critical platforms. L3Harris serves U.S. government, international allies and commercial customers with a focus on innovation, rapid response and integrated solutions to support national security and defense operations.

LINES OF BUSINESS: Integrated Mission Systems; Space and Airborne Systems; Communication Systems; Aerojet Rocketdyne.

PRODUCTS AND SERVICES: L3Harris is a technology company, defense contractor and information technology services provider that produces C6ISR systems and products, wireless equipment, tactical radios, avionics and electronic systems, night vision equipment, and both terrestrial and spaceborne antennas for use in the government, defense and commercial sectors. L3Harris contributed key elements to NASA's Nancy Grace Roman Space Telescope, launched in 2026, including the 2.4-meter Optical Telescope Assembly.

Leonardo DRS

2345 Crystal Drive, Suite 1000
Arlington, VA 22202
www.LeonardoDRS.com
PRESIDENT AND CEO: John Baylouny
FOUNDED: 1969
TOTAL EMPLOYEES: 8,842

COMPANY OVERVIEW: Leonardo DRS is a U.S.-based defense technology company that develops advanced solutions for the U.S. military and allied forces. A subsidiary of Leonardo, the company specializes in sensing, electronic warfare, network computing, force protection, and power and propulsion systems. Leonardo DRS supports critical missions across land, air, sea, space, and cyber domains, providing innovative technologies that enhance operational effectiveness and survivability.

LINES OF BUSINESS: Advanced Sensing and Computing; Integrated Mission Systems.

PRODUCTS AND SERVICES: 76 mm Shipboard Gun; custom drives and controls for naval applications; electric and hybrid electric ship propulsion systems; life-cycle support for naval equipment and systems; marine equipment test and evaluation and integration and commissioning services; motion-adjusted radars for ships; naval shipboard installation support; Navy and Marine coils for HVAC systems; nuclear instrumentation and controls for nuclear-powered Navy ships; and many others. Leonardo DRS will further develop affordable and scalable sensor technology to help defense systems detect, identify, track and target fast-moving threats under a 2026 contract from the U.S. Space Force.

Control builds the Terminal High Altitude Area Defense System, PAC-3 Missiles and works on energy programs; Rotary and Mission Systems, which includes naval systems, provides platform integration, simulation and training and Sikorsky rotorcraft; and Space provides systems and services including space launch, commercial satellites, government satellites and strategic missiles.

Marway Power Solutions

1721 S. Grand Ave.
Santa Ana, CA 92705
www.marway.com
PRESIDENT AND CEO: Paul Patel
FOUNDED: 1980
TOTAL EMPLOYEES: 50

COMPANY OVERVIEW: Marway, part of HEICO Corp.'s Electronic Technologies Group, designs and manufactures power distribution products for electronic equipment in either standard rack-mount form, or in custom enclosures. In the defense realm, Marway has hundreds of products deployed in ships, submarines, aviation and mobile command centers.

LINES OF BUSINESS: Power distribution systems for industrial; test; military; aerospace; shipboard; EGSE; communications; IT; OEM; VAR.

PRODUCTS AND SERVICES: Marway's primary products are power distribution units, power supplies, automatic transfer switches and related control panels.

Leidos

1750 Presidents St.
Reston, VA 20190
www.leidos.com
CEO: Tom Bell
FOUNDED: 1969
TOTAL EMPLOYEES: 50,000

COMPANY OVERVIEW: Leidos is a leading science and technology company that provides solutions in defense, intelligence, civil and health markets. Headquartered in Reston, Virginia, the company specializes in digital modernization, cybersecurity, data analytics, systems integration and mission support. Leidos partners with government and commercial customers worldwide to address complex challenges in national security, critical infrastructure and healthcare, with a focus on innovation, efficiency and mission success.

LINES OF BUSINESS: Defense; Digital Modernization; Health; Homeland; Intelligence.

PRODUCTS AND SERVICES: C4ISR, cyber, command and control systems engineering, large-scale software development, data analytics, enterprise IT modernization, operations and sustainment.

Lockheed Martin

6801 Rockledge Drive
Bethesda, MD 20817
www.lockheedmartin.com
CHAIRMAN, PRESIDENT AND CEO: Jim Taiclet
FOUNDED: 1995
TOTAL EMPLOYEES: 123,000

COMPANY OVERVIEW: Lockheed Martin is a global aerospace, defense and security company headquartered in Bethesda, Maryland. The company designs and manufactures advanced aircraft, missile systems, space technologies and defense solutions. Best known for programs such as the F-35 Lightning II, Aegis Combat System and Orion spacecraft, Lockheed Martin supports customers worldwide with a focus on innovation, mission readiness and national security.

LINES OF BUSINESS: Aeronautics; Missiles and Fire Control; Rotary and Mission Systems; and Space.

PRODUCTS AND SERVICES: Aeronautics, home to the famous Skunk Works, provides tactical aircraft, airlift and aeronautical research and development. Missiles and Fire

Messier 42

17304 Preston Road
Dallas, TX 75252
www.messier42.com
CHAIRMAN AND CEO: John P. Rochon
FOUNDED: 2020
TOTAL EMPLOYEES: 100

COMPANY OVERVIEW: Messier 42 (M42) is a defense-focused technology company that develops secure communications, workload identity, post-quantum cryptography, and edge computing solutions for military and coalition operations.

LINES OF BUSINESS: Secure data exchange; denied and degraded communications; coalition interoperability; multi-domain operations; edge AI assurance; mission command and control.

PRODUCTS AND SERVICES: The company specializes in enabling secure, real-time data exchange across fragmented and classified networks while supporting Zero Trust security architectures in contested and denied environments. Its software platform is QHx, which secures the relationships between workloads.

Metron

1818 Library Street #600
Reston, VA 20190
www.metsci.com
PRESIDENT AND CEO: J. Van Gurley
FOUNDED: 1984
TOTAL EMPLOYEES: 200

COMPANY OVERVIEW: Metron Inc. is an employee-owned science and technology company that develops advanced analytical, autonomy, decision-support, sensor processing, and artificial intelligence solutions for defense, intelligence, government and commercial customers. The company specializes in applying mathematics, data science, machine learning and operational research to solve complex national security and mission-planning challenges.

LINES OF BUSINESS: Analytics; autonomy; decision support; sensor processing; tracking and fusion.

PRODUCTS AND SERVICES: Metron has contributed significantly to Office of Naval Research initiatives through next-generation unmanned systems, data fusion, simulation and remote sensing to improve the utility of undersea vehicles.

Michell Bearings

150 Monument Road
Bala Cynwyd, PA 19004
www.michellbearings.com
CEO: Paul Sargeant
FOUNDED IN U.S.: 2021
TOTAL EMPLOYEES: 120

COMPANY OVERVIEW: Michell Bearings is a United Kingdom-based engineering company that designs and manufactures high-performance hydrodynamic bearings for marine, industrial and defense applications. With a history dating back over a century, the company provides solutions for critical rotating machinery, including propulsion systems, turbines, compressors and generators. Michell Bearings is known for precision engineering, reliability and supporting customers with tailored bearing technologies for demanding environments.

LINES OF BUSINESS: Hydrodynamic bearings for hydro power, naval applications, nuclear power and water, sewage and power generation.

PRODUCTS AND SERVICES: Michell Bearings designs and manufactures hydrodynamic babbitt (white metal) and Polytetrafluoroethylene-lined bearings for naval applications, specializing in line shaft bearings, thrust blocks, propulsion motor bearings and gearbox bearings. The company has naval products in operation with 38 navies involving over 500 naval vessels across the world.

Navy Mutual

Henderson Hall
29 Carpenter Road
Arlington, VA 22204
www.navymutual.org
PRESIDENT AND CEO: Brian E. Luther
FOUNDED: 1879
TOTAL EMPLOYEES: 148

COMPANY OVERVIEW: Navy Mutual is a nonprofit, member-owned organization that provides life insurance, annuities, and survivor services to members of the U.S. military, veterans, and their families. Founded in 1879, it is dedicated to offering affordable, reliable financial protection without commissions or service fees. Navy Mutual is the oldest federally recognized Veterans Service Organization, and its mission includes educating and assisting its members and, most importantly, survivors, concerning government services and benefits for which they are eligible, without any charge.

LINES OF BUSINESS: Life insurance, annuities, financial planning and tools.

PRODUCTS AND SERVICES: Navy Mutual has more than 145,000 policies in force, covering nearly 106,000 members and their families.

Northrop Grumman

2980 Fairview Park Drive
Falls Church, VA 22042
www.northropgrumman.com
CHAIR, CEO AND PRESIDENT: Kathy Warden
FOUNDED: 1939
TOTAL EMPLOYEES: 96,000

COMPANY OVERVIEW: Northrop Grumman is a leading global aerospace and defense technology company that provides innovative solutions across air, land, sea, space and cyber domains. The company specializes in autonomous systems, cybersecurity, C4ISR, strike systems and space technologies. Supporting both U.S. and allied forces, Northrop Grumman focuses on advancing national security through cutting-edge research, engineering and mission-critical capabilities.

LINES OF BUSINESS: Aeronautics Systems; Defense Systems; Mission Systems; Space Systems.

PRODUCTS AND SERVICES: Aeronautics Systems builds such aircraft as the B-21, B-2, F-35, E-2D, Global Hawk and Triton. Defense Systems provides technology services, sustainment and modernization, integrated battle command systems, directed energy, tactical weapons and information systems. Mission Systems is a leader in open, cyber-secure, software-defined C4ISR systems. Space Systems designs, develops, integrates, produces and operates space, launch and missile systems.

Philadelphia Gear

935 1ST Avenue, Suite 200
King of Prussia, PA 19406
www.philagear.com
PRESIDENT: Carl D. Rapp
FOUNDED: 1892
TOTAL EMPLOYEES: 220

COMPANY OVERVIEW: Philadelphia Gear is a leading U.S. manufacturer of custom-engineered gear drives, propulsion systems, and power transmission equipment, with more than 130 years of engineering and manufacturing experience. The company serves critical industries including defense, marine, power generation, mining, water management, and industrial processing, providing gearbox design, manufacturing, repair, and technical support services. The Timken Co. acquired the assets of Philadelphia Gear in 2011 for $200 million.

LINES OF BUSINESS: Power generation; petrochemical; water management; marine; mining; EPC; infrastructure.

PRODUCTS AND SERVICES: Serving the U.S. Navy, commercial marine operators and industrial customers worldwide, the company specializes in mission-critical gearing, lifecycle sustainment, repair services and technical support that ensure reliable performance in demanding operating environments.

QinetiQ

10440 Furnace Rd., Suite 204
Lorton, VA 22079
www.qinetiq.com
PRESIDENT AND CEO: Steve Wadey
FOUNDED: 2001
TOTAL EMPLOYEES: 8,400

COMPANY OVERVIEW: QinetiQ is a global defense and security company that provides technology-based solutions, test and evaluation services, and expertise in robotics, cyber, and advanced sensing. Headquartered in the UK, the company supports military, government, and commercial customers worldwide by helping them test, train, and protect critical missions with innovative and reliable capabilities.

LINES OF BUSINESS: ISR and mission operations; information advantage; multi-domain autonomous systems; engineering and innovation.

PRODUCTS AND SERVICES: QinetiQ merges cutting-edge products — such as drones and robotics — with specialized services such as engineering, testing and mission support across global markets. This blend positions them as a multidomain technology and services leader in defense, security and aerospace. Products include aerial ISR systems, advanced naval control systems, the C-Talon submersible robot, Dragon Runner robots, communication systems and many more.

RTX

1000 Wilson Blvd.
Arlington, VA 22209
www.rtx.com
PRESIDENT AND CEO: Christopher T. Calio
FOUNDED: 2020
TOTAL EMPLOYEES: 180,000

COMPANY OVERVIEW: RTX is a leading aerospace and defense company that develops advanced systems and services for commercial, military and government customers worldwide. Formed through the merger of Raytheon Co. and United Technologies Corp., RTX operates through major businesses including Collins Aerospace, Pratt & Whitney and Raytheon. Its portfolio spans aircraft engines, avionics, precision weapons, air and missile defense, space systems and cybersecurity solutions, with a focus on innovation, sustainability and mission readiness.

LINES OF BUSINESS: Collins Aerospace; Pratt & Whitney; Raytheon.

PRODUCTS AND SERVICES: Collins Aerospace specializes in advanced structures, avionics, interiors, mission systems and power and control systems that serve customers across the commercial, regional, business aviation and military sectors. Pratt & Whitney designs, manufactures and services aircraft engines and auxiliary power systems for commercial, military and business aircraft. Raytheon specializes in integrated air and missile defense, advanced sensors, space-based systems, hypersonics and effectors. In 2026, the company was awarded a seven-year, $23 billion contract for Tomahawk missiles.

SAAB

99 M St. SE, Suite 1050
Washington, DC 20003
www.saab.com/markets/united-states
PRESIDENT AND CEO: Erik Smith
FOUNDED: 1997
TOTAL EMPLOYEES: 1,100

COMPANY OVERVIEW: Saab serves the U.S. government, industry and commercial customers with world-leading products, services and solutions including defense and civil security. It has supplied radars and sensors to the U.S. Navy, Army and State Department, training systems to the U.S. Navy, Navy SEALS and the Marine Corps, ground combat support weapons to the Navy SEALS, U.S. Army Rangers and U.S. Special Operations Command.

LINES OF BUSINESS: Aerospace Systems; Land Systems; Surveillance Systems; Autonomous and Undersea Systems.

PRODUCTS AND SERVICES: Radars and sensors for the U.S. Army, Navy, and State Department (as prime or in partnership with major U.S. OEMs); T-7A Advanced Pilot Training Systems for the U.S. Air Force, in partnership with Boeing; Carl-Gustaf and AT4 weapon systems; training systems to the U.S. Army, Navy SEALs and Marine Corps; signature management products to the U.S. Department of Defense; ground combat support weapons to the U.S. Army Rangers, Navy SEALs and USSOCOM; advanced aerostructures to the 787 Dreamliner and other programs; runway situational awareness systems to the Federal Aviation Administration.

Shield AI

600 W Broadway, Suite 450
San Diego, CA 92101
www.shield.ai
CEO: Gary Steele
FOUNDED: 2015
TOTAL EMPLOYEES: 1,480

COMPANY OVERVIEW: Shield AI is a defense technology company that develops artificial intelligence and autonomous systems for military applications. Founded in 2015, the company is best known for its Hivemind AI pilot, which enables aircraft and drones to operate autonomously in contested environments without GPS or communications. Shield AI's solutions are designed to enhance mission effectiveness, reduce risk to service members and provide the U.S. and its allies with cutting-edge autonomous capabilities across air, land and sea domains.

LINES OF BUSINESS: AI Pilot (Hivemind); AI sensors; aircraft, including the X-BAT and V-BAT unmanned aircraft; and the Aechelon synthetic reality and simulation platform; Vision Systems.

PRODUCTS AND SERVICES: Shield AI's Hivemind AI Pilot has flown F-16 and MQM-178 Firejet aircraft, an MQ-35 V-BAT vertical takeoff and landing drone and three quadcopters. The X-BAT is described as the world's first AI-piloted vertical takeoff and landing fighter jet.

TWENTY-SIX DEFENSE

4700 Marine Creek Parkway
Fort Worth, TX 76179
www.26defense.com
PRESIDENT AND CEO: Luke Savoie
FOUNDED: 1993
TOTAL EMPLOYEES: 3,300

COMPANY OVERVIEW: The U.S. operating segment of Israel-based Elbit Systems is now Twenty-Six Defense, with Elbit America operating as a subsidiary to offer combat-proven technologies and solutions from Elbit Systems to the U.S. market. Twenty-Six Defense is an American defense company that employs 3,300 Americans who have supported the U.S. military for more than three decades.

LINES OF BUSINESS: Aviation systems; night vision and soldier systems; defense electronics and sensors; ground combat systems; unmanned and autonomous systems; homeland security solutions; aftermarket support and sustainment services.

PRODUCTS AND SERVICES: Airborne systems; electro-optics and precision targeting systems; land and command, control, communications, computers and intelligence; tactical communications; training and simulation; unmanned systems; commercial avionics; border security intelligence; component repair, redesign and upgrades; ground vehicle modernization; and aircraft repair and overhaul, among others.

United Titanium

3450 Old Airport Road
Wooster, OH 44691
www.unitedtitanium.com
CEO: Connor Herr
FOUNDED: 1962
TOTAL EMPLOYEES: 100

COMPANY OVERVIEW: United Titanium is a specialty metals company founded in 1962. They manufacture and supply precision fasteners, fittings, mill products and custom-machined parts, especially in titanium and other corrosion-resistant and lightweight alloys.

LINES OF BUSINESS: Defense; medical and dental; petroleum and chemical processing; marine engineering; aerospace and communication; electronics and semiconductor; power generation and pollution control; pulp and paper; consumer applications.

PRODUCTS AND SERVICES: The company builds fasteners, fittings, mill products and custom parts for a wide variety of industries.

CORPORATE MEMBERS

AEVEX

440 Stevens Ave. Suite 150
Solana Beach, CA 92075
www.Aevex.com
CEO: Roger Wells

COMPANY OVERVIEW: AEVEX Corp. is a leading U.S. defense technology company delivering autonomous unmanned systems, AI-enabled mission software, and advanced ISR and electronic warfare solutions for national security customers. With vertically integrated engineering, rapid prototyping, and high-volume manufacturing across multiple U.S. locations, AEVEX provides affordable, frontline-ready capabilities designed for contested and GPS-denied environments.

American Rheinmetall Defense

2600 Park Tower Drive, Suite 250
Vienna, VA 22180
www.rheinmetall.com/en/company/subsidiaries/american-rheinmetall-defense
CEO: Stephen C. Hedger

COMPANY OVERVIEW: American Rheinmetall Defense is the U.S. subsidiary of Rheinmetall AG, focused on delivering next-generation defense technologies to the U.S. military. The company specializes in advanced vehicles, weapons, ammunition, air defense and electronic solutions, with an emphasis on innovation, interoperability and modernization. By combining Rheinmetall's global expertise with a strong U.S. presence, American Rheinmetall Defense supports critical programs that enhance soldier protection, mobility, and combat effectiveness.

Anduril

1400 Anduril
Costa Mesa, CA 92626
www.anduril.com
CEO: Brian Schimpf

COMPANY OVERVIEW: Anduril Industries is a U.S.-based defense technology company founded in 2017 that develops advanced autonomous systems, artificial intelligence software, and unmanned platforms for military and national security applications. The company focuses on enhancing situational awareness, surveillance, and mission effectiveness across air, land, sea, and space domains through its AI-enabled Lattice command-and-control platform.

Appian

7950 Jones Branch Drive
McLean, VA 22102
www.appian.com
CEO: Matt Calkins

COMPANY OVERVIEW: Founded in 1999 and headquartered in McLean, Virginia, Appian serves customers across government, defense, financial services, healthcare, insurance, and other highly regulated industries. The company is particularly known for helping organizations modernize legacy systems, automate workflows, and improve operational efficiency through its AI-powered process orchestration platform.

ARC–American Roll on Roll Off Carrier

816 A1A N., Suite 101
Ponte Vedra Beach, FL 32082
www.arcshipping.com
PRESIDENT AND CEO: Eric P. Ebeling

COMPANY OVERVIEW: American Roll-On Roll-Off Carrier is the leading U.S.-flag Ro-Ro carrier operating liner services in the international trades and provides various land-based government services to support overseas operations. ARC provides port-to-port and end-to-end transport of heavy vehicles, helicopters, household goods, privately owned vehicles and other equipment for the U.S. government and its various agencies

Astrion

1100 Redstone Gateway Suite 230 & 300
Huntsville, AL 35808
www.astrion.us
CHAIRMAN AND CEO: Tom Vice

COMPANY OVERVIEW: Astrion emerged from the merger of ERC and Oasis Systems in 2023 and the subsequent acquisition of Axient in 2024. Today, the company comprises over 6,000 employees operating across the U.S., including headquarters in Huntsville, Alabama, and Washington, D.C. The company serves a mix of defense, space, and civilian agencies — supporting critical missions for the U.S. Department of Defense, intelligence community, homeland security, FAA, NASA and more.

Austal USA

100 Austal Way
Mobile, AL 36602
www.austalusa.com
PRESIDENT: Gene Miller

COMPANY OVERVIEW: Austal USA is a major American shipbuilding company located on Blakeley Island in Mobile, Alabama. It operates as a subsidiary of the Australian shipbuilder Austal, but functions under a Special Security Arrangement that enables it to independently pursue highly sensitive U.S. defense contracts despite foreign ownership. Austal USA is the prime contractor for the U.S. Navy's Independence-variant littoral combat ship, expeditionary fast transport programs and the Navajo-class towing, salvage and rescue ships.

Bardex

6338 Lindmar Drive
Goleta, CA 93117
www.bardex.com
PRESIDENT AND CEO: Tony Miller

COMPANY OVERVIEW: Bardex is an employee-owned engineering company headquartered in Goleta, California, with additional offices in Houston, Melbourne, Australia, Newcastle, United Kingdom, and a manufacturing facility in Busan, South Korea. For over six decades, Bardex has specialized in heavy-load handling, positioning, and restraining systems tailored for the marine, offshore energy, shipyard and floating wind sectors. Their expertise spans shiplift and transfer systems, chain jack lift systems, mooring/tensioning, skidding, load handling, riser and pipeline pull-in and rig leveling.

Beehive Industries

7955 South Potomac Street
Centennial, CO 80112
www.beehive-industries.com
CHAIRMAN AND CEO: Mohammad Ehteshami

COMPANY OVERVIEW: Beehive Industries is a U.S.-based aerospace and defense advanced manufacturing company headquartered in Centennial, Colorado. Founded in 2020, the company specializes in additively enabled jet propulsion systems — using cutting-edge 3D printing and metal additive manufacturing to design, manufacture, assemble, and test jet engines — all within its vertically integrated facilities.

Bell

3255 Bell Flight Blvd.
Fort Worth, TX 76118
www.bellflight.com
PRESIDENT AND CEO: Danny Maldonado

COMPANY OVERVIEW: Bell is a U.S.-based aerospace and defense pioneer founded in 1935. Known for revolutionizing vertical flight, Bell introduced the first helicopter certified for commercial use and later became the first to break the sound barrier and develop tiltrotor technology such as the V-22 Osprey. Headquartered in Fort Worth, Texas, and operating as a subsidiary of Textron Inc., Bell engineers and manufactures manned and unmanned vertical-lift aircraft for commercial, military, medevac and future air mobility applications.

Big Impact Tech

15157 Stepping Stone Drive
Haymarket, VA 20169-3305
www.bigimpacttech.com
CEO: Kumail Khas

COMPANY OVERVIEW: Big Impact Tech is a small business IT and business management consulting firm that provides technology solutions to federal government and commercial clients. The company specializes in cybersecurity, cloud computing, agile software development, data modernization, artificial intelligence, DevSecOps, and program management, helping organizations modernize systems and improve mission performance.

Birdon

4965 Kingston Street
Denver, CO 80239
www.birdon.us/home
CEO AND INSIDE DIRECTOR, U.S.: Jamie Bruce

COMPANY OVERVIEW: Birdon is a diversified global group of companies providing whole-of-life solutions to the maritime, military and resource sectors. The Birdon Group has operations across the United States, Australia, Europe and Asia. Birdon expanded to the United States in 2009 and established its headquarters in Denver. Birdon has four main business divisions in the United States: Marine Ship Building and Repair; Disposals; Engineering; and Marine Propulsion.

BlackSea Technologies

1850 Frankfurst Avenue
Baltimore, MD 21226-1024
www.blacksea.tech
CEO: Bob Pudney

COMPANY OVERVIEW: BlackSea Technologies is a defense technology company specializing in autonomous maritime systems, unmanned surface vessels and mission support solutions for U.S. military and national security customers. Based in Baltimore, Maryland, the company develops and manufactures autonomous platforms, modular payload systems, and expeditionary logistics capabilities designed to support maritime operations in contested environments. In September 2026 it was acquired by AEVEX to become AEVEX's Maritime Systems division.

Blue Forge Alliance

3891 South Traditions Drive
Bryan, TX 77807
www.blueforgealliance.us
CEO: Rob Gorham

COMPANY OVERVIEW: BlueForge Alliance is a non-profit defense industrial base integrator that supports the U.S. Navy's industrial base initiatives and efforts to strengthen and sustain the maritime manufacturing sector. Its mission is to enable the submarine manufacturing industry to build and maintain America's next generation of undersea platforms by increasing capability, capacity, collaboration and resilience.

Blue Water Autonomy

1209 N Orange St.
Wilmington, DE 19801-1120
www.blw.ai
CEO: Rylan Hamilton

COMPANY OVERVIEW: Blue Water Autonomy is a Boston-based defense technology and shipbuilding company founded in 2024 that specializes in developing large autonomous surface vessels for the U.S. Navy and other maritime customers. The company integrates advanced software, artificial intelligence, and autonomous navigation technologies to enable ships to operate on the open ocean for extended periods without a crew.

Booz Allen Hamilton

8283 Greensboro Drive
Hamilton Building
McLean, VA 22102
www.boozallen.com
CHAIRMAN AND CEO: Horacio D. Rozanski

COMPANY OVERVIEW: Booz Allen Hamilton is a prominent U.S.-based management and technology consulting firm headquartered in McLean, Virginia. Founded in 1914, the company provides consulting, digital transformation, and engineering services primarily to government clients. It operates at the intersection of strategy consulting and systems engineering, with deep expertise in areas like artificial intelligence, cybersecurity, cloud modernization, digital engineering, and multi-domain operations — including space and 5G/electronic warfare.

Carahsoft

11493 Sunset Hills Road
Suite 100
Reston, VA 20190
www.carahsoft.com
CEO: Craig P. Abod

COMPANY OVERVIEW: Carahsoft Technology Corp. is the trusted government IT solutions provider, supporting public sector organizations across federal, state and local government agencies and education and healthcare markets. As the master government aggregator for our vendor partners, the company delivers solutions for cybersecurity, multiCloud, devsecops, big data, artificial intelligence, open source, customer experience and more.

CAT Defense

100 NE Adams Street
Peoria, IL 61630
www.caterpillar.com
CHAIRMAN AND CEO: Joseph E. Creed

COMPANY OVERVIEW: CAT Defense is the world's foremost supplier of earthmoving equipment, engines and power generators for government agencies and military forces. The company offers groundbreaking and custom-modified equipment, engines for land and marine applications, power generation for wide-ranging applications and lifecycle solutions.

Cincinnati Financial Corp.

6200 S. Gilmore Road
Fairfield, OH 45014
www.cinfin.com
PRESIDENT AND CEO: Stephen M. Spray

COMPANY OVERVIEW: Business, homeowner, auto and personal liability insurance are available from Cincinnati Insurance Co.'s property casualty group. Life and disability income insurance and annuities are available from The Cincinnati Life Insurance Co. CFC Investment Co. supports the insurance subsidiaries and their independent agent representatives through commercial leasing and financing activities.

The Cohen Group

500 Eighth St. NW, Suite 200
Washington, DC 20004
www.cohengroup.net
CO-CEOs: James Bodner and Robert Tyrer

COMPANY OVERVIEW: The Cohen Group provides global business consulting services and assists clients with strategic planning and implementation, public policy, regulatory matters, relationship building with private- and public-sector partners, organizational development, investment decision-making, and advice on tactical and strategic opportunities in virtually every market, including aerospace and defense and homeland security.

Click Bond

2151 Lockheed Way
Carson City, NV 89706-0713
www.clickbond.com
CEO: Karl Hutter

COMPANY OVERVIEW: Click Bond is a privately held U.S. company that specializes in adhesive-bonded fastening solutions. Since its founding in 1987, Click Bond has served key sectors like aerospace, defense, marine, space, automotive and industrial markets. Its innovative solutions enable fastener attachment without drilling holes, preserving structural integrity, reducing weight, speeding up installation and lowering costs across the full lifecycle — from design to sustainment.

Columbia Southern University

21982 University Lane
Orange Beach, AL 36561
www.columbiasouthern.edu
PRESIDENT: Dr. Ken Styron

OVERVIEW: Serving a military student population of approximately 40%, Columbia Southern University offers flexible online degree programs and affordable tuition rates to its military students. CSU's dedicated military support staff is comprised of current and former military members who understand the unique needs of these students and their families. They provide support with GI Bill, GoArmyEd, military training credits, tuition assistance and more.

Consortium Management Group

550 Hills Drive, Suite 108B
Bedminster, NJ 07921
www.cmgcorp.org
PRESIDENT AND CEO: James W. Frankovic

COMPANY OVERVIEW: Consortium Management Group, Inc. is a nonprofit consortium manager based in Washington, D.C. Founded in 2013, CMG specializes in facilitating collaboration between industry, academia and government organizations through Other Transaction Authority agreements. This allows for more flexible and efficient development of advanced technologies tailored to Department of Defense and national security needs.

Crowley

9487 Regency Square Blvd.
Jacksonville, FL 32225
www.crowley.com
CHAIRMAN AND CEO: Thomas B. Crowley Jr.

COMPANY OVERVIEW: Crowley, founded in 1892, is a privately held, U.S.-owned and operated logistics, marine and energy solutions company serving commercial and government customers. Services are provided worldwide by five primary business units — Crowley Logistics, Crowley Shipping, Crowley Fuels, Crowley Land Transportation Services and Crowley Wind Services. Crowley owns, operates and/or manages a fleet of more than 200 vessels, consisting of RO/RO (roll-on-roll-off) vessels, LO/LO (lift-on-lift-off) vessels, articulated tug-barges, LNG-powered container/roll-on, roll-off ships (ConRos) and multipurpose tugboats and barges.

Cummins

500 Jackson St.
Columbus, IN 47201
www.cummins.com
CHAIR AND CEO: Jennifer Rumsey

COMPANY OVERVIEW: Cummins Inc. is a global powerhouse in designing, manufacturing and servicing engines and power solutions. Founded in 1919 and

headquartered in Columbus, Indiana, this American multinational is renowned for its diesel and natural gas engines, electric and hybrid powertrains, filtration systems, turbochargers, generators, fuel cell platforms and hydrogen-related technologies.

Cypress International

66 Canal Center Plaza, Suite 600
Alexandria, VA 22314
www.cypressintl.com
CEO: David D. Halverson

COMPANY OVERVIEW: Cypress International is a consulting firm that supports its clients through a deep understanding of business opportunities in the defense and homeland security sectors. Cypress International is comprised of an all-service, multi-discipline professional staff with extensive experience, knowledge and insights into the complex processes of program requirements, budgeting and acquisition.

Dataminr

6 E 32nd Street, 6th Floor
New York, NY 10016
www.dataminr.com
CEO: Ted Bailey

COMPANY OVERVIEW: Dataminr is a New York-based artificial intelligence company that specializes in real-time event, threat, and risk intelligence. Founded in 2009, the company uses AI to analyze vast amounts of publicly available data, including text, images, video, audio and sensor information to detect emerging events and provide early warning alerts to businesses, governments, first responders and news organizations.

Defense Maritime Solutions

3617 Koppens Way
Chesapeake, VA 23323
www.dmsamerica.com
PRESIDENT: Noble Davidson

COMPANY OVERVIEW: Defense Maritime Solutions, formerly known as Wärtsilä Defense, is a Chesapeake, Virginia-based defense maritime company specializing in the integration, maintenance, and lifecycle sustainment of power, propulsion, and maneuvering systems for U.S. government vessels. The company is a wholly owned subsidiary of Wärtsilä, the global marine and energy technology provider.

Dell Technologies

1 Dell Way
Round Rock, TX 78664
www.dell.com
CHAIRMAN AND CEO: Michael S. Dell

COMPANY OVERVIEW: Dell is capitalizing on surging demand for AI server infrastructure, powered by NVIDIA technology. These AI systems now generate tens of billions in backlog and are a strong growth driver. It also remains a pivotal provider of ruggedized computing for military and defense use, delivering on-field data processing capabilities to support modern battlefield operations.

Deloitte Federal

1919 North Lynn Street, Suite 1500
Arlington, VA 22209
www.deloitte.com/us/federal
CEO, DELOITTE US: Jason Girzadas

COMPANY OVERVIEW: Deloitte Federal is the U.S. federal government consulting and professional services practice of Deloitte. It provides consulting, technology, cybersecurity, cloud, artificial intelligence, financial advisory, risk management, and mission support services to U.S. federal civilian agencies, the Department of Defense, intelligence organizations and other government entities.

Divergent

19601 Hamilton Avenue
Torrance, CA 90502
www.divergent.us
CEO: Lukas Czinger

COMPANY OVERVIEW: Divergent Technologies is an advanced manufacturing company that develops AI-driven engineering and industrial 3D printing technologies for the aerospace, defense, automotive and industrial sectors. Founded in 2014, the company created the Divergent Adaptive Production System (DAPS), a digital manufacturing platform that combines artificial intelligence, additive manufacturing, and automated assembly to rapidly design and produce complex metal structures.

EIZO Rugged Solutions

482 S. Keller Road
Orlando, FL 32810
www.eizorugged.com
PRESIDENT AND CEO: Selwyn Henriques

COMPANY OVERVIEW: EIZO Rugged Solutions provides rugged video products, setting the standard within the defense market with high-performance graphics, GPGPU processing, video capture and display solutions. The company serves several markets that include defense, avionics, aerospace, ISR (intelligence, surveillance, and reconnaissance), naval, EW (electronic warfare) and SIGINT (signal intelligence). All graphics, video and encoding products are designed to be MIL-STD-810 compliant and are manufactured in the USA.

Epirus

19145 Gramercy Place
Torrance, CA 90501
www.epirusinc.com
CEO: Andy Lowery

COMPANY OVERVIEW: Epirus is a technology company developing high-power microwave systems with unprecedented counter-electronics effects to protect against emerging threats. Its flagship product, Leonidas, is a phased array capable of generating extremely high power EMPs to combat threats posed by drones and other autonomous systems to support defense and public safety applications.

Esco Defense Group

645 Maryville Centre Drive, Suite 300
St. Louis, MO 63141
www.escotechnologies.com
PRESIDENT: Bill Comeau

COMPANY OVERVIEW: Esco Defense Group is a collection of aerospace and defense-focused companies within ESCO Technologies that provide specialized products and engineering solutions for military and naval applications. The group supports the U.S. Navy and other defense customers with technologies such as shock and vibration dampening systems, submarine stealth and signature management solutions, syntactic foams and buoyancy materials, composite structures, power management systems, and elastomeric components for naval vessels.

Exail Defense Systems

30 Rue de Gramont
Paris, France 75002
www.exail.com
CHAIRMAN AND CEO: Raphaël Gorgé

COMPANY OVERVIEW: Exail was formed when ECA Group and iXblue joined forces in 2022. The company specializes in cutting-edge robotics, maritime, navigation, aerospace and photonics technologies. Core technologies include navigation systems, mine countermeasures and maritime drone systems. Together, the companies employ a workforce of 2,200 people worldwide and achieve an annual turnover of €480 million.

Fairbanks Morse Defense

655 3rd St. Suite 301
Beloit, WI 53511
www.fairbanksmorsedefense.com
CEO: George Whittier

COMPANY OVERVIEW: Fairbanks Morse Defense designs, builds, maintains and services critical naval and marine propulsion systems. Its portfolio supports the U.S. Navy, U.S. Coast Guard, Military Sealift Command and the Canadian Coast Guard. Today, FMD engines power approximately 80% of U.S. Navy ships utilizing medium-speed engines. FMD has expanded its capabilities by acquiring brands such as Ward Leonard, Hunt Valve, Federal Equipment Company, Welin Lambie and American Fan, forming a broader marine systems ecosystem.

Fincantieri Marine Group

655 15th St. NW
Washington, DC 20005
www.fincantierimarinegroup.com
CEO: George Moutafis

COMPANY OVERVIEW: Fincantieri Marine Group is a U.S.-based subsidiary of Fincantieri, with three shipyards based in the Great Lakes area: Fincantieri Marinette Marine, Fincantieri Bay Shipbuilding and Fincantieri Ace Marine. Fincantieri is the fourth largest shipbuilder in the world with 21 shipyards on four continents. Marinette Marine is internationally recognized for innovative and highly efficient, modular, subassembly and assembly line manufacturing techniques. Its portfolio includes the U.S. Navy's LCS, the Improved Navy Lighterage System, mine countermeasure vessels and ocean tugs, as well as U.S. Coast Guard icebreakers, buoy tenders and response vessels.

General Atomics Aeronautical Systems

14200 Kirkham Way
Poway, CA 92064
www.ga-asi.com

PRESIDENT: David R. Alexander

COMPANY OVERVIEW: General Atomics Aeronautical Systems, an affiliate of General Atomics, is a leading U.S. defense and aerospace contractor specializing in the design and manufacture of remotely piloted aircraft, radars, electro-optic sensors and integrated mission systems for both military and commercial applications. Pioneering unmanned systems including Predator A, Predator B (MQ-9 Reaper), Gray Eagle, Avenger (Predator C), and MQ-9B SkyGuardian and SeaGuardian, as well as the new Wildfire UAS for military, civil and commercial uses. The company also produces a variety of sensor control/image analysis software, offers pilot training and support services, and develops meta-material antennas.

Glenair

1211 Air Way
Glendale, CA 91201
www.glenair.com
CHAIRMAN AND CEO: Peter D. Kaufman

COMPANY OVERVIEW: Glenair began operations in 1956 as the first company specifically founded to produce electrical connector accessories. Building on that foundation, it now offers a dozen full-spectrum product lines designed to meet every interconnect requirement, including a broad range of military-qualified and commercial connectors, including the MIL-DTL-38999 Series III and ultralight Series 80 Mighty Mouse.

Goodwin Steel Castings

Ivy House Foundry
Ivy House Road
Hanley, Stoke-on-Trent ST1 3NR
United Kingdom
www.goodwinsteelcastings.com
MANAGING DIRECTOR: Bernard Goodwin

COMPANY OVERVIEW: Founded in 1883, Goodwin Steel Castings manufactures high integrity steel castings ranging from 50 kilograms to 40,000 kilograms, and fabricated casting assemblies up to 100,000 kilograms. Its manufacturing capability includes a wide range of technically advanced materials, including carbon steels, high-yield steels, stainless steels, duplex stainless steels and super nickel alloys.

Grainger

100 Grainger Parkway
Lake Forest, IL 60045-5201
www.grainger.com
CHAIRMAN AND CEO: D.G. Macpherson

COMPANY OVERVIEW: W. W. Grainger, Inc. is an American Fortune 500 industrial supply and services company, founded in 1927 by William W. Grainger. The company distributes maintenance, repair, and operating products — such as tools, fasteners, lighting, safety gear, plumbing equipment, and material-handling supplies — to over 4.5 million customers worldwide. Grainger supports its clientele through two primary business lines: High-Touch Solutions, offering about 2 million MRO products along with technical support and inventory management; and Endless Assortment, delivering a vast online catalog via Zoro.com and MonotaRO.com with tens of millions of items.

HamiltonJet Americas

14680 NE North Woodinville Way
Suite 100
Woodinville, WA 98072
www.hamiltonjet.com
GENERAL MANAGER: Thomas Latham

COMPANY OVERVIEW: As a preferred supplier to boat builders, naval architects and marine operators, HamiltonJet has installed over 60,000 waterjets into vessels around the globe, including offshore, pilot, rescue, fire, military, patrol, windfarm, fast ferry, fishing, aquaculture and recreational applications. With over 400 employees world wide, its global network of three regional offices in Europe, Asia and the Americas and 55 distributor partners, it is the largest waterjet propulsion manufacturer.

Hutchinson Aerospace & Industry

82 South St.
Hopkinton, MA 01748
www.hutchinsonai.com
CHAIRMAN AND CEO: Helene Moreau-Leroy

COMPANY OVERVIEW: Hutchinson (formerly Barry Controls) was founded in 1943 to solve shock and vibration problems for the U.S. military. Since then, Hutchinson has evolved into a leader in development of unique and custom solutions for shock attenuation and vibration isolation mounting systems. Hutchinson carries an extensive line of COTS and modified COTS products but also provides solutions to aerospace and military applications ranging from turbine generators; torpedo ejection systems; guidance units; targeting and missile warning systems; aircraft avionics; missile launch and transportation/storage systems; and ground vehicle drive trains, suspension and cooling systems.

IBM

1 Orchard Road
Armonk, NY 10504
www.ibm.com/us-en
CHAIRMAN, PRESIDENT AND CEO: Arvind Krishna

COMPANY OVERVIEW: Founded in 1911, IBM has played a major role in the development of modern computing, from early mainframe systems and personal computers to today's artificial intelligence, hybrid cloud, cybersecurity, and quantum computing solutions. Today, IBM helps commercial, government and defense organizations modernize their IT infrastructure, manage data and deploy AI-powered applications.

IHG

InterContinental Hotels Group
3 Ravinia Drive, Suite 100
Atlanta, Georgia 30346
www.ihgplc.com/en
CEO: Elie W. Maalouf

COMPANY OVERVIEW: IHG is a British multinational hospitality company, trading publicly on the London and New York stock exchanges. They own, lease, manage and franchise hotels and resorts globally under a portfolio of about 19 brands spanning luxury, lifestyle, premium, essentials, and suites segments.

IMSAR

940 S 2000 W, Suite 140
Springville, UT 84663
www.imsar.com

CEO: Ryan Smith

COMPANY OVERVIEW: IMSAR is a defense technology company that specializes in miniature synthetic aperture radar systems for manned and unmanned aircraft. IMSAR's radar systems are designed for integration on tactical unmanned aerial systems, enabling military and homeland security operators to collect high-resolution imagery and detect moving targets in conditions where traditional electro-optical sensors are limited.

Integer Technologies

1556 Main Street, Suite 200
Columbia, SC 29201
www.integer-tech.com
CEO: Duke Hartman

COMPANY OVERVIEW: Integer works closely with government agencies, industry partners, and universities to develop technologies that help military operators and autonomous systems make faster, more informed decisions. Its solutions combine data analytics, physics-based modeling, artificial intelligence and digital engineering to support defense missions across air, land, maritime and undersea environments.

IXI Technology

20705 S Western Avenue, Suite 110
Torrance, CA 90501
www.ixitech.com
PRESIDENT AND CEO: Michael Carter

COMPANY OVERVIEW: A leader in Naval Tactical Data Systems I/O protocol since 1984, IXI serves military customers and defense contractors around the world. IXI's technology is found in products built by prime original equipment manufacturers such as Lockheed Martin, ULTRA, Raytheon and Boeing. Its boards enable the use of weapon systems and sensors like missiles, lasers and sonar.

Johnson Controls Federal Systems

2101 Gaither Road, Suite 400
Rockville, MD 20850
www.johnstoncontrols.com
GENERAL MANAGER: Gregory J. Downes

COMPANY OVERVIEW: Johnson Controls Federal Systems is the federal government and defense-focused division of Johnson Controls, providing facility infrastructure, building technologies, cybersecurity, and shipboard systems for U.S. government agencies and military organizations.

Jonathan Engineered Solutions

250 Commerce Ste 100
Irvine, CA 92602
www.jonathanengr.com
PRESIDENT AND CEO: Jason Cianciarulo

COMPANY OVERVIEW: Jonathan Engineered Solutions is an ISO 9001:2015/AS9100D certified manufacturer of precision ball-bearing slides, brackets, trays, sheet metal and sheet metal assemblies, cable management systems, plastic components, fasteners and precision machined

components including ruggedized assemblies, kits, and custom engineered products.

KATO Engineering

2075 Howard Drive
North Mankato, MN 56003
www.moen.nidec.com/power/
PRESIDENT: Shigenobu Nagamori

COMPANY OVERVIEW: Kato Engineering designs and manufactures generators (alternators), motor-generator sets and controls for prime, standby and peak-shaving power. Kato supplies alternators in the 200-kilowatt to 25-megawatt range and is a key supplier to the U.S. Navy. Founded in 1926, the company is now part of Nidec Electric Power Generation.

Kearney & Company

1701 Duke Street, Suite 500
Alexandria, VA 22314
www.kearneyco.com
CEO: Brian Kearney

COMPANY OVERVIEW: Kearney & Company is a certified public accounting firm that specializes in providing audit, accounting, and consulting services to the U.S. federal government. Headquartered in Alexandria, Virginia, the firm focuses exclusively on serving federal agencies, offering expertise in financial management, IT consulting and risk advisory to help improve transparency, efficiency and accountability in government operations.

Keystone Shipping

One Belmont Ave., Suite 910
Bala Cynwyd, PA 19004
www.keyship.com
PRESIDENT AND CEO: Donald R. Kurz

COMPANY OVERVIEW: Keystone Shipping Company is a U.S.-owned, privately held maritime transportation company. Founded in 1909, the company provides marine transportation and ship management services, specializing in the movement of petroleum products, dry bulk commodities, roll-on/roll-off cargo and military equipment throughout the United States and internationally. Keystone operates one of the largest and most diverse U.S.-flag commercial fleets, with vessels serving deep-sea, coastwise, inland and Great Lakes waterways.

Kongsberg

Kirkegårdsveien P.O. Box 1003 N-3601
Kongsberg, Norway
www.kongsberg.com
PRESIDENT AND CEO: Geir Håøy

COMPANY OVERVIEW: Kongsberg Defence & Aerospace, a division of Norway's Kongsberg Gruppen, is a leading defense and aerospace company that delivers advanced systems and solutions for defense, surveillance, space and security. Its portfolio includes air defense systems, command and control solutions, strike missiles, remote weapon stations and space technologies, serving both national and international customers.

Kontron

9477 Waples Street
San Diego, CA 92121
www.kontron.com/en
CEO: Hannes Niederhauser

COMPANY OVERVIEW: Kontron is a global technology company that designs and manufactures embedded computing systems and IoT solutions. Serving industries such as aerospace, defense, transportation, healthcare and industrial automation, Kontron provides high-performance hardware and software platforms that enable secure, reliable and scalable digital transformation.

KPMG

Laan van Langerhuize 1, 1186 DS
Amstelveen, Netherlands
www.home.kpmg/xx/en/home.html
CHAIRMAN AND CEO: William B. Thomas

COMPANY OVERVIEW: KPMG is one of the world's leading professional services firms, providing audit, tax, and advisory services to businesses, governments, and organizations worldwide. With a global network of member firms, KPMG helps clients address complex challenges, improve performance, manage risks, and drive sustainable growth.

Kraken Robotics

189 Glencoe Drive
Mount Pearl, NL Canada A1N 4P6
www.krakenrobotics.com
CEO: Greg Reid

COMPANY OVERVIEW: Kraken Robotics is a Canadian marine technology company specializing in advanced underwater sensing, imaging and robotic systems for defense, offshore energy and ocean science applications Kraken is best known for its synthetic aperture sonar systems, including the KATFISH towed sonar platform, as well as subsea batteries, underwater LiDAR, navigation systems and robotic solutions.

Kratos Defense & Security Solutions

10680 Treena Street, 6th Floor
San Diego, CA 92131
www.kratosdefense.com
PRESIDENT, CEO AND DIRECTOR: Eric DeMarco

COMPANY OVERVIEW: Kratos is a U.S.-based technology company that develops and delivers advanced systems, platforms and products for national security and commercial applications. Its offerings include unmanned systems, satellite communications, cyber security, missile defense and training solutions, with a focus on rapid innovation and affordability to support defense and space missions.

ManTech

2251 Corporate Park Drive
Herndon, VA 20171
www.mantech.com
CEO AND PRESIDENT: Matt Tait

COMPANY OVERVIEW: ManTech is a U.S.-based technology and defense contractor that provides advanced solutions in cybersecurity, data analytics, enterprise IT, systems engineering and mission support. Serving federal agencies in defense, intelligence and civilian sectors, ManTech focuses on enabling national security missions through innovative and secure digital transformation.

Marvin Test

1770 Kettering Street
Irvine, CA 92614
www.marvintest.com
CEO: Steve Sargeant

COMPANY OVERVIEW: Marvin Test Solutions is a global aerospace and defense company specializing in innovative test and measurement solutions. Headquartered in Irvine, California, the company provides automated test equipment, software, and support services for military, aerospace and manufacturing applications, ensuring reliable performance of mission-critical systems and electronics.

Massa Products Corporation

280 Lincoln Street
Hingham, MA 02043
www.massa.com
PRESIDENT AND CEO: Dawn Stancavish

COMPANY OVERVIEW: Massa Products Corporation is a U.S.-based company that designs and manufactures advanced sonar and ultrasonic products. With expertise in acoustics, the company provides transducers, sensors and systems used in defense, industrial, medical and commercial applications, delivering reliable solutions for underwater and airborne acoustic challenges. With over 170 U.S. patents awarded, Massa Products Corp. designs, engineers and manufactures sonar and ultrasonic products for use in water, air and other mediums.

Matson Navigation

1411 Sand Island Parkway
Honolulu, HI 96819
www.matson.com
CHAIRMAN AND CEO: Matthew J. Cox

COMPANY OVERVIEW: A leader in Pacific shipping since 1882, Matson Inc. subsidiary Matson Navigation Co. Inc. provides a vital lifeline to the economies of Hawaii, Alaska, Guam, Micronesia and the South Pacific and premium, expedited service from China to Southern California. The company's fleet of vessels includes container ships, combination container and roll-on/roll-off ships and custom-designed barges.

MBDA Missile Systems

1300 Wilson Blvd., Suite 550
Arlington, VA 22209
www.mbdainc.com
PRESIDENT AND CEO: John Pranzatelli

COMPANY OVERVIEW: MBDA Inc. leverages the best of MBDA Missile Systems' global expertise, products and technical innovation to meet the unique needs of the U.S. warfighter. With products like the Spear Missile, Brimstone Missile, Viper-E munition and Diamond Back Wing Kits for the Small Diameter Bomb, MBDA Inc. provides integrated solutions from systems engineering through full production.

McKinsey & Company

3 World Trade Center
175 Greenwich St., New York, NY 10007
www.mckinsey.com
GLOBAL MANAGING PARTNER: Bob Sternfels

COMPANY OVERVIEW: McKinsey & Company is a global

management consulting firm that advises corporations, governments, and nonprofit organizations on strategy, operations, technology, organizational transformation, and growth. In the maritime and defense sector, McKinsey & Company provides analysis on shipbuilding competitiveness, workforce development, supply-chain resilience and the impact of geopolitical trends on the defense industrial base.

Mercury Systems

50 Minuteman Road
Andover, MA 01810
www.mrcy.com
CHAIRMAN AND CEO: William L. Ballhaus

COMPANY OVERVIEW: Mercury Systems is a leading supplier of high-performance image, signal and sensor processing solutions for the defense industry and the intelligence community. With extensive experience in radar, electronic warfare, signals intelligence, EO/IR and C4I applications, it has a long history of innovation and regularly invests back into research and development on technologies such as Digital Radio Frequency Memory, RF subsystems and components, RF tuners, General-Purpose Computing on Graphics Processing Units, Intel processors, and packaging solutions. Mercury is a critical supplier on several key programs including F-16, E-2D Hawkeye, the Surface Electronic Warfare Improvement Program, Aegis and the F-35.

Microsoft Federal

5404 Wisconsin Ave., Suite 700
Chevy Chase, MD 20815
www.microsoft.com/en-us
CORPORATE VICE PRESIDENT: Carmen Krueger

COMPANY OVERVIEW: Microsoft Federal is the U.S. government-focused division of Microsoft that provides secure cloud, artificial intelligence, cybersecurity, data, and productivity solutions to federal civilian agencies, the Department of Defense, intelligence organizations, and government contractors.

Naval Surface Technology Innovation & Consortium

315 Sigma Dr.
Summerville, SC 29486
www.nstic.org
EXECUTIVE DIRECTOR: Tom Kearney

OVERVIEW: The Naval Surface Technology & Innovation Consortium is a collaborative alliance that connects industry, academia and government to advance naval surface technology and innovation. Focused on supporting the U.S. Navy and Marine Corps, NSTIC accelerates research, development and prototyping in areas such as shipbuilding, autonomy, cybersecurity and advanced manufacturing to enhance naval capabilities and readiness.

Navy Federal Credit Union

820 Follin Lane SE
Vienna, VA 22180
www.navyfederal.org
PRESIDENT AND CEO: Dietrich Kuhlman

COMPANY OVERVIEW: Navy Federal Credit Union is the world's largest credit union, serving members of the U.S. military, veterans, Department of Defense employees and their families. Headquartered in Vienna, Virginia, it offers a full range of financial products and services, including savings, checking, loans, mortgages, credit cards and investment options, with a focus on supporting the financial well-being of the military community.

Noble

One Marine Park Drive, Suite 220
Boston, MA 02210
www.noble.com
CEO: Tom Noble

COMPANY OVERVIEW: Noble is a global provider of mission-critical products, logistics, sustainment, and operational support services for the U.S. military, federal government agencies, allied nations, and commercial customers. The company specializes in supply chain management, procurement, technical services, training, and lifecycle support, helping customers improve readiness and mission effectiveness.

Nominal

610 Brazos St., Suite 600
Austin, TX 78701
www.nominal.io
CEO: Cameron McCord

COMPANY OVERVIEW: Nominal is a defense and industrial software company that provides a unified data platform for testing, operating, and analyzing complex hardware systems. Its software helps engineering teams capture telemetry, logs, video, simulation results, and other operational data in real time, enabling faster testing, validation, and troubleshooting of mission-critical systems.

Ocean Aero

53 East Pier Rd.
Gulfport, MS 39501
www.oceanaero.com
CEO: Kevin Decker

COMPANY OVERVIEW: Ocean Aero has created the world's first and only environmentally powered autonomous underwater and surface vehicle, the Triton, that collects data both above and below the ocean's surface and relays it from anywhere, at any time. The company designs, builds and operates the Triton and its communication platform, offering ready-to-deploy packages and custom payloads for an array of applications.

Oceaneering International

5875 N. Sam Houston Pkwy W. Suite 400
Houston, TX 77086
www.oceaneering.com
CEO: Roderick Larson

COMPANY OVERVIEW: Oceaneering International, Inc. is a global engineering and technology company that provides advanced subsea, offshore, defense, aerospace, and robotics solutions. Oceaneering is a leader in remotely operated vehicles (ROVs), autonomous underwater systems, subsea engineering, asset integrity management, and offshore project services.

Onebrief

3161 Ala Ilima St., Suite 1801
Honolulu, HI 96818
www.onebrief.com
CEO: Grant Demaree

COMPANY OVERVIEW: Onebrief is a defense technology company that develops AI-enabled planning and decision-support software for military and national security organizations. Its flagship platform, described as a Command Decision Platform, combines operational planning, collaboration, data integration, modeling and simulation, continuous wargaming, and agentic AI tools to help commanders make faster and more informed decisions.

Orbit International

80 Cabot Ct.
Hauppauge, NY 11788
www.orbitintl.com
PRESIDENT AND CEO: Mitchell Binder

COMPANY OVERVIEW: Orbit International Corp is a U.S.-based company that designs and manufactures electronic components and subsystems for military and industrial applications. Its product portfolio includes power supplies, display systems and embedded computing solutions, supporting defense, aerospace and commercial customers with reliable and mission-critical technologies.

Orion Talent

8000 Regency Parkway, Suite 430
Cary, NC 27518
www.oriontalent.com
CEO: Greg Summers

COMPANY OVERVIEW: Orion Talent is a workforce solutions firm specializing in military and veteran recruiting. The company connects top talent from the armed forces with careers in a wide range of industries, offering services such as recruitment process outsourcing, military hiring programs and talent management solutions to help organizations build strong, skilled workforces.

Panasonic Connect North America

6th Floor Two Riverfront Plaza
Newark, NJ 07102-5490
www.connect.na.panasonic.com
PRESIDENT: Richard Elliott

COMPANY OVERVIEW: Panasonic Connect North America is a business-to-business technology solutions company that provides hardware, software, and services to support digital transformation. Its offerings include professional displays, mobile computing devices, supply chain and logistics solutions, and audiovisual systems, serving industries such as public safety, education, healthcare, manufacturing, and entertainment.

Patriot3 Inc.

11040 Pierson Drive
Fredericksburg, VA 22408
www.patriot3.com
CEO: Charles Fuqua

COMPANY OVERVIEW: Patriot3 Inc. is a U.S.-based defense and tactical equipment manufacturer that designs and produces specialized solutions for military, law enforcement, homeland security, and maritime operations. The company is known for developing innovative products that enhance mobility, protection, and operational effectiveness in demanding tactical environments.

Precinmac

79 Prospect Ave. #8
South Paris, ME 04281
www.precinmac.com
CEO: Eric Wisnefsky

COMPANY OVERVIEW: Precinmac is a precision machining and manufacturing company that serves the aerospace, defense, semiconductor and industrial markets. With multiple facilities across North America, it specializes in complex components and assemblies, offering high-tolerance machining, engineering support and integrated manufacturing solutions for mission-critical applications.

Rafael USA

6903 Rockledge Drive, Suite 850
North Bethesda, MD 20817
www.rafael-usa.com
CEO: Michael Lurie

COMPANY OVERVIEW: Rafael USA Inc. is the U.S. subsidiary of Rafael Advanced Defense Systems, the Israeli defense technology company known for developing advanced military systems such as Iron Dome, Trophy Active Protection System, and the SPIKE missile family. Rafael USA has supported U.S. military and defense programs since 1993, providing combat-proven solutions across air and missile defense, land warfare, naval systems, intelligence, communications, and space applications.

Rochester Cable

751 Old Brandy Road
Culpeper, VA 22701
www.rochestercable.com
PRESIDENT AND CEO: Mark Casselton

COMPANY OVERVIEW: Rochester Cable is a U.S.-based manufacturer of specialized cables engineered for harsh and demanding environments. The company designs and produces custom electro-optical, electro-mechanical, wireline, and copper cable solutions used in defense, subsea operations, energy, oceanographic research, and other mission-critical applications where reliability and durability are essential. The company, part of the Hexatronic Group, has a history dating back to 1794.

Rolls-Royce North America

1900 Reston Metro Plaza, Suite 400
Reston, VA 20190
www.rolls-royce.com/country-sites/northamerica.aspx
CHAIRMAN AND CEO: Adam Riddle

COMPANY OVERVIEW: Rolls-Royce North America is the U.S.-based division of Rolls-Royce plc, focused on delivering advanced power and propulsion solutions across defense, aerospace, and energy markets. The company designs, manufactures and supports engines and power systems for military aircraft, naval vessels, business aviation and energy applications throughout the region. Rolls-Royce products and services support key customers across the United States including the U.S. Department of Defense, Boeing, Lockheed Martin, Northrop Grumman, Bell, Robinson Helicopter, Gulfstream, and major commercial airline providers such as American Airlines, United and Delta.

SAIC

12010 Sunset Hills Road
Reston, VA 20190
www.saic.com
CEO: Jim Reagan

COMPANY OVERVIEW: SAIC is a premier Fortune 500 technology integrator driving the United States' technology transformation. Its robust portfolio of offerings across the defense, space, civilian and intelligence markets includes secure high-end solutions in engineering, digital, artificial intelligence and mission solutions. SAIC was named a leader in AI services for U.S. defense and intelligence agencies in an IDC MarketScape 2025 vendor assessment.

Saildrone

1050 W. Tower Ave.
Alameda, CA 94501
www.saildrone.com
CEO: Richard Jenkins

COMPANY OVERVIEW: Saildrone is a maritime technology and defense company that designs, builds, and operates autonomous uncrewed surface vehicles for ocean intelligence, maritime security, environmental monitoring and defense missions. The company builds four models of unmanned surface vehicles, the Spectre, Surveyor, Voyager and Explorer.

Saronic

510 E. Saint Elmo Road, Suite A-2
Austin, TX 78745
www.saronic.com
CEO: Dino Mavrookas

COMPANY OVERVIEW: Saronic is a U.S. defense technology company that develops autonomous surface vessels for naval and maritime operations. Its platforms are designed to enhance mission capabilities in areas such as surveillance, logistics and force protection, providing scalable, unmanned solutions to support the U.S. Navy and allied forces. One of its Corsair vehicles rescued two American military aviators from the Strait of Hormuz in 2026, marking the first known at-sea rescue by an autonomous boat.

Schneider Electric

One Boston Place, Suite 2700
Boston, MA 02108
www.se.com/us/en/
EXECUTIVE VP, NORTH AMERICA: Kelly Becker

COMPANY OVERVIEW: Schneider Electric is a global leader in energy management and automation solutions, headquartered in France. The company provides technologies, software, and services that improve efficiency, sustainability and resilience in industries such as energy, infrastructure, data centers, buildings and manufacturing. Its offerings support the digital transformation of energy through smart systems and renewable integration.

ScioTeq

6550 Sugarloaf Parkway, Suite 100
Duluth, GA 30097
www.scioteq.com
CEO: Robert Gibbs

COMPANY OVERVIEW: ScioTeq is a global provider of advanced visualization solutions for the aerospace, defense and air traffic management markets. The company designs and manufactures high-performance displays, mission-critical visualization systems and ruggedized electronics that deliver reliability and clarity in demanding operational environments.

SeaCorp

62 Johnny Cake Hill
Middletown, RI 02842
www.seacorp.com
CHAIRMAN AND CEO: Roy Kapani

COMPANY OVERVIEW: Founded in 1981 in Middletown, Rhode Island, Seacorp has been at the forefront of submarine electronic systems, setting new standards and shaping the future of naval power. Its full-spectrum capabilities span critical areas including combat systems, electronic warfare systems and sensors, platform and payload integration, training and simulation systems, advanced prototyping and production and cybersecurity.

Serco

12930 Worldgate Drive, Suite 600
Herndon, VA 20170
www.serco.com
CEO, SERCO NORTH AMERICA: Barbara Supplee

COMPANY OVERVIEW: Serco is a global provider of government services, supporting public sector customers in areas including defense, space, transportation, healthcare, citizen services, justice, and immigration. The company combines technology, engineering, program management, and operational expertise to help governments deliver critical services and infrastructure.

Shock Tech

211 Island Road
Mahwah, NJ 07430
www.shocktech.com
CHAIRMAN AND CEO: Serge Sequin

COMPANY OVERVIEW: Shock Tech Inc. is a U.S.-based engineering and manufacturing company specializing in shock attenuation, vibration isolation, noise reduction and acoustic protection solutions for demanding environments. The company designs, manufactures and tests custom isolation systems that protect sensitive equipment and platforms used in aerospace, defense, naval, transportation, industrial and medical applications.

Sierra Nevada Corporation

444 Salomon Circle
Sparks, NV 89434
www.sncorp.com
CEO AND OWNER: Fatih Ozmen

COMPANY OVERVIEW: For nearly 60 years, Sierra Nevada Corporation has delivered state-of-the-art solutions to the world's toughest challenges including unique mission applications and best-of-breed solutions in the fields of aviation, national security space, electronic warfare, command and control, mission systems and inline cybersecurity.

STEP

5051 Westheimer Road, Suite 1200
Houston, TX 77056
www.stepworld.com

COMPANY OVERVIEW: STEP World (operated by Secure Texas Enterprise Partners) is a defense-focused investment and operating platform dedicated to accelerating the development and deployment of autonomous aviation, unmanned systems, and other dual-use technologies. The company combines strategic capital, manufacturing infrastructure, logistics support, and industry expertise to help emerging technology companies move from prototype to production and operational deployment.

SynQor Inc.

9 Northeastern Blvd., Suite 200
Salem, NH 03079
www.synqor.com
CEO: Martin F. Schlecht

COMPANY OVERVIEW: SynQor supplies power conversion solutions to the military, industrial, rail transportation, commercial avionics, medical and telecom/datacom markets. SynQor offers all of the power conversion modules needed to build a power system, and also manufactures complete, cutting-edge power systems.

Systems Planning & Analysis

2001 N. Beauregard Street
Alexandria, VA 22311
www.spa.com
CEO: Richard Sawchak

COMPANY OVERVIEW: Systems Planning & Analysis (SPA) is a defense and national security consulting firm that provides data-driven analysis, systems engineering, operational research and technology solutions to U.S. government agencies and allied nations. The company supports critical missions across defense, intelligence, homeland security and space by helping clients make informed decisions on complex strategic and operational challenges.

Textron Marine & Land Systems

1010 Gause Blvd.
Slidell, LA 70458
www.textronsystems.com
GENERAL MANAGER: Thomas J. Walmsley

COMPANY OVERVIEW: Textron Marine & Land Systems is a division of Textron Systems that designs, manufactures, and supports advanced military vehicles, amphibious craft, and maritime systems for U.S. and allied defense forces. The company specializes in mission-critical solutions for land and sea operations, including armored vehicles, air-cushioned landing craft, unmanned surface vessels, and other defense technologies.

Thales Defense and Security

22605 Gateway Center Drive
Clarksburg, MD 20871
www.thalesdsi.com
PRESIDENT AND CEO: Michael Sheehan

COMPANY OVERVIEW: TDSI and its three subsidiaries (Tampa Microwave, Advanced Acoustic Concepts, and Trusted Cyber Technologies), supports U.S. Joint Services, special operations forces and multi-national partners with a variety of communication, visualization, electronic warfare, and sensor/sonar capabilities. TDSI's key technologies include tactical handheld radios, expeditionary satellite terminals, helmet-mounted displays, optics and target recognition capability, advanced radars, undersea sensing and missile systems. It is a subsidiary of Thales Group, a global technology company with more than 77,000 employees on five continents.

Thinklogical

100 Washington St.
Milford, CT 06460
www.thinklogical.com
PRESIDENT: Alexandra Cheever

COMPANY OVERVIEW: Thinklogical, a subsidiary of Belden Inc., is an innovative manufacturer of secure, high-performance video distribution and KVM signal extension and switching systems that allow organizations to more easily access and distribute video-rich data for increased productivity and efficiency. Government, media and entertainment and critical infrastructure organizations worldwide rely on Thinklogical products and services for high performance, security, continuous operation and ease of integration.

Toray Group

19002 50th Avenue East
Tacoma, WA 98446
www.toraycma.com
PRESIDENT AND CEO: Teruyuki Sakimon

COMPANY OVERVIEW: Toray Composite Materials America is the U.S. arm of the Toray Group, focused on producing advanced composite materials — especially carbon fiber and prepreg (fiber plus resin) systems. They serve markets including aerospace, defense, industrial, automotive, recreation, and transportation. Key facility locations in the U.S. are Tacoma, Washington; Decatur, Alabama; and Spartanburg, South Carolina. They also have a sales office in Dallas.

Transportation Institute

5201 Capital Gateway Drive
Camp Springs, MD 20746
www.transportationinstitute.org
CHAIRMAN: James L. Henry

COMPANY OVERVIEW: Transportation Institute was established in 1967 as a Washington-based, non-profit organization dedicated to maritime research education and promotion. The Institute companies participate in all phases of the nation's deep-sea, foreign and domestic shipping trades, and barge and tugboat operations on the Great Lakes and on the 25,000 mile network of America's inland waterways. One of its objectives is to preserve the Jones Act, which reserves domestic waterborne trade for U.S-owned, built, and operated vessels, fostering the maintenance of an efficient domestic waterborne transportation network.

Trident Maritime Systems

2011 Crystal Drive Suite 1000
Arlington, VA 22202
www.tridentllc.com
CEO: Tom Eccles

COMPANY OVERVIEW: Trident Maritime Systems specializes in marine outfitting, distributed ship systems, automation and control, HVAC, electrical systems, cryogenic insulation, hybrid propulsion, energy management and environmental solutions. The company serves shipbuilders, vessel owners and defense customers worldwide with integrated, turnkey maritime solutions.

Tristar

1801 S. Liberty Drive, Suite 200
Bloomington, IN 47403
www.star3.com
CEO : Vince Carlos Gaitani

COMPANY OVERVIEW: Tristar is an SBA-certified Service-Disabled Veteran-Owned professional services company supporting the U.S. Department of Defense programs for the Navy, Marine Corps, Army and Coast Guard. Core competencies include electronic warfare, enterprise management, full-spectrum cybersecurity, information technology, digital transformation, software engineering and development, maritime modernization and engineering and technical solutions.

TTM Technologies

200 East Sandpoint, Suite 400
Santa Ana, CA 92727
www.ttm.com
PRESIDENT AND CEO: Edwin Roks

COMPANY OVERVIEW: TTM Technologies Inc. is a leading global manufacturer of technology products, including mission systems, radio frequency components, RF microwave/microelectronic assemblies and technologically advanced interconnect products, including PCBs and substrates. TTM stands for time-to-market, representing how TTM's time-critical, one-stop design, engineering and manufacturing services enable customers to reduce the time required to develop new products and bring them to market.

Tyonek

880 H Street, Suite 210
Anchorage, AK 99501
www.tyonek.com
CEO: Stephen Peskosky

COMPANY OVERVIEW: Tyonek is a Native-owned group of companies that provides engineering, manufacturing, information technology, and support services to the U.S. Department of Defense and other federal agencies. Tyonek specializes in aircraft maintenance, modification and sustainment, as well as precision manufacturing and systems integration. The company is owned by the Tyonek Native Corporation, an Alaska Native Village Corporation, and reinvests its success to benefit its Native shareholders and communities.

Ultra Maritime

14585 Avion Pkwy
Chantilly, VA 20151
www.umaritime.com
CEO: Carlo Zaffanella

COMPANY OVERVIEW: Ultra Maritime is a defense

company specializing in undersea warfare systems and technology. They design, produce and support mission-critical solutions such as sonars, sonobuoys, torpedo countermeasures, acoustic arrays, radar and other detection and signature-management systems. With over 2,300 employees spread across the U.S., UK, Canada, and Australia, they serve the navies of the "Five Eyes" nations and allied navies. Their work spans airborne, surface and undersea platforms and increasingly includes unmanned and hybrid systems to address modern submarine and autonomous threats.

Ursa Major

19750 Co. Rd. 7
Berthoud, CO 80513
www.ursamajor.com
CEO: Chris Spagnoletti

COMPANY OVERVIEW: Ursa Major Technologies is an American aerospace and defense company that develops and manufactures advanced propulsion systems for space, hypersonic and defense applications. The company specializes in liquid rocket engines, solid rocket motors and propulsion technologies that support launch vehicles, missile systems and space mobility platforms.

USAA

9800 Fredericksburg Road
San Antonio, TX 78288
www.usaa.com
PRESIDENT AND CEO: Juan C. Andrade

COMPANY OVERVIEW: USAA (United Services Automobile Association) is a diversified financial services group serving military members, veterans and their families. Founded in 1922, USAA offers banking, insurance, investment and retirement products designed to meet the unique needs of the military community. The company is known for its strong customer service, financial strength and commitment to supporting service members and their families throughout all stages of life.

V2X

2100 Reston Parkway, Suite 300
Reston, VA 20191
www.gov2x.com
PRESIDENT AND CEO: Jeremy Wensinger

COMPANY OVERVIEW: V2X Inc. is a leading provider of mission-critical defense and government services that supports military, national security, civilian, and international customers around the world. Formed through the 2022 merger of Vectrus and Vertex Aerospace, the company delivers integrated solutions across logistics, aviation maintenance, engineering, training, digital modernization, and operational support.

Veterans United Home Loans

1400 Forum Blvd. Suite 18
Columbia, MO 65203
www.veteransunited.com
CEO: Nathan Long

COMPANY OVERVIEW: Veterans United Home Loans is a dedicated VA lender, providing mortgage loans partially guaranteed by the federal government. The company created the Lighthouse Program, which helps veterans improve their finances and take advantage of the VA loan benefits they have earned through their service.

Vigor Marine Group

5555 N. Channel Ave.
Portland, OR 97217
www.vigormarine.com
CEO: Francesco Valente

COMPANY OVERVIEW: Vigor Marine Group combines shipyard operations, marine engineering, fabrication and vessel sustainment expertise to deliver complex maritime projects ranging from vessel overhauls and upgrades to new vessel construction. The company operates shipyards in Oregon, Washington, California and Virginia and plays a key role in supporting U.S. maritime readiness and national security.

VTG

14291 Park Meadow Drive, Suite 425
Chantilly, VA 20151
www.vtgdefense.com
PRESIDENT AND CEO: John Hassoun

COMPANY OVERVIEW: VTG delivers force modernization and digital transformation solutions that expand America's competitive advantage in the modern battlespace. VTG provides full lifecycle engineering and sustainment for aerospace and defense platforms, C5ISR systems and critical infrastructure across warfighting domains.

Western Governor's University

4001 South 700 East Suite 700
Salt Lake City, UT 84107
www.wgu.edu
PRESIDENT AND CEO: Scott D. Pulsipher

OVERVIEW: Western Governors University's purpose is to make higher education more accessible, affordable and valuable by connecting talented individuals to the opportunities they seek and providing them with a verified, skills-based credential that leads to success in the workforce and in life. The university seeks to make educational opportunities available to active-duty service members, veterans and their families.

Wolf Advanced Technology

100 Rialto Place, Suite 615
Melbourne, Florida 32901
www.wolfadvancedtechnology.com
PRESIDENT AND CEO: Craig McLaren

COMPANY OVERVIEW: WOLF Advanced Technology designs, develops and manufactures rugged, high-performance embedded computing and video I/O solutions for aerospace, defense, and unmanned systems. Their products include modules and boards for video capture, processing, encoding, and display, often incorporating GPU and FPGA technology. The designs are built to handle harsh environmental conditions (temperature, vibration, etc.) while maintaining high processing performance.

Woodward

1081 Woodward Way
Fort Collins, CO 80524
www.woodward.com
CEO: Chip Blankenship

COMPANY OVERVIEW: Woodward Inc. is a global leader in the design, manufacture, and service of energy control and conversion solutions for the aerospace and industrial markets. The company develops advanced fuel systems, engine controls, actuators, propulsion technologies, and motion-control systems that help improve the performance, efficiency, reliability, and sustainability of aircraft, power generation systems, industrial engines, and other critical infrastructure.

BUSINESS ASSOCIATE

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SMALL BUSINESS

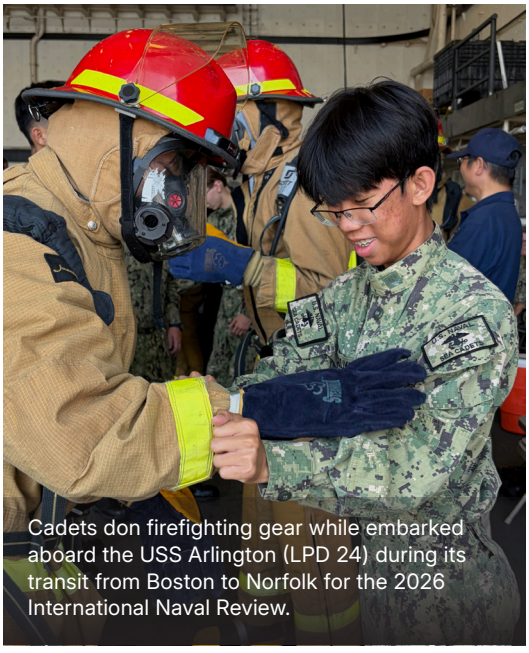
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NONPROFIT AND GOVERNMENT AGENCY

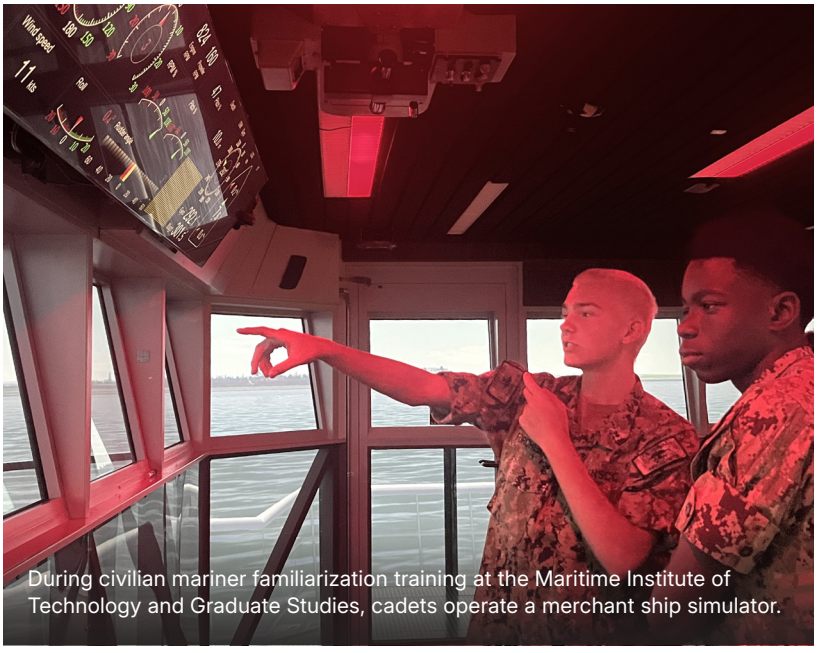
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Cadets don firefighting gear while embarked aboard the USS Arlington (LPD 24) during its transit from Boston to Norfolk for the 2026 International Naval Review.



During civilian mariner familiarization training at the Maritime Institute of Technology and Graduate Studies, cadets operate a merchant ship simulator.

Sea Cadets Attend Advanced Training to Develop New Skills

BY U.S. NAVAL SEA CADET CORPS PUBLIC AFFAIRS

This summer, Sea Cadets from across the country attended advanced training that pushed them beyond their comfort zones and helped them develop new skills.

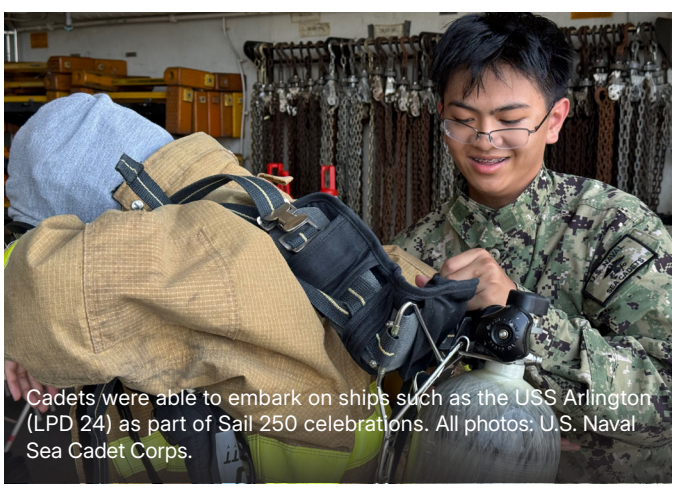
From aviation to photojournalism, field ops to scuba diving, cybersecurity to sailing and beyond, cadets attending summer advanced training received direct exposure to the skills, teamwork and standards required for jobs in today's maritime environment and other career fields.

One highlight of the summer was the multi-day embarks, which, as part of Sail 250, a global gathering of tall ships and military ships, allowed cadets to experience life aboard a ship and train alongside Sailors and Marines.

"I go to trainings to gain new experiences," said Cadet Chief Petty Officer Brooklyn Kohlleppel. "The experiences you get at trainings are things you'll probably never get anywhere else."



Cadets encourage one another as they complete the day's physical training regimen.



Cadets were able to embark on ships such as the USS Arlington (LPD 24) as part of Sail 250 celebrations. All photos: U.S. Naval Sea Cadet Corps.

NAVY LEAGUE OF THE UNITED STATES

STATEMENT OF POLICY

■ We of the Navy League of the United States stand for a strong America — a nation morally, economically, and internally strong.

■ We believe that the security of our nation and of the people of the world demands a well-balanced, integrated, mobile American defense team, of which a strong Navy, Marine Corps, Coast Guard, and Merchant Marine are indispensable parts.

■ We support all Armed Services to the end that each may make its appropriate contribution to the national security.

■ We know that in a free nation an informed public is indispensable to national security and, therefore, we will strive to keep the nation alert to dangers which threaten — both from without and within.

■ We favor appropriations for each of the Armed Services, adequate for national security, economically administered.

■ We oppose any usurpation of the Congress's constitutional authority over the Armed Services.

■ We urge that our country maintain world leadership in scientific research and development.

■ We support industrial preparedness, planning, production.

■ We support efforts of our government to achieve worldwide peace through international cooperation.

■ We advocate a foreign policy which will avoid wars — if possible; if not, win them!

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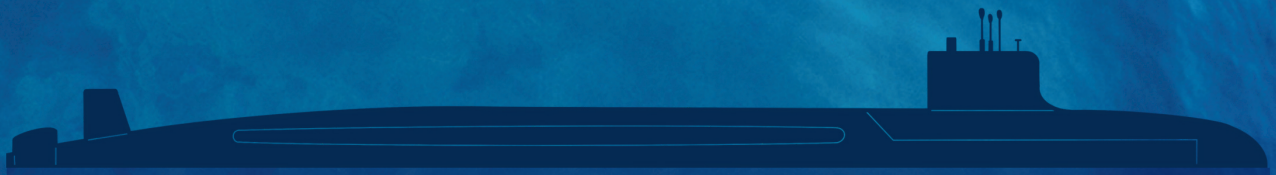
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