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Defense Industrial Base Panel  
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## Mission Statement

***Work with domestic and international partners to forge and sustain a robust, secure, and resilient industrial base enabling the warfighter, now and in the future.***



“The war in Ukraine highlights the criticality of a vibrant Defense Industrial Base for the United States and its allies and partners. It must not only be capable of rapidly manufacturing proven capabilities needed to defend against adversary aggression, but also empowered to innovate and creatively design solutions as battlefield conditions evolve.”

*2022 National Security Strategy*

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## Industrial Base Resilience = National Security

- COVID raised awareness of, and the Ukraine conflict emphasized, the fragility of supply chains for commercial and DoD systems
- Decades-long private sector and public policy approaches to domestic production prioritized low, short-term costs over security, sustainability, and resilience
  - The industrial base is optimized for efficiency, not resiliency
- Just in time deliveries vs. inventories of long lead time parts/components limit flexibility and responsiveness
- Single/sole source suppliers – often foreign – often adversarial sources that are cheaper, but less reliable
- Critical capabilities have been driven off-shore – global supply chains introduce risks:
  - Rare Earths: US was the world-leader until the 1980s, now, China controls 85% of global refining capacity
  - Semiconductors: US production has fallen from almost 40 percent to just over 10 percent over the last forty years
- Recent Executive Orders (EOs 14017, 14005) and legislation are helping to address these issues



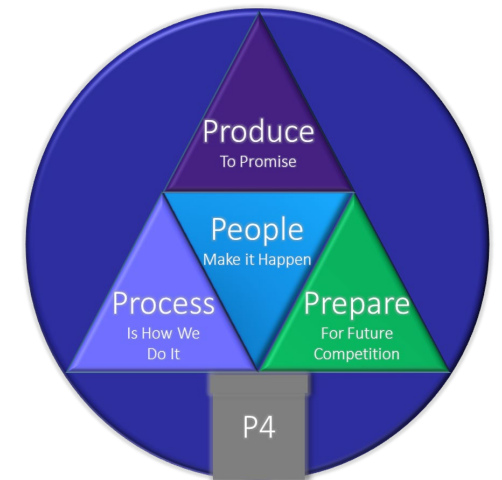
## DIB Flexibility and Surge Capability

- DoD lacks flexibility and surge capability in the industrial base for many systems it procures, which affects readiness and mobilization
  - In times of crisis, DoD attempts to surge quickly to meet requirements, but faces many constraints
    - Insufficient capacity
    - Long lead-time components
    - Insufficient workforce
    - Obsolescence
    - Contracting time
  - DoD cannot “take over” a factory and/or force a company to produce anything they don’t already provide (not Freedom’s Forge – WWII)
- Support for Ukraine:
  - In response to the invasion of Ukraine, the Department is executing Munitions Industrial base Deep Dive (MIDD) efforts to explore options to accelerate replenishment of US inventories of missiles and munitions

# AIR FORCE SUSTAINMENT CENTER

Our mission is to provide sustainment and logistics readiness  
to deliver combat power for the United States

- ◆ PARTNERSHIPS
- ◆ UNDERSTANDING
- ◆ WORKFORCE
- ◆ COMMITMENT





# U.S. Army Sustainment Command

*Our Mission: to integrate and synchronize key elements of the sustainment enterprise in order to deliver capabilities in support of Army forces during Joint All-Domain Operations.*



**ASC executes AMC's materiel enterprise mission by leveraging capability from across the Major Subordinate Commands,**



**integrating across the globe, and synchronizing to ensure operations are not constrained by logistics.**

*Installation Logistics Support*

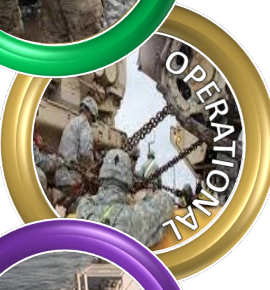
*Enterprise Logistics Support*

*Prepositioned Stock Management*



U.S. ARMY

### READINESS



*Our people are our credentials – Our partnerships are our power – to ensure that operations are not constrained because of sustainment!*

# CREATING A ROBUST, RESILIENT, SECURE, INNOVATIVE & INTEGRATED INDUSTRIAL BASE

- ◆ RESHORING MORE INDUSTRIAL BASE & SUPPLY CHAIN
- ◆ MODERN MANUFACTURING, ENGINEERING WORKFORCE AND R&D BASE
- ◆ MODERNIZE ACQUISITION FOR 21<sup>ST</sup> CENTURY REALITIES
- ◆ COMMITMENT TO NEW WAYS TO PARTNER PRIVATE SECTOR INNOVATION WITH PUBLIC SECTOR RESOURCES/DEMAND

