



European Maritime Safety  
and Security Report  
The Japan Association of  
Marine Safety  
London Research Office

Ireland – A scene along the River Liffey, which flows quietly into Dublin Bay

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## Sea–Air–Space 2026 Participation Report

– Implications from Recent U.S. Technology Trends –

From 19 to 22 April 2026, the London Research Office attended Sea–Air–Space 2026 at the Gaylord National Resort & Convention Center in National Harbor, Maryland, United States, to examine recent developments in maritime and defence technology.

The exhibition indicated that the focus of technology adoption is shifting from the introduction of high–performance equipment as stand–alone assets to the integration of multiple technologies and systems as operational mission capability. Rather than assessing unmanned aircraft, USVs, AI, sensors, communications and C2 in isolation, the event highlighted the importance of integrated design, public–private partnership, procurement reform and implementation–support functions that connect these elements and translate them into actionable information and operational capability.

### Key Points

#### 1. Individual technologies are already complex systems

- Unmanned aircraft and USVs should be understood not merely as platforms, but as integrated systems in their own right.
- Their assessment requires consideration of sensors, AI, communications, navigation, maintenance, cybersecurity and training.
- Adoption decisions should therefore consider not only individual equipment performance, but also the surrounding systems and operating organisation.

#### 2. A single system alone cannot deliver mission capability

- Maritime surveillance and MDA require UAS, USVs, UAVs, satellites, radar, AI and communications networks to be connected.



- The critical requirement is to link individual systems and convert their outputs into information that decision-makers can use.
- The operational requirement is not simply to procure stand-alone equipment, but to operate multiple systems as an integrated whole.

### **3. A system-of-systems perspective is essential**

- Multiple systems must be brought together so that they generate a single mission capability at the operational level.
- This perspective is relevant to MDA, search and rescue, illegal fishing enforcement, counter-narcotics operations and the protection of critical infrastructure.
- It also cautions against one-off or locally optimised adoption of new technologies.

### **4. Public-private partnership and procurement reform are required**

- Technological innovation is advancing rapidly among private companies and start-ups.
- Government agencies need to define mission challenges clearly and refine requirements through demonstration and operational testing.
- This points to a shift from specification-fixed procurement towards challenge-driven and demonstration-led procurement.

### **5. Support firms that convert technology into mission capability are increasingly important**

- In addition to equipment manufacturers, support functions are required to embed complex technologies into operational missions.
- Companies that support integrated design, data standardisation, risk analysis, implementation management and organisational embedding are therefore becoming more significant.
- The roles of consulting firms, systems integrators and programme-management companies are expanding.

## Main Text

### 1. Introduction: Implications from Recent Military Technology Trends

This report summarises the findings of the London Research Office following its attendance at Sea–Air–Space 2026 in the United States.

Sea–Air–Space brings together the U.S. Navy, Marine Corps, Coast Guard, government agencies, the defence industry, start-ups and research institutions to discuss operational maritime challenges and technological solutions. From the perspective of monitoring recent technological developments, the value of the event lies not only in the products displayed, but also in the opportunity to observe technology, operations, procurement, policy and the industrial base as an interconnected whole.

In the maritime safety and security field, technologies such as unmanned aircraft, unmanned surface vehicles, unmanned underwater vehicles, AI, data integration, satellite surveillance, PNT resilience, cybersecurity, command and control, remote monitoring and maritime intelligence are applicable not only to defence operations but also to MDA, search and rescue, border control, illegal fishing enforcement, counter-narcotics operations and the protection of critical infrastructure. Attendance at a defence-related exhibition therefore provides an opportunity to identify, at an early stage, technologies that may subsequently be applied across the wider maritime sector.

※Note: PNT resilience refers to the ability to maintain position, navigation and timing information even under jamming or spoofing. A key issue is whether operations can continue under GPS disruption. MDA (Maritime Domain Awareness) refers to efforts to understand events and activities across the maritime domain.

The panel discussions confirmed that the focus of technology adoption is moving from the question of how to introduce superior stand-alone equipment to the question of how to integrate equipment, data, command and control, procurement systems and operator training. Across several panels on unmanned systems, AI and data infrastructure, the central issue was not technology in isolation, but how to integrate it into usable operational forms, improve it in short cycles and embed it within existing organisations.

In this respect, Sea–Air–Space 2026 demonstrated that maritime safety and security agencies considering future technologies need to take a comprehensive view that includes operating concepts, training, personnel, procurement, the industrial base and data architecture, rather than focusing solely on comparative equipment performance.

### 2. Sea–Air–Space 2026

#### (1) Overview of the event



Sea–Air–Space 2026 was held from 19 to 22 April 2026 at the Gaylord National Resort & Convention Center in National Harbor, Maryland, United States.

Sea–Air–Space is one of the largest maritime and defence technology exhibitions in the United States. Hosted by the Navy League of the United States and first held in 1965, it has developed as an educational and professional maritime event in the Washington, D.C. area, connecting decision–makers from the U.S. defence industrial base, private companies, the Navy, the Marine Corps and the Coast Guard. It is now positioned as a forum for public–private dialogue on U.S. sea power, maritime security, the maritime industry and advanced technology.

## **(2) Exhibitors**

Officially described as a large exhibition with several hundred exhibitors, the event brought together a wide range of companies and organisations. The exhibits and materials reviewed by the London Research Office covered aerospace, defence, shipbuilding, unmanned aircraft, autonomous systems, maritime AI, satellite surveillance, inertial navigation, communications, cybersecurity, electronic warfare, data infrastructure, ERP, training, simulation, procurement support and consulting.

※Note: ERP (Enterprise Resource Planning) refers to a core system for centrally managing an organisation’s principal business information, including finance, human resources, supply and procurement.

Examples in the unmanned–aircraft field included Airbus Helicopters’ FLEXROTOR, Shield AI’s V–BAT and X–BAT, and AEVEX Aerospace’s GPS–denied navigation technology. In the unmanned surface and underwater fields, examples included Navier’s autonomous USV, Ocean Aero’s TRITON AUSV and ThayerMahan’s UUV defence and seabed–surveillance systems. In maritime intelligence, AI and satellite integration platforms by Windward and Vantor were presented as tools for detecting suspicious vessels, AIS shutdowns, position spoofing, sanctions evasion and IUU fishing.

※Note: USV stands for Unmanned Surface Vehicle, UUV for Unmanned Underwater Vehicle and AUSV for Autonomous Unmanned Surface Vehicle. AIS is the Automatic Identification System, which is designed to transmit a vessel’s position automatically. Deliberately switching AIS off to conceal a vessel’s track is an issue in contexts such as smuggling and sanctions evasion. IUU fishing refers to illegal, unreported and unregulated fishing.

Companies providing data, AI, ERP, programme management, system design and decision support, rather than individual equipment alone, also had a substantial presence. Examples included the Modern Data Company, ManTech, IFS and Systems Planning & Analysis. This reflects the shift of modern maritime technology towards a systems–integration market in which mission effect is generated by combining multiple technologies rather than relying on stand–alone equipment.



### 3. Key Findings Drawn from the Panel Discussions

#### (1) Growing complexity of individual systems

The first point is that the individual technologies displayed at the exhibition are already highly complex systems. Unmanned aircraft, unmanned surface vehicles and unmanned underwater vehicles are not merely platforms; they are integrated systems comprising sensors, communications, navigation, AI, power supply, payload, data processing, remote operation, maintenance and cyber protection. Converting such complex stand-alone systems into mission capability usable in the field requires adaptation not only of equipment, but also of organisational processes.

- ▶ In the panel “Start with the Fleet: Readiness, Capability, Speed,” the central theme was how to improve readiness and capability by starting from fleet needs and incorporating unmanned surface vehicles and autonomous maritime systems into ordinary fleet operations, rather than treating them as special experimental assets. USVs were presented not as replacements for manned vessels, but as complementary assets that provide fleet commanders with additional options. It was also noted that unmanned systems do not make personnel unnecessary; rather, they increase the need for highly skilled personnel in mission design, supervision, maintenance, risk judgement and command and control (speakers: Vice Admiral John E. Dougherty IV; Rear Admiral Todd Evans; Ann Wood).
- ▶ In the panel “Retooling the Defense Industrial Base – AI and Robotics for Sustainment and Manufacturing,” AI, data infrastructure, financial and supply systems, ERP and audit readiness were treated as an interconnected issue. It was argued that the systems environment of the Navy and the wider maritime sector remains fragmented, and that effective use of AI and automation requires the rebuilding of the underlying infrastructure, including APIs, ERP, data standards, auditability and the control environment. This indicates that AI adoption is not simply a matter of installing applications, but an undertaking that changes an organisation’s overall information infrastructure (speakers: Rear Admiral (Ret.) Chip Rock; Rear Admiral Andrew Biehn; Rear Admiral Dianna Wolfson; Eric Chewning; Troy Demmer).

※Note: An API is a common interface through which different software systems exchange data. Without appropriate APIs, a

new AI system may be unable to draw data from existing systems and therefore unable to perform effectively.

- ▷ In the panel “From Concept to Capability: Aligning Autonomy Across our Maritime Forces,” it was explained that the U.S. Coast Guard is entering a stage in which RAS (Robotic and Autonomous Systems) are being addressed organisationally and institutionally. The establishment of a Program Executive Office (PEO) for RAS was presented not simply as the creation of a new technology office, but as an organisational reform integrating requirements, acquisition, fielding, sustainment, training and workforce development (speakers: Bryan Clark (Hudson Institute); Anthony Antognoli (U.S. Coast Guard); Dustin Byrum (U.S. Marine Corps); Duane Fotheringham (HII – Mission Technologies); Rebecca Gassler (U.S. Navy); Dr Rachel Riley (U.S. Navy))

※Note: RAS refers generally to unmanned and autonomous systems. A PEO is a U.S. military organisation responsible, end to end, for acquisition through to operational support in a particular equipment field.

## (2) Early system development and refinement in practice

The second point is the emphasis on developing systems early and refining them while they are deployed in actual operating environments. Several panels confirmed a shift away from the traditional approach of spending long periods finalising detailed requirement specifications, towards fixing a schedule and identifying the capability that can be delivered within that period.

- ▷ In “Retooling the Defense Industrial Base,” it was explained that the previous approach had been to fix cost and capability and then evaluate the schedule, whereas the current direction is to fix the schedule and assess what capability can be delivered within it. In a rapidly changing technological environment, this reflects the importance of fielding technology early, measuring its effect, discarding what is unnecessary and scaling what proves useful, rather than waiting for perfect requirement specifications.
- ▷ In “From Concept to Capability,” several remarks indicated that the constraint may lie less in the technology itself than in whether organisations and policy frameworks can absorb change quickly enough. Software updates, configuration changes and vulnerability responses need to be conducted in short cycles on the basis of sensor data and field feedback from experiments, exercises and live missions. In practice, however, approval authorities, rules of engagement, operating procedures and procurement processes can become bottlenecks.
- ▷ In “Accelerating Air Power: Bridging Industry and Naval/Marine Corps Aviation for Fleet Readiness,” it was also explained that units that have fielded RAS or new equipment often generate additional demand once effectiveness has been confirmed. This suggests that technologies whose effects have been validated in the field, rather than merely described in policy documents, can spread as operational users seek further deployment. For maritime safety and security agencies, future technologies should likewise be developed into capability through cycles of limited trial adoption, field validation and improvement (speakers: Rear

Admiral (Ret.) Greg Harris; Rear Admiral Joseph B. Hornbuckle; Lieutenant General Gregory Masiello, USMC; Lieutenant General William Swan, USMC; Dan Gillian).

### **(3) Joint efforts to address the growing complexity of procurement**

The third point is the increasing complexity of procurement as technology becomes more advanced. In procuring unmanned systems and AI-enabled systems, the issue is no longer a simple choice of which platform or software to acquire. Decisions must instead take into account a wider range of factors, including the operational challenge to be addressed, data connectivity, maintenance, training, legal and operational authorities, supply chains, and the scope for future upgrades.

- ▷ In “Program Leadership Perspective: Delivering Warfighting Capability to the Fleet,” it was argued that decisions on which unmanned vessels to procure should be based not on the novelty of the technology itself, but on whether the system can solve actual operational or mission challenges, whether sufficient numbers can be procured, and whether the balance of price, range, speed and payload capacity is suited to the mission. The separation of hull and payload, and the flexible exchange of containerised payloads, were also identified as important themes (speakers: Rear Admiral (lower half) David C. Walsh; Rear Admiral Joseph B. Hornbuckle; Rear Admiral Anthony E. Rossi).

※Note: A payload is the mission equipment carried on a platform or hull. The concept of loading different payloads, such as surveillance sensors, mine-countermeasure equipment or anti-ship missiles, onto the same hull in order to use it for multiple purposes is becoming more prominent.

- ▷ In “From Concept to Capability,” it was noted that governments can no longer convey demand to industry through conventional RFPs and detailed requirement specifications alone. The PEO for RAS was seeking to connect government challenges with industry’s technical proposals in shorter cycles through demand-signal forums, a marketplace and industry-engagement days.

※Note: An RFP (Request for Proposal) is a document through which a government agency presents the equipment and specifications it wishes to procure and invites proposals from companies. The premise of the discussion was that this method alone is insufficient in fast-moving technology fields.

- ▷ In “NAVAIR Acquisition On-Ramp: Small Business and Tech Transition Pathways,” the institutional framework through which small businesses propose innovative technologies and advance them through Phases 1, 2 and 3 was explained. In Phase 3, SBIR funds are not used, but sole-source contracts may become possible, there is no cap on contract value and the period of performance may be longer. This provides an important route for bridging the technologies of start-ups and small firms from R&D to live missions and full-scale procurement (speakers: Irma Alvarez-Alexander; Kristi DePriest; Richard Tarr).

※Note: SBIR (Small Business Innovation Research) and STTR (Small Business Technology Transfer) are U.S. support schemes for R&D by small and medium-sized enterprises. They provide a phased structure from feasibility assessment (Phase 1) to prototyping (Phase 2) and commercialisation or procurement (Phase 3). NAVAIR refers to the Naval Air Systems Command.

- ▷ In “Doing Biz with ONR and NRL,” the procedures for contracts, licensing, SBIR/STTR, technology transfer and R&D collaboration with the Office of Naval Research (ONR) and the Naval Research Laboratory (NRL) were explained as another route for bridging R&D and live missions. The related panel “Naval Research: From Discovery to Deployment” likewise introduced NRL efforts to move science and technology from discovery to deployment (principal speakers: Arveice Washington; Brian Shipley; Andrew Chappell; Jamie Thompson; Kerry Leonard; Captain Randy C. Cruz).

#### **(4) Interoperability and digital architecture**

The fourth point, running through the panels as a whole, was interoperability.

- ▷ In “Submerged Strategy: U.S. Sea-Based Deterrence and Allied Innovation,” joint operability at sea was framed not merely as a technical issue of whether equipment can connect, but as a comprehensive challenge encompassing training, maintenance, supply, legal authorities, data sharing and connectivity with allies. It was emphasised that the U.S. Coast Guard, while part of the armed forces, also holds law-enforcement authority and can therefore operate flexibly, including seizure, arrest and law-enforcement measures, while cooperating with the Navy and Marine Corps (speakers: Vice Admiral (Ret.) Jeffrey Trussler; Vice Admiral Paul Beattie, RN; Vice Admiral Rob Gaucher; Vice Admiral Richard Seif; Admiral (Ret.) Charles Richard; Kelly Lee; Scott Pappano).
- ▷ In “From Concept to Capability,” a U.S. Coast Guard speaker stated that digital architecture is the foundation for realising capability. Rapid acquisition and fielding of equipment alone are insufficient. The key issue is how quickly data can be collected and processed, software updated, systems reconfigured and lessons from the field incorporated into subsequent iterations.

The Coast Guard’s Coastal Sentinel concept was also described as a “constellation” in which manned and unmanned sensors share data, support judgement and, where necessary, hand over judgement to another unmanned system or operator.

※Note: Digital architecture refers to the overall design of data flows, processing mechanisms and system connectivity. “Constellation” originally denotes a grouping of stars; in this context, it refers to multiple manned and unmanned sensors working together to form a single surveillance network.

This discussion is directly relevant to maritime safety and security. In MDA, SAR, illegal-fishing surveillance, counter-narcotics operations and the protection of critical infrastructure, few missions can be completed by a single sensor or unmanned vehicle. A mechanism is required to connect satellites, AIS, radar, UAS, USVs, UUVs, coastal surveillance, aircraft, vessels, AI analysis and C2, and to convert the resulting outputs into information that decision-makers can use.

※Note: C2 refers to command and control.



#### 4. Overview of the Closing Ceremony

The closing address included several particularly striking remarks.

The Director of the U.S. Office of Management and Budget (OMB) set out a whole-of-government and whole-of-nation approach to shipbuilding, emphasising the importance of the shipbuilding and maritime industrial base for maintaining and strengthening the United States' capability as a maritime nation.

The remarks indicated that the administration is examining the shipbuilding needs and challenges of each department and agency and seeking to develop a plan to rebuild the U.S. shipbuilding industrial base. The whole-of-nation approach included not only the traditional shipbuilding hubs of the East and West Coasts, but also shipbuilding and repair capacity on the Gulf Coast, the Great Lakes, the Mississippi River basin and the Ohio River basin.

A notable feature of the remarks was that shipbuilding was framed not simply as a matter of budget shortfalls, but as an issue involving the industrial base, competition, the workforce, the supplier base, corporate culture, contract performance, delivery delays and order backlogs. It was stressed that construction delays place additional burdens on fleet operations, increase the use and deterioration of existing vessels, and generate additional costs through backlogs.

With regard to icebreakers, a "Finland model" of cooperation was introduced. This refers to a framework that draws on Finland's shipbuilding capacity while also pursuing construction in U.S. shipyards. The concept described envisaged the U.S. Coast Guard acquiring icebreakers for its Arctic security programme. The explanation that the first four vessels would be built in Finland and the remaining seven in U.S. yards, as stated in the address, carries policy significance beyond vessel acquisition: it reflects an attempt to rebuild domestic heavy industry and the shipbuilding base while drawing on allied capacity.

The closing address was emblematic of the overall direction of Sea-Air-Space 2026. It presented the future of maritime security not only in terms of vessels, unmanned systems, AI and cybersecurity, but also in terms of the shipbuilding and industrial base that produces, sustains and expands them. Technological innovation, industrial policy, cooperation with allies, domestic employment and Arctic security were addressed as a single policy package.

## 5. Implications Drawn from Sea–Air–Space 2026

### (1) Complexity of individual technologies

The exhibition showed that although individual technologies have reached a high level of development, they are not self-contained products but collections of complex subsystems. Even an unmanned aircraft or USV becomes mission capability only when considered together with its sensors, AI, communications, power supply, navigation, payload, maintenance, cybersecurity and training, rather than on the basis of platform performance alone.

### (2) Integration of multiple systems

More important is the integration of stand-alone systems with one another. In maritime surveillance, for example, UAS, USVs, UUVs, satellites, AIS, radar, optical sensors, AI analysis, C2 and communications networks must be connected and delivered to decision-makers as meaningful information. The discussion in “From Concept to Capability” that digital architecture is the foundation for realisation illustrates this point clearly.

### (3) Need for a system-of-systems approach

In future maritime-technology adoption, it will not be sufficient simply to introduce high-quality equipment. A system-of-systems approach, in which multiple systems are combined to deliver operational capability, will be required. This applies not only to naval operations, but also to coast guard operations, MDA, search and rescue, illegal fishing enforcement, counter-narcotics operations and the protection of critical infrastructure. The fact that the U.S. Coast Guard presented Coastal Sentinel as a constellation of manned and unmanned sensors is also significant for the maritime safety and security field.

※Note: A system of systems refers to the concept of combining multiple systems so that they function as a larger integrated system. In this approach, individual assets do not operate in isolation; rather, they collectively generate mission capability.

In recent years, individual technologies such as drones, AI, satellite communications, sensors and data-analysis tools have emerged in rapid succession, creating a tendency for organisations to focus on the most visible stand-alone technologies. However, unless these technologies are connected to existing command and control, information sharing, field operations and law-enforcement processes, the benefits of adoption will remain limited. The system-of-systems concept repeatedly highlighted at the event cautions against one-off, locally optimised adoption and underlines the need to design technology as part of the mission as a whole.

### (4) Need for public-private partnership and procurement reform

On the procurement side, the increasing sophistication of equipment is expanding the areas in which traditional specification-fixed procurement is less effective. Government agencies are required to clarify the mission challenge, namely what they seek to achieve, while avoiding the narrowing of technological possibilities through excessively detailed specifications. Industry, for

its part, is required to submit proposals that address connectivity with existing systems, standardisation, extensibility, maintainability and cost-effectiveness.

The PEO-for-RAS demand-signal forums and marketplace, the SBIR/STTR phase-transition scheme and the ONR/NRL technology-transfer routes discussed in section 3(3) can be understood as mechanisms that institutionalise cooperation between government and industry. In fast-moving fields, the key is for government to present challenges, refine requirements through demonstration and move successful technologies rapidly into full-scale adoption, rather than fixing complete specifications in advance.

## **(5) Need for consultants and management firms**

The exhibition also showed the substantial presence of companies providing data-driven analysis, AI adoption support, programme management, ERP and system design, rather than individual equipment alone. Examples included Systems Planning & Analysis, ManTech and IFS. This indicates that converting complex technology into mission capability requires not only technology suppliers, but also consulting and management firms that support requirements definition, integrated design, risk analysis, implementation management and organisational change.

※Note: Organisational change support, or change management, refers to efforts to embed a new system or business process within an organisation. It extends beyond installation of technology and includes securing user acceptance, adapting procedures and providing training.

The discussion in “Retooling the Defense Industrial Base,” noted in section 3(1), addressed ERP Plus (a next-generation core system that adds analytics and AI capabilities to conventional ERP), data standards, the retirement of legacy systems and AI agents. It illustrated that technology adoption is inseparable from organisational reform, business-process reform and data-management reform, and should not be treated as a simple equipment replacement. If legacy business processes and duplicate systems remain in place when new technology is introduced, the benefits will be limited. Specialist management functions that support system integration, portfolio management, data governance and user acceptance are therefore becoming indispensable.

※Note: Portfolio management is a method for managing multiple systems and projects across an organisation in order to determine priorities and allocate investment. Data governance is a framework for defining the quality, sharing rules and ownership of organisational data.

Against this background, the role is expanding not only of equipment and software suppliers, but also of consulting firms, systems integrators and programme-management firms that support complex procurement, integration with existing systems, data-infrastructure standardisation and the embedding of operations after adoption. Even at Sea-Air-Space, the growing presence of firms that support government agencies in embedding complex technological systems into actual missions was evident alongside competition over individual equipment performance.



## 6. Conclusion

Across the event as a whole, two points were particularly evident: the importance of strong government leadership and the need to support start-ups. The panel discussions reflected a recognition that the fastest innovation often occurs outside government, particularly among start-ups and in the commercial sector. At the same time, they emphasised that embedding such technologies into public missions requires mechanisms through which government clarifies operational challenges, evaluates technologies at an early stage and integrates them responsibly.

Sea–Air–Space 2026 indicated that future technology adoption will be shaped by clear government demand, industry ingenuity, more flexible procurement, validation in the operational field and policy investment in the industrial base. The strong political commitment to the shipbuilding industrial base expressed in the closing address, discussed in section 4, symbolises this overall direction.

Although Sea–Air–Space is an international maritime and defence exhibition, its overall character was strongly that of presenting the U.S. Navy, Marine Corps and Coast Guard, the defence industry, the shipbuilding industry and start-up support schemes as an integrated whole. While there was an element of technological cooperation with allies—companies from Australia and South Korea exhibited—the exhibits and discussions centred on U.S. operational challenges, the U.S. procurement system, the strengthening of the U.S. industrial base and technologies offered by U.S. companies. In this sense, the event had a strongly U.S.–oriented character.

The event provided a valuable opportunity not only to observe recent technologies, but also to understand the policy intent behind the United States’ government–led effort to rebuild its maritime defence industry. For maritime stakeholders in Japan, it will be important to continue monitoring not only individual technology trends, but also the direction of national industrial and procurement policy and the underlying concepts of system–of–systems, digital architecture and public–private partnership.

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## Appendix: Companies Surveyed at Sea–Air–Space 2026

### 1. Geil Marketing Associates (GMA)

Main products/services: Defence/maritime manufacturers' representative; sensors, communications equipment, ship systems

<https://www.geilmarketing.com/>

### 2. Aerostar International LLC

Main products/services: High-altitude balloons, stratospheric surveillance systems, Thunderhead Balloon Systems

<https://www.aerostar.com/>

### 3. Airbus Helicopters / Airbus UAS Flexrotor

Main products/services: Unmanned aircraft, VTOL UAS, Flexrotor

<https://www.airbus.com/en/products-services/defence/uas/flexrotor>

### 4. The Modern Data Company

Main products/services: Data-management infrastructure, DataOS, data-integration platform

<https://www.themoderndatacompany.com/>

### 5. VectorNav Technologies

Main products/services: IMU, AHRS, GNSS/INS, inertial navigation, Assured PNT

<https://www.vectornav.com/>

### 6. Ethos Systems, Inc.

Main products/services: AI training management, human-readiness platform, readiness management

<https://www.ethosystems.com/>

### 7. AEVEX Aerospace / CompassCORE

Main products/services: Unmanned-aircraft operations support, ISR, AI autonomous flight, CompassCORE

<https://aevex.com/advanced-autonomy/compass-core/>

### 8. CURRENT Scientific Corporation

Main products/services: EO/IR cameras, maritime surveillance cameras, Night Navigator

<https://www.currentcorp.com/>

### 9. ManTech International Corporation

Main products/services: AI, data analytics, cyber, digital-transformation support

<https://www.mantech.com/>

### 10. Navier Boat

Main products/services: Electric autonomous boats, USV, N30 Platform, N30 QUANTA-D

<https://www.navierboat.com/>

### 11. Everfox / Garrison Isolation Appliance

Main products/services: Cross-domain solutions, browser isolation, secure access

<https://www.everfox.com/products/cross-domain-solutions/isolation-appliance>

### 12. Garrison Technology

Main products/services: Cyber protection, web isolation, secure browsing

<https://www.garrison.com/>

### 13. NITAAC

Main products/services: IT procurement support, CIO-SP3, CIO-CS, government contract vehicles

<https://nitaac.nih.gov/>

### 14. IFS

Main products/services: ERP, business management for shipbuilding, IFS Cloud, Maritime ERP

<https://www.ifs.com/en/industries/construction-and-engineering/shipbuilding-and-maritime>

### 15. Windward

Main products/services: Maritime AI, vessel-behaviour analysis, MDA, sanctions/risk analysis

<https://windward.ai/>



16. Windward / MIOC

Main products/services: Maritime Intelligence Operations Center, maritime surveillance and information fusion

<https://windward.ai/products/mioc/>

17. Vantor / Sentry

Main products/services: Satellite-imagery analysis, vessel detection, geospatial intelligence, Sentry

<https://vantor.com/product/mission-solutions/sentry/>

18. Applied Research Associates, Inc. (ARA)

Main products/services: Defence R&D, weapons-effects modelling, autonomy/C2 support tools

<https://www.ara.com/>

19. Inertial Labs

Main products/services: IMU, INS, AHRS, LiDAR survey, RESEPI

<https://inertiallabs.com/>

20. Swatter Company

Main products/services: C-UAS, counter-drone systems, SPG Vanguard

<https://swattercompany.com/>

21. U SAFE / U SAFE Rescue

Main products/services: Remote-operated lifebuoys, self-propelled lifesaving devices, rescue equipment

<https://www.usaferescue.com/>

22. Thinklogical

Main products/services: KVM extenders, video transmission, fibre-optic matrix switches

<https://www.thinklogical.com/>

23. Naval Surface Technology & Innovation Consortium (NSTIC)

Main products/services: Naval surface-technology development consortium, R&D collaboration, OTA contracting support

<https://www.nstic.org/>

24. Charles River Analytics / AWARION

Main products/services: AI lookout system, automated monitoring, Autonomous Lookout System

<https://cra.com/awarion-autonomous-lookout-system/>

25. ThayerMahan / SeaPicket

Main products/services: Autonomous maritime-surveillance system, USV, SeaPicket

<https://www.thayermahan.com/systems/seapicket>

26. ThayerMahan / SeaGuard

Main products/services: Underwater surveillance, acoustic sensors, ASW/seabed-infrastructure monitoring

<https://www.thayermahan.com/systems/seaguard>

27. Shield AI

Main products/services: AI piloting software, autonomous flight, Hivemind, unmanned aircraft

<https://shield.ai/>

28. Systems Planning & Analysis, Inc. (SPA)

Main products/services: Policy analysis, systems engineering, programme management, decision support

<https://spa.com/>

29. Ocean Aero / TRITON AUSV

Main products/services: Autonomous surface/underwater craft, AUSV, TRITON

<https://www.oceanaero.com/the-triton>