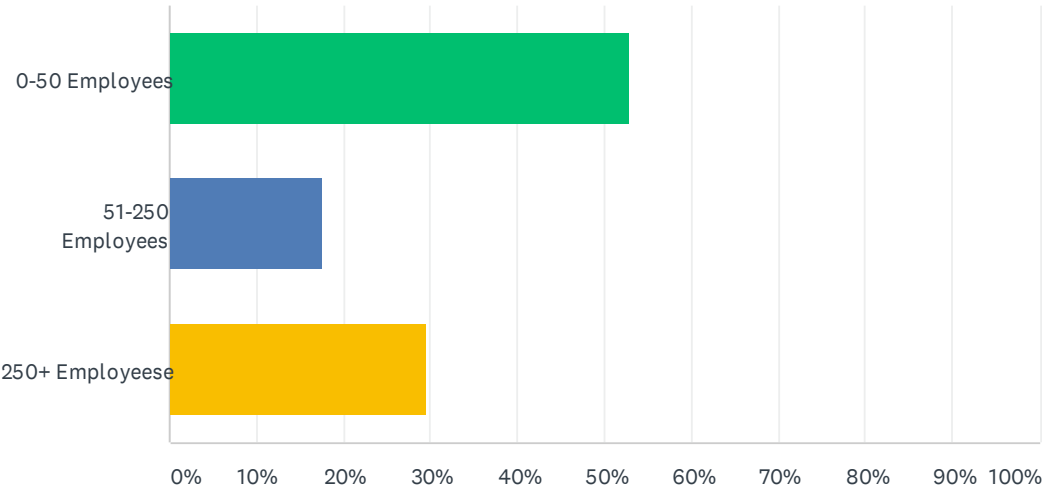


Q1 What is your organization's primary NAICS code by Dollar Value?
(NAICS = North American Industry Classification System)

Answered: 29 Skipped: 6

Q2 What size is your organization?

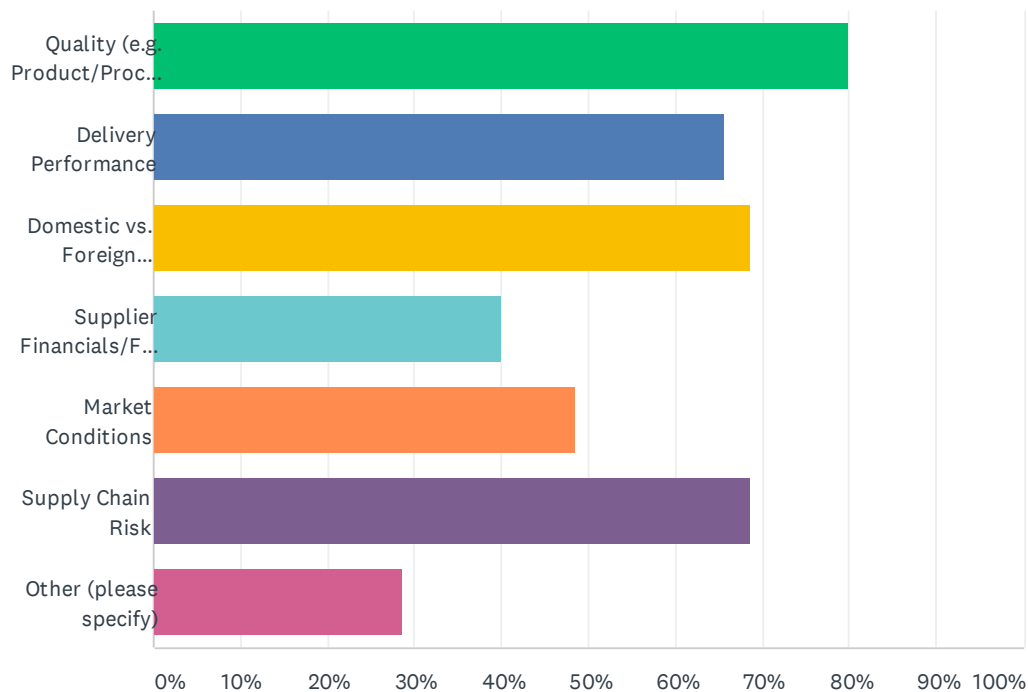
Answered: 34 Skipped: 1



ANSWER CHOICES	RESPONSES	
0-50 Employees	52.94%	18
51-250 Employees	17.65%	6
250+ Employeee	29.41%	10
TOTAL		34

Q3 What aspects of your supply chain do you consistently monitor?(Check all that apply)

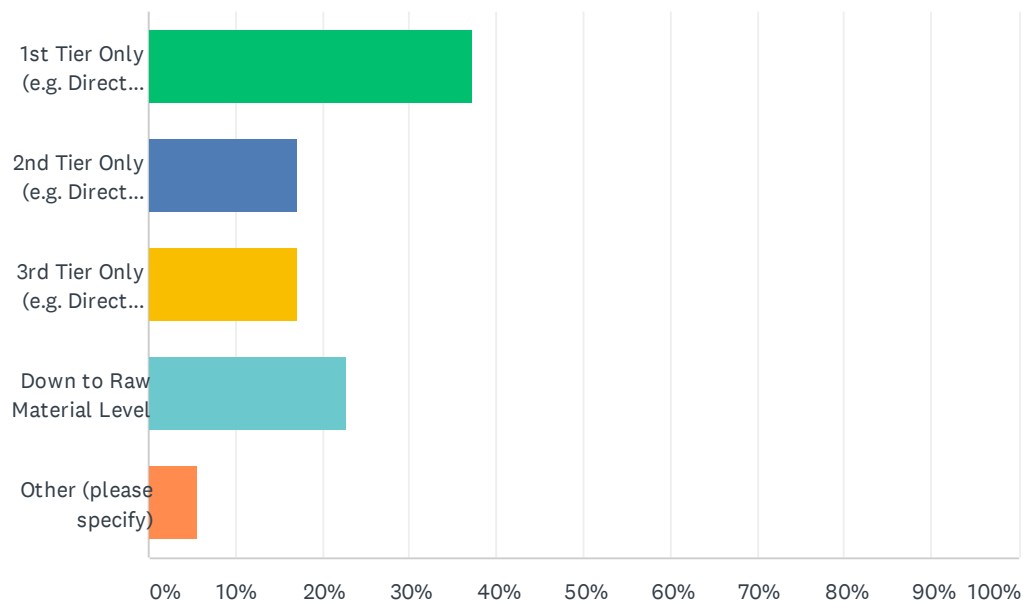
Answered: 35 Skipped: 0



ANSWER CHOICES	RESPONSES	
Quality (e.g. Product/Process)	80.00%	28
Delivery Performance	65.71%	23
Domestic vs. Foreign Ownership	68.57%	24
Supplier Financials/Financial Health	40.00%	14
Market Conditions	48.57%	17
Supply Chain Risk	68.57%	24
Other (please specify)	28.57%	10
Total Respondents: 35		

Q4 How far down in your supply chain do you track?

Answered: 35 Skipped: 0



ANSWER CHOICES	RESPONSES	
1st Tier Only (e.g. Direct Supplier Only)	37.14%	13
2nd Tier Only (e.g. Direct Supplier + Direct Supplier's Primary Suppliers)	17.14%	6
3rd Tier Only (e.g. Direct Supplier + Multiple Levels of Indenture)	17.14%	6
Down to Raw Material Level	22.86%	8
Other (please specify)	5.71%	2
TOTAL		35

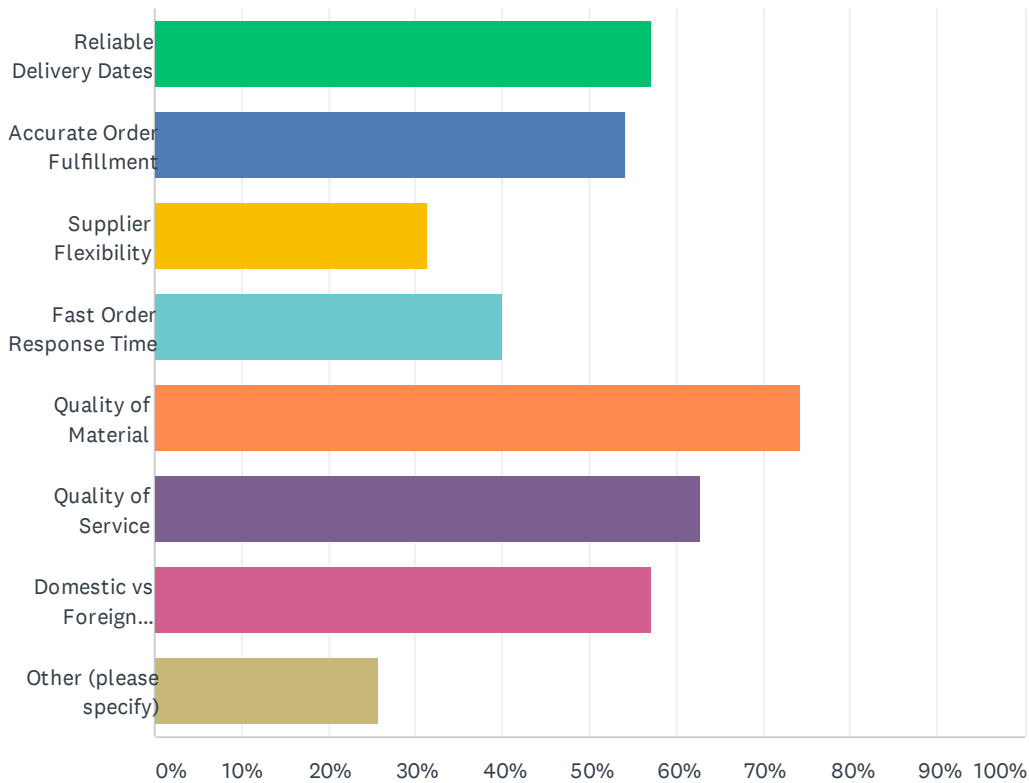
Q5 What do you see as the primary risk to your supply chain?(e.g. Adversarial Foreign Capital, Global Pandemic, Financial Market Disruptions, etc...)

Answered: 34 Skipped: 1

ANSWER CHOICES	RESPONSES	
Within the next year...	97.06%	33
In the next 3-5 years...	91.18%	31
In the next 5+ years...	70.59%	24

Q6 What data do you find most beneficial in analyzing risk within your Supply Chain? (Check all that apply)

Answered: 35 Skipped: 0



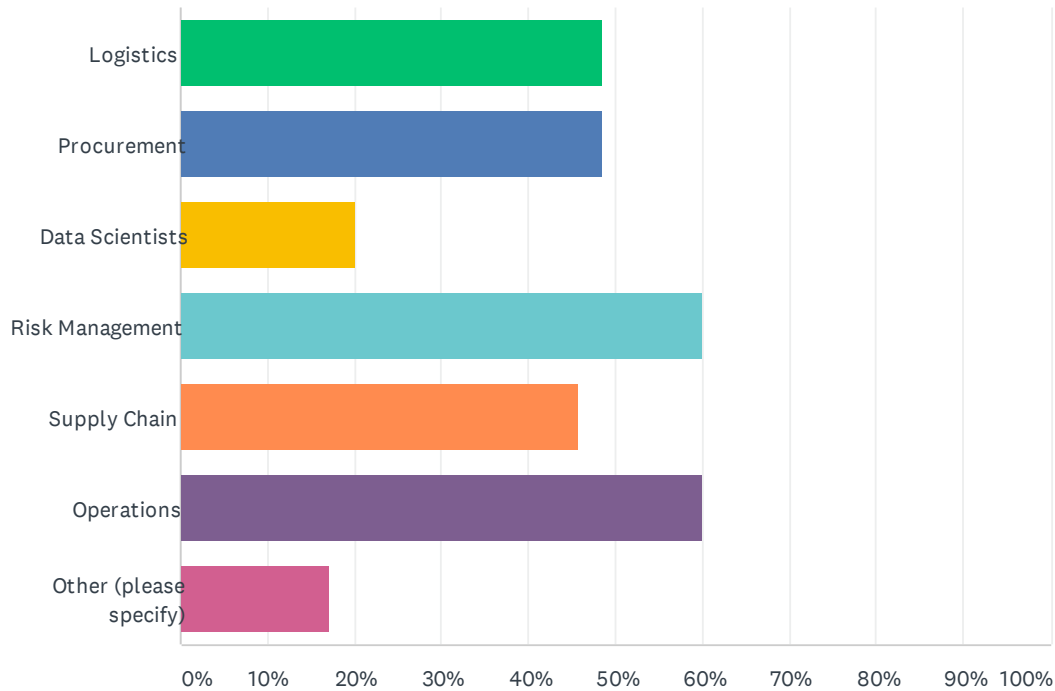
ANSWER CHOICES	RESPONSES	
Reliable Delivery Dates	57.14%	20
Accurate Order Fulfillment	54.29%	19
Supplier Flexibility	31.43%	11
Fast Order Response Time	40.00%	14
Quality of Material	74.29%	26
Quality of Service	62.86%	22
Domestic vs Foreign Ownership	57.14%	20
Other (please specify)	25.71%	9
Total Respondents: 35		

Q7 What Supply Chain Risk Management (SCRM) software or systems do you have in place and how are you utilizing these tools?

Answered: 32 Skipped: 3

Q8 What skillsets have been most impactful to your effectiveness at managing supply chain risk, including risk of fragility/adversarial foreign capital? (Check all that apply)

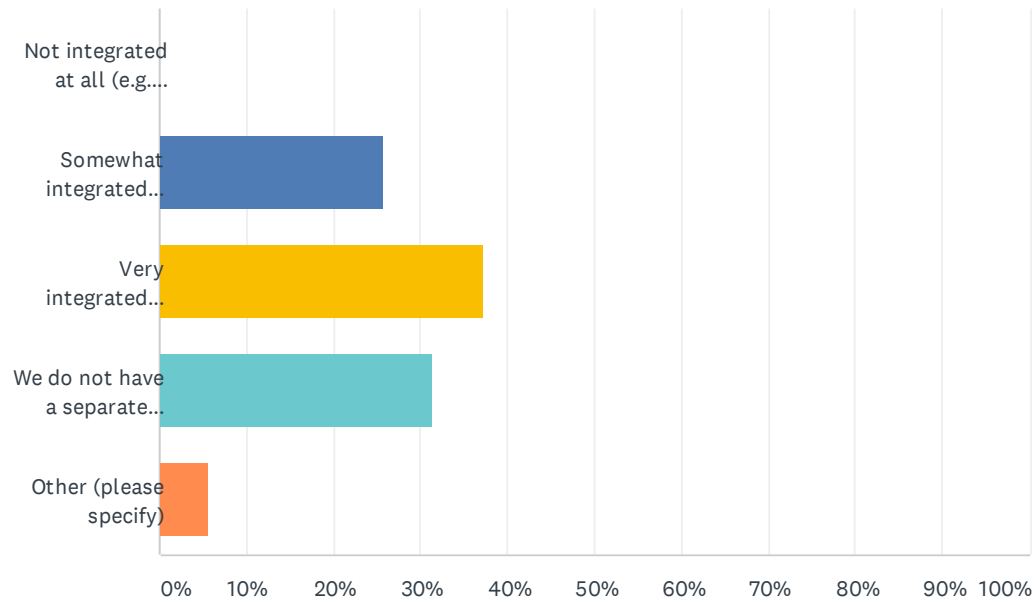
Answered: 35 Skipped: 0



ANSWER CHOICES	RESPONSES	
Logistics	48.57%	17
Procurement	48.57%	17
Data Scientists	20.00%	7
Risk Management	60.00%	21
Supply Chain	45.71%	16
Operations	60.00%	21
Other (please specify)	17.14%	6
Total Respondents: 35		

Q9 How integrated is your Supply Chain organization with your Procurement & Operations Teams?

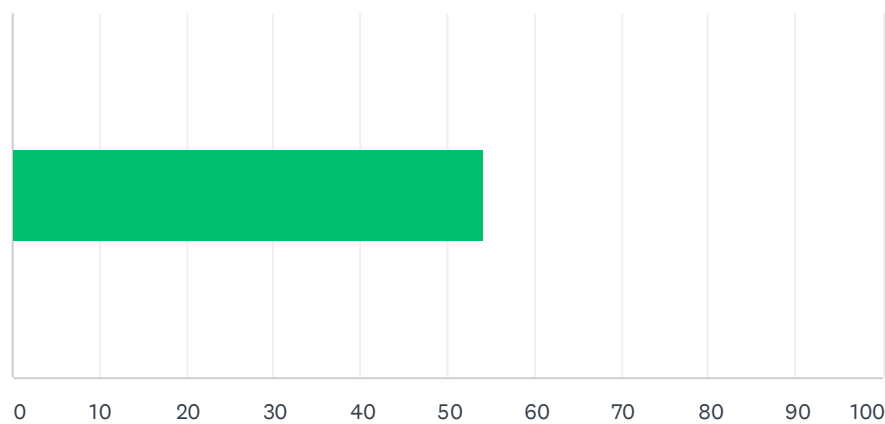
Answered: 35 Skipped: 0



ANSWER CHOICES	RESPONSES	
Not integrated at all (e.g. no communication between teams)	0.00%	0
Somewhat integrated (e.g. meet occasionally on critical issues)	25.71%	9
Very integrated (e.g. discuss activities daily)	37.14%	13
We do not have a separate Supply Chain Organization	31.43%	11
Other (please specify)	5.71%	2
TOTAL		35

Q10 Using the disruption caused by COVID-19 and its impacts on global supply chains as a proxy for fragility, how would you rate the resiliency of your organization's supply chain? SCALE1 = Very Fragile; only one supplier for critical components10 = Very Resilient; multiple suppliers for all critical components

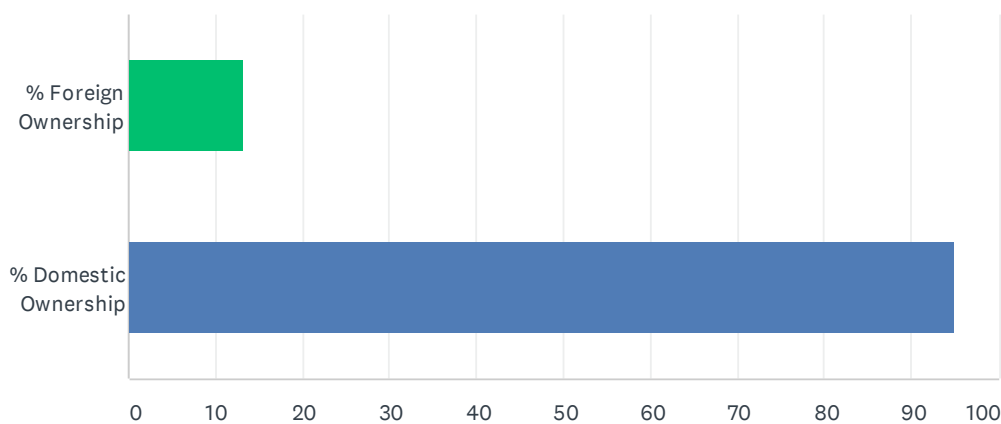
Answered: 34 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	54	1,845	34
Total Respondents: 34			

Q11 Within your current company ownership structure, what portion (including ownership percentage) is held foreign vs domestic?

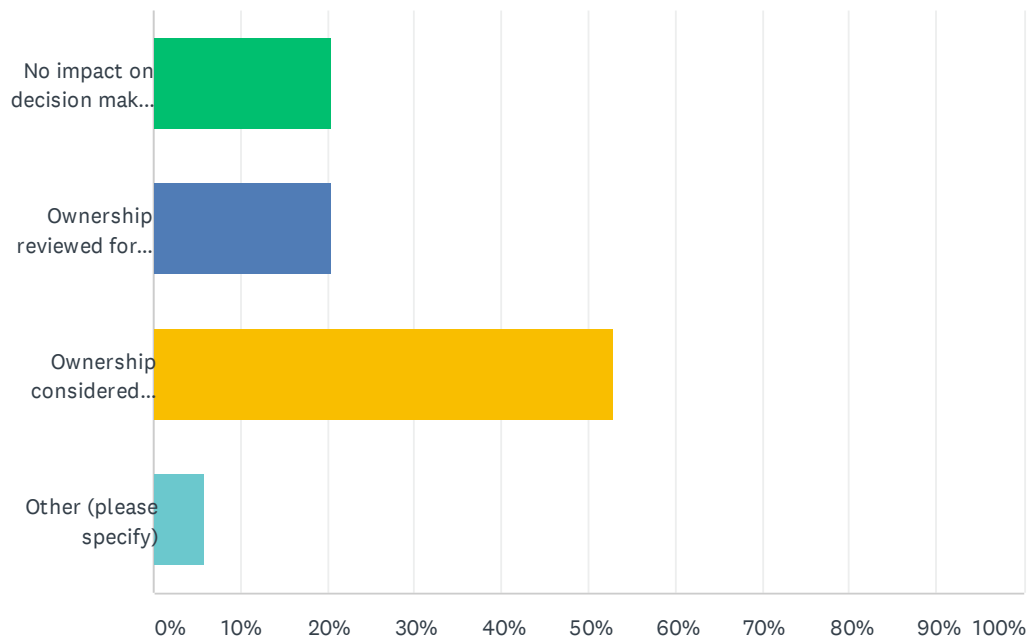
Answered: 33 Skipped: 2



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
% Foreign Ownership	13	355	27
% Domestic Ownership	95	2,945	31
Total Respondents: 33			

Q12 What impact does your sub-tier supplier's corporate ownership (foreign or domestic) have on your supply chain operations/supplier selection decisions?

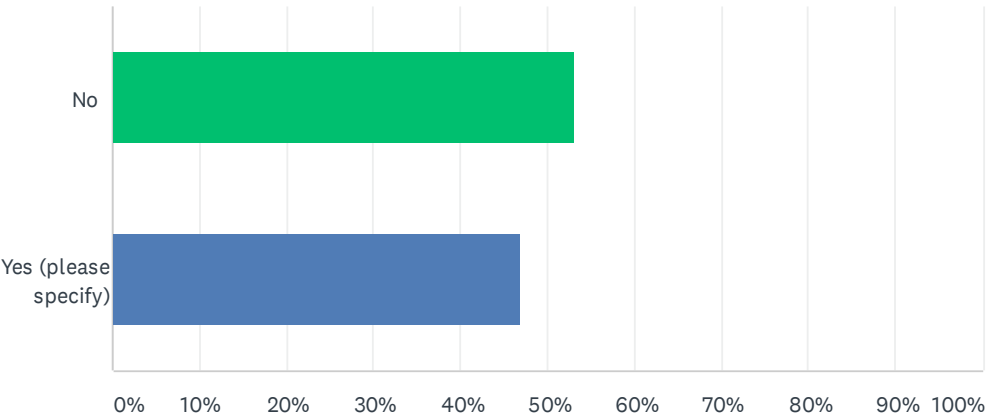
Answered: 34 Skipped: 1



ANSWER CHOICES	RESPONSES	
No impact on decision making	20.59%	7
Ownership reviewed for compliance and/or due diligence; not a determining factor	20.59%	7
Ownership considered critical for sourcing decisions	52.94%	18
Other (please specify)	5.88%	2
TOTAL		34

Q13 Have you altered your operations because of concerns about foreign investment/ownership? For example, have you evaluated re-shoring manufacturing of critical components (e.g. microelectronics, minerals, etc...) to a domestically-owned supplier?

Answered: 32 Skipped: 3



ANSWER CHOICES		RESPONSES	
No		53.13%	17
Yes (please specify)		46.88%	15
TOTAL			32

Q14 How could the Government & Industry work together to better manage risk, including the risk of adversarial foreign capital, within the Defense Industrial Base Supply Chain? (e.g. informational briefs, supplier development funds, supplier engagement forums, etc...)

Answered: 30 Skipped: 5

Q15 OPTIONAL: If you would be willing to participate in additional discussion please provide your contact information

Answered: 26 Skipped: 9

ANSWER CHOICES	RESPONSES	
Name	100.00%	26
Company	100.00%	26
City/Town	100.00%	26
State/Province	100.00%	26
Email Address	100.00%	26
Phone Number	100.00%	26