



Military Overview 2026

January January 29, 2026



MILITARY OVERVIEW

**NCTO Wool Working Group
Berry Amendment
Contracting (DNAD)
R&D PROJECTS**

NCTO WOOL WORKING GROUP

- Formed by wool supply chain and NCTO
- Evaluate and address unique issues within the wool supply chain

BERRY AMENDMENT

- PROPOSED CHANGES SHELVED
- NCTO ADVOCATING EXPANSION
- Simplified Contracting Threshold

CONTRACTING

- ❖ Two DNADS
- ❖ All poly/wool and wool fabrics covered plus one poly/cotton
- ❖ 22% of DLA wool-based fabrics in FY 26 will be non-domestic (577,773 linear yards of 2,619,996 forecast yards per DLA)

CONTRACTING

- ❖ Shutdown caused many contracting delays
- ❖ Poor inventory planning led to short working capital

R&D

- UPCYCLING WOOL ECOLOGIES
- Harvard School of Architecture, Professor Jonathan Grinham
- Repurpose 'junk' wool for other uses
- 2026 Oslo Architecture Triennale

R&D

- BAA Military Unique Sustainment Technology
III (MUST III)

R&D

❖ Domestic Scouring and Topmaking

New Top Mill

- Assumptions-Green Field, all new equipment including Superwash train. Manufacturers include Andar (scouring & dryer), Octir (cards), NSC (gills, combs, etc). No Chinese equipment priced due to tariff and shipping uncertainty.
- Turnkey final price? \$39.7M
- Start up operating capital not included

New Top Mill

- Opening blending, 7-bowl scouring train, 10 drum dryer, grease recovery -\$2.5M
- Combs and gills, 24 combs, 8 gilling machines-\$8.2M
 - Cards, three 3.5 meter-\$4.5M
- Superwash train with gills and lab equipment-\$3.1M
 - Waste Water treatment-\$500k
 - Boiler-\$800k
- Lab, presses, waste management, compressors, humidity control, etc-\$1.9M
 - Building 100,000 sq ft @ \$180/sqft-\$18M
- Includes offices, warehouse, maintenance shop, all production

AMERICAN WOOL

QUESTIONS?