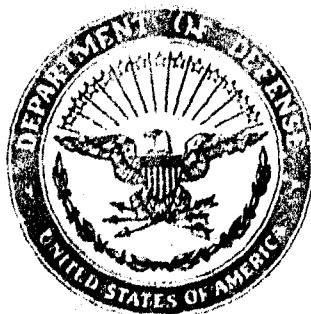


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100 COMPANIES

COMPANIES RECEIVING THE LARGEST DOLLAR VOLUME
OF PRIME CONTRACT AWARDS

Fiscal Year 1971

DEPARTMENT OF DEFENSE
OASD (COMPTROLLER)
DIRECTORATE FOR INFORMATION OPERATIONS

100 LARGEST DEFENSE CONTRACTORS
AND THEIR SUBSIDIARY CORPORATIONS

FISCAL YEAR 1971

ISSUED ANNUALLY BY
DEPARTMENT OF DEFENSE
OASD (COMPTROLLER)
DIRECTORATE FOR INFORMATION OPERATIONS
29 October 1971

100 COMPANIES AND THEIR SUBSIDIARY CORPORATIONS
LISTED ACCORDING TO NET VALUE OF MILITARY
PRIME CONTRACT AWARDS
FISCAL YEAR 1971

Department of Defense contract awards received by United States companies during FY 1971 totaled \$29.8 billion, a drop of \$1.6 billion (5.0%) from the level of awards in FY 1970. This decline in Defense procurement from U. S. companies while not of the same magnitude as the \$5.6 billion decrease in the preceding year influenced, to some degree, the make-up of the DoD list of 100 companies which together with their subsidiaries received the largest dollar volume of military prime contracts of \$10,000 or more. Corporate changes (acquisitions, mergers, etc.) which, in each of the years from FY 1968 through FY 1970, affected the make-up of the top 100 companies, were not as prevalent in FY 1971 and therefore, changes of this kind had less of an impact on the top 100 companies this year. The recent year to year decrease in Defense procurement, although occurring in most major DoD programs except aircraft, ships and construction, was substantially greater in the munitions and missile and space systems programs and accordingly companies in these industries show more variances in both rank and dollar volume from the preceding year.

The top 100 companies accounted for \$21.5 billion in FY 1971 or 72.1% of the \$29.8 billion total awarded all U. S. companies. In FY 1970, the top companies received \$21.8 billion or 69.7% of the \$31.3 billion total awarded to all U. S. companies for that year.

Although FY 1971 contract awards reflect the general overall downward trend in DoD procurement, the higher percentage awarded to the top 100 companies this year represents the continued concentration of high dollar awards in major hard goods industries, such as, Aerospace, Ships, Ammunition, and Electronics and Communication Equipment. Major hard goods industries received 67% of the total DoD prime contracts of \$10,000 or more awarded all U. S. companies in FY 1971, a slightly higher proportion than the 66% received by these industries in FY 1970. The following table shows that the first five companies received 21.3% of the total contract awards received by all U. S. companies in FY 1971. This was higher by 2.6 percentage points than was recorded in FY 1970. The largest company, Lockheed Aircraft Corp., received awards totaling \$1,510 million in FY 1971 compared with a total of \$1,848 million as the largest in FY 1970. To get on the list in FY 1971 required \$32 million in awards, against \$38 million in FY 1970. This was the lowest year since FY 1965 when \$24 million was the level of awards needed for inclusion on the top 100 defense contractor list.

Percent of U. S. Total

<u>Companies</u>	<u>FY 1968</u>	<u>FY 1969</u>	<u>FY 1970</u>	<u>FY 1971</u>
1st	5.8%	5.5%	5.9%	5.1%
2nd	4.8	4.4	3.8	5.0
3rd	3.8	3.4	3.2	4.0
4th	3.4	2.9	3.0	3.7
5th	2.8	2.7	2.8	3.5
1 - 5	<u>20.6%</u>	<u>18.9%</u>	<u>18.7%</u>	<u>21.3%</u>
6 - 10	9.3	10.1	10.5	13.5
11 - 25	<u>15.7</u>	<u>15.8</u>	<u>16.8</u>	<u>17.3</u>
1 - 25	<u>45.6%</u>	<u>44.8%</u>	<u>46.0%</u>	<u>52.1%</u>
26 - 50	11.5	12.1	13.3	11.0
51 - 75	6.6	7.3	6.6	5.8
76 - 100	<u>3.7</u>	<u>4.0</u>	<u>3.8</u>	<u>3.2</u>
1 - 100	<u>67.4%</u>	<u>68.2%</u>	<u>69.7%</u>	<u>72.1%</u>

The FY 1971 list of the top 100 companies contains 14 companies which did not appear on the list last year. All of these additions appear between positions 71 and 100.

Companies Listed in FY 1971
But Not in FY 1970

Airlift International, Inc.
American Airlines, Inc.
Burroughs Corp.
Centex Corp.
Cutler Hammer, Inc.
General Foods Corp.
Guam Oil & Refining Co., Inc.
Hazeltine Corp.
Kaiser Industries Corp.
Kaman Corp.
Marathon Mfg. Co.
MITRE (The) Corp.
Standard Oil of Indiana
Transamerica Corp.

Companies Listed in FY 1970
But Not in FY 1971

Cessna Aircraft Co.
Curtiss Wright Corp.
Dynamics Corp. of America
Fairchild Camera & Instrument Co.
Flying Tiger Line, Inc.
Gulf and Western Industries
Gulf Oil Corp.
Lykes-Youngstown Corp.
Moore & McCormack Co., Inc.
Morrison-Knudsen Co., & Assoc. (JV)
Page Aircraft Maintenance, Inc.
Seaboard World Airlines, Inc.
United States Steel Corp.
Whittaker Corp.

Of the 86 companies appearing in both the FY 1970 and FY 1971 lists, 42 bettered their position, 38 were in a lower position and 6 showed no change. Companies are considered as appearing on the lists in both years despite mergers, acquisitions and name changes if a major component of the newly constituted company made the list in both years.

The largest positive dollar changes occurred for Tenneco, Inc. which moved up in rank from 27th position last year to 6th place this year and the Grumman Corp. which went from 8th to 4th place. Contract awards to Tenneco, Inc. totaled \$917 million this year compared with \$249 million last year, and reflect primarily Navy awards to the Newport News Shipbuilding and Dry Dock Co., a Tenneco, Inc. subsidiary, for the aircraft carriers CVAN 68 and CVAN 69, and SSN 688 class submarines. The Grumman Corp., which received substantial awards for the F-14 aircraft, aggregated \$1,098 million in FY 1971 compared with \$661 million in FY 1970. Other companies with major position changes were: Motorola, Inc. which went from 87th place last year to 58th place this year; Chrysler Corp. from 58th to 33rd; Walter Kidde from 92nd to 70th; Gould, Inc. from 93rd to 72nd; Condec from 76th to 53rd, and Collins Radio from 39th to 60th place.

Other changes of note concerning companies on the FY 1971 list were: the sale by Ling Temco Vought, Inc. of the Okonite Co. and the Wilson Sporting Goods Co., the acquisition of R. G. Le Tourneau, Inc. by the Marathon Manufacturing Co., and the change in name for Fairchild Hiller Corp. to Fairchild Industries, Inc.

Although the contract work of many companies on the list includes more than one procurement category, each company has been assigned in the table below to the procurement category that accounts for its largest dollar volume of defense awards. For example, Ling Temco Vought, Inc. is a multi-industry company engaged in the following businesses; steel, foods, aerospace systems, electronics, etc. For this table it is assigned to "Aircraft," the procurement category that accounts for its largest dollar volume of defense awards. On this basis "Aircraft" companies decreased by four from FY 1970 to FY 1971, while companies engaged in "Ships" and "Services" increased by two.

<u>Procurement Category</u>	<u>Number of Companies</u>		
	<u>FY 1970</u>	<u>FY 1971</u>	<u>Change</u>
Aircraft	22	18	-4
Missiles	13	12	-1
Ships	2	4	+2
Tank Automotive	6	6	0
Weapons	1	1	0
Ammunition	17	16	-1
Electronics	15	16	+1
Services	13	15	+2
Construction	3	2	-1
Petroleum	7	8	+1
Subsistence	0	1	+1
Construction Equipment	0	1	+1
All Other Supplies and Equipment	1	0	-1

Five companies received prime contract awards of more than \$1 billion each in FY 1971 compared with three companies in FY 1970. In FY 1971, awards to the top five companies reached \$6.3 billion, \$493 million above the volume for the top five companies in FY 1970. The five leading companies and a brief description of their more important defense work are as follows:

Lockheed Aircraft Corp., for the third consecutive year, retained first place on the list with \$1,510 million, or 5.0% of the total. Last year this company had received \$1,848 million for a percentage of 5.9%. This company's major aircraft contracts included the C-5A Galaxy Jet Transport, the P-3 Orion Patrol Bomber and the S-3 anti-submarine aircraft. Missile work included the Poseidon.

General Dynamics Corp. continued in the number two position for the second consecutive year as its contract volume totaled \$1,489 million for 5.0% of total. Awards in FY 1971 were \$306 million higher than in FY 1970 when awards aggregated \$1,183 million for 3.8% of total. During FY 1971, the company received awards for aircraft, missiles and ships. Aircraft contracts were principally for the F-111 series of aircraft. Awards for ships were for new construction and alteration of submarines. Missile contracts were for components and systems.

American Telephone and Telegraph Co., in fourth place last year with \$931 million or 3.0% of total moved up to third place in FY 1971 on a volume of \$1,200 million for 4.0% of total. Western Electric Co., Inc., a major subsidiary of the company, accounted for \$977 million or 81% of the total defense awards received by the company in FY 1971. Last year this subsidiary accounted for \$719 million or 77% of American Telephone and Telegraph's total. Major defense contracts were for work on the Safeguard Defense System.

Grumman Corp., which occupied eighth place in FY 1970 on a volume of \$661 million received awards totaling \$1,098 million in FY 1971 and moved into fourth place. The company's share, which amounted to 2.1% of total last year, rose to 3.7% of total this year on this increased volume. During FY 1971, contracts received by Grumman included the F-14 aircraft and EA6/B aircraft.

General Electric Co. slipped from third place in FY 1970 to fifth place in FY 1971 although its volume of awards increased slightly. In FY 1970, defense awards to GE totaled \$1,000 million for 3.2% of total. In FY 1971, this company's volume was slightly higher (\$1,041 million) and its share of total reached 3.5%. The company's major military contracts were for aircraft engines, nuclear reactors, guided missile subsystems and various electronic devices and components used in missile systems.

INDEX OF 100 PARENT COMPANIES WHICH WITH THEIR SUBSIDIARIES RECEIVED THE
LARGEST DOLLAR VOLUME OF MILITARY PRIME CONTRACT AWARDS IN FISCAL YEAR 1971

RANK	PARENT COMPANY	RANK	PARENT COMPANY
81.	A M F, INC	71.	KAISER INDUSTRIES CORP
62.	AEROSPACE CORP (N)	97.	KAMAN CORP
98.	AIRLIFT INTERNATIONAL INC	70.	KIDDE WALTER & CO INC
94.	AMERICAN AIRLINES, INC	78.	LEAR SIEGLER INC
20.	AMERICAN MOTORS CORP	10.	LING TEMCO VOUGHT INC
3.	AMERICAN TELEPHONE & TELEGRAPH CO	11.	LITTON INDUSTRIES, INC
51.	ASIATIC PETROLEUM CORP	1.	LOCKHEED AIRCRAFT CORP
85.	ATLANTIC RICHFIELD CO	50.	MAGNAVOX CO
67.	AUTOMATION INDUSTRIES, INC	92.	MARATHON MFG CO
29.	AVCO CORP	26.	MARTIN MARIETTA CORP
31.	BENDIX CORP	75.	MASON & MANGER SILAS MASON CO
9.	BOEING CO	47.	MASSACHUSETTS INSTITUTE OF TECHNOLOGY (N)
96.	BURROUGHS CORP	7.	MCDONNELL DOUGLAS CORP
84.	CATERPILLAR TRACTOR CO	91.	METRE (THE) CORP (N)
79.	CENTEX CORP	55.	MOBIL OIL CORP
59.	CHAMBERLAIN MFG CORP	58.	MOTOROLA INC
33.	CHRYSLER CORP	49.	NATIONAL PRESTO INDUSTRIES INC
68.	CITY INVESTING CO	61.	NORRIS INDUSTRIES
60.	COLLINS RADIO CO	13.	NORTH AMERICAN ROCKWELL CORP
82.	COLT INDUSTRIES, INC	34.	NORTHROP CORP
53.	CONDEC CORP	30.	OLIN CORP
64.	CONTROL DATA CORP	54.	PACIFIC ARCHITECTS & ENGINEERS INC
89.	CUTLER-HAMMER, INC	39.	PAN AMERICAN WORLD AIRWAYS INC
56.	DAY & ZIMMERMAN INC	21.	R C A CORP
46.	DUPONT E I DE NEMOURS & CO	45.	RAYMOND MORRISON KNUDSEN (JV) *
88.	DYNALECTRON CORP	14.	RAYTHEON CO
69.	EASTMAN KODAK CO	36.	REYNOLDS (RJ) INDUSTRIES, INC
37.	F M C CORP	57.	SANDERS ASSOCIATES INC
76.	FAIRCHILD INDUSTRIES, INC	87.	SEATRAN LINES INC
86.	FEDERAL CARTRIDGE CORP	73.	SIGNAL COMPANIES INC (THE)
24.	FORD MOTOR CO	41.	SINGER CO
2.	GENERAL DYNAMICS CORP	16.	SPERRY RAND CORP
3.	GENERAL ELECTRIC CO	38.	STANDARD OIL CO OF CALIF
80.	GENERAL FOODS CORP	100.	STANDARD OIL OF INDIANA
17.	GENERAL MOTORS CORP	27.	STANDARD OIL CO (NEW JERSEY)
42.	GENERAL TELEPHONE & ELECTRIC CORP	74.	STATES MARINE LINES INC
32.	GENERAL TIRE & RUBBER CO	77.	SVERDRUP & PARCEL & ASSOCS INC
52.	GOODYEAR TIRE & RUBBER CO	28.	T R W INC
72.	GOULD, INC	25.	TELEDYNE INC
4.	GRUMMAN CORP	6.	TENNECO INC
95.	GUAM OIL & REFINING CO INC	44.	TEXACO INC
48.	HARRIS-INTERTYPE CORP	35.	TEXAS INSTRUMENTS INC
99.	HAZELTINE CORP	18.	TEXTRON INC
40.	MERCURIES, INC	43.	THIokol CHEMICAL CORP
22.	HONEYWELL INC	83.	TRANSAMERICA CORP
12.	HUGHES AIRCRAFT CO	66.	UNIROYAL INC
19.	INTL BUSINESS MACHINES CORP	8.	UNITED AIRCRAFT CORP
90.	INTERNATIONAL HARVESTER CO	65.	WESTERN UNION CORP
23.	INTERNATIONAL TELEPHONE & TEL CORP	15.	WESTINGHOUSE ELECTRIC CORP
63.	JOHNS HOPKINS UNIVERSITY (N)	93.	WHITE MOTOR CORP

* Raymond International, Inc; Morrison-Knudsen Co., Inc; Brown & Root, Inc;
& J. A. Jones Construction Co.

(N) Non-Profit
(JV) Joint Venture

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100 COMPANIES AND THEIR SUBSIDIARIES LISTED ACCORDING TO
NET VALUE OF MILITARY PRIME CONTRACT AWARDS

FISCAL YEAR 1971
(1 JULY 1970 - 30 JUNE 1971)

RANK	COMPANIES	THOUSANDS OF DOLLARS	PERCENT OF U.S. TOTAL	CUMULATIVE PERCENT OF U.S. TOTAL
	U. S. TOTAL a/	\$29,751,718 =====	100.00	100.00
	TOTAL, 100 COMPANIES + THEIR SUBSIDIARIES b/	21,464,359 =====	72.14	72.14
1.	LOCKHEED AIRCRAFT CORP LOCKHEED SHIPBUILDING CONSTRUCTION	1,490,313 20,143 -----		
	TOTAL	1,510,456	5.08	5.08
2.	GENERAL DYNAMICS CORP DYNATRONICS INC FREEMAN COAL MINING CORP STROMBERG CARLSON CORP STROMBERG DATAGRAPHIX, INC UNITED ELECTRIC COAL CO	1,473,410 5,050 43 2,728 7,644 103 -----		
	TOTAL	1,488,979	5.00	10.08
3.	AMERICAN TELEPHONE + TELEGRAPH CO CHESAPEAKE + POTOMAC TELEPHONE CO ILLINOIS BELL TEL CO MOUNTAIN STATES TEL + TEL CO NEW ENGLAND TEL + TEL CO NEW JERSEY BELL TELEPHONE CO NEW YORK TELEPHONE CO NORTHWESTERN BELL TELEPHONE CO OHIO BELL TELEPHONE CO PACIFIC NORTHWEST BELL TELEPHONE PACIFIC TELEPHONE + TELEGRAPH CO SOUTH CENTRAL BELL TEL CO SOUTHERN BELL TELEPHONE + TELEGRPH SOUTHWESTERN BELL TELEPHONE TELETYPE CORP WESTERN ELECTRIC CO INC	192,004 12,777 146 2,127 673 704 133 342 394 163 147 32 2,727 2,172 8,401 975,692 -----		
	TOTAL	1,199,634	4.03	14.11
4.	GRUMMAN CORP GRUMMAN AEROSPACE CORP	8,265 1,090,142 -----		
	TOTAL	1,098,407	3.69	17.80
5.	GENERAL ELECTRIC CO GENERAL ELECTRIC SUPPLY CO	1,036,545 4,380 -----		
	TOTAL	1,040,925	3.50	21.30
6.	TENNECO INC CASE (U) CO DAVIS MFG, INC K C L CORPORATION NEWPORT NEWS SHIPBLD + DRY DOCK CO PACKAGING CORP OF AMERICA TENNECO CHEMICALS, INC TENNECO OIL CO	549 14 33 912,527 11 313 3,202 -----		
	TOTAL	916,649	3.08	24.38

RANK	COMPANIES	THOUSANDS OF DOLLARS	PERCENT OF U.S. TOTAL	CUMULATIVE PERCENT OF U.S. TOTAL
7.	MCDONNELL DOUGLAS CORP ADVANCED COMMUNICATIONS, INC CONDUCTION CORP TRIDEA ELECTRONICS INC	891,394 648 3,490 1,047		
	TOTAL	896,579	3.01	27.39
8.	UNITED AIRCRAFT CORP TURBO POWER + MARINE SYSTEMS, INC	731,851 1,000		
	TOTAL	732,851	2.46	29.85
9.	BOEING CO	731,876	2.46	32.31
10.	LING TEMCO VOUGHT INC ALTEC SERVICE CO BRANIFF AIRWAYS INC CONTINENTAL ELECTRONICS MFG CO JONES + LAUGHLIN STEEL CORP KENTRON HAWAII LTD L T V ELECTROSYSTEMS, INC L T V AEROSPACE CORP L T V LING ALTEC INC SERVICE TECHNOLOGY CORP VOUGHT HELICOPTER, INC WILSON + CO INC	27,138 208 18,506 6,985 222 18,580 112,414 538,866 147 869 95 813		
	TOTAL	724,843	2.44	34.75
11.	LITTON INDUSTRIES, INC AERO SERVICE CORP ALLIS (LOUIS) CO BIONETICS RESEARCH LABORATORIES CLIFTON PRECISION PRODUCTS CO DUMONT AVIATION ASSOCIATES KIMBALL SYSTEMS, INC LITTON PRECISION PRODS INC LITTON SYSTEMS INC MONROE INTERNATIONAL INC PROFEXRAY INC	10,670 239 710 31 18 57 62 5,001 499,148 70 167		
	TOTAL	516,183	1.73	36.48
12.	HUGHES AIRCRAFT CO	515,554	1.73	38.21
13.	NORTH AMERICAN ROCKWELL CORP HEIM UNIVERSAL CORP M G D PNEUMATICS, INC REMMERT-WERNER, INC	477,266 15 10 267		
	TOTAL	477,558	1.61	39.82
14.	RAYTHEON CO AMAYA REFRIGERATION INC HEATH D C + CO JAPANESE OVERSEAS SERVICE, INC LORAC SERVICE CORP MACHLETT LABORATORIES INC MICRO STATE ELECTRONICS CORP RAYTHEON SERVICE CO SEISMOGRAPH SERVICE CORP UNITED ENGINEERS + CONSTRUCTORS	447,564 222 43 554 202 4,156 137 1,522 10 51		

RANK	COMPANIES	THOUSANDS OF DOLLARS	PERCENT OF U.S. TOTAL	CUMULATIVE PERCENT OF U.S. TOTAL
14.	RAYTHEON CO			
	TOTAL	454,461	1.53	41.39
15.	WESTINGHOUSE ELECTRIC CORP	427,256		
	THERMO KING CORP	45		
	URBAN SYSTEMS DEV CORP	9,554		
	WESTINGHOUSE ELECTRIC SUPPLY CO	221		
	TOTAL	437,076	1.47	42.82
16.	SPERRY RAND CORP	358,688	1.21	44.03
17.	GENERAL MOTORS CORP	343,508	1.15	45.18
18.	TEXTRON INC	319,370		
	ACCESSORY PRODUCTS CO	45		
	CANCAR SCREW & MFG CO	12		
	ELECTRONIC RESEARCH	113		
	FAFNIR BEARING CO	199		
	OREGON TECHNICAL PRODUCTS	125		
	TEXTRON ELECTRONICS INC	271		
	TOWNSEND CO	196		
	WATERBURY FARREL	4,649		
	TOTAL	324,980	1.09	46.27
19.	INTL BUSINESS MACHINES CORP	315,934		
	SCIENCE RESEARCH ASSOCIATES INC	48		
	SERVICE BUREAU CORP	64		
	TOTAL	316,046	1.06	47.33
20.	AMERICAN MOTORS CORP	24		
	A M GENERAL CORP	251,081		
	TOTAL	251,105	0.84	48.17
21.	R C A CORP	219,622		
	CORONET INDUSTRIES, INC	14		
	NATIONAL BROADCASTING CO, INC	52		
	RCA DEFENSE ELECTRONICS CORP	25		
	RCA GLOBAL COMMUNICATIONS, INC	30,804		
	RANDOM HOUSE, INC	104		
	STAMPER (FM) CO	120		
	TOTAL	250,741	0.84	49.01
22.	HONEYWELL INC	236,573		
	COMPUTER CONTROL CO INC	32		
	TOTAL	236,605	0.80	49.81
23.	INTERNATIONAL TELEPHONE & TEL CORP	102,642		
	E T C, INC	103		
	FEDERAL ELECTRIC CORP	50,387		
	GRINNELL CORP	19		
	GWALTNEY, INC	1,332		
	ITT HARPER, INC	127		
	ITT BARTON	101		
	ITT ARTIC SERVICES, INC	16,952		

RANK	COMPANIES	THOUSANDS OF DOLLARS	PERCENT OF U.S. TOTAL	CUMULATIVE PERCENT OF U.S. TOTAL
23.	INTERNATIONAL TELEPHONE + TEL CORP			
	ITT CONTINENTAL BAKING CO	1,784		
	ITT ELECTRO PHYSICS LABORATORIES	3,947		
	ITT GENERAL CONTROLS, INC	54		
	ITT GILFILLAN INC	44,799		
	ITT HAMMEL DAHL	37		
	ITT JENNINGS	25		
	ITT TECHNICAL SERVICES INC	381		
	ITT WORLD COMMUNICATIONS, INC	9,883		
	STANDARD TELEPHONES + CABLES, LTD	352		
	TOTAL	232,925	0.78	50.59
24.	FORD MOTOR CO	19,483		
	PHILCO FORD CORP	198,200		
	TOTAL	217,683	0.73	51.32
25.	TELEDYNE INC	41,360		
	ADCON INC	883		
	AMELCO, INC	1,488		
	BROWN ENGINEERING CO, INC	9,586		
	ELECTRO DEVELOPMENT CO	268		
	GILL ELECTRIC MFG CORP	84		
	GURLEY (W+LE)	43		
	HYDRA POWER CORP	289		
	ISOTOPES INC	1,982		
	MCKAY CO	121		
	MICRONETICS INC	67		
	TELEDYNE RYAN AERONAUTICAL CO.	79,816		
	TECHDATA, LTD	1,572		
	TELEDYNE CAE	23,915		
	TELEDYNE INDUSTRIES, INC	54,361		
	TELEPHONE REPUBLIC MFG	83		
	TELEDYNE LANDIS MACHINE CO	18		
	TELEDYNE WAH CHANG	15		
	TELEDYNE WISCONSIN MOTOR	15		
	TOTAL	215,966	0.73	52.05
26.	MARTIN MARIETTA CORP	126,175		
	HARVEY ALUMINUM INC	9,648		
	HARVEY ALUMINUM SALES	51,074		
	SUPERIOR STONE CO	74		
	TOTAL	186,971	0.63	52.68
27.	STANDARD OIL CO (NEW JERSEY)			
	ENJAY CHEMICAL CO	84		
	ESSO A G	8,422		
	ESSO INTERNATIONAL CORP	97,352		
	ESSO MOTOR HOTELS, INC	42		
	ESSO PETROL CO LTD	377		
	ESSO RESEARCH + ENGINEERING CO	732		
	ESSO STANDARD EASTERN INC	94		
	ESSO STANDARD ITALIANA	2,872		
	ESSO STANDARD OIL CO S A	431		
	ESSO STANDARD SAF	56		
	HUMBLE OIL + REFINING CO	76,148		
	TOTAL	186,610	0.63	53.31
28.	T R W INC	174,103		
	CRESCENT INSUL WIRE + CABLE CO, INC	24		
	GLOBE INDUSTRIES INC	110		

RANK	COMPANIES	THOUSANDS OF DOLLARS	PERCENT OF U.S. TOTAL	CUMULATIVE PERCENT OF U.S. TOTAL
28.	T R W INC			
	INTERNATIONAL CONTROLS CORP	169		
	MISSION MFG CO	12		
	SEY CORP	92		
	T R W COLORADO ELECTRONICS, INC	2,048		
	T R W SEMICONDUCTORS, INC	75		
	TOTAL	176,633	0.59	53.90
29.	AVCO CORP	163,875		
	AVCO ECONOMIC SYSTEMS CORP	6,928		
	TOTAL	170,803	0.57	54.47
30.	OLIN CORP	159,787		
	SQUIBB BEECH NUT INC.	2,990		
	TOTAL	162,777	0.55	55.02
31.	BENDIX CORP	154,401		
	AMERICAN FOREST PRODUCTS CORP	71		
	BENDIX FIELD ENGINEERING CORP	7,258		
	BENDIX WESTINGHOUSE AUTOMOTIVE	99		
	FRAM CORP	272		
	MARINE ADVISERS, INC	22		
	SKAGIT CORP	154		
	TOTAL	162,277	0.55	55.57
32.	GENERAL TIRE & RUBBER CO	2,203		
	AEROJET DELFT CORP	27		
	AEROJET GENERAL CORP	153,031		
	BATESVILLE MFG CO	3,911		
	FRONTIER AIRLINES INC	16		
	GENERAL TIRE INTERNATIONAL CO	30		
	IDAHO NUCLEAR CORP	17		
	TOTAL	159,235	0.54	56.11
33.	CHRYSLER CORP	154,663		
	CHRYSLER OUTBOARD CORP	47		
	KING-SEELY THERMOS CO	46		
	TOTAL	154,756	0.52	56.63
34.	NORTHROP CORP	130,892		
	HALLICRAFTERS CO	9,091		
	NORTHROP CAROLINA INC	1,034		
	PAGE COMMUNICATIONS ENGINEERS INC	9,727		
	WARNECKE ELECTRON TUBES, INC	160		
	TOTAL	150,904	0.51	57.14
35.	TEXAS INSTRUMENTS INC	142,303	0.48	57.62
36.	REYNOLDS (RJ) INDUSTRIES, INC	22,601		
	EQUIPMENT INC	232		
	GULF PUERTO RICO LINES, INC	387		
	RJR FOODS, INC	887		
	SEA-LAND SERVICE, INC	102,950		
	TOTAL	127,057	0.43	58.05

RANK	COMPANIES	THOUSANDS OF DOLLARS	PERCENT OF U.S. TOTAL	CUMULATIVE PERCENT OF U.S. TOTAL
37.	F M C CORP GUNDERSON BROS ENGINEERING CORP KILBY STEEL CO INC TOTAL	126,894 16 45 ----- 126,955	 0.43	 58.48
38.	STANDARD OIL CO OF CALIF CALTEX ASIA LTD <u>c/</u> CALTEX AUSTRALIA <u>c/</u> CALTEX OIL PRODUCTS CO <u>c/</u> CALTEX OIL THAILAND LTD <u>c/</u> CALTEX OVERSEAS LTD <u>c/</u> CALTEX PHILIPPINES INC <u>c/</u> CHEVRON CHEMICAL CO CHEVRON OIL CO CHEVRON SHIPPING CO TOTAL	51,367 2,152 7 50,811 2,184 254 417 74 17,331 81 ----- 124,678	 0.42	 58.90
39.	PAN AMERICAN WORLD AIRWAYS INC	123,982	0.42	59.32
40.	HERCULES, INC HAVEG INDUSTRIES INC TOTAL	115,399 232 ----- 115,631	 0.39	 59.71
41.	SINGER CO CONTROLS CO OF AMERICA FRIDEN, INC GPE CONTROLS, INC GENERAL PRECISION DECCA SYSTEMS GRAFLEX INC H R B SINGER, INC INDUSTRIAL TIMER CORP PHYSICAL SCIENCES CORP SINGER GENERAL PRECISION INC SINGER TELE-SIGNAL VAPOR CORP TOTAL	4,118 337 787 22 120 317 7,047 15 306 98,284 1,473 2,775 ----- 115,601	 0.39	 60.10
42.	GENERAL TELEPHONE & ELECTN CORP GTE AUTOMATIC ELECTRIC INC GTE LABORATORIES, INC GTE LENKURT, INC GTE SYLVANIA INC HAWAIIAN TELEPHONE CO PROGRAMMING METHODS INC ULTRONIC SYSTEMS CORP TOTAL	 4,612 291 1,839 90,109 8,554 83 55 ----- 105,543	 0.35	 60.45
43.	THIOLKOL CHEMICAL CORP GRACE (WR) & CO TOTAL	101,512 569 ----- 102,081	 0.34	 60.79
44.	TEXACO INC CALTEX ASIA LTD <u>c/</u> CALTEX AUSTRALIA <u>c/</u> CALTEX OIL PRODUCTS CO <u>c/</u> CALTEX OIL THAILAND LTD <u>c/</u> CALTEX OVERSEAS LTD <u>c/</u> CALTEX PHILIPPINES INC <u>c/</u>	16,056 2,151 6 50,810 2,184 253 416		

RANK	COMPANIES	THOUSANDS OF DOLLARS	PERCENT OF U.S. TOTAL	CUMULATIVE PERCENT OF U.S. TOTAL
44.	TEXACO INC			
	JEFFERSON CHEMICAL CO INC	446		
	TEXACO ANTILLES, LTD	30		
	TEXACO EXPORT INC	23,584		
	TEXACO OPERATIONS (EUROPE), LTD	3,628		
	TEXACO PUERTO RICO INC	138		
	TEXACO TRINIDAD INC	13		
	WHITE FUEL CO INC	297		
	TOTAL	100,012	0.34	61.13
45.	RAYMOND MORRISON KNUDSEN (JV)	98,000	0.33	61.46
46.	DUPONT E I DE NEMOURS + CO	18,944		
	ENDO LABORATORIES, INC	15		
	HITSUI FLUOROCEMICALS CO LTD	144		
	REMINGTON ARMS CO, INC	78,722		
	TOTAL	97,825	0.33	61.79
47.	MASSACHUSETTS INSTITUTE TECHNOLOGY (N)	97,744	0.33	62.12
48.	HARRIS-INTERTYPE CORP	456		
	GATES RADIO CO	308		
	P R D ELECTRONICS, INC	64,936		
	R F COMMUNICATIONS, INC	1,701		
	RADIATION, INC	30,182		
	TOTAL	97,583	0.33	62.45
49.	NATIONAL PRESTO INDUSTRIES INC	96,913	0.33	62.78
50.	MAGNAVEX CO	93,220		
	GENERAL ATRONICS CORP	3,012		
	TOTAL	96,232	0.32	63.10
51.	ASIATIC PETROLEUM CORP	91,574	0.31	63.41
52.	GOODYEAR TIRE + RUBBER CO	32,205		
	GOODYEAR AEROSPACE CORP	54,023		
	MOTOR WHEEL CORP	30		
	TOTAL	86,258	0.29	63.70
53.	CONDEC CORP	80,248		
	CONSOLIDATED CONTROLS CORP	661		
	TOTAL	80,909	0.27	63.97
54.	PACIFIC ARCHITECTS + ENGINEERS INC	80,514	0.27	64.24
55.	MOBIL OIL CORP	79,293		
	MOBIL CHEMICAL CO	187		
	MOBIL OIL PHILIPPINES, INC	11		

RANK	COMPANIES	THOUSANDS OF DOLLARS	PERCENT OF U.S. TOTAL	CUMULATIVE PERCENT OF U.S. TOTAL
55.	MOBIL OIL CORP			
	TOTAL	79,491	0.27	64.51
56.	DAY + ZIMMERMAN INC	79,251	0.27	64.78
57.	SANDERS ASSOCIATES INC	77,663	0.26	65.04
58.	MOTOROLA INC	76,586	0.26	65.30
59.	CHAMBERLAIN MFG CORP	73,040	0.25	65.55
60.	COLLINS RADIO CO	71,498	0.24	65.79
61.	NORRIS INDUSTRIES	71,241	0.24	66.03
62.	AEROSPACE CORP (N)	71,101	0.24	66.27
63.	JOHNS HOPKINS UNIVERSITY (N)	70,841	0.24	66.51
64.	CONTROL DATA CORP	67,580		
	ASSOCIATED AERO SCIENCE LABS INC	235		
	COMPUTING DEVICES OF CANADA	11		
	PACIFIC TECHNICAL ANALYSTS, INC	20		
	TOTAL	67,846	0.23	66.74
65.	WESTERN UNION CORP			
	WESTERN UNION TELEGRAPH CO	66,516		
	TOTAL	66,516	0.22	66.96
66.	UNIROYAL INC	66,135		
	UNIROYAL INTERNATIONAL CORP	58		
	TOTAL	66,193	0.22	67.18
67.	AUTOMATION INDUSTRIES, INC	2,100		
	CONAM INSPECTION, INC	150		
	CONSOLIDATED AMERICAN SERVICES INC	505		
	FACILITIES MGMT CORP	4,500		
	G + H TECHNOLOGY, INC	30		
	SPARTAN AVIATION, INC	3,078		
	VITRO CORP OF AMERICA	53,878		
	TOTAL	65,441	0.22	67.40

RANK	COMPANIES	THOUSANDS OF DOLLARS	PERCENT OF U.S. TOTAL	CUMULATIVE PERCENT OF U.S. TOTAL
68.	CITY INVESTING CO AMERICAN ELECTRIC CO HAYES INTERNATIONAL CORP RHEEM MFG CO WELLS MARINE, INC WILSON SHIPYARD, INC	 3,387 59,956 264 1,136 12		
	TOTAL	64,755	0.22	67.62
69.	EASTMAN KODAK CO EASTMAN KODAK STORES INC KODAK EXPORT, LTD	 63,331 73 13		
	TOTAL	63,417	0.21	67.83
70.	KIDDE WALTER + CO INC ASSOCIATED TESTING LABS INC AUDIO EQUIPMENT CO INC CHATOS GLASS CO CRAIG SYSTEMS CORP CRANE HOIST ENGR CORP DURA CORP FENWAL INC GROVE MFG CO UNITED STATES LINES CO	 11,725 104 131 73 2,664 445 41 859 404 45,769		
	TOTAL	62,215	0.21	68.04
71.	KAISER INDUSTRIES CORP KAISER AEROSPACE + ELECTRONICS COR KAISER STEEL CORP NATIONAL STEEL + SHIPBUILDING CO	 389 4,693 52,223		
	TOTAL	57,305	0.19	68.23
72.	GOULD, INC CLEVITE CORP SONOTONE CORP	 6,994 46,301 1,234		
	TOTAL	54,529	0.18	68.41
73.	SIGNAL COMPANIES INC (THE) ALLISON STEEL MFG CO DUNHAM BUSH INC GARRETT CORP MACK TRUCKS INC	 2,686 389 290 47,381 1,876		
	TOTAL	52,622	0.18	68.59
74.	STATES MARINE LINES INC	49,137	0.17	68.76
75.	MASON + HANGER SILAS MASON CO	48,971	0.16	68.92
76.	FAIRCHILD INDUSTRIES, INC BURNS AERO SEAT CO INC	 48,470 193		
	TOTAL	48,663	0.16	69.08
77.	SVERDRUP + PARCEL + ASSOCS INC ARO INC	 1,242 46,903		
	TOTAL	48,145	0.16	69.24

RANK	COMPANIES	THOUSANDS OF DOLLARS	PERCENT OF U.S. TOTAL	CUMULATIVE PERCENT OF U.S. TOTAL
78.	LEAR SIEGLER INC AMERICAN AVITRON TRANSPORT DYNAMICS INC	47,317 113 154		
	TOTAL	47,584	0.16	69.40
79.	CENTEX CORP BATESON J W CO INC CENTEX CONSTRUCTION CO INC	36,350 10,176		
	TOTAL	46,526	0.16	69.56
80.	GENERAL FOODS CORP	44,394	0.15	69.71
81.	A M F, INC AMF BEAIRD, INC AMF OVERSEAS CORP SA (SWITZERLAND) AMF TUBOSCOPE, INC CUNO ENGINEERING CORP	43,659 52 15 28 22		
	TOTAL	43,776	0.15	69.86
82.	COLT INDUSTRIES, INC CHANDLER EVANS, INC COLTS INC CRUCIBLE STEEL CORP FAIRBANKS MOPSE, INC HOLLEY CARBURETOR CO PRATT & WHITNEY INC	783 9,568 28,069 90 1,651 55 2,341		
	TOTAL	42,557	0.14	70.00
83.	TRANSAMERICA CORP DE LAVAL TURBINE CALIFORNIA, INC DE LAVAL TURBINE, INC TRANS INTL AIRLINES CORP	1,098 16,978 24,022		
	TOTAL	42,098	0.14	70.14
84.	CATERPILLAR TRACTOR CO CATERPILLAR MITSUBISHI LTD TOWMOTOR CORP	40,792 79 446		
	TOTAL	41,317	0.14	70.28
85.	ATLANTIC RICHFIELD CO SINCLAIR CARIBBEAN OIL CO	39,016 2,191		
	TOTAL	41,207	0.14	70.42
86.	FEDERAL CARTRIDGE CORP	38,585	0.13	70.55
87.	SEATRAN LINES INC HUDSON WATERWAYS CORP	26,401 11,475		
	TOTAL	37,876	0.13	70.68
88.	DYNALECTRON CORP	37,737	0.13	70.81

RANK	COMPANIES	THOUSANDS OF DOLLARS	PERCENT OF U.S. TOTAL	CUMULATIVE PERCENT OF U.S. TOTAL
89.	CUTLER-HAMMER, INC FMA, INC	36,519 211		
	TOTAL	36,730	0.12	70.93
90.	INTERNATIONAL HARVESTER CO MACLEOD * CO	33,999 2,049		
	TOTAL	36,048	0.12	71.05
91.	MITRE (THE) CORP (N)	34,964	0.12	71.17
92.	MARATHON MFG CO LETOURNEAU R G INC	38 34,211		
	TOTAL	34,249	0.12	71.29
93.	WHITE MOTOR CORP E'CLID, INC MINNEAPOLIS MOLINE INC WHITE ENGINES, INC WHITE FARM EQUIPMENT WHITE INDUSTRIAL POWER, INC	6,190 27 206 27,335 71 126		
	TOTAL	33,955	0.11	71.40
94.	AMERICAN AIRLINES, INC TRANS CARIBBEAN AIRWAYS	27,641 5,823		
	TOTAL	33,464	0.11	71.51
95.	GUAM OIL * REFINING CO INC	33,057	0.11	71.62
96.	BURROUGHS CORP BURROUGHS CONTROL CORP	32,949 35		
	TOTAL	32,984	0.11	71.73
97.	KAMAN CORP DUNCAN AVIATION, INC KAMAN AEROSPACE CORP	32,372 36 431		
	TOTAL	32,845	0.11	71.84
98.	AIRLIFT INTERNATIONAL INC	32,581	0.11	71.95
99.	HAZELTINE CORP WHEELER LABORATORIES, INC	32,217 180		
	TOTAL	32,397	0.11	72.06
100.	STANDARD OIL OF INDIANA AMERICAN OIL CO AMOCO CHEMICALS CORP AMOCO ITALIA S P A	31,505 324 494		
	TOTAL	32,323	0.11	72.17 <u>d/</u>

FOOTNOTES:

- a/ Net value of new procurement actions minus cancellations, terminations and other credit transactions. The data include debit and credit procurement actions of \$10,000 or more, under military supply, service and construction contracts for work in the U. S. plus awards to listed companies and other U. S. companies for work overseas.

Procurement actions include definitive contracts, the obligated portions of letter contracts, purchase orders, job orders, task orders, delivery orders, and any other orders against existing contracts. The data do not include that part of indefinite quantity contracts that have not been translated into specific orders on business firms, nor do they include purchase commitments or pending cancellations that have not yet become mutually binding agreements between the government and the company.

- b/ The assignment of subsidiaries to parent companies is based on stock ownership of 50% or more by the parent company, as indicated by data published in standard industrial reference sources. The company totals do not include contracts made by other U. S. Government agencies and financed with Department of Defense funds, or contracts awarded in foreign nations through their respective governments. The company names and corporate structures are those in effect as of 30 June 1971 and for purposes of this report company names have been retained unless specific knowledge was available that a company had been merged into the parent or absorbed as a division with loss of company identity. Only those subsidiaries are shown for which procurement actions have been reported.

- c/ Stock ownership is equally divided between Standard Oil Co. of California and Texaco, Inc.; half of the total of military awards is shown under each of the parent companies.

- d/ Does not agree with percentage shown on page 7 due to rounding.