

***UNITED STATES
AIR FORCE
WORKING CAPITAL FUND
(Appropriation: 4930)***



U.S. AIR FORCE

***Fiscal Year (FY) 2026
Budget Estimates
June 2025***

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**AIR FORCE WORKING CAPITAL FUND
FISCAL YEAR (FY) 2026
BUDGET ESTIMATES
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***AIR FORCE
WORKING CAPITAL FUND***



U.S. AIR FORCE

SUMMARY

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**Air Force Working Capital Fund
Budget Overview
Fiscal Year (FY) 2026 President's Budget (PB)**

Restoring warrior ethos, rebuilding our military and reestablishing deterrence are primary objectives of the Air Force's FY 2026 President's Budget (PB). The Air Force Working Capital Fund (AFWCF) contributes to these priorities through enabling readiness. The depots sustain the AF's organically maintained weapon systems and logistically manage the supply chain's critical assets. As a world-class organization, the AFWCF responds rapidly to customer needs on par with private sector defense firms with tremendous flexibility to meet surge requirements.

AFWCF Blue is the portion of the working capital fund that the AF manages (see below in Activity Group Overview for additional details), therefore does not include the Enterprise Space Activity Group (ESAG), nor the Transportation Working Capital Fund (TWCF). AFWCF Blue Cash began FY 2024 at \$1,088.6 million and FY 2025 and FY 2026 are expected to remain within the upper and lower cash limits while building cash, ending FY 2026 with \$2,464.8 million.

Activity Group Overview

The AFWCF Blue conducts business in three primary areas: the Consolidated Sustainment Activity Group-Maintenance (CSAG-M), Consolidated Sustainment Activity Group-Supply (CSAG-S), and the Supply Management Activity Group-Retail. The ESAG is standing up in the AFWCF starting in FY 2026, cash oversight will be the responsibility of the Department of the Air Force (DAF). The DAF assumed responsibility for cash oversight of Transportation Working Capital Fund (TWCF) in FY 1998, included in this submission. However, United States Transportation Command (USTRANSCOM), rather than the DAF, has management responsibility for TWCF's day-to-day operations.

Air Force Core Strategic Capabilities

The AFWCF activities provide maintenance services, weapon system parts, base and medical supplies, in support of Air Force core functions. Additionally, the AFWCF activities provide transportation services and commercial satellite communications

services in support of the Department of Defense. The working capital funds are integral to the readiness and sustainability of our air, space, and cyber assets and our ability to deploy forces worldwide and across any theater to support overseas operations and Interim National Defense Strategic Guidance interests. Maintenance depots provide equipment, skills, and repair services that keep forces operating worldwide. Supply Management activities procure and manage inventories of consumable and repairable spare parts that support keeping all the force structure mission ready. US Space Systems Command (SSC) in the United States Space Force (USSF) is the single provider of commercial satellite communications for the DoD. USTRANSCOM is the single DoD manager for the Defense Transportation System (DTS) in peace and war. Working capital fund activities, directly and indirectly, provide warfighters the critical services needed to meet global mission capability requirements.

Consolidated Sustainment Activity Group - Maintenance Division

The CSAG Maintenance Division (CSAG-M) repairs weapon systems and spare parts to ensure readiness in peacetime and to provide sustainment for overseas operations. The division enhances readiness by efficiently and economically repairing, overhauling, and modifying aircraft, engines, missiles, components, and software to meet customer demands. The CSAG-M depots have unique skills and equipment required to support and overhaul both new, complex components and aging weapon systems. During contingencies, the depots can surge repair operations and realign capacity to support the war fighter's immediate needs.

CSAG-M remains a fundamental element of both readiness and sustainability by providing a cost-effective, rapid repair capability. CSAG-M repair and overhaul capabilities are accomplished by one of the six centers within the Air Force Materiel Command (AFMC), the Air Force Sustainment Center (AFSC) and its Air Logistics Complex (ALC) depots. The division operates on funds received from its customers through sales of its services.

Consolidated Sustainment Group - Supply Division

The CSAG Supply Division (CSAG-S) is responsible primarily for Air Force-managed, depot-level reparable spares and

consumable spares unique to the Air Force. Repairable supply items are economically maintained through overhaul or repair. Consumable supply items are consumed in use or discarded when worn out or broken because they cannot be repaired economically. In addition to management of these inventories, the CSAG-S provides a wide range of logistics support services including requirements forecasting, item introduction, cataloging, provisioning, procurement, repair, technical support, data management, item disposal, distribution management, and transportation.

CSAG-S works to reduce the impact of Diminishing Manufacturing Sources and Material Shortages (DMSMS) and other obsolescence issues associated with aging aircraft fleets. To address these DMSMS and other obsolescence issues, CSAG-S re-engineers parts which can no longer be produced or repaired. CSAG-S also proactively identifies parts for which availability is at risk due to DMSMS issues, taking appropriate action to minimize adverse impact to weapon system readiness.

Supply Management Activity Group–Retail

The Supply Management Activity Group - Retail (SMAG-R) manages approximately 2.0 million inventory items, including weapon system spare parts, medical-dental supplies and equipment, and other supply items used in non-weapon system applications. The Air Force SMAG-R is a critical component in combat readiness by procuring materiel and making spares available to authorized retail customers. The activity operates with three divisions: General Support, Medical Dental, and the Air Force Academy. The Medical Dental Division inventory includes a War Reserve Materiel (WRM) Stockpile. WRM provides initial warfighting capability until re-supply lines sustain wartime demands for medical and dental supplies and equipment.

SMAG-R provides a wide range of logistics support services, including forecasting requirements, item introduction, cataloging, provisioning, procurement, repair, technical support, data management, item disposal, distribution management, and transportation. Inventories are an integral part of SMAG-R and are maintained by each of the divisions supporting customer requirements. The SMAG-R objective is to replenish stocks and provide supplies to customers on time within customer funding constraints while maintaining fund solvency.

Enterprise Space Activity Group

As directed by the FY 2018 National Defense Authorization Act, the Commercial Satellite Communications Office (CSCO) transitioned from the Defense Information Systems Agency (DISA) to Air Force Space Command (AFSPC) and later to the United States Space Force (USSF). As a part of that transition, the Department of the Air Force (DAF) coordinated with the Under Secretary of Defense (Comptroller) (OUSD(C)) in the establishment of the Enterprise Space Activity Group (ESAG) as a new activity within the existing Air Force Working Capital Fund (AFWCF).

ESAG combines Commercial Satellite Communications (COMSATCOM) and Enhanced Mobile Satellite Services (EMSS) Programs into a single activity group comprised of the two divisions.

The COMSATCOM program is authorized the sole responsibility of procuring all commercial satellite communication for the Department of Defense (DoD). Specifically, the COMSATCOM program provides a comprehensive and fully integrated common and shared service to customers through activities such as, but not limited to market research; developing and testing products and services; customer outreach; tracking and forecasting trends; lifecycle acquisition services; technical and trouble-ticketing support at the globally distributed Regional Satellite Support Centers (RSSCs); and other related functions and best business practices.

The EMSS program provides holistic access to contracted commercial capabilities enhanced (as applicable) to meet unique government requirements. The EMSS program awards centralized contracts that together provide shared access to the contracted commercial space segment for its voice and data offerings, a shared government-owned and controlled gateway/ground segment (e.g., inclusive of operations and maintenance of ground stations and EMSS-unique enhancements to the standard contracted commercial service offering), 24/7 customer care support, an online ordering portal for customers to make equipment purchases and activate/de-activate devices, customer billing and data reports, and other related and integral services and functions related to the business.

Transportation Working Capital Funds

USTRANSCOM's mission includes providing air, land, and sea transportation for the DoD with a primary focus on wartime readiness. USTRANSCOM alone possesses the transportation awareness and authorities to traverse oceans and continents to execute our global mission. Our \$10.3 billion budget provides synchronized transportation and sustainment, making it possible to project and maintain national power where needed, with the greatest speed and agility, the highest efficiency, and the most reliable level of trust and accuracy. Our assigned Unified Command Plan (UCP) tasks are executed through three component commands U.S. Army's Military Surface Deployment and Distribution Command (SDDC), U.S. Navy's Military Sealift Command (MSC), and U.S. Air Force's Air Mobility Command (AMC) and one major subordinate command (JECC). One of our greatest advantages is our collaboration with industry partners – referred to as our 4th Component. This joint team of transportation components provides mobility forces and assets for a seamless transition from peace to war. USTRANSCOM is always ready to meet the strategic mobility needs of our nation. A brief description of the role of each Transportation Component Command follows:

AMC is the single manager for air mobility by providing strategic airlift, air refueling, special air mission, and aeromedical evacuation for U.S. forces. AMC also supplies forces to theater commands to support wartime tasking.

MSC supports our nation by providing maritime transportation to satisfy DoD sealift requirements, which includes delivering supplies and conducting specialized missions across the world's oceans.

SDDC provides global surface deployment and distribution services to meet the nation's objectives.

Component Commands provide the critical link to the Services' core competencies in organizing, training, and equipping forces. They provide lines of communication to the Services, ensuring assets are available when needed for the transition from peace to war. The surge from peacetime sustainment to a massive deployment of people and material in support of overseas operations is an example of our ability to execute our mission. Our successes result from the synergy of military and commercial lift (air, land, and sea), air refueling, port operations, and afloat prepositioning. Together with its components and national partners, USTRANSCOM is building a truly seamless, end-to-end defense transportation enterprise.

USTRANSCOM is the DoD's Single Manager for global bulk fuel management and delivery in support of Combatant Commander requirements. As the single manager, USTRANSCOM synchronizes bulk fuel posture, planning, and execution, and advocates for resources, capabilities, and process improvements in coordination with Combatant Commands, the Services, and the Defense Logistics Agency.

Air Force Initiatives

Air Force continues to evaluate supply chain and maintenance processes to improve weapon system and equipment availability and to deliver customer support with increased velocity. Sustained emphasis is on cost control to provide the best value to the customer.

Air Force is pursuing alternative manufacturing technologies, additive manufacturing, establishing a reverse engineering and manufacturing framework to rapidly solve availability issues derived from DMSMS, supply chain risk, and obsolescence challenges. They are modernizing spares requirements planning to optimize inventory, and a multitude of other initiatives aimed at streamlining the supply chain process.

Maintenance efforts are contributing to Air Force readiness and sustainability by providing a cost-effective, rapid repair capability. CSAG-M seeks to provide continuous core Air Force depot capability to retain in-house sources of technical competence; to continue to refine methods which enable the more efficient use of resources such as partnering with private industry, employing government owned/contractor operated facilities and augmenting in-house operations; and to find innovative ways to decrease flow days for systems and components, increase parts availability to the repair line, and control material costs through process reviews and adoption of commercial practices and engineering standards.

Direct Appropriations

In FY 2024, AFWCF received \$83.6 million in direct appropriation for Medical Dental WRM requirements. In FY 2025 Air Force received \$86.9 million and in FY 2026 Air Force requests a total of \$90.3 million in direct appropriations supporting Medical Dental WRM requirements.

AFWCF Financial Summary

(Dollars in Millions)	FY 2024	FY 2025	FY 2026
Total Revenue	28,787.8	30,249.8	32,173.2
Total Expenses	27,165.9	30,074.8	31,426.5
Net Operating Result Adjustments	(33.6)	(46.2)	(45.5)
Net Operating Result (NOR)	1,588.2	128.7	701.1
Accumulated Operating Result (AOR)	1,978.7	1,414.5	1,602.3
Civilian End Strength	33,874	35,315	34,967
Military End Strength	12,466	12,850	12,852
Civilian Workyears	33,366	34,028	33,908
Military Workyears	12,390	13,035	13,037
Capital Budget	305.7	573.9	470.4
Direct Appropriation	83.6	83.6	90.3

AF Blue Cash Management

The methodology for calculating cash requirements consists of four elements: rate, range, risk mitigation, and reserves (colloquially, the 4Rs).

The **Rate of Disbursements** for the AFWCF Blue FY 2026 PB was determined by dividing the total disbursements by the number of expected collection cycles for each division. The AF Blue Rate of Disbursements is a weighted average of all divisions collection cycles- rounded to the nearest whole number. The weighting is based on total disbursements. In FY 2026, the projected Rate of Disbursement is \$688.2 million.

The **Range of Operations** is calculated at a 67% confidence level of the standard deviation of historic AF Blue annual net outlays over a two year period. In FY 2026, the lower range is \$1,749.5 million and the upper range is \$3,056.1 million. The difference between the two amounts results in \$1,306.6 million as the operating range.

AFWCF Blue **Risk** mitigation addresses cash variability associated with unknown external variables and both day-to-day and volatility inherent in AFWCF operations. Risk was based on a 68% confidence level of the standard deviation of historic monthly disbursements over an eleven year period at the AF Blue level.

Cash **Reserves** are held for cash balances that will be paid out in future cycles and late in the current cycle. Reserves for Planned Capital Outlays includes funds for disbursements of current and future project obligations. Accumulated Operating Results (AOR) are funds held for future return to customers. Reserves for unliquidated obligations holds funds for future disbursements of obligations held by the Medical Dental Division's Direct Appropriation for War Readiness Material.

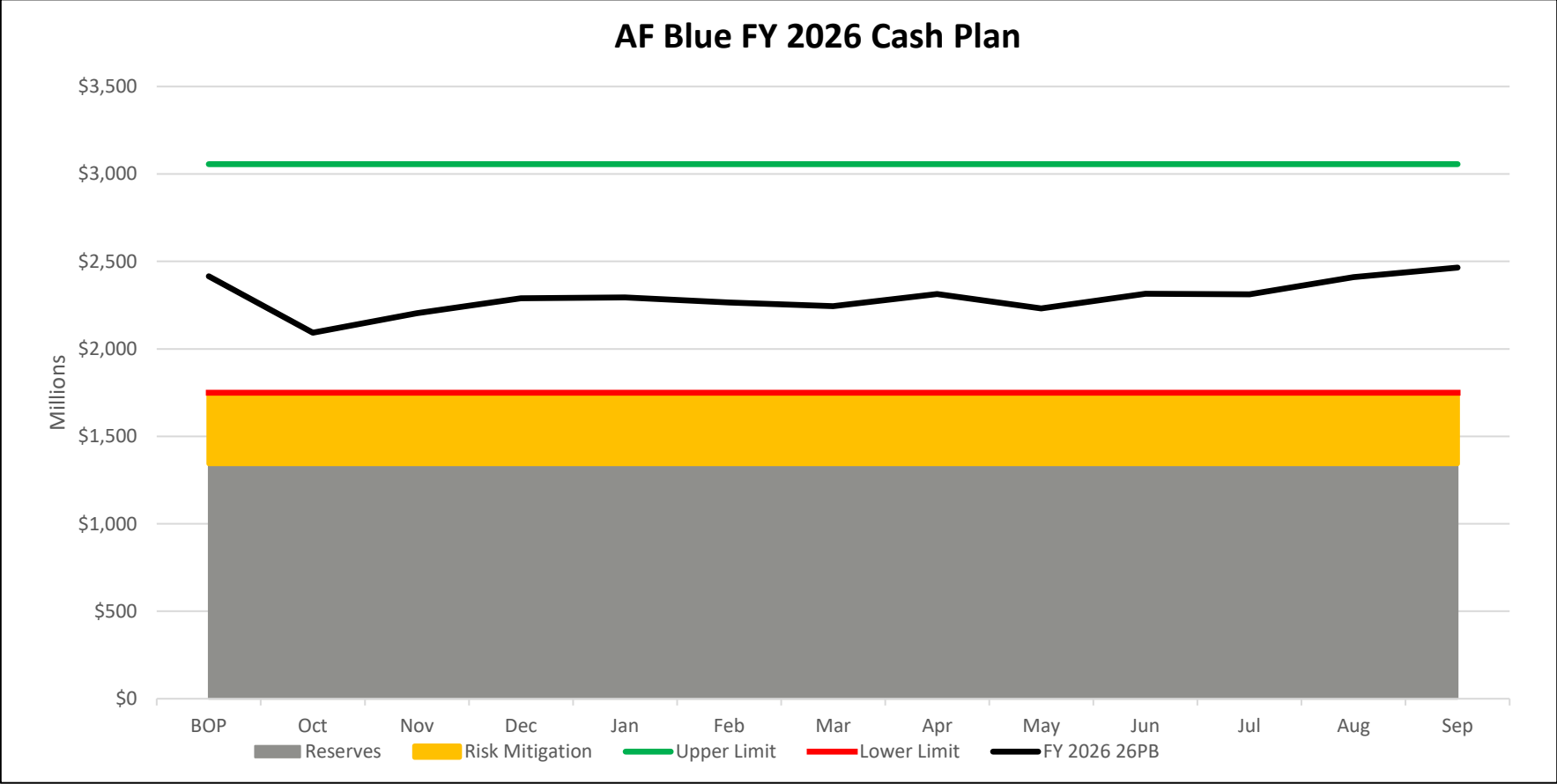
AFWCF Blue Cash Plan

(\$ Millions)	FY 2024	FY 2025	FY 2026
BOP Cash Balance	\$1,088.6	\$2,266.5	\$2,415.8
Disbursements	\$17,796.8	\$20,132.7	\$20,355.0
Collections	\$18,891.1	\$20,195.1	\$20,434.6
Transfers In/Out	\$0.0	\$0.0	\$-120.8
WRM	\$83.6	\$86.9	\$90.3
EOP Cash Balance	\$2,266.5	\$2,415.8	\$2,465.0
Lower Limit Cash Goal	\$825.8	\$1,527.7	\$1,749.5
Upper Limit Cash Goal	\$1,720.0	\$2,834.4	\$3,056.1

FY 2024, AFWCF Blue cash increased \$1,177.9 million from the beginning of the period. Overall the plan to rebuild cash during the year was successful. Increased orders and lower than planned expenses in supply divisions impacted cash to close the year \$546.5 million over the Upper Limit of \$1,720.0 million.

FY 2025, AFWCF Blue cash plans increases of \$567.9 million during the year and will be within the operating limits throughout the year. CSAG-M plans to increase cash, SMAG-R maintains a flat cash balance during the year, offset by CSAG-S's plan to increase cash. Limits support the wide range of divisional level programs.

FY 2026, AFWCF Blue cash plans increases by \$49.2 million during the year and operates within limits for this period. All divisions plan to increase cash, CSAG-S and SMAG-R plan for a deferred AOR. The AFWCF Blue cash plan remains within the Operating Range throughout the year.



ESAG Cash Management

The methodology for calculating cash requirements consists of four elements: rate, range, risk mitigation, and reserves (colloquially, the 4Rs).

The **Rate of Disbursements** for the ESAG FY 2026 PB was determined by dividing the total disbursements by the number of expected collection cycles. The projected Rate of Disbursement is \$30.7 million.

The **Range of Operations** is the difference between the upper and lower limits and is calculated as \$81.3M for FY2026. The upper range is \$122 million and the lower range is \$40.7 million.

Risk is meant to address cash variability associated with unknown external variables and both day to day and unexpected volatility. For this first year of ESAG operations our risk calculation is \$10 million. After ESAG has been running for a few years we will conform to AF Blue risk calculation which will provide a statistical confidence level standard deviation based on historic outlays similar to AF Blue level.

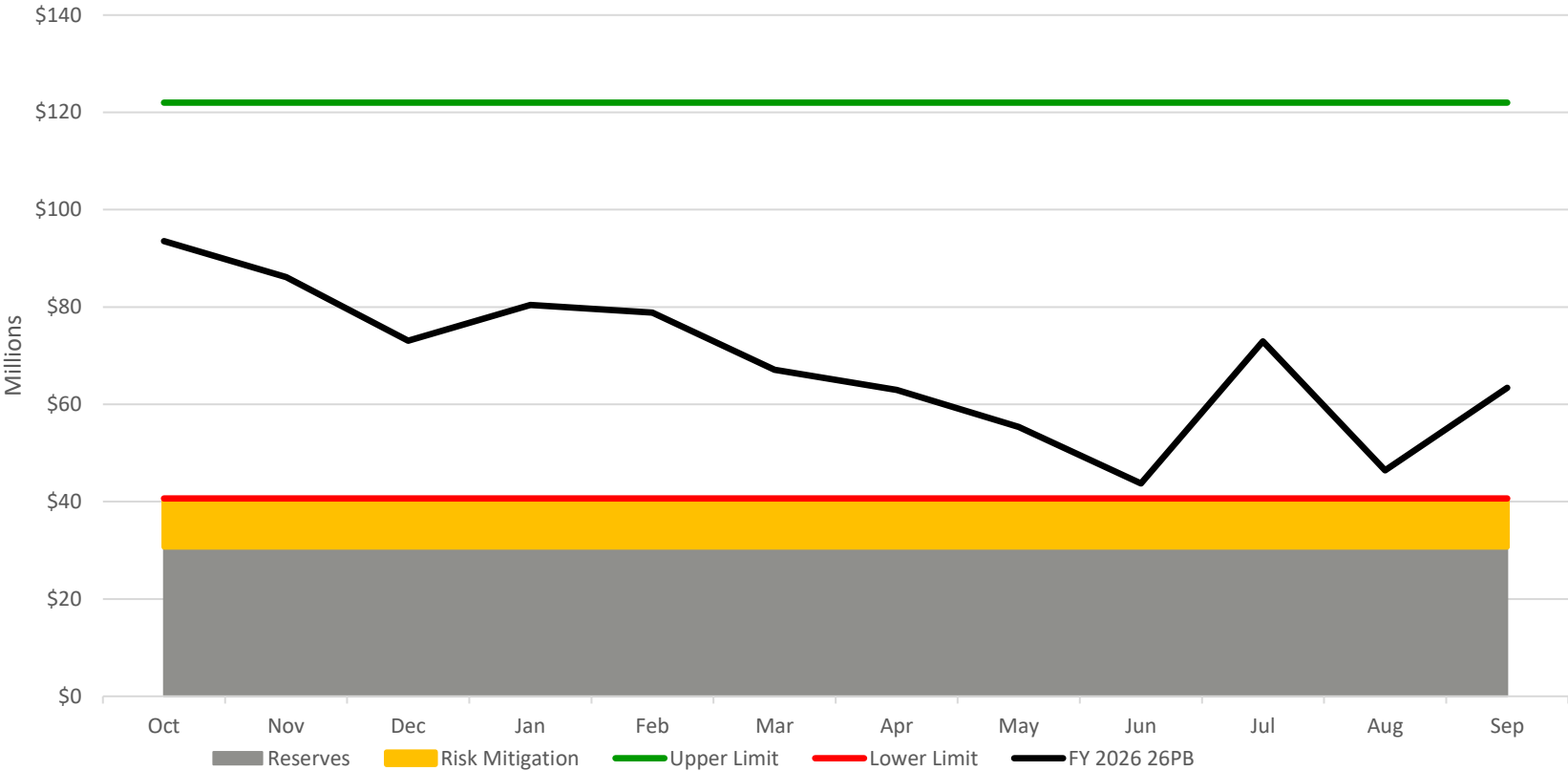
Cash **Reserves** are held for cash balances that will be paid out in future cycles and late in the current cycle. Capital holds funds to meet disbursements of current project obligations for future outlay. Accumulated Operating Results (AOR) accounts for funds for future returns to customer. For this first year the reserves is equal to 10 days of operating cash.

ESAG Cash Plan

(\$ Millions)	FY 2026
BOP Cash Balance	\$0.00
Disbursements	\$476.3
Collections	\$440.5
Transfers In/Out	\$120.8
EOP Cash Balance	\$63.4
Lower Limit Cash Goal	\$40.7
Upper Limit Cash Goal	\$122.0

FY 2026, ESAG cash plans increases by \$63.4 million during the year and operates within limits for this period.

Space Force ESAG FY 2026 Cash Plan



TWCF Cash Management

The methodology for calculating cash requirements consists of four elements: rate, range, risk mitigation, and reserves (colloquially, the 4Rs).

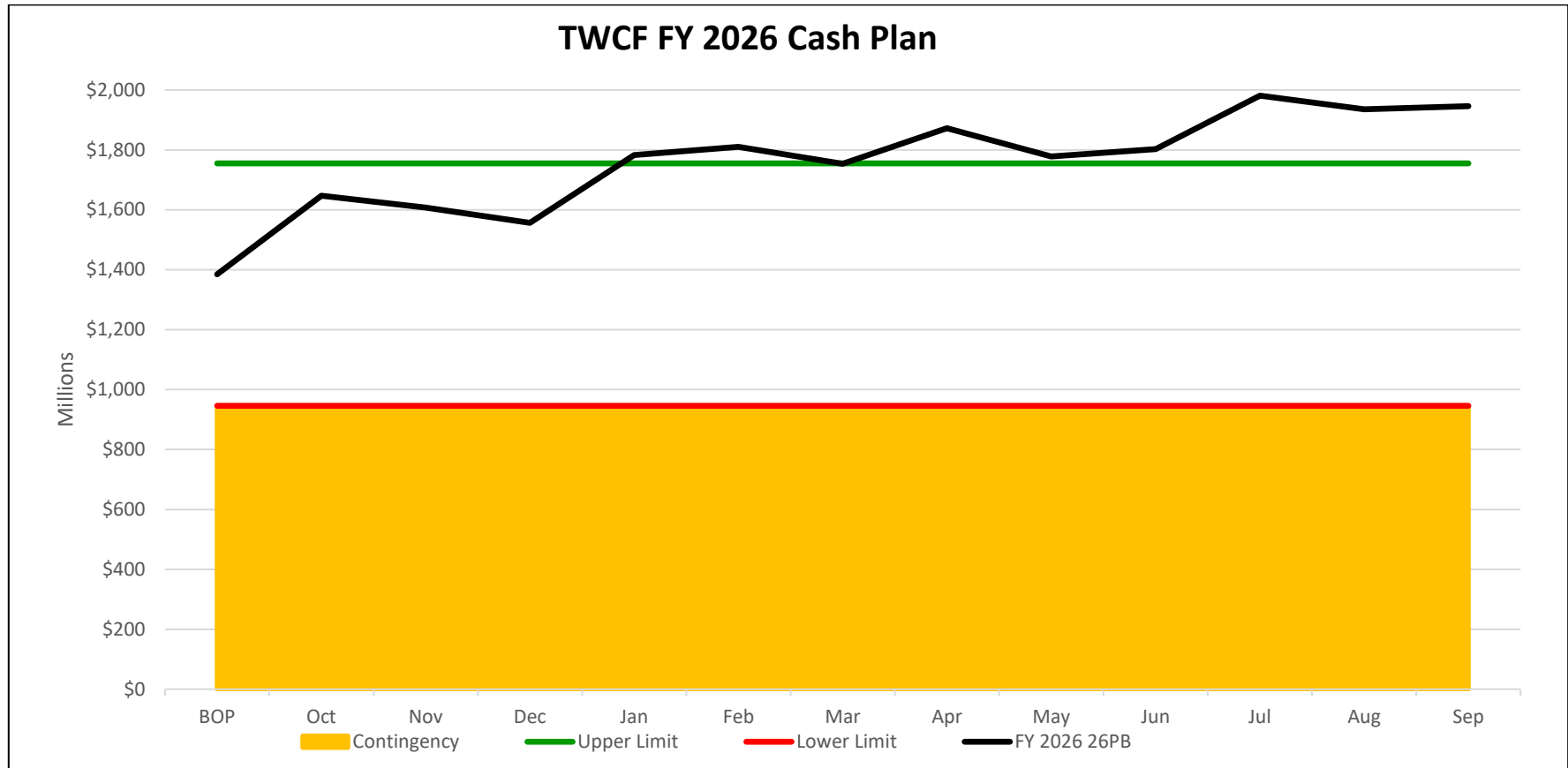
FY 2026 Rate of Disbursements is the TWCF's average amount disbursed per collection cycle. Range of Operations is the highest and lowest expected cash level with \$824 million as the basic operating range. Contingency includes cost associated Civil Reserve Air Fleet (CRAF) Stage II, Voluntary Intermodal Sealift Activation (VISA) Stage II, and Voluntary Tanker Agreement (VTA) activation until collections begin.

TWCF Cash Plan

Disbursements, Collections, and Net Outlays

(\$ IN MILLIONS)	FY 2024	FY 2025	FY 2026
Disbursements	\$9,386	\$10,465	\$10,517
Collections	\$9,428	\$11,117	\$11,079
Net Outlays*	(\$42)	(\$651)	(\$561)
Ending Cash Balance*	\$734	\$1,385	\$1,946
Cash Lower Boundary	\$946	\$946	\$946
Cash Upper Boundary	\$1,668	\$1,751	\$1,755

*May not total due to rounding



Summary of Cash Flows

FY 2024 USTRANSCOM CASH: FY 2024 cash increased from \$197 million in FY25PB to \$734 million due to AMC fixed cost slipping to out-years, increased contingency workload, and account receivables collection rate. The cash position includes \$1,057 million FY24 ARA requirement. Ending cash balance is below the Cash Lower Boundary by \$212 million

based on the revised Cash Boundary.

FY 2025 USTRANSCOM CASH: The FY 2025 cash is projected to increase from \$734 million to \$1,385 million. USTRANSCOM cash balance is within its cash boundaries. FY25 was the 2nd year in a 3-year phased approach to return TWCF solvency. Our rates were set to only cover costs, not increase cash. However, cash is up due to a higher FY25 starting position (AMC fixed costs not occurring in FY24) and FY25 commercial and organic airlift workload significantly exceeded forecasts.

FY 2026 USTRANSCOM CASH: The FY 2026 cash is projected to increase from \$1,385 million to \$1,946 million. USTRANSCOM cash balance is \$191M above its cash upper boundary. FY26 is the 3rd year in a 3-year phased approach to return TWCF solvency. Significantly higher workload than forecasted in FY25 is pushing the TWCF above upper cash boundaries.

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***AIR FORCE
WORKING CAPITAL FUND***



U.S. AIR FORCE

OPERATING BUDGET

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AFWCF Blue
(Dollars in Thousands)

Summary of Budget Authority
Air Force Working Capital Fund
Assistant Secretary, Financial Management and Comptroller

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Summary of Budget Authority (Dollars in Thousands)			
Air Force Working Capital Fund	FY2024	FY2025	FY2026
Total Contract Authority (Includes CIP)	10,883,033	12,195,978	11,360,954
CSAG-M	264,403	490,396	364,593
CSAG-S	6,970,973	7,539,359	7,102,538
SMAG-R	3,647,657	4,166,223	3,893,823
Total Operating Contract Authority (Does Not Include CIP)	10,618,630	11,667,561	10,934,132
CSAG-M	0	0	0
CSAG-S	6,970,973	7,501,338	7,040,309
SMAG-R	3,647,657	4,166,223	3,893,823
Capital Investment Program (CIP)	264,403	528,417	426,822
CSAG-M	264,403	490,396	364,593
CSAG-S	0	38,021	62,229
SMAG-R	0	0	0
Total Spending Authority from Offsetting Collections	8,138,484	9,099,563	9,321,429
CSAG-M	8,138,484	9,099,563	9,321,429
CSAG-S	0	0	0
SMAG-R	0	0	0
Direct Appropriations, Total	83,587	86,874	90,262
CSAG-M	0	0	0
CSAG-S	0	0	0
SMAG-R	83,587	86,874	90,262
Total Budget Authority	19,105,104	21,382,415	20,772,646
CSAG-M	8,402,887	9,589,958	9,686,023
CSAG-S	6,970,973	7,539,359	7,102,538
SMAG-R	3,731,244	4,253,097	3,984,085

May not total due to rounding.

AFWCF Total
(Dollars in Thousands)

President's Budget Summary
Air Force Working Capital Fund
Assistant Secretary, Financial Management and Comptroller

Fiscal Year (FY) 2026
Budget Estimates
June 2025

President's Budget Summary (Dollars in Thousands)			
Air Force Working Capital Fund	FY2024	FY2025	FY2026
Total Revenue	19,359,318	20,430,672	20,504,627
CSAG-M	8,864,712	9,585,565	9,844,241
CSAG-S	6,343,480	6,563,909	6,721,822
SMAG-R	4,151,126	4,281,197	3,938,564
Total Expenses	17,803,549	20,368,680	20,148,535
CSAG-M	8,235,095	9,269,080	9,487,468
CSAG-S	5,836,366	6,900,427	6,733,753
SMAG-R	3,732,089	4,199,173	3,927,314
Total Net Operating Result Adjustments	1,562,039	61,991	356,092
CSAG-M	635,887	316,485	356,773
CSAG-S	507,114	(336,518)	(11,930)
SMAG-R	419,037	82,024	11,250
Total Accumulated Operating Result (AOR)	1,887,301	1,568,977	1,602,252
CSAG-M	(17,167)	(21,560)	336,659
CSAG-S	762,946	926,428	969,794
SMAG-R	1,141,523	664,109	295,800
Total Capital Investment Projects	264,403	528,417	426,822
CSAG-M	264,403	490,396	364,593
CSAG-S	0	38,021	62,229
SMAG-R	0	0	0
Total Direct Appropriations	83,587	86,874	90,262
CSAG-M	0	0	0
CSAG-S	0	0	0
SMAG-R	83,587	86,874	90,262

AFWCF Total
(Dollars in Thousands)

President's Budget Summary
Air Force Working Capital Fund
Assistant Secretary, Financial Management and Comptroller

Fiscal Year (FY) 2026
Budget Estimates
June 2025

President's Budget Summary (Dollars in Thousands)			
Total Collections	18,974,674	20,782,004	20,724,887
CSAG-M	8,565,412	9,371,572	10,053,460
CSAG-S	6,084,502	7,089,497	6,725,358
SMAG-R	4,324,573	4,320,403	3,946,068
Corporate	187	531	0
Total Disbursements	17,796,815	20,632,725	20,675,768
CSAG-M	8,020,167	9,205,694	9,631,567
CSAG-S	5,966,816	6,751,453	6,749,795
SMAG-R	3,854,414	4,675,546	4,294,406
Corporate	(44,581)	32	0
Total End of Period Cash Balance	2,266,488	2,415,767	2,464,886
CSAG-M	425,193	591,071	1,012,964
CSAG-S	528,364	866,408	841,972
SMAG-R	1,312,592	957,449	609,111
Corporate	340	840	840
Total Cash Lower Operating Limit	825,812	1,527,720	1,749,460
CSAG-M	68,868	403,405	671,030
CSAG-S	102,049	667,517	625,927
SMAG-R	654,895	456,797	452,503
Total Cash Upper Operating Limit	1,720,012	2,834,382	3,056,997
CSAG-M	445,798	860,978	1,181,535
CSAG-S	370,539	1,175,703	960,097
SMAG-R	903,675	797,701	915,366

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***AIR FORCE
WORKING CAPITAL FUND***



U.S. AIR FORCE

CONSOLIDATED SUSTAINMENT

ACTIVITY GROUP

MAINTENANCE DIVISION

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Consolidated Sustainment Activity Group (CSAG)
Maintenance Division
Budget Overview
Fiscal Year (FY) 2026 Presidents Budget (PB)

The CSAG Maintenance Division (CSAG-M) repairs weapon systems and spare parts to ensure readiness in peacetime and provide sustainment for overseas operations. The division enhances readiness by efficiently and economically repairing, overhauling, and modifying aircraft, engines, missiles, components, and software to meet customer demands. The CSAG-M depots have unique skills and equipment required to support and overhaul complex components and aging weapon systems. During contingencies, the depots can surge repair operations and realign capacity to support the war fighter's immediate needs.

CSAG-M remains a fundamental element of both readiness and sustainability by providing a cost-effective, rapid repair capability. CSAG-M repair and overhaul capabilities are accomplished by one of the six centers within the Air Force Materiel Command (AFMC), the Air Force Sustainment Center (AFSC) and its Air Logistics Complex (ALC) depots. The division operates on funds received from its customers through sales of its services.

Customer Base

CSAG-M provides support to a variety of customers including the Air Force Major Commands, Air National Guard, Air Force Reserve Command, United States Space Force, United States Navy, other government agencies, foreign countries, and other Working Capital Fund activities.

Maintenance Division Depot Complexes

Ogden ALC (OO-ALC), Ogden, Utah
Oklahoma City ALC (OC-ALC), Oklahoma City, Oklahoma
Warner Robins ALC (WR-ALC), Warner Robins, Georgia

Maintenance Division Objectives

There are two primary objectives of the CSAG-M Division:

- Provide depot repair capability for fielded and emerging weapon systems
- Maintain the ability to rapidly respond to user requirements driven by real-world operations. To accomplish this objective, short- and long-term operational plans are developed in support of the depot maintenance strategic plan. These strategies aim to provide workload capacity and capability required to meet depot maintenance peacetime support, surge, and core requirements by the end of each fiscal year

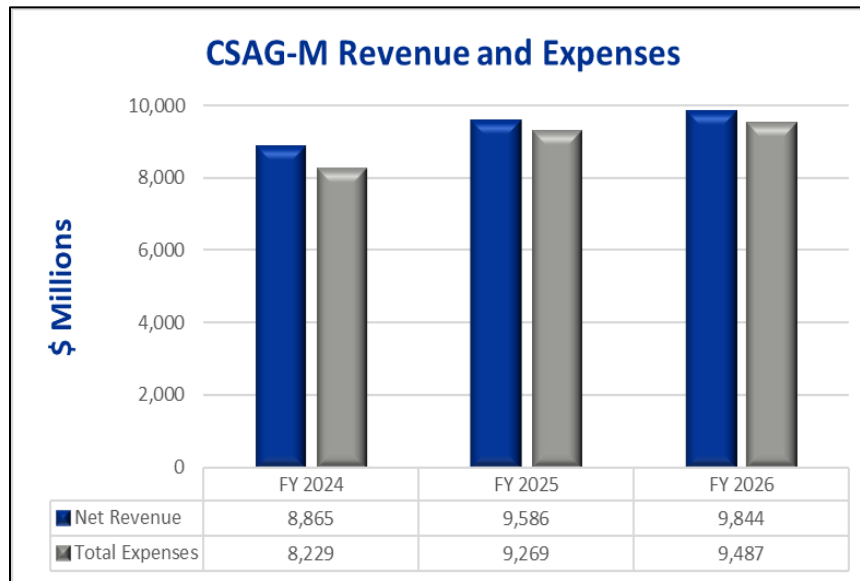
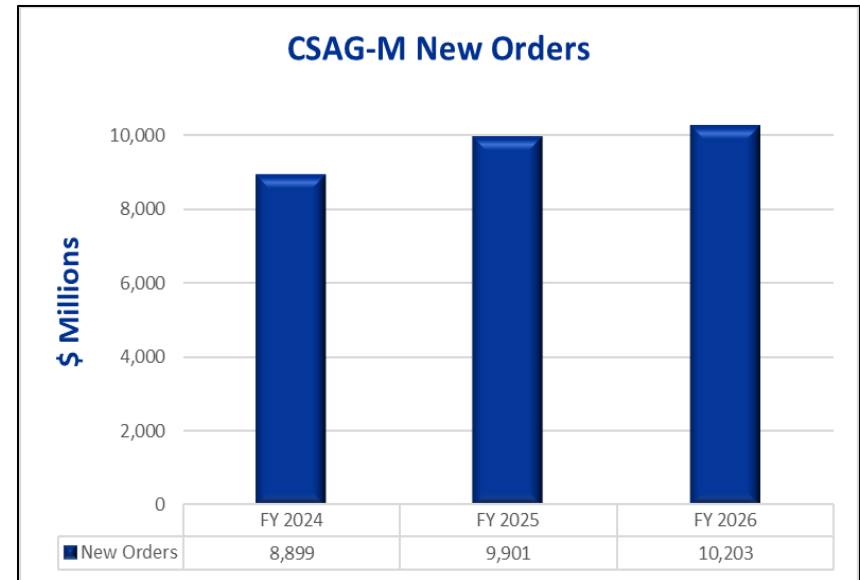
Way Ahead

The Air Force enhances its readiness and sustainability by providing cost-effective, rapid repair capabilities. CSAG-M seeks to provide continuous core Air Force depot capability to retain in-house sources of technical competence; to continue to refine methods which enable the more efficient use of resources such as partnering with private industry, employing government owned/contractor operated facilities and augmenting in-house operations; and to find innovative ways to decrease flow days for systems and components, increase parts availability to the repair line, and control material costs through process reviews and adoption of commercial practices and engineering standards.

Financial and Performance Summary

New Orders

CSAG-M develops workload projections in close coordination with customers, based on their delivery schedule requirements. While predicting workload two to three years in advance presents ongoing challenges due to dynamic requirements and fiscal uncertainty, the FY 2026 projection aligns with customer forecasts and budgeted depot maintenance. New order increases are attributable to Aircraft Procurement and Software Research and Development. Exhibit Fund 11, *Source of New Orders and Revenue*, provides a detailed breakdown of new order estimates by fund category.



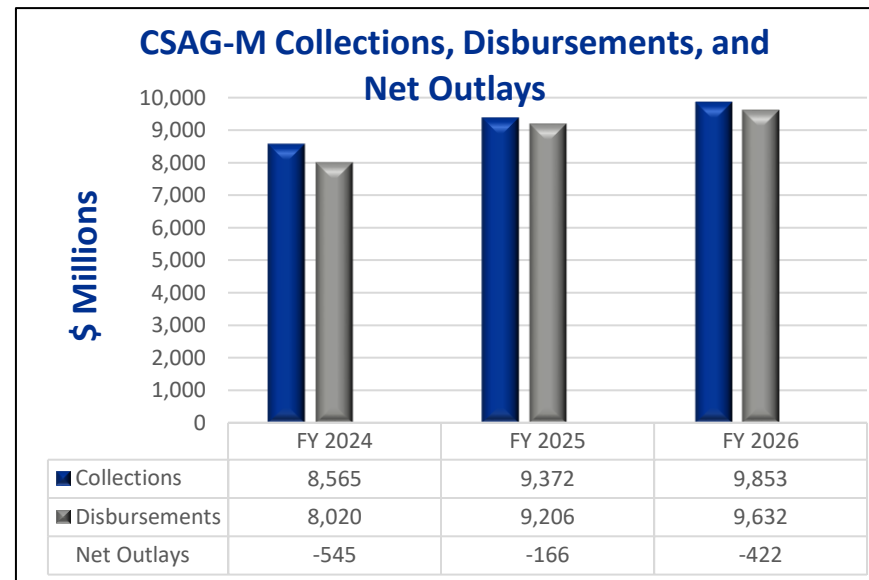
Revenue and Expenses

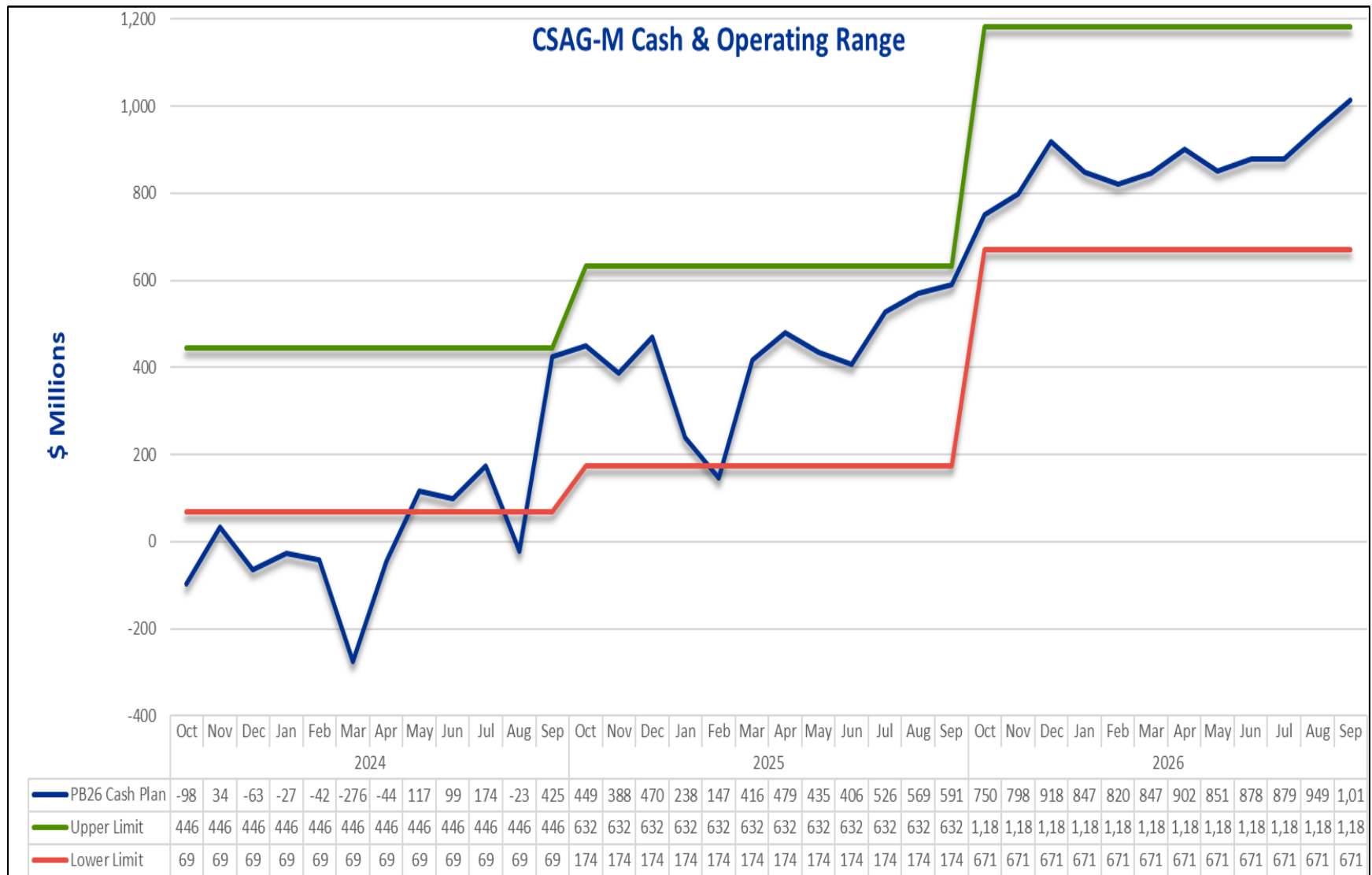
CSAG-M revenue is derived from funded customer requirements for depot maintenance, repair, overhaul, and upgrades of major military weapon systems. Total expenses encompass all associated costs, including material, labor, overhead, and other direct and indirect expenses related to the delivered products and services. The increase in both revenue and expenses is primarily attributable to growth in rates and material prices. Detailed revenue and expense information is available in Exhibit Fund 14, *Revenue and Expenses*, and in the table below.

Revenue and Expenses (\$ Million)	FY 2024	FY 2025	FY 2026
Revenue	\$8,864.7	\$9,585.6	\$9,844.2
Expenses (adjusted for Work in Process)	\$8,228.8	\$9,269.1	\$9,487.5
Operating Results	\$635.9	\$316.5	\$356.8
Less Capital Surcharge Reservation	(\$108.2)	(\$334.1)	(\$211.8)
Other Adjustments Affecting NOR and Other Changes	\$13.2	\$13.2	\$13.2
Net Operating Result	\$540.9	(\$4.4)	\$158.2
Other Changes Affecting AOR	\$0.0	\$0.0	\$200.0
Prior Year AOR	(\$558.1)	(\$17.2)	(\$21.6)
End of Year AOR	(\$17.2)	(\$21.6)	\$336.7
AOR Non-Recoverable Adjustments	\$0.0	\$0.0	\$0.0
End of Year AOR (Budget Purposes)	(\$17.2)	(\$21.6)	\$336.7

Collections, Disbursements, and Outlays

Collections are calculated based on projected revenue and changes in accounts receivable. Disbursements are projected based on monthly operating expenses, changes in accounts payable, and Capital Investment Program obligations. Net outlays reflect the return of accumulated operating results to customers.





Cash

Cash balances are calculated based upon the beginning of year period minus disbursements plus collections minus transfers out, plus transfers in. The CSAG-M annual cash balances are shown in the below table based upon planned activities within CSAG-M. The FY 2026 cash transfer in is in support of the capital investment program for test equipment obligated late in FY 2025, cash is transferring from SMAG-R to CSAG-M.

Cash (\$ Million)	FY 2024	FY2025	FY 2026
BOP Cash Balance	-\$120.1	\$425.2	\$591.1
Disbursements	\$8,020.2	\$9,205.7	\$9,631.6
Collections	\$8,565.4	\$9,371.6	\$9,853.5
Net Transfer	\$0.0	\$0.0	\$200.0
EOP Cash Balance	\$425.2	\$591.1	\$1,013.0
Lower Range Target	\$68.9	\$403.4	\$671.0
Upper Range Target	\$445.8	\$861.0	\$1,181.5

Capital Budget

The Capital Budget is represented by investments in Equipment, ADPE/Telecom, Software Development, and Minor Construction. These capabilities represent an array of requirements that align with the overall Air Force strategic objectives for sustaining depot facilities, equipment, and operations. Projects are in direct support of Aircraft, Missiles, Engines, Exchangeables, and other Depot missions.

Capital Budget Program Authority (\$ Million)	FY 2024	FY2025	FY 2026
Equipment	\$187.9	\$394.7	\$261.0
ADPE & Telecom	\$0.9	\$3.2	\$0.0
Software Development	\$73.0	\$78.5	\$73.1
Minor Construction	\$2.7	\$14.0	\$30.5
Total	\$264.4	\$490.4	\$364.6

Performance Metrics:

Maintenance Capital Investment Plan (\$ Millions)	FY 2024	FY 2025	FY 2026
Required Investment	\$652.7	\$709.6	\$761.2
Total Investment Budgeted	\$858.0	\$1,399.6	\$1,341.6
Percent Invested	10.5%	15.8%	14.1%

Direct Production Earned Hours (DPEH)	FY 2024	FY 2025	FY 2026
(Thousands)	22,842	23,714	22,920

Workload projections are expressed in Direct Production Earned Hours (DPEHs). This table includes DPEHs produced with overtime.
DPEH is an hour earned by a direct employee against an established work order in the performance of depot work on an end item.

Due Date Performance and Quality Defect Rate	Goal	FY 2024	FY 2025	FY 2026
Due Date Performance ¹	85%	70%	85%	85%
Quality Defect Rate ²	0.20	0.23	0.20	0.20

¹The Due Date Performance (DDP) metric measures percentage of aircraft returned to customers on or before the agreed delivery date. Through Sep 2024, YTD DDP came in at 70% due to unplanned over and above workloads causing excessive WIP and shortage of trained personnel, and parts/material supportability issues.

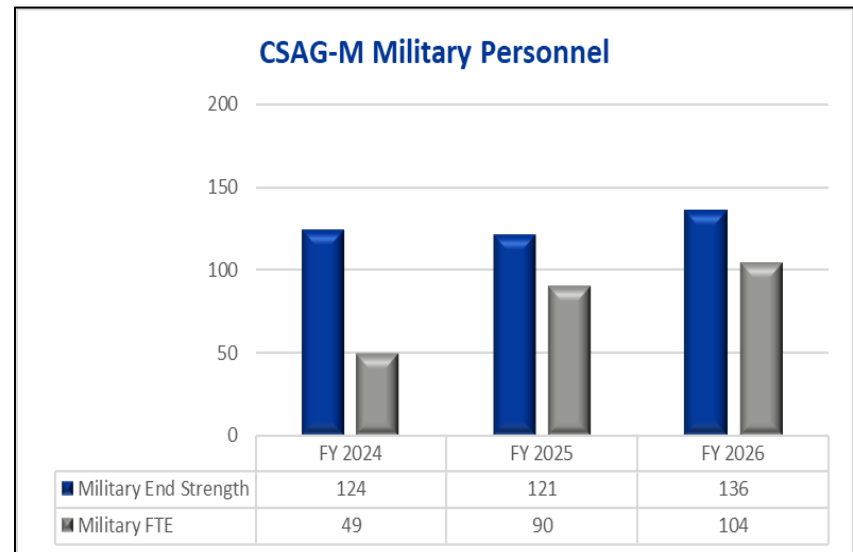
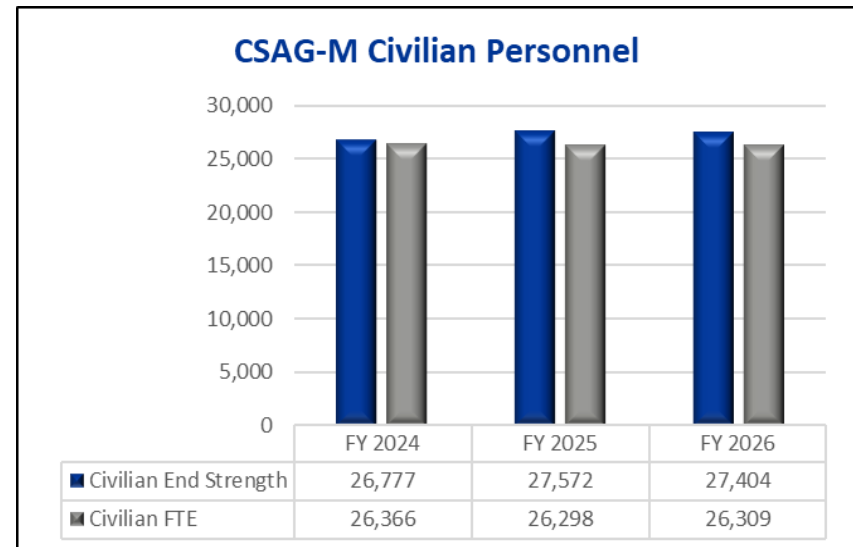
²The Quality Defect Rate measures the number of quality defects identified by the customer after the end item is returned to the customer, expressed in defects per aircraft.

Manpower Resources	FY 2024	FY 2025	FY 2026
Overtime % (Direct)	7.9%	5.8%	5.6%
Efficiency % (Direct)	93.3%	93.4%	93.3%

Personnel

Civilian end-strength represents the number of personnel employed at the end of each fiscal year. Full time equivalents represent the manpower level of effort necessary to accomplish the projected workload on an annual basis. CSAG-M labor pool includes a mix of permanent, temporary, and term-appointed employees, in addition to contract labor, which allows for workforce flexibility to accommodate changing requirements.

Maintaining a trained and ready workforce is critical to this labor-intensive business. CSAG-M activities engage in various workforce revitalization efforts to include interns, apprenticeship programs and Pathways program which offers clear paths to Federal internships for students from high school through post-graduate school and to careers for recent graduates. Due to the specialized nature of the work and skill level requirements, training may require two to three years before an employee is able to perform specific tasks without supervision. In addition to civilian personnel, 136 military personnel are assigned to CSAG-M activities in FY 2026.



CSAG - Maintenance Division

	FY2024 to FY2025	FY2025 to FY2026
Cost of Operations		
Organic BOP	8,235.095	9,269.080
Contract BOP	.000	.000
Cost of Operations	8,235.095	9,269.080
ANNUALIZATION		
Annualization of Civilian Pay	.000	.000
Annualization of Military Pay	.000	.000
TOTAL ANNUALIZATION	.000	.000
PRICE CHANGES		
Civilian Pay Raises	56.903	17.497
Military Pay Raises	.267	.388
Material Price Growth	410.008	259.922
Fuel Price Growth	.813	.342
Other Growth	18.918	21.001
TOTAL PRICE CHANGES	486.908	299.151
PRODUCTIVITY SAVINGS		
Civilian Labor Savings	.000	.000
Material/Supply Savings	.000	.000
Reinvestment/Rate Reduction	.000	.000
TOTAL PRODUCTIVITY SAVINGS	.000	.000
PROGRAM CHANGES		
Labor Workload	223.679	(11.124)
Material Workload	236.985	(142.176)
BOS	41.389	16.653
Contract Changes	.000	.000
TOTAL PROGRAM CHANGES	502.053	(136.648)

CSAG - Maintenance Division

	FY2024 to FY2025	FY2025 to FY2026
OTHER CHANGES		
Data Systems Support	3.346	.458
Data Systems Development	(.045)	(.041)
Equipment Depreciation	.601	(3.258)
Minor Construction Depreciation	1.272	(.194)
Data System Depreciation	4.266	(.027)
Travel & Transportation	(.663)	.886
Communications	(.191)	(.175)
Utilities	(6.761)	20.755
Equipment Rental	(.106)	(.075)
Printing & Equipment	.238	.000
Equip/Vehicle Rep & Maintenance	31.529	17.690
Custodial	.909	.077
Facility Maintenance	(10.430)	21.428
Training	2.839	.404
Environmental	.000	.000
Miscellaneous	3.950	11.653
TOTAL OTHER CHANGES	30.756	69.582
TOTAL CHANGES	1,019.717	232.085
Cost of Operations		
Organic EOP	9,254.811	9,501.166
Total Cost of Operations	9,269.080	9,487.468

CSAG - Maintenance Division

	REVENUE (Maintenance, Repair, Overhaul)			BUDGETED CAPITAL (Modernization, Efficiency)		
	3 Year Average					
	2021-2023	2022-2024	2023-2025	FY2024	FY2025	FY2026
Revenue						
Working Capital Fund	8,158.637	8,870.020	9,515.234			
Appropriations	.000	.000	.000			
Total Revenue	8,158.637	8,870.020	9,515.234			
WCF Depot Maintenance Capital Investment						
Facility Restoration & Modernization				123.156	241.980	102.500
Facility Sustainment				39.493	148.762	153.849
Capital Investment Program				264.403	490.395	364.593
Other Equipment				.000	.000	.000
Processes/Productivity Enhancements ¹				21.833	40.735	49.650
Appropriated Funding						
MILCON (3300) ²				108.540	286.300	328.000
RDT&E (3600)				.000	.000	.000
Procurement Equipment (3010) ³				300.605	191.380	342.990
Operation & Maintenance				.000	.000	.000
Investment Total				858.030	1,399.552	1,341.582
Minimum Investment				652.691	709.602	761.219
Investment Over/(Under) Requirement				205.339	689.950	580.363

1. The Processes/Productivity Enhancements category addresses transitioning equipment/technology through prototyping, testing, demonstration, and production qualification to utilization in the depot production environment.

2. MILCON Requirements include:

FY24: OC-ALC: KC46 – 3 Bay Hanger Increment 3 (\$78M) and Kitting Facility (\$30.5M)

FY25:

OC-ALC: Pavements (\$27.0M), Kitting Facility (\$14.3M), 2 Bay Depot MX Hangar (\$76.0M), Engine Run Up Pads (\$7.0M)

OO-ALC: T-7/F-35 Campus Infrastructure (\$82.0M) and T-7A Depot Mx Complex Inc 1 (\$50.0M)

FY26:

OC-ALC: Bomber Agile Common Hangar Inc 1 (\$50.0M)

OO-ALC: F-35 Mx Facility Ph 1 (\$100.0M) and T-7A Depot Mx Complex Inc 2 (\$178.0M)

3. Efforts funded with Aircraft Procurement (3010) include: support equipment development, procurement, installation and validation, tooling manufacturing and modification, software licensing and testing, engineering support, test equipment and repair manuals.

Primary supported airframes include:

FY24: KC-46 (\$299.5M), C-130 (\$0.1M) and T-38 (\$1.0M)

FY25: KC-46 (\$127.5M at OC, OO, WR-ALC), F-15/F-15EX (\$25.7M at WR-ALC), T-7 (\$20M at OO-ALC) F-22 (\$6.9M at OKC), B-21 (\$4.3M OC, OO, WR-ALC), Test Equipment (\$3.1M at OC-ALC), C-130J (\$3.9M)

FY26: KC-46 (\$163.1M OC, OO, WR-ALC), E-7 (\$80.3M at OC-ALC), T-7 (\$44.4M at OC, OO, WR-ALC), B-21 (\$15.3M at OC, OO, WR-ALC), B-52 (\$13.3M at OC-ALC), F-15/F-15EX (\$12.9M at WR-ALC), F-22 (\$9.6M at OO and WR-ALC). C-130J (\$4M at WR-ALC)

4. CIP includes investments for MRO development for FM at \$73.0M for FY24, \$97.9M for FY25, and \$70.6M for FY26

5. FY23 NDAA requires 8% investment and inclusion of Facilities Sustainment beginning in FY24. FY24 \$162.6M includes \$39.4M for Facilities Sustainment and \$123.2M for Facilities Restoration and Modernization.

Breakdowns of procurement investments at each ALC are as follows:

\$M	FY24	FY25	FY26
OC-ALC	\$274.1	\$74.4	\$197.9
OO-ALC	\$26.4	\$54.1	\$73.9
WR-ALC	\$0.1	\$62.8	\$71.1

Fund 11
(Dollars in Millions)

Source of New Orders and Revenue
Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

CSAG

	FY2024	FY2025	FY2026
1. New Orders			
a. Orders From DOD Components:			
(1) Air Force			
(a) Aircraft Procurement	361.191	454.978	462.897
(b) Missile Procurement	.635	.389	.517
(c) Other Procurement	1.206	.005	.004
(d) Military Construction	.000	.000	.000
(e) Operations & Maintenance - AF	5,841.563	5,501.251	6,081.381
(f) Operations & Maintenance - USSF	38.479	47.111	40.791
(g) Operations & Maintenance - AFRC	932.348	892.406	959.044
(h) Operations & Maintenance - ANG	1,550.677	1,442.237	1,523.594
(i) Research & Development - AF	379.608	498.393	451.798
(j) Military Personnel - AF	.000	.000	.000
(k) Reserve Personnel - AF	.000	.000	.000
(l) Guard Personnel - ANG	.000	.000	.000
(m) Family Housing	.000	.000	.000
(n) Special Trust Funds	.000	.000	.000
(o) Other Air Force	2.500	1.451	.064
(p) Other	.000	.000	.000
Total Air Force	9,108.209	8,838.221	9,520.088
(2) Army	18.438	47.311	45.531
(3) Navy	413.655	433.130	324.019
(4) Marine Corps	8.876	5.610	6.361
(5) MAP/Grant Aid	.000	.000	.000
(6) Other DOD	273.228	400.239	327.113
Total DOD excluding WCF	9,822.405	9,724.511	10,223.113
b. Orders From Other Fund Activity Groups			
(1) AF Supply Mgmt Activity Group - Retail	80.430	102.190	101.242
(2) Transportation Activity Group - TRANSCOM	586.425	642.546	618.980
(3) Other WCF Activity Groups	.267	.898	.952
(4) Commissary, Sur. Coll.	.000	.000	.000
(5) AF CSAG - Supply (Supply Orders to Maintenance)	2,281.712	2,861.579	2,882.789
(6) AF CSAG - Maintenance (Maintenance Orders to Supply)	1,724.598	2,335.820	2,317.348
Total Other Fund Activity Groups	4,673.431	5,943.033	5,921.312
c. Other Internal to AF Consolidated Sustainment Activity Group			
(1) Internal Material Transfer Orders (Maintenance Orders to Supply)	.000	.000	.000
(2) Internal Material Repair Orders (Supply Orders to Maintenance)	.000	.000	.000
Total Internal AF Consolidated Sustainment Activity Group	.000	.000	.000

Fund 11 CSAG

CSAG

	FY2024	FY2025	FY2026
d. Grand Total DOD	14,495.836	15,667.544	16,144.425
e. Other Orders			
(1) Other Federal Agencies	(4.050)	71.771	49.453
(2) Non Federal Agencies	496.613	562.150	536.057
(3) FMS	439.387	206.644	243.927
Total Other Orders	931.950	840.565	829.437
Total New Gross Orders	15,427.786	16,508.109	16,973.862
Total New External Orders (Total New Gross Orders minus 1c. Total Internal AF CSAG)	15,427.786	16,508.109	16,973.862
2. Carry-In Orders	4,829.014	5,282.557	5,469.670
a. Carry-over Execution Adjustment	(131.149)	(179.804)	(254.310)
3. Total Gross Orders	20,256.800	21,790.667	22,443.533
a. Less Internal Material Transfer Orders (Maintenance Orders to Supply)	.000	.000	.000
b. Less Internal Material Repair Orders (Supply Orders to Maintenance)	.000	.000	.000
Total External Gross Orders	20,256.800	21,790.667	22,443.533
4. Gross Revenue	14,843.094	16,141.192	16,565.297
5. End of Year W-I-P	6.665	6.665	6.665
6. Total Exclusion			
Exclusion (FMS, BRAC, Other Federal & Agency, Non-Federal)	.000	.000	.000
Exclusion (Late Inducted Orders)	.000	.000	.000
Total Exclusion (sum of above exclusions)	.000	.000	.000
7. Funded Carryover	5,275.892	5,463.005	5,617.260

Fund 11A METRIC
(Dollars in Millions)

Carry-over Reconciliation
Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

CSAG - Maintenance Division

SECTION 1	FY2024	FY2025	FY2026
1. Total New Orders	8,899.450	9,901.183	10,203.088
2. Net Carry-in Orders	3,537.707	3,741.503	3,802.810
3. Total Gross Orders (Lines 1 + 2)	12,437.156	13,642.686	14,005.898
4. Revenue	8,515.849	9,585.565	9,844.241
5. Carry-over (Line 3 - Line 4)	3,921.307	4,057.120	4,161.657
6. Workload Completed per Month (Line 4 ÷ 12)	709.654	798.797	820.353
7. Months of Carry-over (Line 5 ÷ Line 6)	5.5	5.1	5.1
SECTION 2	FY2024	FY2025	FY2026
OC-ALC			
Carry-over	1,345.548	1,561.808	1,882.893
Months of Carry-over	4.1	3.9	4.5
OO-ALC			
Carry-over	1,466.072	1,416.896	1,141.920
Months of Carry-over	7.3	6.3	5.5
WR-ALC			
Carry-over	1,109.687	1,078.416	1,136.844
Months of Carry-over	6.2	6.0	5.8
Balance to Financial Statement	0.000	0.000	0.000
SECTION 3 Carry-over Appropriations	FY2024	FY2025	FY2026
Carry-over by Appropriation			
1. Operation and Maintenance	2,167.930	2,033.638	2,204.884
a. Army	3.002	2.288	2.272
b. Navy	129.646	111.144	83.591
c. Marine Corps	8.257	3.126	3.049
d. Air Force	2,027.025	1,917.080	2,115.971
2. Procurement	218.303	239.128	230.350
3. Research and Development	125.062	194.012	175.766
4. Other DoD	44.559	80.777	94.992
5. Non DoD	0.000	0.000	0.000
6. No-Year Appropriation	1,391.510	1,535.624	1,528.237
CHECK			
CARRY-OVER (Section 1 - Section 2)	0.000	0.000	0.000
CARRY-OVER (Section 1 - Section 3)	(26.057)	(26.057)	(72.571)
Note: Checks should = 0 (zero)			

CSAG - Maintenance Division

	FY2024	FY2025	FY2026
Revenue:			
Income:			
Maintenance Division	8,515.849	9,585.565	9,844.241
Supply Division (Material Gross Sales)	.000	.000	.000
Less Credit Returns	.000	.000	.000
Capital Investment Recovery	.000	.000	.000
Total Income	8,515.849	9,585.565	9,844.241
Depreciation Offset (Major Construction)	.000	.000	.000
Other Revenue	348.863	.000	.000
Total Other Revenue	348.863	.000	.000
Total Revenue	8,864.712	9,585.565	9,844.241
Expenses:			
Maintenance Division			
Cost of Repair (Direct and POH Costs)			
Labor	3,012.547	3,236.491	3,249.847
Material	3,829.228	4,469.372	4,582.845
Depreciation	.000	.000	.000
Depreciation of Equipment, ADPE & Telecom, Minor Construction, and Software	137.514	151.542	149.244
Depreciation of Other Fixed Assets	.000	.000	.000
Capital Investment Recovery	.000	.000	.000
Subtotal Depreciation	137.514	151.542	149.244
Subtotal Labor, Material, and Depreciation	6,979.289	7,857.405	7,981.936
Remaining Direct and POH Costs	616.236	626.999	674.542
Total Cost of Repair (Direct and POH Costs)	7,595.525	8,484.405	8,656.478
Supply Division			
Cost of Material Sold	.000	.000	.000
Cost of Material Repair	.000	.000	.000
Condemnation Material Expense Recovery (CMER)	.000	.000	.000
Other Expenses	.000	.000	.000
Subtotal Material & Other Expenses	.000	.000	.000
Operating Expenses			
Military Personnel	6.977	6.635	7.072
Civilian Personnel	255.157	309.361	301.817
Travel & Transportation of People	3.443	3.800	4.228
Materials & Supplies	48.601	56.262	60.878
Equipment	51.907	64.484	83.622
Other WCF Purchases	.000	.000	.000
Transportation of Things	.000	.000	.000

Fund 14
(Dollars in Millions)

Revenue and Expenses
Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

CSAG - Maintenance Division

	FY2024	FY2025	FY2026
Depreciation - Capital	12.639	4.750	3.569
Depreciation of Other Fixed Assets	13.225	13.225	13.225
Capital Investment Recovery	.000	.000	.000
Printing and Reproduction	.031	.078	.084
Advisory and Assistance Services	.000	.000	.000
Rent, Comm, Utilities and Misc Charges	14.876	11.365	31.371
Other Purchased Services	232.712	314.714	325.125
Total Operating Expenses	639.569	784.676	830.990
Total Expenses	8,235.095	9,269.080	9,487.468
Work in Process, Beginning of Year	.395	6.665	6.665
Work in Process, End of Year	6.665	6.665	6.665
Work in Process, Change	6.270	.000	.000
Total Expenses Adjusted for Work in Process	8,228.825	9,269.080	9,487.468
Operating Results (Net Operating Results on 1307 - Line 11)	635.887	316.485	356.773
Less Capital Surcharge Reservation	(108.176)	(334.103)	(211.780)
Plus Passthroughs or Other Approps (NOR)	.000	.000	.000
Other Adjustments Affecting NOR and Other Changes ¹	13.225	13.225	13.225
Net Operating Result (Recoverable NOR on 1307 - Line 13)	540.936	(4.393)	158.218
Prior Year Adjustments	.000	.000	.000
Other Changes Affecting AOR	.000	.000	200.000
Prior Year AOR	(558.103)	(17.167)	(21.560)
Accumulated Operating Result	(17.167)	(21.560)	336.659
Non-Recoverable Adjustment Impacting AOR	.000	.000	.000
Accumulated Operating Result for Budget Purposes	(17.167)	(21.560)	336.659

1. In each FY the Other Adjustments Affecting NOR and Others Changes is the result of CSAG Maintenance non-recoverable facility depreciation.

CSAG - Maintenance Division
FY2024

PRODUCT	Millions of Barrels	\$ Per Barrel	TOTAL
Aviation POL			
JP-5	0.000000	149.10	0.000
JP-8	0.099744	147.84	14.746
Total for Direct Aviation POL	0.099744	147.84	14.746
Aviation POL			
JP-5	0.000000	149.10	0.000
JP-8	0.057196	147.84	8.456
Total for Indirect Aviation POL	0.057196	147.84	8.456
Ground POL			
MG Leaded	0.000052	153.30	0.008
MG Unleaded	0.007028	144.48	1.015
Diesel	0.007848	150.78	1.183
Total for POH Ground POL	0.014928	147.82	2.207
Ground POL			
MG Leaded	0.000000	153.30	0.000
MG Unleaded	0.000051	144.48	0.007
Diesel	0.000000	150.78	0.000
Total for G&A Ground POL	0.000051	144.48	0.007
SubTotal POL	0.171918	147.84	25.416
Special Fuels			
JP-10	0.002852	205.80	0.587
Total for Indirect Special Fuels	0.002852	205.80	0.587
Total	0.174770		26.003

CSAG - Maintenance Division
FY2025

PRODUCT	Millions of Barrels	\$ Per Barrel	TOTAL
Aviation POL			
JP-5	0.000000	153.72	0.000
JP-8	0.133270	152.46	20.318
Total for Direct Aviation POL	0.133270	152.46	20.318
Aviation POL			
JP-5	0.000000	153.72	0.000
JP-8	0.057630	152.46	8.786
Total for Indirect Aviation POL	0.057630	152.46	8.786
Ground POL			
MG Leaded	0.000000	157.92	0.000
MG Unleaded	0.005523	149.10	0.823
Diesel	0.006487	155.40	1.008
Total for POH Ground POL	0.012010	152.50	1.832
Ground POL			
MG Leaded	0.000000	157.92	0.000
MG Unleaded	0.000279	149.10	0.042
Diesel	0.000047	136.50	0.006
Total for G&A Ground POL	0.000326	147.29	0.048
SubTotal POL	0.203237	152.45	30.984
Special Fuels			
JP-10	0.000447	212.10	0.095
Total for Indirect Special Fuels	0.000447	212.10	0.095
Total	0.203684		31.079

CSAG - Maintenance Division
FY2026

PRODUCT	Millions of Barrels	\$ Per Barrel	TOTAL
Aviation POL			
JP-5	0.000000	157.26	0.000
JP-8	0.133267	155.97	20.786
Total for Direct Aviation POL	0.133267	155.97	20.786
Aviation POL			
JP-5	0.000000	157.26	0.000
JP-8	0.052678	155.97	8.216
Total for Indirect Aviation POL	0.052678	155.97	8.216
Ground POL			
MG Leaded	0.000000	161.55	0.000
MG Unleaded	0.005734	152.53	0.875
Diesel	0.008343	158.97	1.326
Total for POH Ground POL	0.014077	156.35	2.201
Ground POL			
MG Leaded	0.000000	161.55	0.000
MG Unleaded	0.000273	152.53	0.042
Diesel	0.000046	139.64	0.006
Total for G&A Ground POL	0.000319	150.68	0.048
SubTotal POL	0.200341	155.99	31.251
Special Fuels			
JP-10	0.000465	216.98	0.101
Total for Indirect Special Fuels	0.000465	216.98	0.101
Total	0.200806		31.352

CSAG - Maintenance Division

	FY2024	FY2025	FY2026
1. Material Inventory BOP	129.800	129.800	129.800
2. Purchases	3,550.247	4,172.178	4,266.541
A. Purchases to Support Customer Orders (+)	3,550.247	4,172.178	4,266.541
B. Purchase of long lead items in advance of customer orders (+)	.000	.000	.000
C. Other Purchases (+)	.000	.000	.000
3. Material Inventory Adjustments	(3,550.247)	(4,172.178)	(4,266.541)
A. Material Used in Maintenance (-)	(3,550.247)	(4,172.178)	(4,266.541)
B. Disposals, theft, losses due to damages (-)	.000	.000	.000
C. Other Reductions (-)	.000	.000	.000
4. Material Inventory EOP	129.800	129.800	129.800

***AIR FORCE
WORKING CAPITAL FUND***



U.S. AIR FORCE

CONSOLIDATED SUSTAINMENT

ACTIVITY GROUP – SUPPLY DIVISION

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**Consolidated Sustainment Activity Group (CSAG)
Supply Division
Budget Overview
Fiscal Year (FY) 2026 President's Budget (PB)**

The Consolidated Sustainment Activity Group's (CSAG) core mission remains constant: enabling combat power for America and its international partners. CSAG-S's responsibilities encompass planning, sourcing, and execution of spare requirements for a vast array of critical assets, including aircraft, engines, intercontinental ballistic missiles (ICBMs), Space, Command, Control, Communication & Intelligence (C3I) systems, and a wide range of support equipment, pods, and missiles. This planning and execution extends to programmed depot maintenance, engine overhaul, and the repair of commodities and equipment. Furthermore, the CSAG-S provides organic supply chain management opportunities for new weapon systems across multiple domains, influencing programmatic decisions to optimize long-term sustainment strategies.

CSAG-S is primarily responsible for Air Force-managed, depot-level reparable and consumable spares unique to the Air Force. Reparable supply items are economically maintained through overhaul or repair, while consumable items, used up in service or discarded when worn or broken, are replaced. Beyond inventory management, CSAG-S delivers a comprehensive suite of logistics support services, including requirements forecasting, item introduction, cataloging, provisioning, procurement, repair, technical support, data management, item disposal, distribution management, and transportation.

A critical challenge addressed by CSAG-S is mitigating the impact of Diminishing Manufacturing Sources and Material Shortages (DMSMS) and other obsolescence issues associated with aging aircraft fleets. The increasing age of these fleets and their reliance on older technologies contribute to a growing number of parts lacking qualified manufacturing or repair sources. To combat these challenges, CSAG-S re-engineers parts that are no longer producible or repairable. The organization also proactively identifies parts at risk of unavailability due to DMSMS issues, implementing preventative measures to minimize any negative impact on weapon system readiness.

Way Ahead

CSAG-S oversees the planning, sourcing, and execution of approximately 75,000 items, with an estimated annual budget authority of \$7.2 billion.

From the Sustainment point of view, aging aircraft has exposed numerous problems:

- First time failures, loss of suppliers, no-bid solicitations, and cold-starts are increasing cost and extending lead-times
- Rapidly advancing/changing electronics and microcircuit technology hold the promise of more reliable systems at lower cost, but the unintended consequence is the increase in Diminishing Manufacturing Source and Material Shortages (DMSMS) issues
- The lack of adequate technical documentation, lengthy reverse engineering/emulation projects, and obsolete manufacturing techniques

To combat the DMSMS issues and other supply chain challenges, the Air Force is fostering senior leader engagement through multiple forums:

- Expanding collaborative forecasting efforts through enhanced Deep Look or Deep Dive efforts
- Expanding market research and source development capabilities
- Continually engaging with Defense Logistics Agency (DLA) and Air Force Contracting to streamline the purchase instrument process
- Participating in DMSMS working groups charged with identifying critical obsolescence issues
- Placing greater focus on current and proposed future technology trends
- Continuous monitoring for obsolescence/end of life alerts and strategically placed obsolescence mitigation opportunities

The Air Force is implementing several other initiatives to improve supply chain support to customers worldwide despite DMSMS and other challenges:

- Implementation of the Enterprise Supply Chain Analysis, Planning and Execution (ESCAPE) system to modernize spares requirements planning and optimize inventory investments across the enterprise
- Deployment of predictive maintenance with supply planning using Condition Based Maintenance + (CBM+). CBM+ is a holistic methodology using repair data to help maintainers, logisticians, and engineers make proactive, knowledge-based decisions impacting weapon system health. The Air Force is merging predictive maintenance and sortie data into future buy/repair forecasts ensuring parts availability allowing maintenance to optimize planning and scheduling activities to reduce unscheduled maintenance actions resulting in increased mission readiness
- Implementation of a Supply Chain Risk Management (SCRM) Program, which leverages government partnerships and contract support to develop agile solutions through data collection, near-real-time feeds, and blending organic data science products into a sophisticated geo-spatial SCRM solution for the Air Force
- Execution of a Secretary of the Air Force and Chief of Staff of the Air Force directed plan to improve weapon system sustainment. Initiatives include building proactive and resilient supply chain capabilities by investing in low demand parts, growing new sources, and dual-sourcing critical workloads; expanding partnerships across external supply chain stakeholders; and developing improved supply chain support of base scheduled maintenance by applying materiel kitting concepts
- Deployment of open-source predictive analytics models powered by Artificial Intelligence (AI) that leverages advanced Machine Learning (ML) and Quantum Computing (QC) algorithms to analyze large volumes of structured and unstructured historical USAF transactional data and make accurate predictions enabling gaining valuable insights from data, anticipate future Supply Chain trends, identify and mitigate Supply Chain risks, and make better informed decisions that readiness improvements and innovation across AFSC. Established an Other Transactional Authority (OTA) contracting vehicle to expedite development and execution of reverse engineering, repair development and alternate manufacturing capabilities
- Pursuing alternative manufacturing technologies, additive manufacturing, Cold Spray, and establishing a reverse engineering and manufacturing framework to rapidly solve availability issues derived from DMSMS, supply chain risk, and obsolescence challenges

Financial Highlights

(\$ Millions)	FY 2024	FY 2025	FY 2026
Total Revenue	\$6,343.8	\$6,563.9	\$6,721.8
Total Expenses	\$5,836.4	\$6,900.4	\$6,733.8
Other Adjustments Affecting NOR	\$0.0	\$0.0	\$0.0
Net Operating Results (NOR)	\$507.1	\$-336.5	\$43.4
Other Changes Affecting AOR	\$0.0	\$500.0	\$0.0
Non-Recoverable AOR Adjustment	\$0.0	\$0.0	\$0.0
Accumulated Operating Results (AOR)	\$762.9	\$926.4	\$969.8

In FY 2024, Net Operating Result (NOR) was positive \$507.1 million, with a positive \$762.9 million AOR. The FY 2025 NOR is projected to be a negative (\$336.5) million and a positive \$926.4 million AOR. FY 2026 Unit Cost is 1.05 driven by continued efforts to restore readiness, while maintaining fund solvency. The FY 2025 Price Change to Customer is unchanged from the FY 2025 PB. In FY 2026, the price change is a 5.78% increase for all customers.

Cash (\$ Million)	FY 2024	FY 2025	FY 2026
BOP Cash Balance	\$410.7	\$528.4	\$866.4
Disbursements	\$5,966.8	\$6,751.4	\$6,749.8
Collections	\$6,084.5	\$6,589.4	\$6,725.4
Net Transfers	0.0	\$500.0	0.0
EOP Cash Balance	\$528.4	\$866.4	\$842.0
Lower Limit Cash Goal	\$102.1	\$667.5	\$625.9
Upper Limit Cash Goal	\$370.5	\$1,175.7	\$960.1

Performance Metrics:

Stabilized Sales Rates and Prices	FY 2024	FY 2025	FY 2026
Supply Unit Cost Ratio	1.102	1.144	1.048
Price Change to Customer	7.5%	13.4%	5.8%

Supply Customer Wait Time (CWT)	FY 2024	FY 2025	FY 2026
Actual Performance	25.8		
Objective	15.0	15.0	15.0

Customer Wait Time (CWT) is the average number of days accrued from the time a customer orders a spare part until the part is received. The input above is for budget code 8 items only.

Supply Stockage Effectiveness	FY 2024	FY 2025	FY 2026
Actual Performance	63.6%		
Objective	0%	0%	0%

Supply Item Quantity Requirements	FY 2024	FY 2025	FY 2026
Number of Issues	1,333,333	1,350,874	1,352,781
Number of Receipts	1,515,810	1,510,823	1,508,609
Number of Requisitions ¹	396,909	390,976	389,734
Contracts Executed ²	3365	3267	3254
Items Managed	74,080	73,437	72,344

¹Requisitions are lower than issues due to Supply requisitions containing quantities greater than one, while issues are counted per unit. For example, one requisition for a National Stock Number (NSN) may order a quantity greater than one. When the requisitioned NSNs are issued, each unit is counted as an individual issue.

²FY25 and 26 values estimated based on historical data.

³FY25 and FY26 issues, receipts and requisitions are estimated based on historical averages.

Supply Manpower Resources	FY 2024	FY 2025	FY 2026
Civilian End Strength	2,984	3,022	2,865
Civilian Full Time Equivalents	2,941	3,009	2,902
Military End Strengths	59	59	59
Military Workyears	58	58	59

Stockage Effectiveness measures how often the supply system has available for immediate sale those items required at base and depot level supply locations. The input above is for budget code 8 items only.

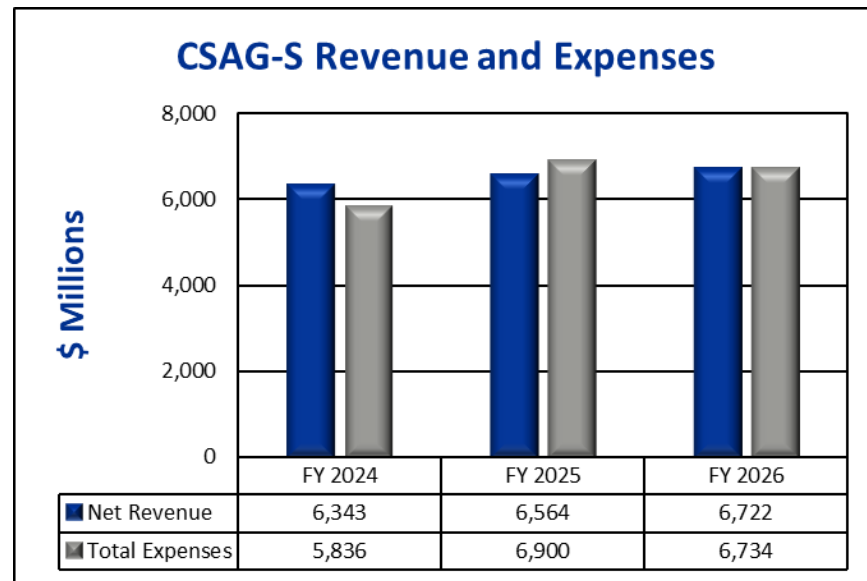
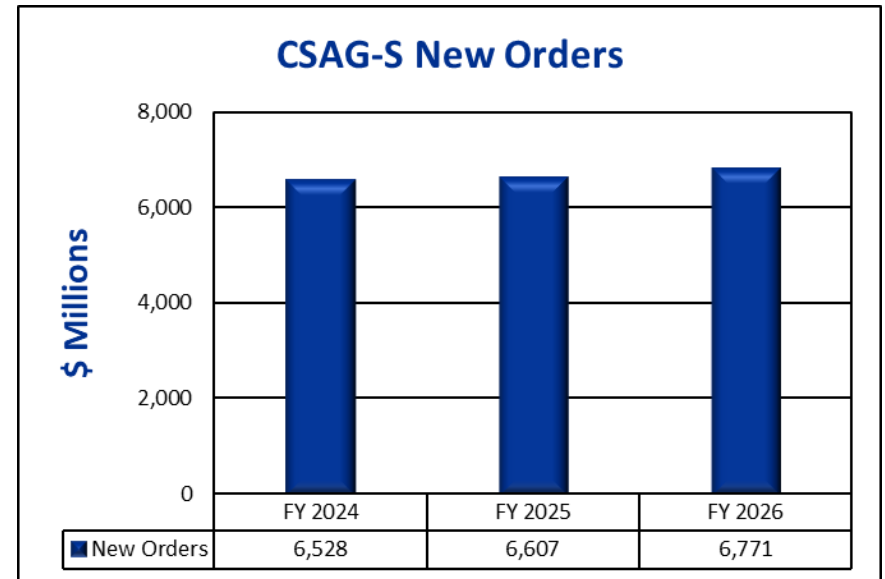
Supply Undelivered Orders (\$ Millions)	FY 2024	FY 2025	FY 2026
Supply Division	\$11,158	\$11,046	\$10,936

Changes in undelivered orders are predominately due to adjustments in customer requirements and inflation. Minimal impact on cash or inventory levels is expected as a result of changes in undelivered orders.

Consolidated Sustainment Activity Group - Supply Supply Division Data Visualizations

CSAG-S New Orders

The New Orders chart reflects actual execution in FY 2024 and projected levels in FY 2025 and FY 2026. Minimal growth is projected from FY 2024 to FY 2026. Customer demand, including Foreign Military Sales (FMS) requirements, Consolidated Sustainment Activity Group Maintenance (CSAG-M) activity, and orders from the Army, Navy, and Flying Hour customers, all contributed to the overall New Orders figures. Fund 11, Source of New Orders.

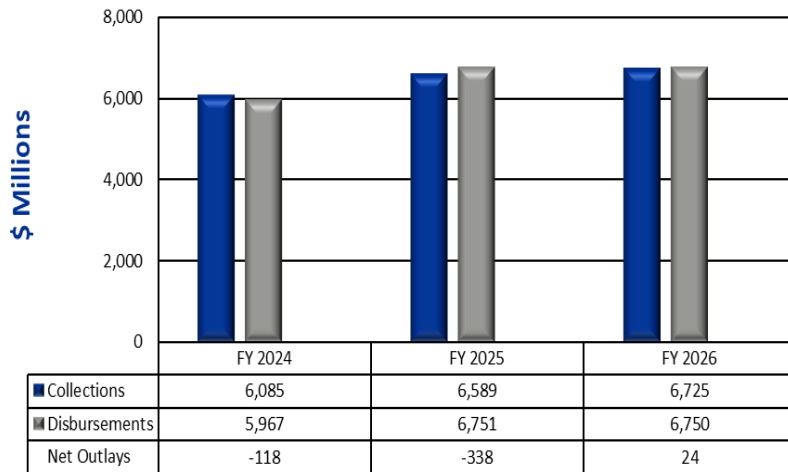


CSAG-S Revenue and Expenses

Revenue reflects actual results for FY 2024 and projected levels for FY 2025 and FY 2026. Elevated FY 2024 sales are projected to continue in FY2025, primarily driven by CSAG-M Organic Repair and FHP.

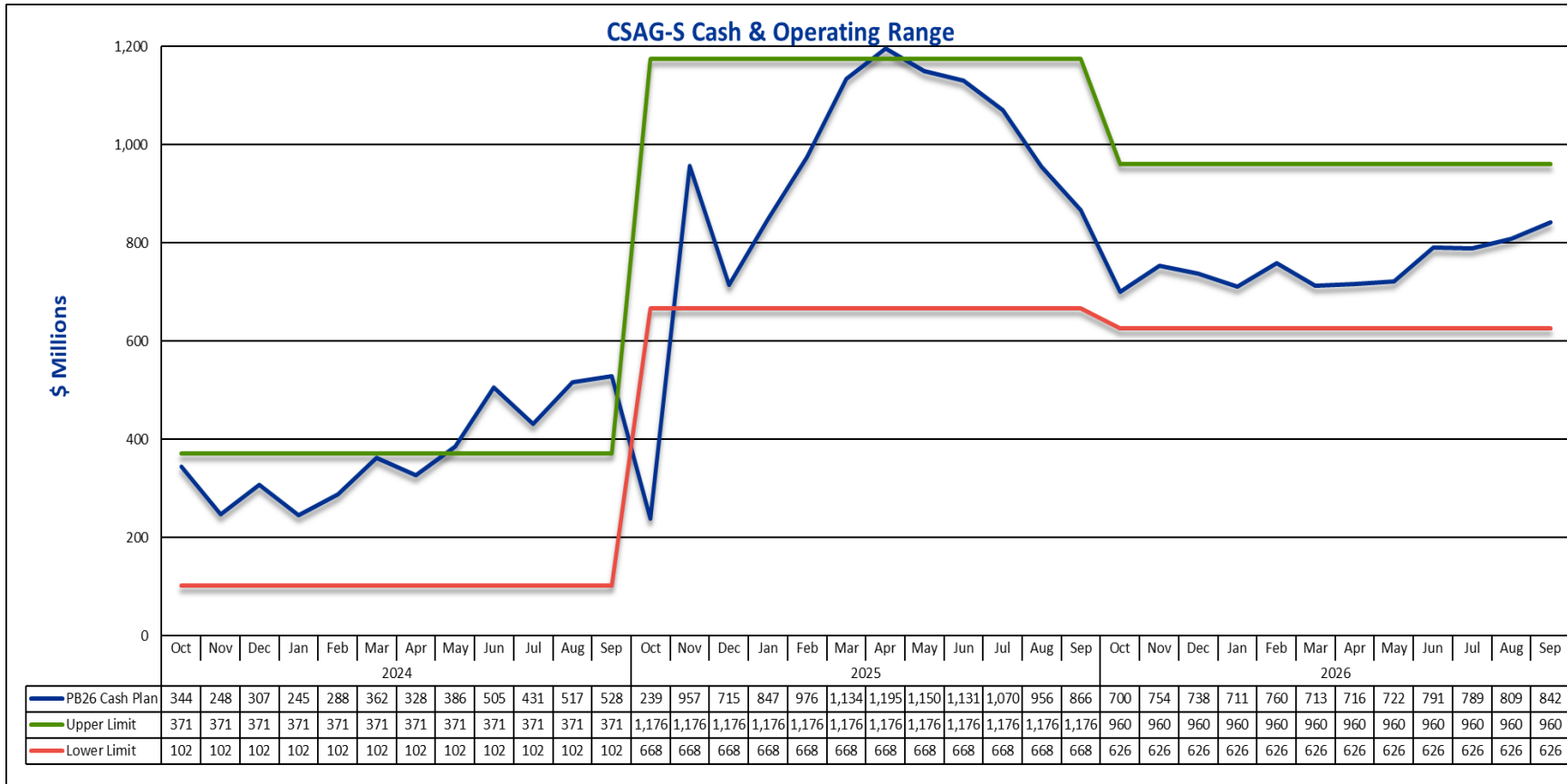
Expenses reflect actuals for FY 2024 and are presented alongside projected levels for FY 2025 and FY 2026. FY 2025 projects increase due to higher repair expenses. Inventory augmentation is offset by a FY 2026 decrease in Organic Repair requirement. Fund 14, Source of Expense.

CSAG-S Collections, Disbursements, and Net Outlays



CSAG-S Collections, Disbursements, and Net Outlays

Collections are projected based on forecasted sales and changes in accounts receivable. Disbursements are projected based on monthly operating obligations, changes in accounts payable, and Capital Investment Program obligations. AF forecasts FY 2026 sales and collections to remain in line with the increased FY 2025 sales and collections. Disbursements are projected to increase as higher contract authority requirements in FY 2024 through FY 2026 lead to increased materiel deliveries. Fund 13, Source of Cash Management.



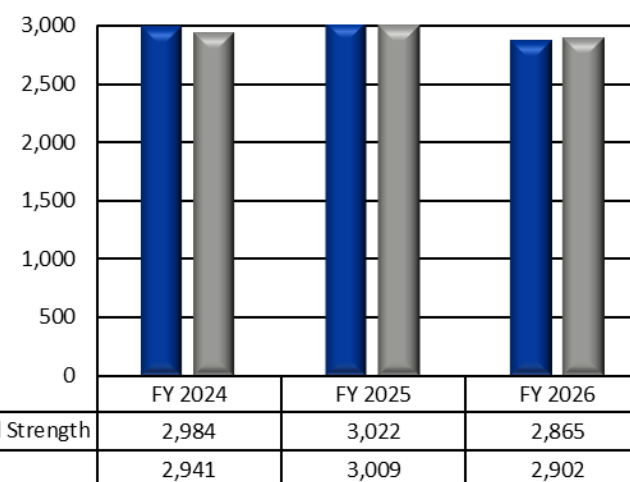
CSAG-S Cash & Operating Range

The day-to-day operation of the fund consumes cash with disbursements and replenishes cash with collections. The PB 2026 cash plan includes all expected collections and disbursements from the operation of the Supply Management including any expected transfers. The Supply Management cash plan for FY 2024, FY 2025 and FY 2026. Separate upper and lower operational limits continue to be calculated for the Supply Management business area. The FY 2025 Supply Management cash plan includes receipt of a \$500 million cash transfer from General Supply Division November 2024. The Supply Management cash balance is expected to end FY 2026 between the upper and lower operational limits. Fund 13, Source of Cash Management.

CSAG- S Civilian Personnel

The personnel end strength reflects actual execution in FY 2024 and authorized levels in FY 2025 and FY 2026. Personnel levels include secondary item managers, logistics management specialists, and general and administrative support positions. Op-8, Source of Civilian Personnel.

CSAG-S Civilian Personnel

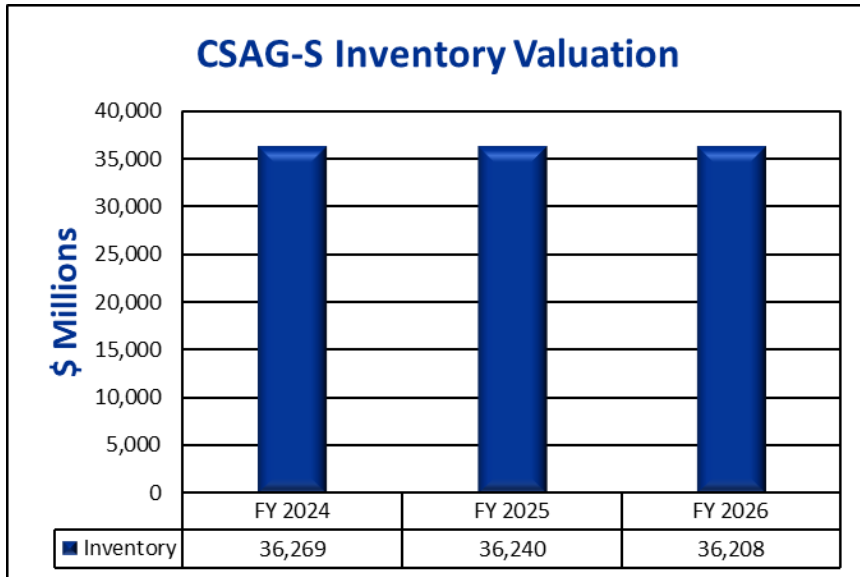


CSAG-S Gross Sales and Credit Returns



CSAG-S Gross Sales and Credit Returns

Sales figures represent income from operations, reflecting actual performance in FY 2024 and projected levels for FY 2025 and FY 2026. While the elevated sales projected for FY 2025 are expected to continue into FY 2026, the Supply Division retained a deferred AOR in FY 2026 to maintain healthy cash levels within the AFWCF. The increase in Gross Revenue from Sales is primarily driven by CSAG-M customer requirements in Organic Repair. Data source: Fund 14, Supply Division (Material Gross Sales), less Credit Returns.

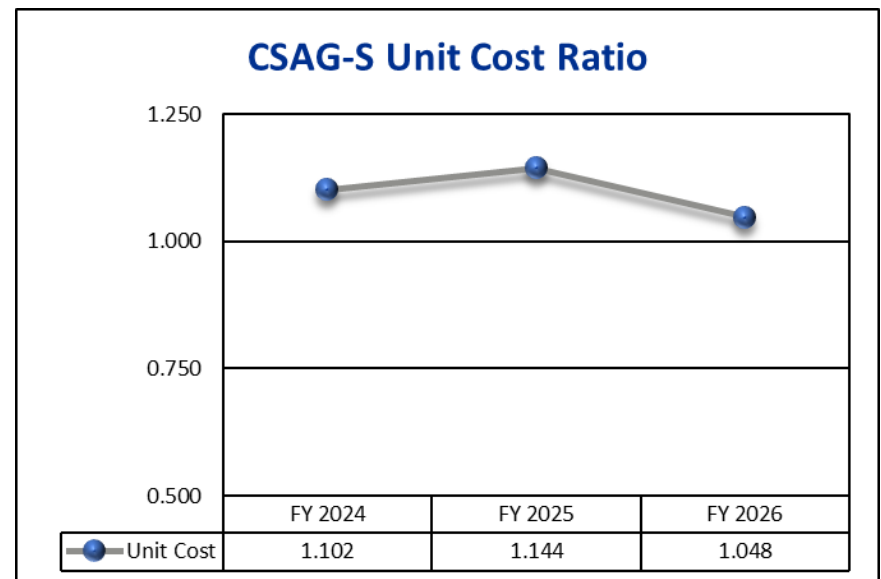


CSAG- S Inventory Valuation

Actual inventory in FY 2024 saw substantial reclassifications and repricing, impacting both inventory values and sales. These adjustments were driven by corrections to the Moving Average Cost (MAC) and inconsistent budgeting for adjustment accounts. While FY 2025 projections indicate some stabilization, the FY 2025 to FY 2026 projections show small, incremental changes in receipts, sales, and adjustments, resulting in only a slight decrease in inventory EOP. The Non-Consumable Item Material Support Code (NIMSC) program and CSAG-M requirements continue to be key drivers. SM 4, Source of Inventory.

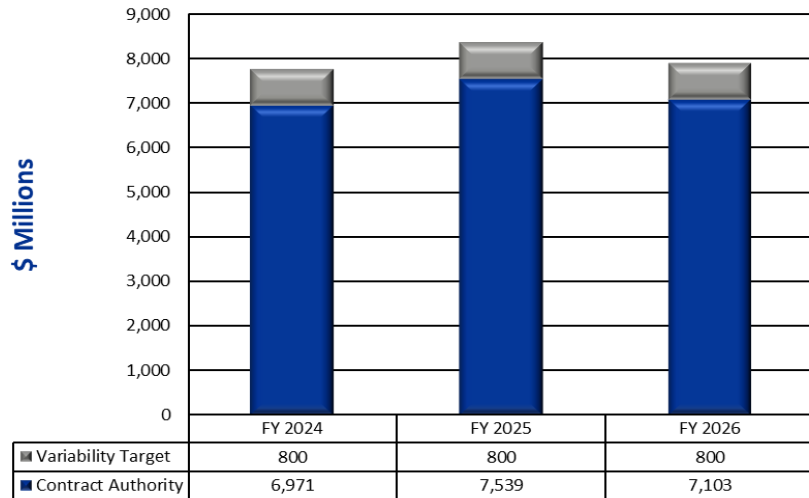
CSAG-S Unit Cost Ratio

Unit cost ratio, relating operating costs to sales dollars, is calculated as net Obligations/net Sales. Below 1.0 means selling more than replenishing, reducing contract authority needs. Above 1.0 means the AF is buying inventory for future needs or replenishing past sales. FY 2025 unit cost is 1.14 to replenish FY 2024's over-plan sales and support FY 2025 projections. FY 2026 unit cost is 1.05 to fully replenish FY 2026 sales and balance readiness with affordability. See Chart SM 6 for FY 2024-FY 2026 unit costs.



CSAG-Supply Division Overview

CSAG-S Contract Authority + Variability Target



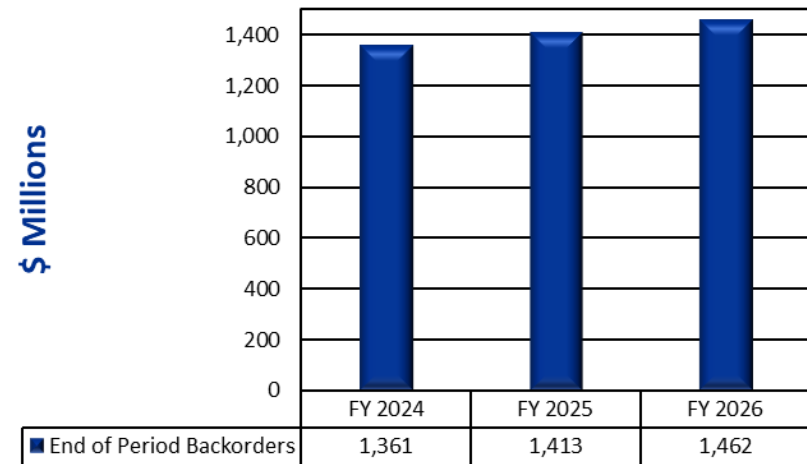
CSAG-S Contract Authority + Variability Target

The budget requests operating obligation authority for the acquisition, repair, and replenishment of spare parts; to include CIP dollars. The Air Force's (AF's) FY 2025 hardware obligation authority request replenishes projected FY 2025 sales and inventory sold above plan in FY 2024. The FY 2026 obligation authority request is consistent with projected sales, replenishing inventory sold in FY 2026 to balance future readiness with cash affordability. A variability target is included in the budget to ensure obligation authority is available to respond rapidly to unexpected surges in customer demand during the year of execution. SM 3A, Source of Contract Authority and Variability Target.

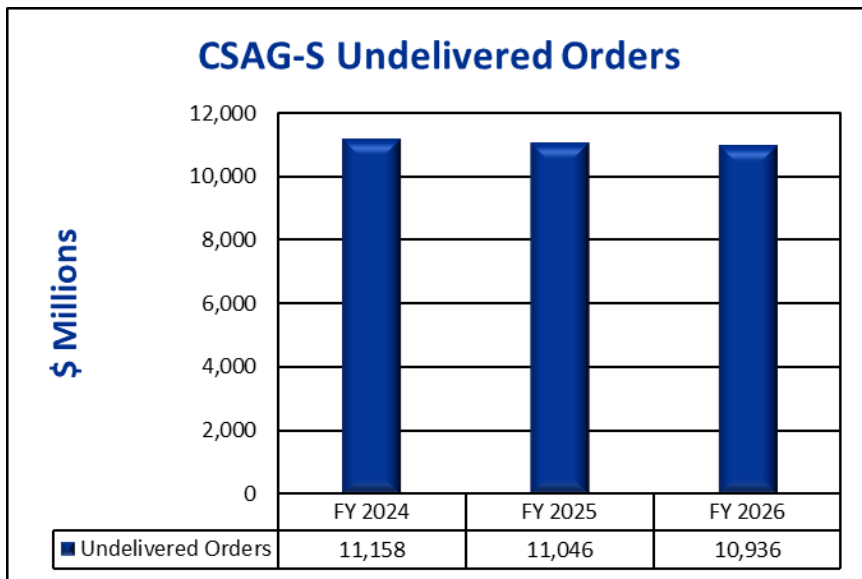
CSAG-S Backorders

Backorders are expected to increase in FY 2026 as a result of rising new orders. Customer backorders for the end of each fiscal year are displayed on exhibit Fund 11. Customer Order Worksheet, Source of Backorders.

CSAG-S End of Period Backorders



CSAG-Supply Division Overview



CSAG-S Undelivered Orders

Undelivered orders represent goods and services ordered but not yet received by AFWCF. A sufficient cash balance is required to pay suppliers upon receipt of these orders. As shown in the chart below, undelivered orders are projected to decrease in FY 2026. SM 4, Source of Undelivered Orders.

	FY2024	FY2025	FY2026
1. New Orders			
a. Orders From DOD Components:			
(1) Air Force			
(a) Aircraft Procurement	.433	(2.090)	(1.972)
(b) Missile Procurement	.000	.000	.000
(c) Other Procurement	.000	.005	.004
(d) Military Construction	.000	.000	.000
(e) Operations & Maintenance - AF	2,874.160	2,501.416	2,860.293
(f) Operations & Maintenance - USSF	10.235	11.336	11.312
(g) Operations & Maintenance - AFRC	270.900	228.704	269.778
(h) Operations & Maintenance - ANG	753.536	564.048	557.937
(i) Research & Development - AF	53.004	57.931	56.993
(j) Military Personnel - AF	.000	.000	.000
(k) Reserve Personnel - AF	.000	.000	.000
(l) Guard Personnel - ANG	.000	.000	.000
(m) Family Housing	.000	.000	.000
(n) Special Trust Funds	.000	.000	.000
(o) Other Air Force	.000	.273	.013
(p) Other	.000	.000	.000
Total Air Force	3,962.269	3,361.624	3,754.357
(2) Army	8.646	43.282	41.232
(3) Navy	131.152	187.534	127.217
(4) Marine Corps	.000	.000	.000
(5) MAP/Grant Aid	.000	.000	.000
(6) Other DOD	105.219	224.428	118.062
Total DOD excluding WCF	4,207.286	3,816.868	4,040.869
b. Orders From Other Fund Activity Groups			
(1) AF Supply Mgmt Activity Group - Retail	.111	.133	.222
(2) Transportation Activity Group - TRANSCOM	260.805	261.527	210.038
(3) Other WCF Activity Groups	.267	.898	.952
(4) Commissary, Sur. Coll.	.000	.000	.000
(5) AF CSAG - Supply (Supply Orders to Maintenance)	.000	.000	.000
(6) AF CSAG - Maintenance (Maintenance Orders to Supply)	1,724.598	2,335.820	2,317.348
Total Other Fund Activity Groups	1,985.780	2,598.377	2,528.560

Fund 11 (Dollars in Millions) CSAG - Supply Division	Source of New Orders and Revenue Air Force Working Capital Fund Consolidated Sustainment Activity Group (CSAG)	Fiscal Year (FY) 2026 Budget Estimates June 2025
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	FY2024	FY2025	FY2026
c. Other Internal to AF Consolidated Sustainment Activity Group			
(1) Internal Material Transfer Orders (Maintenance Orders to Supply)	.000	.000	.000
(2) Internal Material Repair Orders (Supply Orders to Maintenance)	.000	.000	.000
Total Internal AF Consolidated Sustainment Activity Group	.000	.000	.000
d. Grand Total DOD	6,193.067	6,415.245	6,569.429
e. Other Orders			
(1) Other Federal Agencies	(5.103)	70.288	48.303
(2) Non Federal Agencies	.007	.395	.726
(3) FMS	340.365	120.999	152.316
Total Other Orders	335.270	191.681	201.345
Total New Orders	6,528.336	6,606.926	6,770.774
Total New External Orders (Total New Gross Orders minus 1c. Total Internal AF CSAG)	6,528.336	6,606.926	6,770.774
2. Carry-In Orders	1,160.159	1,361.250	1,412.550
a. Carry-Over Execution Adjustment	.000	.000	.000
3. Total Gross Orders	7,688.495	7,968.176	8,183.324
a. Less Internal Material Transfer Orders (Maintenance Orders to Supply)	.000	.000	.000
b. Less Internal Material Repair Orders (Supply Orders to Maintenance)	.000	.000	.000
Total External Gross Orders	7,688.495	7,968.176	8,183.324
4. Revenue	6,327.245	6,555.626	6,721.056
5. End of Year W-I-P	.000	.000	.000
6. Exclusion (Non-DoD, BRAC, and FMS)	.000	.000	.000
7. Funded Carryover	1,361.250	1,412.550	1,462.268

Fund 11 CSAG - Supply Division

CSAG - Supply Division

	FY2024	FY2025	FY2026
Revenue:			
Income:			
Maintenance Division	.000	.000	.000
Supply Division (Material Gross Sales)	6,627.442	6,969.765	7,081.560
Less Credit Returns	300.197	414.138	360.504
Total Income	6,327.245	6,555.626	6,721.056
 Depreciation Offset (Major Construction)	.000	.000	.000
Other Revenue	16.235	8.283	.766
Total Other Revenue	16.235	8.283	.766
 Total Revenue	6,343.480	6,563.909	6,721.822
 Expenses:			
Maintenance Division			
Cost of Repair (Direct and POH Costs)	.000	.000	.000
 Supply Division			
Cost of Material Sold	221.894	394.197	312.147
Cost of Material Repair	3,536.127	4,005.729	4,240.317
Condemnation Material Expense Recovery (CMER)	584.670	915.193	843.953
Inventory Augmentation	190.000	260.000	.000
Other Expenses	11.542	8.283	.766
Subtotal Material & Other Expenses	4,544.232	5,583.402	5,397.183
 Operating Expenses (Supply only)			
Military Personnel	7.387	7.619	.000
Civilian Personnel	429.476	417.900	414.328
Travel & Transportation of People	2.870	3.216	2.570
Materials & Supplies	3.953	4.129	4.115
Equipment	1.382	1.404	.000
Other Purchases from Revolving Funds	337.510	318.954	311.481
Transportation of Things	72.257	81.500	77.118
Capital Investment Depreciation	8.319	8.319	6.933
Printing and Reproduction	.314	.320	.198
Advisory and Assistance Services	62.067	59.649	65.168

CSAG - Supply Division

	FY2024	FY2025	FY2026
Rent, Comm, Utilities and Misc Charges	113.820	120.538	132.721
Other Purchased Services	252.779	293.478	321.939
Total Operating Expenses (Supply only)	1,292.133	1,317.025	1,336.570
Total Expenses	5,836.366	6,900.427	6,733.753
Work in Process, Beginning of Year	.000	.000	.000
Work in Process, End of Year	.000	.000	.000
Work in Process, Change	.000	.000	.000
Total Expenses Adjusted for Work in Process	5,836.366	6,900.427	6,733.753
Operating Result	507.114	(336.518)	(11.930)
Less Capital Surcharge Reservation	.000	.000	55.296
Plus Passthroughs or Other Approps (NOR)	.000	.000	.000
Other Adjustments Affecting NOR and Other Changes	.000	.000	.000
Net Operating Result	507.114	(336.518)	43.366
Prior Year Adjustments	.000	.000	.000
Other Changes Affecting AOR	.000	500.000	.000
Prior Year AOR	255.831	762.946	926.428
Accumulated Operating Result	762.946	926.428	969.794
Non-Recoverable Adjustment Impacting AOR	.000	.000	.000
Accumulated Operating Result for Budget Purposes	762.946	926.428	969.794

SM-1
(Dollars in Millions)

Supply Management Summary
Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

CSAG - Supply Division

	Obligation Targets								
	Net Customer Orders	Net Sales	Operating	Direct Appn	Direct Reimbursables (Initial Spares)	Total Operating Obligations	Total Capital Obligations	Variability Target	Target Total
FY2024	6,528.336	6,327.245	6,970.973	.000	.000	6,970.973	.000	800.000	7,770.973
FY2025	6,606.926	6,555.626	7,501.338	.000	.000	7,501.338	38.021	800.000	8,339.359
FY2026	6,770.774	6,721.056	7,040.309	.000	.000	7,040.309	62.229	800.000	7,902.538

SM-3B
(Dollars in Millions)

Weapons System Funding
Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

CSAG - Supply Division

FY2024	Reparable Buy	Consumable Buy	Total Buy	Initial Spares	Internal/Organic Repair	Cost Authority Contract Repair	Total Repair	Total	NMCRS Percent
A-10	16.882	.176	17.058	0.000	73.253	110.948	184.201	201.259	14.8%
B-1B	55.305	0.000	55.305	0.000	82.516	43.700	126.216	181.521	4.6%
B-2	570.707	3.360	574.066	0.000	24.643	47.052	71.695	645.761	0.8%
B-52	34.500	.108	34.608	0.000	162.332	14.951	177.283	211.891	5.9%
C-5	13.814	1.907	15.721	0.000	151.666	41.126	192.791	208.512	5.0%
C-17	1.061	0.000	1.061	0.000	.680	.581	1.261	2.322	15.6%
C-130	9.029	.850	9.879	0.000	105.963	41.073	147.036	156.915	3.7%
C-135	267.272	.626	267.899	0.000	329.200	315.876	645.076	912.975	7.0%
C-141	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
C-46	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
E-3	1.280	.002	1.282	0.000	32.659	5.204	37.864	39.146	1.0%
E-4	0.000	0.000	0.000	0.000	1.397	0.000	1.397	1.397	0.1%
E-8	0.000	0.000	0.000	0.000	.031	0.000	.031	.031	0.0%
F-4	0.000	0.000	0.000	0.000	.000	0.000	.000	.000	0.0%
F-15	22.298	.332	22.629	0.000	202.603	20.670	223.273	245.903	24.6%
F-16	87.850	13.136	100.986	0.000	229.113	70.216	299.328	400.314	30.2%
F100 Engines	92.880	31.974	124.854	0.000	252.372	21.556	273.928	398.782	0.0%
F110 Engines	33.312	0.000	33.312	0.000	19.248	142.754	162.002	195.313	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	27.6%
F-35	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	23.7%
F-111	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-117	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-1	2.146	0.000	2.146	0.000	.795	29.042	29.837	31.983	6.3%
H-3	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-53	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-60	.275	0.000	.275	0.000	.152	25.114	25.267	25.542	5.0%
KC-46	77.810	0.000	77.810	0.000	1.340	58.948	60.288	138.097	16.1%
Trainers	85.756	21.616	107.372	0.000	60.909	24.836	85.745	193.118	56.6%
Other Aircraft	1.747	.001	1.748	0.000	.714	.215	.929	2.677	2.5%
RQ-4	0.000	0.000	0.000	0.000	0.000	3.144	3.144	3.144	1.6%
SOF	.041	0.000	.041	0.000	1.618	146.449	148.067	148.108	0.9%
Common	23.164	4.970	28.135	0.000	151.103	73.907	225.009	253.144	0.0%
Common EW	.000	3.541	3.541	0.000	21.635	19.989	41.624	45.166	0.0%
FMS/FDT	1.951	3.542	5.493	0.000	0.000	0.000	0.000	5.493	0.0%
Missiles	10.129	14.337	24.466	0.000	26.028	10.394	36.422	60.888	0.0%
Other	3.879	.022	3.901	0.000	31.239	39.680	70.919	74.820	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	49.841	49.841	49.841	0.0%
NIMSC5-CV-22	0.000	0.000	0.000	0.000	0.000	219.882	219.882	219.882	7.7%
New WS Fund 1	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
Inventory Augmentation	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
RSP	0.000	0.000	0.000	0.000	167.333	0.000	167.333	167.333	0.0%
JEIM	0.000	0.000	0.000	0.000	55.662	0.000	55.662	55.662	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	12.799	0.000	12.799	12.799	0.0%
AMARG	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
Org Sustaining Engrg	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
PBL	4.399	0.000	4.399	0.000	0.000	341.352	341.352	345.751	0.0%
Total	1,417.486	100.502	1,517.988	0.000	2,199.003	1,918.499	4,117.502	5,635.490	0.0%

SM-3B CSAG - Supply Division

SM-3B
(Dollars in Millions)

Weapons System Funding
Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

CSAG - Supply Division

FY2025	Reparable Buy	Consumable Buy	Total Buy	Initial Spares	Internal/Organic Repair	Cost Authority Contract Repair	Total Repair	Total	NMCRS Percent
A-10	1.347	.080	1.427	0.000	71.626	27.719	99.345	100.772	13.9%
B-1B	32.036	.193	32.229	0.000	130.269	38.301	168.570	200.799	4.3%
B-2	162.751	1.339	164.091	0.000	31.692	58.223	89.916	254.006	0.6%
B-52	19.654	.030	19.683	0.000	282.466	16.190	298.656	318.340	5.5%
C-5	12.358	.521	12.879	0.000	196.862	30.026	226.888	239.767	4.7%
C-17	.409	0.000	.409	0.000	1.004	.959	1.963	2.372	15.3%
C-130	13.813	.101	13.914	0.000	124.725	39.885	164.609	178.524	3.6%
C-135	871.854	.288	872.143	0.000	488.538	198.678	687.216	1,559.359	6.9%
C-141	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
C-46	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
E-3	2.000	.036	2.037	0.000	73.734	4.749	78.484	80.520	0.8%
E-4	.103	0.000	.103	0.000	2.494	.009	2.503	2.606	0.1%
E-8	.091	0.000	.091	0.000	.007	.015	.022	.113	0.0%
F-4	.001	0.000	.001	0.000	0.000	0.000	0.000	.001	0.0%
F-15	10.413	1.543	11.956	0.000	217.907	16.469	234.376	246.333	23.3%
F-16	42.547	2.214	44.762	0.000	298.762	49.181	347.943	392.705	30.0%
F100 Engines	9.390	3.372	12.762	0.000	367.556	27.511	395.067	407.830	0.0%
F110 Engines	1.537	0.000	1.537	0.000	20.736	114.954	135.689	137.226	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	26.0%
F-35	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	21.0%
F-111	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-117	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-1	.413	.000	.413	0.000	1.053	17.483	18.536	18.949	6.1%
H-3	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-53	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-60	.534	0.000	.534	0.000	.220	20.752	20.972	21.507	4.8%
KC-46	.973	0.000	.973	0.000	1.916	46.126	48.043	49.016	15.5%
Trainers	22.930	3.631	26.561	0.000	79.686	45.290	124.975	151.536	54.3%
Other Aircraft	.081	.002	.083	0.000	1.018	9.051	10.069	10.152	0.0%
RQ-4	.759	0.000	.759	0.000	0.000	8.988	9.747	9.747	1.4%
SOF	.209	.427	.636	0.000	1.775	93.820	95.595	96.231	0.7%
Common	104.617	268.203	372.820	0.000	224.515	207.778	432.293	805.113	0.0%
Common EW	9.958	1.760	11.719	0.000	28.193	16.567	44.760	56.479	0.0%
FMS/FDT	1.762	3.368	5.130	0.000	0.000	0.000	0.000	5.130	0.0%
Missiles	14.161	1.737	15.897	0.000	34.773	8.281	43.054	58.951	0.0%
Other	7.047	.010	7.057	0.000	15.597	36.213	51.810	58.867	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	55.905	55.905	55.905	0.0%
NIMSC5-CV-22	0.000	0.000	0.000	0.000	0.000	198.210	198.210	198.210	7.4%
New WS Fund 1	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
Inventory Augmentation	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
RSP	0.000	0.000	0.000	0.000	100.000	0.000	100.000	100.000	0.0%
JEIM	0.000	0.000	0.000	0.000	57.754	0.000	57.754	57.754	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	6.702	0.000	6.702	6.702	0.0%
AMARG	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
Org Sustaining Engrg	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
PBL	4.114	0.000	4.114	0.000	0.000	282.960	282.960	287.074	0.0%
Total	1,347.864	288.857	1,636.721	0.000	2,861.579	1,670.295	4,531.873	6,168.595	0.0%

SM-3B CSAG - Supply Division

SM-3B
(Dollars in Millions)

Weapons System Funding
Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

CSAG - Supply Division

FY2026	Reparable Buy	Consumable Buy	Total Buy	Initial Spares	Internal/Organic Repair	Cost Authority Contract Repair	Total Repair	Total	NMCRS Percent
A-10	.993	.099	1.093	0.000	58.388	29.908	88.296	89.389	13.6%
B-1B	157.187	2.528	159.715	0.000	141.858	49.867	191.725	351.440	4.2%
B-2	27.221	1.716	28.937	0.000	33.643	58.459	92.102	121.039	0.6%
B-52	10.138	.068	10.206	0.000	306.198	21.394	327.591	337.798	5.3%
C-5	9.123	1.251	10.374	0.000	201.043	36.705	237.748	248.122	4.3%
C-17	.466	0.000	.466	0.000	1.112	1.133	2.245	2.711	14.9%
C-130	20.027	.272	20.299	0.000	131.823	46.233	178.056	198.355	3.4%
C-135	535.372	1.017	536.388	0.000	524.600	226.780	751.381	1,287.769	6.7%
C-141	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
C-46	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
E-3	3.982	.045	4.027	0.000	87.149	8.040	95.190	99.217	0.7%
E-4	.072	0.000	.072	0.000	2.752	.011	2.763	2.835	0.1%
E-8	.227	0.000	.227	0.000	.007	.018	.025	.252	0.0%
F-4	0.000	0.000	0.000	0.000	.000	0.000	.000	.000	0.0%
F-15	37.254	1.423	38.678	0.000	226.853	19.457	246.310	284.987	45.5%
F-16	57.647	6.454	64.101	0.000	316.314	54.691	371.004	435.106	28.5%
F100 Engines	28.881	9.309	38.190	0.000	359.094	35.518	394.612	432.802	0.0%
F110 Engines	30.364	0.000	30.364	0.000	21.268	30.594	51.862	82.226	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	24.0%
F-35	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	20.5%
F-111	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-117	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-1	4.449	0.000	4.449	0.000	1.016	18.132	19.148	23.596	6.0%
H-3	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-53	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-60	0.000	0.000	0.000	0.000	.450	25.949	26.399	26.399	4.6%
KC-46	3.261	0.000	3.261	0.000	2.326	60.359	62.685	65.946	15.0%
Trainers	50.347	.137	50.483	0.000	84.810	60.301	145.111	195.594	51.0%
Other Aircraft	.208	.004	.212	0.000	1.263	8.325	9.588	9.800	0.0%
RQ-4	5.869	.020	5.889	0.000	0.000	12.122	12.122	18.011	1.4%
SOF	77.277	.187	77.465	0.000	1.884	115.731	117.616	195.080	0.7%
Common	18.549	8.778	27.327	0.000	247.713	65.517	313.230	340.557	0.0%
Common EW	46.639	13.234	59.873	0.000	30.704	21.342	52.047	111.919	0.0%
FMS/FDT	1.762	3.536	5.298	0.000	0.000	0.000	0.000	5.298	0.0%
Missiles	2.507	1.073	3.580	0.000	37.600	10.888	48.488	52.069	0.0%
Other	6.249	.036	6.285	0.000	17.290	46.277	63.567	69.852	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	57.383	57.383	57.383	0.0%
NIMSC5-CV-22	0.000	0.000	0.000	0.000	0.000	215.870	215.870	215.870	7.1%
New WS Fund 1	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
Inventory Augmentation	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
RSP	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
JEIM	0.000	0.000	0.000	0.000	51.895	0.000	51.895	51.895	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	6.371	0.000	6.371	6.371	0.0%
AMARG	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
Org Sustaining Engrg	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
PBL	4.258	0.000	4.258	0.000	0.000	262.474	262.474	266.732	0.0%
Total	1,140.329	51.187	1,191.516	0.000	2,895.425	1,599.479	4,494.904	5,686.420	0.0%

SM-3B CSAG - Supply Division

SM-4
(Dollars in Millions)

Inventory Status
Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

CSAG - Supply Division

FY2024	Total	Demand Based	Mobil	Non-Demand Based
1. Inventory BOP	25,516.623	17,982.441	.000	7,534.182
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(12,791.411)	(9,977.301)	.000	(2,814.110)
c. Inv Reclassified & Repriced	12,725.212	8,005.140	.000	4,720.072
3. Receipts at MAC	.000	.000	.000	.000
4. Sales at Standard	(3.592)	(2.802)	.000	(.790)
5. Inventory Adjustments				
a. Capitalization + or (-)	(2.700)	(2.106)	.000	(.594)
b. Returns from Customers for Credit	(156.190)	(121.828)	.000	(34.362)
c. Returns from Customers w/o Credit	.000	.000	.000	.000
d. Returns to Suppliers (-)	(14.749)	(11.504)	.000	(3.245)
e. Transfers to Property Disposal (-)	(84.320)	(65.770)	.000	(18.550)
f. Issues/Receipts w/o Reimbursement	.000	.000	.000	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	.000	.000	.000	.000
2. Discounts on Returns	.000	.000	.000	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	.056	.044	.000	.012
6. Physical Inventory Adj	(510.576)	(398.250)	.000	(112.327)
7. Accounting Adjustments	24,177.466	18,858.423	.000	5,319.043
8. Shipment Discrepancies	(.193)	(.151)	.000	(.042)
9. Other Gains/Losses	.000	.000	.000	.000
10. Strata Transfers	131.193	102.330	.000	28.862
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	23,797.945	18,562.397	.000	5,235.548
h. Total Adjustments	23,539.986	18,361.189	.000	5,178.797
6. Inventory EOP	36,268.790	26,369.131	.000	9,899.659
7. Inventory EOP, Revalued (MAC, Discounted)	36,268.790	26,369.131	.000	9,899.659
a. Economic Retention (Memo)	4,324.641	3,373.220	.000	951.421
b. Contingency Retention (Memo)	3,904.309	3,045.361	.000	858.948
c. Potential DOD Reutilization (Memo)	2,928.884	2,284.530	.000	644.354
8. Inventory on Order Cost EOP (Memo)	11,157.834	8,703.111	.000	2,454.723

SM-4 CSAG - Supply Division

SM-4
(Dollars in Millions)

Inventory Status
Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

CSAG - Supply Division

FY2025	Total	Demand Based	Mobil	Non-Demand Based
1. Inventory BOP	36,268.790	26,369.131	.000	9,899.659
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(169.795)	(132.440)	.000	(37.355)
c. Inv Reclassified & Repriced	36,098.995	26,236.691	.000	9,862.304
3. Receipts at MAC	1,385.126	1,080.399	.000	304.728
4. Sales at Standard	2,612.985	2,038.128	.000	574.857
5. Inventory Adjustments				
a. Capitalization + or (-)	41.943	32.716	.000	9.228
b. Returns from Customers for Credit	(39.047)	(30.457)	.000	(8.590)
c. Returns from Customers w/o Credit	2,811.503	2,192.972	.000	618.531
d. Returns to Suppliers (-)	(689.209)	(537.583)	.000	(151.626)
e. Transfers to Property Disposal (-)	(1,052.524)	(820.969)	.000	(231.555)
f. Issues/Receipts w/o Reimbursement	322.377	251.454	.000	70.923
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(36.094)	(28.153)	.000	(7.941)
2. Discounts on Returns	(.192)	(.149)	.000	(.042)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(387.965)	(302.613)	.000	(85.352)
6. Physical Inventory Adj	60.195	46.952	.000	13.243
7. Accounting Adjustments	128.189	99.988	.000	28.202
8. Shipment Discrepancies	(46.525)	(36.290)	.000	(10.236)
9. Other Gains/Losses	255.829	199.547	.000	56.282
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	(26.562)	(20.719)	.000	(5.844)
h. Total Adjustments	1,368.480	1,067.414	.000	301.066
6. Inventory EOP	36,239.616	26,346.375	.000	9,893.241
7. Inventory EOP, Revalued (MAC, Discounted)	36,239.616	26,346.375	.000	9,893.241
a. Economic Retention (Memo)	4,627.366	3,609.345	.000	1,018.020
b. Contingency Retention (Memo)	4,177.611	3,258.536	.000	919.074
c. Potential DOD Reutilization (Memo)	3,133.906	2,444.447	.000	689.459
8. Inventory on Order Cost EOP (Memo)	11,046.256	8,616.079	.000	2,430.176

SM-4 CSAG - Supply Division

SM-4
(Dollars in Millions)

Inventory Status
Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

CSAG - Supply Division

FY2026	Total	Demand Based	Mobil	Non-Demand Based
1. Inventory BOP	36,239.616	26,346.375	.000	9,893.241
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(181.681)	(141.711)	.000	(39.970)
c. Inv Reclassified & Repriced	36,057.935	26,204.664	.000	9,853.271
3. Receipts at MAC	1,482.085	1,156.027	.000	326.059
4. Sales at Standard	2,795.894	2,180.797	.000	615.097
5. Inventory Adjustments				
a. Capitalization + or (-)	44.879	35.006	.000	9.873
b. Returns from Customers for Credit	(41.781)	(32.589)	.000	(9.192)
c. Returns from Customers w/o Credit	3,008.308	2,346.480	.000	661.828
d. Returns to Suppliers (-)	(737.454)	(575.214)	.000	(162.240)
e. Transfers to Property Disposal (-)	(1,126.201)	(878.437)	.000	(247.764)
f. Issues/Receipts w/o Reimbursement	344.943	269.056	.000	75.888
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(38.621)	(30.124)	.000	(8.497)
2. Discounts on Returns	(.205)	(.160)	.000	(.045)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(415.123)	(323.796)	.000	(91.327)
6. Physical Inventory Adj	64.409	50.239	.000	14.170
7. Accounting Adjustments	137.163	106.987	.000	30.176
8. Shipment Discrepancies	(49.782)	(38.830)	.000	(10.952)
9. Other Gains/Losses	273.737	213.515	.000	60.222
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	(28.422)	(22.169)	.000	(6.253)
h. Total Adjustments	1,464.274	1,142.133	.000	322.140
6. Inventory EOP	36,208.400	26,322.027	.000	9,886.373
7. Inventory EOP, Revalued (MAC, Discounted)	36,208.400	26,322.027	.000	9,886.373
a. Economic Retention (Memo)	4,951.281	3,862.000	.000	1,089.282
b. Contingency Retention (Memo)	4,470.043	3,486.634	.000	983.410
c. Potential DOD Reutilization (Memo)	3,353.279	2,615.558	.000	737.721
8. Inventory on Order Cost EOP (Memo)	10,935.793	8,529.919	.000	2,405.874

SM-4 CSAG - Supply Division

SM-6
(Dollars in Millions)

War Reserve Material
Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

CSAG - Supply Division

FY2024

STOCKPILE STATUS

	Total	WRM Protected	WRM Other
1. Inventory BOP @ std	.000	.000	.000
2. Price Change	.000	.000	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	.000	.000	.000
a. Receipts @ std	.000	.000	.000
(1). Purchases	.000	.000	.000
(2). Returns from customers	.000	.000	.000
b. Issues @ std	.000	.000	.000
(1). Sales	.000	.000	.000
(2). Returns to suppliers	.000	.000	.000
(3). Disposals	.000	.000	.000
c. Adjustments @ std	.000	.000	.000
(1). Capitalizations	.000	.000	.000
(2). Gains and losses	.000	.000	.000
(3). Other	.000	.000	.000
Inventory EOP	.000	.000	.000

STOCKPILE COSTS

1. Storage	.000
2. Management	.000
3. Maintenance/Other	.000
Total Cost	.000

WRM BUDGET REQUEST

1. Obligations @ cost	.000
a. Additional WRM Investment	.000
b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)	.000
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
Total Request	.000

SM-6 CSAG - Supply Division

SM-6
(Dollars in Millions)

War Reserve Material
Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

CSAG - Supply Division

FY2025

STOCKPILE STATUS

	Total	WRM Protected	WRM Other
1. Inventory BOP @ std	.000	.000	.000
2. Price Change	.000	.000	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	.000	.000	.000
a. Receipts @ std	.000	.000	.000
(1). Purchases	.000	.000	.000
(2). Returns from customers	.000	.000	.000
b. Issues @ std	.000	.000	.000
(1). Sales	.000	.000	.000
(2). Returns to suppliers	.000	.000	.000
(3). Disposals	.000	.000	.000
c. Adjustments @ std	.000	.000	.000
(1). Capitalizations	.000	.000	.000
(2). Gains and losses	.000	.000	.000
(3). Other	.000	.000	.000
Inventory EOP	.000	.000	.000

STOCKPILE COSTS

1. Storage	.000
2. Management	.000
3. Maintenance/Other	.000
Total Cost	.000

WRM BUDGET REQUEST

1. Obligations @ cost	.000
a. Additional WRM Investment	.000
b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)	.000
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
Total Request	.000

SM-6 CSAG - Supply Division

SM-6
(Dollars in Millions)

War Reserve Material
Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

CSAG - Supply Division

FY2026

STOCKPILE STATUS

	Total	WRM Protected	WRM Other
1. Inventory BOP @ std	.000	.000	.000
2. Price Change	.000	.000	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	.000	.000	.000
a. Receipts @ std	.000	.000	.000
(1). Purchases	.000	.000	.000
(2). Returns from customers	.000	.000	.000
b. Issues @ std	.000	.000	.000
(1). Sales	.000	.000	.000
(2). Returns to suppliers	.000	.000	.000
(3). Disposals	.000	.000	.000
c. Adjustments @ std	.000	.000	.000
(1). Capitalizations	.000	.000	.000
(2). Gains and losses	.000	.000	.000
(3). Other	.000	.000	.000
Inventory EOP	.000	.000	.000

STOCKPILE COSTS

1. Storage	.000
2. Management	.000
3. Maintenance/Other	.000
Total Cost	.000

WRM BUDGET REQUEST

1. Obligations @ cost	.000
a. Additional WRM Investment	.000
b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)	.000
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
Total Request	.000

SM-6 CSAG - Supply Division

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***AIR FORCE
WORKING CAPITAL FUND***



U.S. AIR FORCE

SUPPLY MANAGEMENT ACTIVITY

GROUP – RETAIL

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**Supply Management Activity Group - Retail
Budget Overview
Fiscal Year (FY) 2026 President's Budget (PB)**

The Air Force Supply Management Activity Group–Retail (SMAG-R) is comprised of three divisions: General Support Division (GSD), Medical-Dental Division (MDD), and the United States Air Force Academy (USAFA). SMAG-R manages ~2.0 million inventory items including weapon system spare parts, medical-dental supplies and equipment, and other items used in non-weapon system applications. SMAG-R is a critical component in the support of combat readiness. It procures materiel and makes spares available to authorized customers. SMAG-R has MDD inventory which includes War Reserve Material (WRM) Stockpile inventory.

SMAG-R provides a wide range of logistics support services including requirements forecasting, item introduction, cataloging, provisioning, procurement, repair, technical support, data management, item disposal, distribution management and transportation. Inventories are an integral part of SMAG-R and maintained by each of the divisions in support of customer requirements. The SMAG-R objective is to replenish inventories and provide supplies to customers in a timely manner within customer funding constraints, while maintaining fund solvency.

Division Overviews

GSD finances the Air Force retail inventory and issues requirements for all non-Air Force managed economic order quantity (EOQ) items other than those pertaining to peculiar medical, commissary, and fuels requirements. GSD items support installation, maintenance, administrative functions, field and depot maintenance of aircraft, ground and airborne communication and electronic systems, and other sophisticated systems and equipment. Also included is initial outfitting of individual clothing items issued to new recruits, organizational clothing items such as firemen's protective over garments, 'clean room' coveralls, air crew helmets, and chemical biological warfare protective over garments. This retail activity is located at 233 Air Force installations throughout the world.

USAFA finances the purchase of uniforms, uniform accessories, and miscellaneous commodities required by USAFA cadets during their four-year stay at the Academy. The customer base consists of approximately 4,000 cadets. USAFA procures

both distinctive uniforms and accessories from various manufacturing contractors and regular Air Force uniforms purchased through the Defense Logistics Agency.

The Surgeon General of the Air Force is responsible for the overall management of MDD. The Military Treatment Facilities (MTFs) have completed their transition to the Defense Health Agency (DHA) as of February 2025. MDD continues to support the Theater Lead Agent for Medical Material (TLAMMs) mission for United States Transportation Command (USTRANSCOM), United States Northern Command (USNORTHCOM), United States Southern Command (USSOUTHCOM), and United States Indo-Pacific Command (USINDOPACOM) and support the medical supply chain needs of joint forces and the United States Department of State operating, assigned, or attached to a geographic combatant command. Their core function is to manage medical materiel storage and distribution.

MDD is also responsible for purchasing and maintaining the inventory funded by the WRM appropriation. The medical WRM inventory is owned by MDD until it is needed for war fighter deployment or contingency operations, it is then sold to the Air Force. WRM inventory accounts for approximately 99% of total MDD inventory at any given time.

WRM / Direct Appropriation

MDD's WRM provides supplies and equipment vital to support forces in the full range of military operations for the first 30 days of a contingency operation and provides force health protection materiel to all deploying Air Force Active, Reserve, and Guard personnel. Availability of this materiel ensures Air Force personnel can deploy as scheduled and the contingency operations can be conducted until re-supply lines are established and materiel is routinely received from the contiguous United States. A direct appropriation funds the establishment and sustainment of over 3,300 assemblages and Force Health Protection assets for 255 locations that are maintained in MDD until required to provide direct support to the war fighters.

Approximately one third of WRM pharmaceuticals must be replaced annually because of shelf life or emergence of newer, more effective treatments. Sustainment costs to replace expiring materiel continue to increase due to additional Unit Type Codes (UTCs) fielded into the WRM inventory, increased number of consumable items with expiration dates and manufacturers reducing the shelf life as new products enter the market. Medical equipment requires constant upgrade to maintain the medical standard of care for required deployable capability. Technology updates require replacement of

equipment with smaller, more proficient models which often drive changes in other supply requirements. Periodic modernization of WRM ensures clinical and operational relevance of the UTC based on changes in clinical practice guidelines, medical technology, threat and operational environment and operational maneuver concepts.

SMAG-R Retail Customer Base

SMAG-R generates revenue from sales of various supplies to a diverse customer base. Primary SMAG-R customers are Air Force Major Commands (including Air Force Reserve and Air National Guard), Foreign Military Sales, Army, Navy, Defense Health Agency, non-DoD activities, and other working capital activities, such as Air Force Consolidated Sustainment Activity Group–Maintenance Division.

SMAG-Retail Financial and Performance Summary

The table on the next page provides revenue and expense data for the SMAG-R division. Revenue and expenses in FY 2024 reflect an Accumulated Operating Result (AOR) of \$1,141.5 million due to GSD. Expenses increase primarily driven by GSD projected workload in FY 2025 and FY 2026 in Flying Hour Program (FHP) and increasing inflation factors. Revenue decrease is consistent with decreasing price change and customer requirements. Expenses and Revenue for USAFA and MDD are in line with current customer requirements and historical data. SMAG-R AOR decreases by \$477.4 million in FY 2025 and decreases furthermore by \$368.3 million in FY 2026 as GSD begins to return profits, ending with a deferred AOR of \$295.8 million. GSD is deferring planning to a zero AOR to reduce insolvency risk and preserve cash for the overall benefit of the Air Force Working Capital Fund (AFWCF).

Projected FY 2025 Unit Cost Rate (UCR) for SMAG-R is 0.993. FY 2026 UCR is 1.012, slightly above the goal of one-to-one, as expected due to the planned reduction in revenue.

The WRM direct appropriation received is included in the Total Revenue and Expenses balances in all fiscal years. Other Adjustments (WRM) are completed so Net Operating Result (NOR) reflect only results associated with the operating program, keeping WRM program activity NOR neutral.

Revenue, Expenses and Net Operating Results

(\$ Millions)	FY 2024	FY 2025	FY 2026
Total Revenue	\$4,151.1	\$4,281.2	\$3,938.6
Total Expenses	\$3,732.1	\$4,199.2	\$3,927.3
Operating Results	\$419.0	\$82.0	\$11.3
Other Adjustments	\$27.1	\$27.4	\$31.5
Other Adjustments (WRM)	\$-74.0	\$-86.9	\$-90.3
Net Operating Results	\$372.2	\$22.6	(\$47.5)
Non-Recoverable AOR Adjustment	\$0.0	\$0.0	\$0.0
Accumulated Operating Results	\$1,141.5	\$664.1	\$295.8

Cash Management

(\$ Millions)	FY 2024	FY 2025	FY 2026
Disbursements	\$3,854.4	\$4,175.5	\$3,973.6
Collections	\$4,241.0	\$4,233.5	\$3,855.8
Net Transfers	\$0.0	\$-500.0	\$-320.8
WRM	83.6	\$86.9	\$90.3
EOP Cash Balance	\$1,312.6	\$957.4	\$609.1
Lower Range Target	\$654.9	456.8	\$452.5
Upper Range Target	\$903.7	\$797.7	\$915.4

The FY 2025 and FY 2026 SMAG-R ending cash balance decreases largely due to cash transfers from GSD to other budget activities. Additionally, FY 2026 decreases slightly through GSD returning some AOR to customers. The lower operating range is driven by GSDs deferred AOR.

Customer Rates

Percent Price Change to Customer by Division	FY 2024	FY 2025	FY 2026
SMAG-Retail ¹	8.91%	7.12%	6.03%
General Support Division	9.91%	7.76%	5.79%
Medical-Dental	5.56%	4.82%	6.9%
Air Force Academy	7.06%	2.17%	2.11%

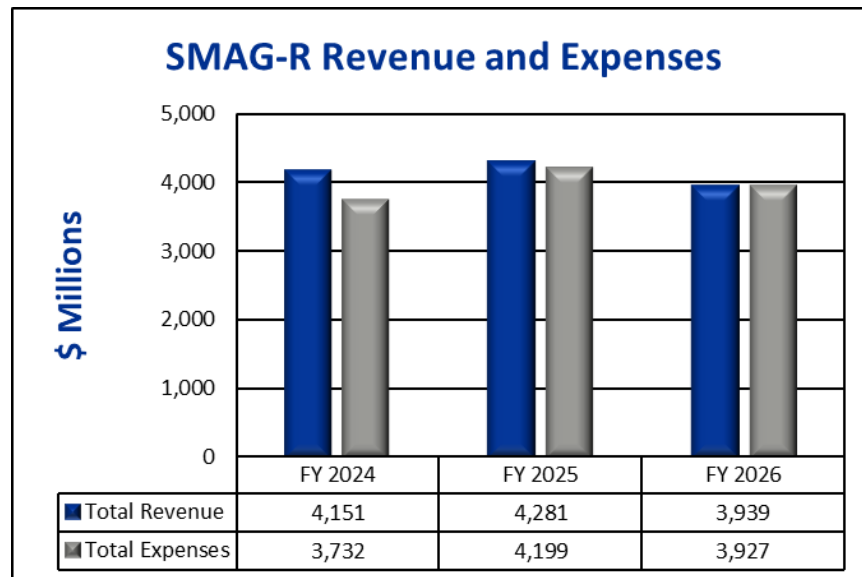
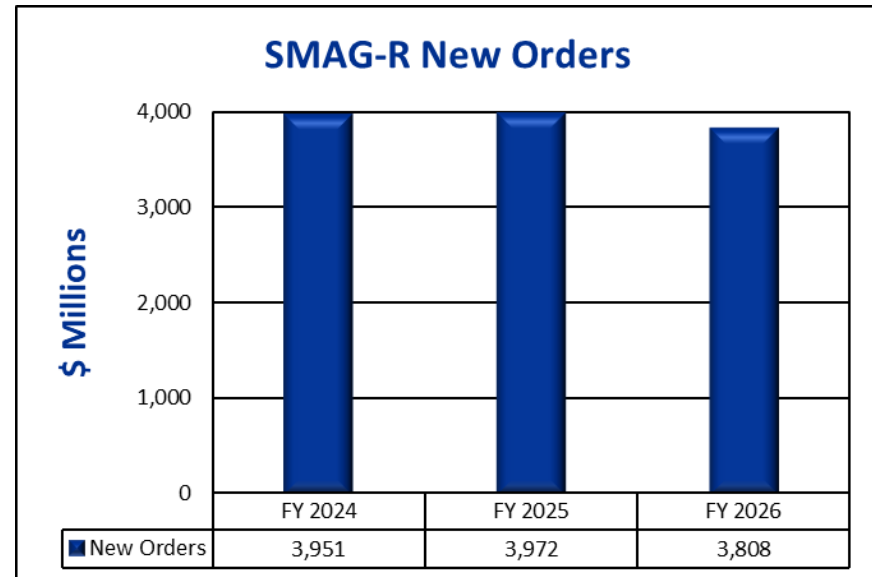
¹ The SMAG-R Customer Price Change is a weighted average of the SMAG-R divisions.

From FY 2025 to FY 2026, SMAG-R customer price change primarily decreases due to impact of inflation factors, except for Medical-Dental experiencing increase due to significantly reduced workload.

Supply Management Activity Group – Retail Data Visualizations

New Orders

Projected New Orders are the budgeted dollar value of the orders the AFWCF expects to receive from customers in that fiscal year. Supply Activity divisions develop new orders based on close coordination with customers and their delivery schedule requirements. The projected new orders are commensurate with customer projections and budgeted depot maintenance parts requirements. FY 2025 New Orders are projected to increase by 0.52%, which is unremarkable. From FY 2025 to FY 2026 New Orders are projected to decrease by \$164M (-4.14%) driven by MDD's transfer of MTFs to DHA.

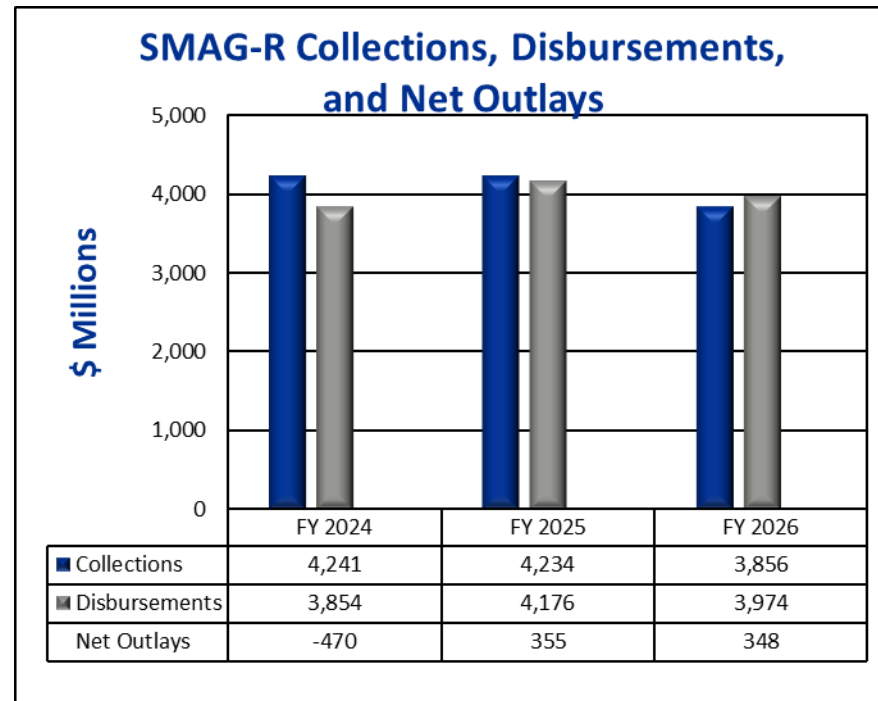


Revenue and Expenses

Supply activities generate revenue from sales of various supplies to a diverse customer base. Revenues increase in FY 2025 driven by GSD gross revenue from sales increasing \$638 million and GSD credit returns decreasing \$13 million. Revenues decrease in FY 2026 largely linked to the first full year MTFs are not customers of MDD. Expenses increase in FY 2025 driven by GSD Cost of Material Sold Operating Program increasing \$972 million. In FY 2026 expenses decrease also driven by MDD's Program Costs decreasing \$198 million in direct correlation to reduced customer funding requirements.

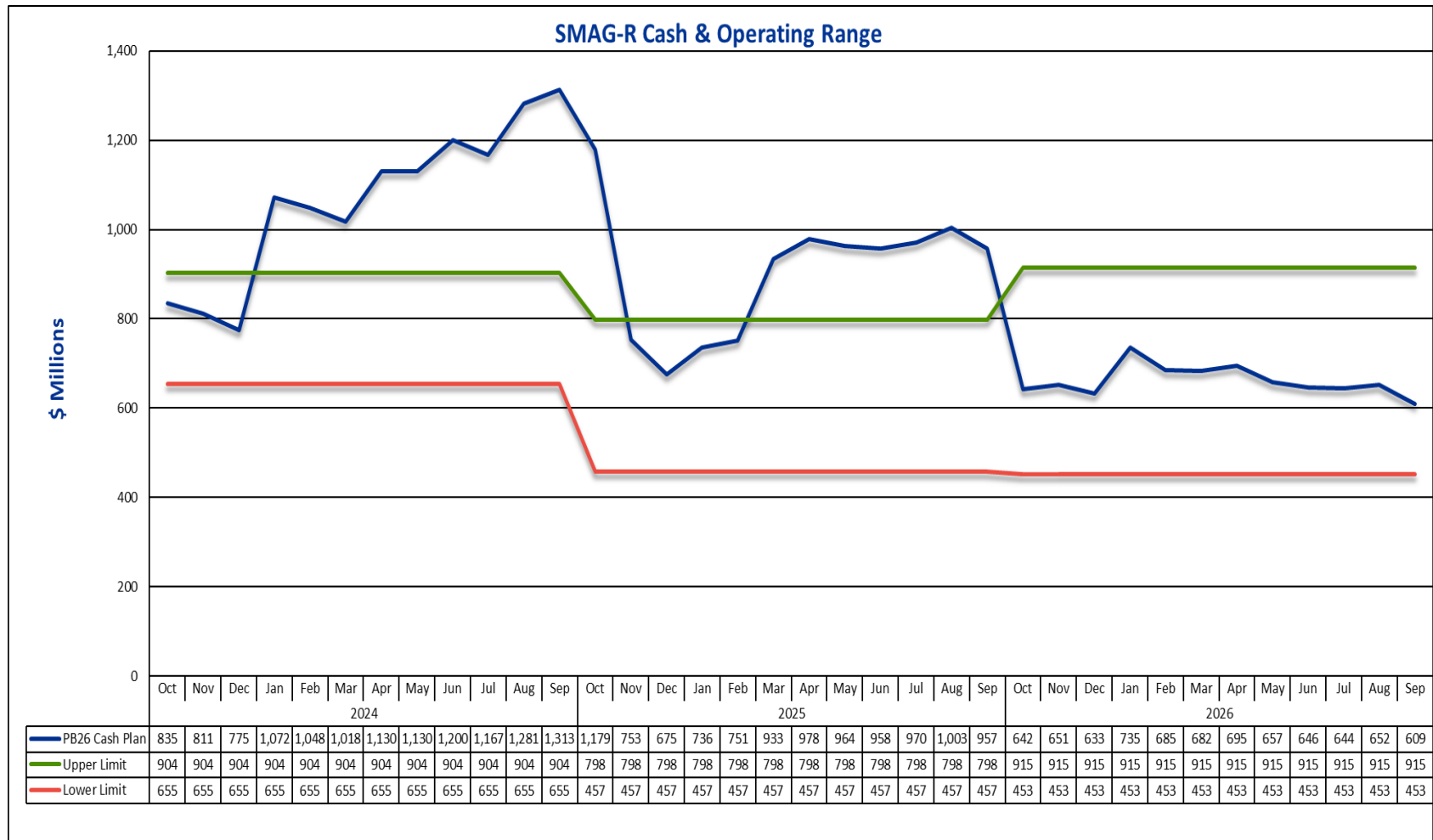
Collections, Disbursements, and Net Outlays

Collections are made up from cash from sales and calculated based on projected revenue and changes in accounts receivable. Disbursements are projected based on monthly operating expenses, changes in accounts payable, and Capital Investment Program obligations. Net Outlays is a calculation of the amount of cash which leaves the budget activity a negative net outlay means the activity is decreasing cash balance, while a positive net outlay means the activity is increasing cash balance. This metric is derived by adding Disbursements and Transfers Out, then subtracting Collections, Transfers-in, and Direct Appropriations. The resulting figure provides insight into the net cash flow.



Transfers Out & Cash Approps In

(\$ Millions)	FY 2024	FY 2025	FY 2026
Transfers Out	\$0.0	\$-500.0	\$-320.8
Direct Appropriation (WRM)	\$83.6	\$86.9	\$90.2

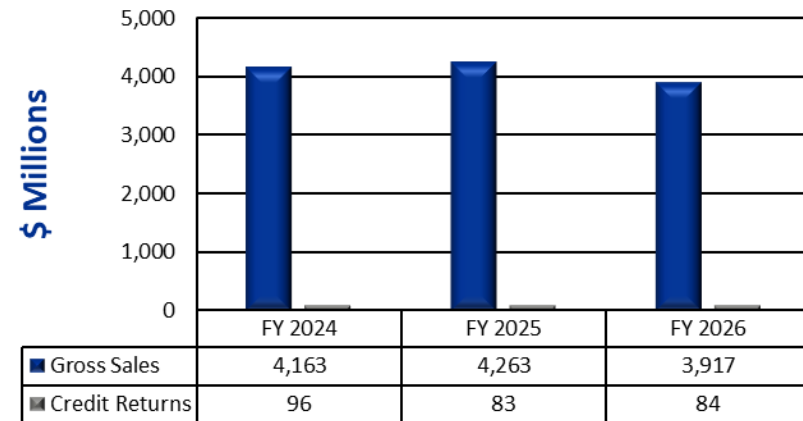


The AFWCF's cash flow philosophy is to maintain the cash balance to cover disbursements and future capital expenditures. The AFWCF must maintain a positive cash balance to preclude an anti-deficiency act violation. AFWCF cash is independent from AFWCF obligation authority. SMAG-R cash is earned from sales, advanced billings, and appropriated infusions. Cash is negatively impacted by leakage from rework (sustaining engineering), prices being too low, too much inventory, and internal cost over-runs. In addition, cash is negatively impacted when expenses exceed revenue.

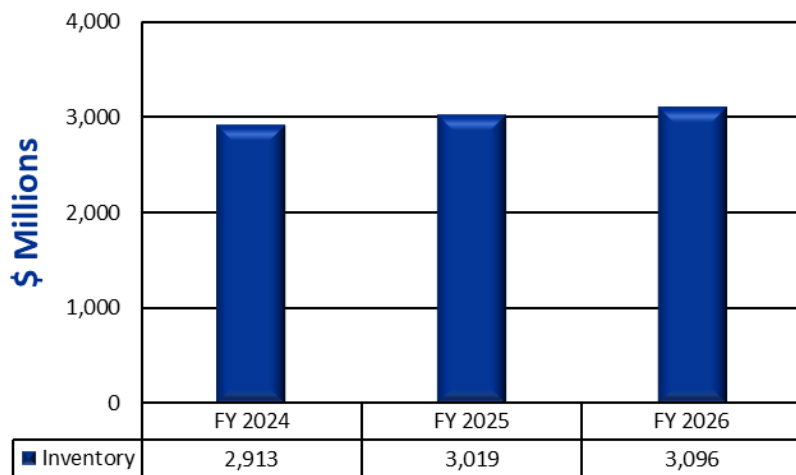
Gross Sales and Credit Returns

Gross Sales increase slightly in FY 2025 driven by GSD. Gross Sales decrease in FY 2026 driven primarily by MDD Customer Orders decreasing \$203M as a result of the first full year without MTFs in MDD.

SMAG-R Gross Sales and Credit Returns



SMAG-R Inventory Valuation

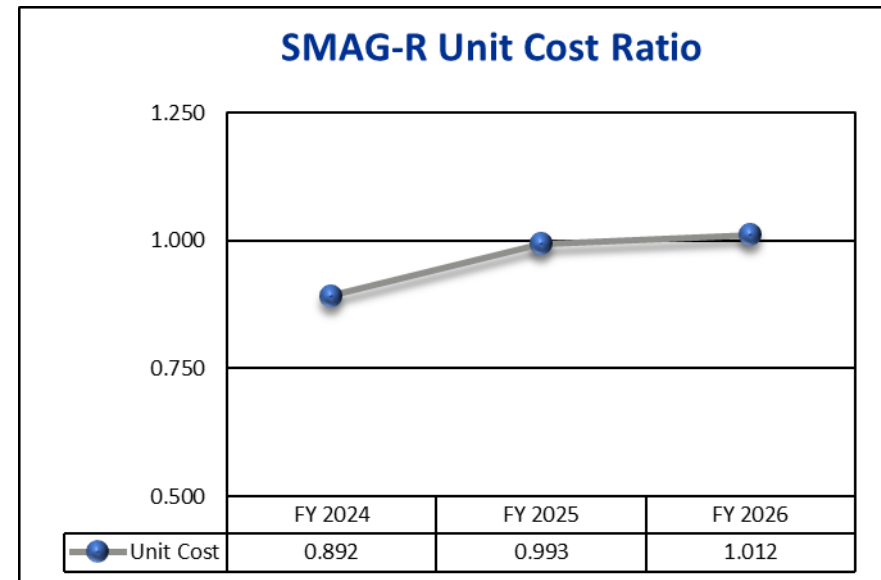


Inventory Valuation

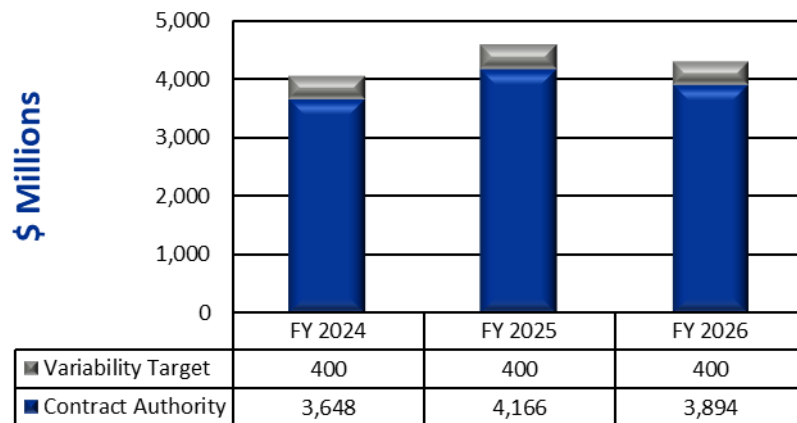
AFWCF inventory is valued at moving average cost (MAC). The MAC is calculated by adding the cost of a new inventory purchase to the existing inventory value and dividing by the new total quantity. Inventory is projected to increase 3.63% in FY 2025 and 2.56% in FY 2026 largely due to inflationary pressures.

Unit Cost Ratio (UCR)

UCR is a Key Performance Indicator (KPI) reflecting the relationship between obligations and sales. It is calculated by dividing net obligations by net sales. Below 1.0 means the activities are selling more than buying or replenishing the inventory, above 1.0 means the Air Force is buying more than they are selling. SMAG-R UCR is planned to increase in both FY 2025 and FY 2026.



SMAG-R Contract Authority + Variability Target



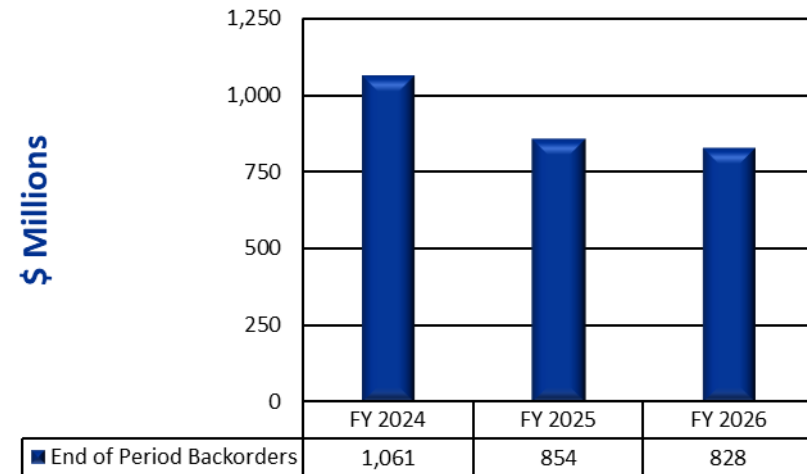
Variability Target and Contract Authority

SMAG-R operates with Contract Authority (CA), which provides the authority to obligate. The CA requested is based on planned workload. FY 2025 Contract authority increases are driven by GSD's increasing Operating Costs: Materiel, Transportation, and Operating Requirements. FY 2026 Contract authority decreases driven by MDD's decreasing operating requirements, largely due to its transfer of MTFs to DHA.

End of Period (EOP) Backorders

EOP backorders are a KPI typically viewed from a supplier's or manufacturer's perspective. In this case, EOP backorders reflect the orders that have been placed with SMAG-R by its customers but have not been shipped by SMAG-R by the end of the FY. FY 2025 Backorders are projected to decrease \$207M driven by GSD (\$134M) and MDD (\$73M) demonstrating the positive results of GSD and MDD's focus on timely order delivery. FY 2026 Backorders decrease \$26M driven by GSD demonstrating the continued success of GSD in improving on-time delivery performance.

SMAG-R End of Period Backorders



SMAG-R Undelivered Orders



Undelivered Orders

The SMAG-R undelivered orders represent a future liability for the AFWCF, requiring adequate cash reserves to fulfill payment obligations to suppliers upon delivery of goods and services. While projections indicate a decrease in undelivered orders from \$1,027M in FY 2024 to \$916M in FY 2025 and \$921M in FY 2026, the reliance on the Defense Logistics Agency (DLA) remains significant. DLA-related orders, primarily managed through GSD, account for a substantial portion of the total: 92% in FY 2024, and 88% in both FY 2025 and FY 2026. Given that approximately 96% of GSD's undelivered orders are due to DLA, monitoring DLA's performance and delivery timelines is crucial for managing AFWCF's financial obligations.

Fund 11
(Dollars in Millions)

Source of New Orders and Revenue
Air Force Working Capital Fund
Supply Management Activity Group - Retail

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Supply Management Activity Group - Retail

	FY2024	FY2025	FY2026
1. New Orders			
a. Orders From DOD Components:			
(1) Air Force			
(a) Aircraft Procurement	.729	(.218)	.204
(b) Missile Procurement	.008	(.004)	.003
(c) Other Procurement	.037	.140	.169
(d) Military Construction	.000	.000	.000
(e) Operations & Maintenance - AF	1,265.239	1,656.004	1,499.580
(f) Operations & Maintenance - USSF	3.490	9.985	11.405
(g) Operations & Maintenance - AFRC	117.558	115.237	126.485
(h) Operations & Maintenance - ANG	267.115	314.167	266.458
(i) Research & Development - AF	27.740	16.503	22.779
(j) Military Personnel - AF	.000	.000	.000
(k) Reserve Personnel - AF	3.112	4.499	2.599
(l) Guard Personnel - ANG	.261	.703	.287
(m) Family Housing	.007	.044	.013
(n) Special Trust Funds	9.307	8.352	8.565
(o) Other Air Force	.000	.840	.000
Total Air Force	1,694.603	2,126.254	1,938.548
(2) Army	6.478	4.791	12.267
(3) Navy	2.247	2.055	1.632
(4) MAP Grant Aid	.000	.042	.000
(5) Other DOD	749.468	209.965	62.566
Total DOD excluding WCF	2,452.796	2,343.107	2,015.013
b. Orders From Other Fund Activity Groups			
(1) Other AF Supply Management Activity Groups	.267	(.003)	.036
(2) Transportation Activity Group - TRANSCOM	155.424	98.634	98.442
(3) Consolidated Sustainment Activity Group (Maintenance Div)	1,336.779	1,524.984	1,687.037
(4) Other WCF Activity Groups	.019	.692	.012
(5) Commissary, Sur. Coll.	.000	.000	.000
Total Other Fund Activity Groups	1,492.489	1,624.307	1,785.527
c. Grand Total DOD	3,945.285	3,967.414	3,800.540

Fund 11 Supply Management Activity Group - Retail

Supply Management Activity Group - Retail

	FY2024	FY2025	FY2026
d. Other Orders			
(1) Other Federal Agencies	1.875	1.793	.965
(2) Non Federal Agencies	.026	.209	.195
(3) FMS	4.086	2.495	6.103
Total Other Orders	5.987	4.497	7.263
Total New Orders	3,951.272	3,971.911	3,807.803
2. Carry-In Orders (BOP Backorders)	1,176.576	1,061.269	853.857
3. Total Gross Orders	5,127.847	5,033.179	4,661.659
4. Carry-Out Orders (-) (EOP Backorders)	1,061.269	853.857	828.357
5. Gross Sales (-)	4,162.987	4,262.790	3,917.342
6. Credit Returns (-)	96.404	83.468	84.040
7. Net Sales	4,066.582	4,179.323	3,833.302

	Revenue and Expenses	Fiscal Year (FY) 2026	
Fund 14	Air Force Working Capital Fund	Budget Estimates	
(Dollars in Millions)	Supply Management Activity Group - Retail	June 2025	
Supply Management Activity Group - Retail			
	FY2024	FY2025	FY2026
Revenue:			
Gross Revenue from Sales	4,162.987	4,262.790	3,917.342
Less Credit Returns	96.404	83.468	84.040
Net Revenue from Sales	4,066.582	4,179.323	3,833.302
Other Revenue	10.564	15.000	15.000
Direct Appropriation	73.981	86.874	90.262
Total Net Revenue	4,151.126	4,281.197	3,938.564
Expense:			
Cost of Material Sold Operating Program	3,646.959	4,073.082	3,803.079
Cost of Material Sold WRM	10.539	15.000	15.000
Cost of Material Repair	.000	.000	.000
Subtotal Sales Material Expense	3,657.498	4,088.082	3,818.079
Inventory Losses / Obsolescence (Ops)	(14.255)	5.000	2.000
Inventory Losses / Obsolescence (WRM)	26.051	26.000	30.000
Cost of Direct Reimbursable Material	.000	.000	.000
Initial Spares	.000	.000	.000
Readiness Spares Package	.000	.000	.000
Mobilization	.000	.000	.000
Other Direct Reimbursements	.000	.000	.000
Subtotal Material Expenses	3,669.294	4,119.082	3,850.079
Business Operations			
Military Personnel	.000	.000	.000
Civilian Personnel	.000	.000	.000
Travel &Transportation of People	.012	.084	.084
Materials & Supplies	.000	.000	.000
Equipment	.000	.000	.000
Other WCF Purchases	21.739	37.542	34.083
Transportation of Things Operating Program	27.318	28.366	30.200
Transportation of Things WRM	1.095	1.436	1.491
Capital Investment Depreciation	.000	.000	.000
Printing and Reproduction	.000	.000	.000
Advisory and Assistance Services	.447	.456	.465
Rent, Comm, Utilities and Misc Charges	1.252	1.275	1.298
Other Purchased Services	10.933	10.933	9.614
Subtotal Business Operations	62.795	80.091	77.235
Total Expenses	3,732.089	4,199.173	3,927.314

Fund 14 Supply Management Activity Group - Retail

Fund 14	Revenue and Expenses		Fiscal Year (FY) 2026
(Dollars in Millions)	Air Force Working Capital Fund		Budget Estimates
Supply Management Activity Group - Retail	Supply Management Activity Group - Retail		June 2025
	FY2024	FY2025	FY2026
Operating Result	419.037	82.024	11.250
Less Capital Surcharge	.000	.000	.000
Less Direct Appropriations	(73.981)	(86.874)	(90.262)
Plus Passthroughs or Other Approps (NOR)	.000	.000	.000
Adjustment for Mobilization / WRM NOR	27.121	27.436	31.491
Other Changes (NOR)	.000	.000	.000
NET OPERATING RESULT (NOR)	372.178	22.586	(47.521)
Prior Year Adjustments (AOR)	.000	.000	.000
Other Changes (AOR)	.000	(500.000)	(320.788)
Plus Prior Year AOR	769.345	1,141.523	664.109
Accumulated Operating Result (AOR)	1,141.523	664.109	295.800
Non-Recoverable Adjustment (AOR)	.000	.000	.000
Accumulated Operating Result for Budget Purposes	1,141.523	664.109	295.800

Fund 14 Supply Management Activity Group - Retail

Supply Management Activity Group - Retail

	Obligation Targets								
	Net Customer Orders	Net Sales	Operating	WRM Direct Appn ¹	Direct Reimbursables (Initial Spares)	Total Operating Obligations	Total Capital Obligations	Variability Target	Target Total
<u>FY2024</u>									
GSD	3,173.129	3,235.399	2,864.576	.000	.000	2,864.576	.000	400.000	3,264.576
Med/Dent	768.833	821.873	758.355	102.465	.000	860.820	.000	.000	860.820
Academy	9.309	9.309	5.848	.000	.000	5.848	.000	.000	5.848
Total SMAG-Retail	3,951.272	4,066.582	3,628.779	102.465	.000	3,731.244	.000	400.000	4,131.244
<u>FY2025</u>									
GSD	3,752.043	3,886.303	3,868.817	.000	.000	3,868.817	.000	400.000	4,268.817
Med/Dent	211.520	284.673	275.706	101.360	.000	377.066	.000	.000	377.066
Academy	8.347	8.347	7.214	.000	.000	7.214	.000	.000	7.214
Total SMAG-Retail	3,971.911	4,179.323	4,151.737	101.360	.000	4,253.097	.000	400.000	4,653.097
<u>FY2026</u>									
GSD	3,720.149	3,746.877	3,794.658	.000	.000	3,794.658	.000	400.000	4,194.658
Med/Dent	79.087	77.858	76.944	105.262	.000	182.206	.000	.000	182.206
Academy	8.567	8.567	7.221	.000	.000	7.221	.000	.000	7.221
Total SMAG-Retail	3,807.803	3,833.302	3,878.823	105.262	.000	3,984.085	.000	400.000	4,384.085

1. The WRM Direct Appropriation column above includes obligation targets for the direct appropriation, prior year direct appropriation carryover and replenish/repair WRM reinvestment (from WRM Sales). The SM-6 exhibit presents detail level data.

SM-4
(Dollars in Millions)

Inventory Status
Air Force Working Capital Fund
Supply Management Activity Group - Retail

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Supply Management Activity Group - Retail

FY2024	Total	Demand Based	Mobil	Non-Demand Based
1. Inventory BOP	3,019.436	2,150.026	868.649	.761
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(12.527)	(13.194)	.676	(.008)
c. Inv Reclassified & Repriced	3,006.910	2,136.831	869.325	.753
3. Receipts at MAC	3,728.864	3,637.603	91.261	.000
4. Sales at Standard	3,538.623	3,528.084	10.539	.000
5. Inventory Adjustments				
a. Capitalization + or (-)	13.260	1.054	12.206	(.000)
b. Returns from Customers for Credit	.560	.537	.000	.023
c. Returns from Customers w/o Credit	482.083	475.837	.204	6.042
d. Returns to Suppliers (-)	(38.242)	(38.204)	(.005)	(.033)
e. Transfers to Property Disposal (-)	(332.423)	(318.471)	(13.712)	(.240)
f. Issues/Receipts w/o Reimbursement	(127.428)	(140.872)	13.444	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(50.246)	(.744)	(43.088)	(6.414)
2. Discounts on Returns	(1.570)	(1.570)	.000	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(1.981)	(5.882)	3.904	(.003)
6. Physical Inventory Adj	35.707	41.018	(5.305)	(.007)
7. Accounting Adjustments	(295.741)	(313.751)	18.001	.010
8. Shipment Discrepancies	(26.266)	(26.610)	.344	.000
9. Other Gains/Losses	(.020)	(.297)	(.020)	.297
10. Strata Transfers	.000	(.005)	(.292)	.297
11. Strata Transfers in Transit	58.064	11.140	46.871	.053
12. Other Adjustments - Total	(282.053)	(296.701)	20.414	(5.767)
h. Total Adjustments	(284.244)	(316.820)	32.552	.024
6. Inventory EOP	2,912.907	1,929.531	982.598	.778
7. Inventory EOP, Revalued (MAC, Discounted)	2,912.907	1,929.531	982.598	.778
a. Economic Retention (Memo)	105.065	.000	.000	105.065
b. Contingency Retention (Memo)	369.040	.000	.000	369.040
c. Potential DOD Reutilization (Memo)	372.477	.000	.000	372.477
8. Inventory on Order Cost EOP (Memo)	1,026.587	963.559	63.028	.000

SM-4 Supply Management Activity Group - Retail

SM-4
(Dollars in Millions)

Inventory Status
Air Force Working Capital Fund
Supply Management Activity Group - Retail

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Supply Management Activity Group - Retail

FY2025	Total	Demand Based	Mobil	Non-Demand Based
1. Inventory BOP	2,912.907	1,929.531	982.598	.778
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(50.768)	(50.768)	.000	.000
c. Inv Reclassified & Repriced	2,862.139	1,878.763	982.598	.778
3. Receipts at MAC	4,315.339	4,228.465	86.874	.000
4. Sales at Standard	4,017.621	4,002.621	15.000	.000
5. Inventory Adjustments				
a. Capitalization + or (-)	21.946	10.027	11.919	.000
b. Returns from Customers for Credit	.074	.074	.000	.000
c. Returns from Customers w/o Credit	459.151	458.981	.168	.001
d. Returns to Suppliers (-)	(135.394)	(135.389)	(.005)	.000
e. Transfers to Property Disposal (-)	(922.577)	(915.175)	(7.402)	.000
f. Issues/Receipts w/o Reimbursement	(118.079)	(125.380)	7.301	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(26.885)	(.131)	(26.747)	(.006)
2. Discounts on Returns	(7.278)	(7.278)	.000	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(16.069)	(20.071)	4.002	.000
6. Physical Inventory Adj	547.113	551.052	(3.939)	.000
7. Accounting Adjustments	35.466	33.126	2.319	.021
8. Shipment Discrepancies	25.154	24.814	.340	.000
9. Other Gains/Losses	(.020)	(.010)	(.020)	.010
10. Strata Transfers	(.145)	(.017)	(.168)	.040
11. Strata Transfers in Transit	(3.727)	.000	(4.227)	.500
12. Other Adjustments - Total	553.609	581.485	(28.440)	.564
h. Total Adjustments	(141.269)	(125.376)	(16.458)	.565
6. Inventory EOP	3,018.588	1,979.231	1,038.014	1.343
7. Inventory EOP, Revalued (MAC, Discounted)	3,018.588	1,979.231	1,038.014	1.343
a. Economic Retention (Memo)	18.800	.000	.000	18.800
b. Contingency Retention (Memo)	395.527	.000	.000	395.527
c. Potential DOD Reutilization (Memo)	116.821	.000	.000	116.821
8. Inventory on Order Cost EOP (Memo)	916.498	849.459	67.040	.000

SM-4 Supply Management Activity Group - Retail

SM-4
(Dollars in Millions)

Inventory Status
Air Force Working Capital Fund
Supply Management Activity Group - Retail

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Supply Management Activity Group - Retail

FY2026	Total	Demand Based	Mobil	Non-Demand Based
1. Inventory BOP	3,018.588	1,979.231	1,038.014	1.343
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(50.768)	(50.768)	.000	.000
c. Inv Reclassified & Repriced	2,967.820	1,928.463	1,038.014	1.343
3. Receipts at MAC	4,120.469	4,030.207	90.262	.000
4. Sales at Standard	3,811.596	3,796.596	15.000	.000
5. Inventory Adjustments				
a. Capitalization + or (-)	22.185	10.027	12.159	.000
b. Returns from Customers for Credit	.075	.075	.000	.000
c. Returns from Customers w/o Credit	459.154	458.982	.171	.001
d. Returns to Suppliers (-)	(135.394)	(135.389)	(.005)	.000
e. Transfers to Property Disposal (-)	(922.726)	(915.175)	(7.551)	.000
f. Issues/Receipts w/o Reimbursement	(117.932)	(125.380)	7.448	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(67.426)	(.135)	(67.284)	(.006)
2. Discounts on Returns	(7.278)	(7.278)	.000	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(15.988)	(20.071)	4.082	.000
6. Physical Inventory Adj	547.033	551.052	(4.018)	.000
7. Accounting Adjustments	36.181	33.794	2.366	.021
8. Shipment Discrepancies	25.174	24.827	.347	.000
9. Other Gains/Losses	(.021)	(.010)	(.021)	.010
10. Strata Transfers	(.148)	(.017)	(.171)	.040
11. Strata Transfers in Transit	(3.807)	.000	(4.312)	.505
12. Other Adjustments - Total	513.721	582.162	(69.011)	.570
h. Total Adjustments	(180.916)	(124.698)	(56.789)	.571
6. Inventory EOP	3,095.777	2,037.376	1,056.487	1.914
7. Inventory EOP, Revalued (MAC, Discounted)	3,095.777	2,037.376	1,056.487	1.914
a. Economic Retention (Memo)	18.800	.000	.000	18.800
b. Contingency Retention (Memo)	395.527	.000	.000	395.527
c. Potential DOD Reutilization (Memo)	116.821	.000	.000	116.821
8. Inventory on Order Cost EOP (Memo)	920.579	850.187	70.392	.000

SM-4 Supply Management Activity Group - Retail

SM-6
(Dollars in Millions)

War Reserve Material
Air Force Working Capital Fund
Supply Management Activity Group - Retail

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Supply Management Activity Group - Retail

FY2024

STOCKPILE STATUS	Total	WRM Protected	WRM Other
1. Inventory BOP @ std	868.649	868.649	.000
2. Price Change	.676	.676	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	113.273	113.273	.000
a. Receipts @ std	91.465	91.465	.000
(1). Purchases	91.261	91.261	.000
(2). Returns from customers	.204	.204	.000
b. Issues @ std	(24.256)	(24.256)	.000
(1). Sales	(10.539)	(10.539)	.000
(2). Returns to suppliers	(.005)	(.005)	.000
(3). Disposals	(13.712)	(13.712)	.000
c. Adjustments @ std	46.065	46.065	.000
(1). Capitalizations	12.206	12.206	.000
(2). Gains and losses	13.444	13.444	.000
(3). Other	20.414	20.414	.000
Inventory EOP	982.598	982.598	.000

STOCKPILE COSTS

1. Storage	.000
2. Management	.000
3. Maintenance/Other	.000
Total Cost	.000

WRM BUDGET REQUEST

1. Obligations @ cost	
a. Additional WRM Investment	
i. Current Year (Direct Appropriation)	83.587
ii. Prior Year	.000
b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)	18.878
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
Total Request	102.465

SM-6 Supply Management Activity Group - Retail

SM-6
(Dollars in Millions)

War Reserve Material
Air Force Working Capital Fund
Supply Management Activity Group - Retail

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Supply Management Activity Group - Retail

FY2025

STOCKPILE STATUS	Total	WRM Protected	WRM Other
1. Inventory BOP @ std	982.598	982.598	.000
2. Price Change	.000	.000	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	55.416	55.416	.000
a. Receipts @ std	87.042	87.042	.000
(1). Purchases	86.874	86.874	.000
(2). Returns from customers	.168	.168	.000
b. Issues @ std	(22.407)	(22.407)	.000
(1). Sales	(15.000)	(15.000)	.000
(2). Returns to suppliers	(.005)	(.005)	.000
(3). Disposals	(7.402)	(7.402)	.000
c. Adjustments @ std	(9.219)	(9.219)	.000
(1). Capitalizations	11.919	11.919	.000
(2). Gains and losses	7.301	7.301	.000
(3). Other	(28.440)	(28.440)	.000
Inventory EOP	1,038.014	1,038.014	.000

STOCKPILE COSTS

1. Storage	.000
2. Management	.000
3. Maintenance/Other	.000
Total Cost	.000

WRM BUDGET REQUEST

1. Obligations @ cost	
a. Additional WRM Investment	
i. Current Year (Direct Appropriation)	86.874
ii. Prior Year	.000
b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)	14.486
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
Total Request	101.360

SM-6 Supply Management Activity Group - Retail

SM-6
(Dollars in Millions)

War Reserve Material
Air Force Working Capital Fund
Supply Management Activity Group - Retail

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Supply Management Activity Group - Retail

FY2026

STOCKPILE STATUS	Total	WRM Protected	WRM Other
1. Inventory BOP @ std	1,038.014	1,038.014	.000
2. Price Change	.000	.000	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	18.473	18.473	.000
a. Receipts @ std	90.433	90.433	.000
(1). Purchases	90.262	90.262	.000
(2). Returns from customers	.171	.171	.000
b. Issues @ std	(22.556)	(22.556)	.000
(1). Sales	(15.000)	(15.000)	.000
(2). Returns to suppliers	(.005)	(.005)	.000
(3). Disposals	(7.551)	(7.551)	.000
c. Adjustments @ std	(49.404)	(49.404)	.000
(1). Capitalizations	12.159	12.159	.000
(2). Gains and losses	7.448	7.448	.000
(3). Other	(69.011)	(69.011)	.000
Inventory EOP	1,056.487	1,056.487	.000

STOCKPILE COSTS

1. Storage	.000
2. Management	.000
3. Maintenance/Other	.000
Total Cost	.000

WRM BUDGET REQUEST

1. Obligations @ cost	
a. Additional WRM Investment	
i. Current Year (Direct Appropriation)	90.262
ii. Prior Year	.000
b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)	15.000
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
Total Request	105.262

SM-6 Supply Management Activity Group - Retail

***AIR FORCE
WORKING CAPITAL FUND***



***ENTERPRISE SPACE
ACTIVITY GROUP***

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AFWCF Blue
(Dollars in Thousands)

Summary of Budget Authority
Air Force Working Capital Fund
Enterprise Space Activity Group

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Enterprise Space Activity Group

Summary of Budget Authority (Dollars in Thousands)			
Air Force Working Capital Fund	FY2024	FY2025	FY2026
Total Contract Authority (Includes CIP)	0	0	8,250
Total Operating Contract Authority (Does Not Include CIP)	0	0	0
Capital Investment Program (CIP)	0	0	8,250
Total Spending Authority from Offsetting Collections	0	0	959,458
Direct Appropriations, Total	0	0	0
Total Budget Authority	0	0	967,708

May not total due to rounding.

AFWCF Total
(Dollars in Thousands)

Cash Management Plan
Air Force Working Capital Fund
Enterprise Space Activity Group

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Enterprise Space Activity Group

President's Budget 2026 Summary (Dollars in Thousands)			
Air Force Working Capital Fund	FY2024	FY2025	FY2026
Total Revenue	0	0	499,524
Total Expenses	0	0	967,746
Total Net Operating Result Adjustments	0	0	(468,222)
Total Accumulated Operating Result (AOR)	0	0	(0)
Total Capital Investment Projects	0	0	8,250
Total Direct Appropriations	0	0	0
Total Collections	0	0	440,531
Total Disbursements	0	0	476,268
Total End of Period Cash Balance	0	0	85,050
Total Cash Lower Operating Limit	0	0	40,658
Total Cash Upper Operating Limit	0	0	122,000

**Enterprise Space Activity Group (ESAG)
Budget Overview
Fiscal Year 2026 President's Budget**

As directed by the FY 2018 National Defense Authorization Act, the Commercial Satellite Communications Office (CSCO) transitioned from the Defense Information Systems Agency (DISA) to Air Force Space Command (AFSPC) and later to the United States Space Force (USSF). As a part of that transition, the Department of the Air Force (DAF) coordinated with the Under Secretary of Defense (Comptroller) (OUSD(C)) in the establishment of the Enterprise Space Activity Group (ESAG) as a new activity within the existing Air Force Working Capital Fund (AFWCF).

ESAG combines Commercial Satellite Communications (COMSATCOM) and Enhanced Mobile Satellite Services (EMSS) Programs into a single activity group comprised of the two divisions.

The COMSATCOM program is authorized as the sole responsibility of procuring all commercial satellite communication for the Department of Defense (DoD). Specifically, the COMSATCOM program provides a comprehensive and fully integrated common and shared service to customers through activities such as but not limited to: market research; developing and testing products and services; customer outreach; tracking and forecasting trends; lifecycle acquisition services; technical and trouble-ticketing support at the globally-distributed Regional Satellite Support Centers (RSSCs); and other related functions and best business practices.

The EMSS program provides holistic access to contracted commercial capabilities enhanced (as applicable) to meet unique government requirements. With supporting commands in Tobyhanna, PA and Wahiawa, Hawaii, the EMSS program awards centralized contracts that together provide shared access to the contracted commercial space segment for its voice and data offerings, a shared government-owned and controlled gateway/ground segment (e.g., inclusive of operations and maintenance of ground stations and EMSS-unique enhancements to the standard contracted commercial service offering), 24/7 customer care support, an online ordering portal for customers to make equipment purchases and activate/de-activate devices, customer billing and data reports, and other related and integral services and functions related to the business.

ESAG - Financial and Performance Summary

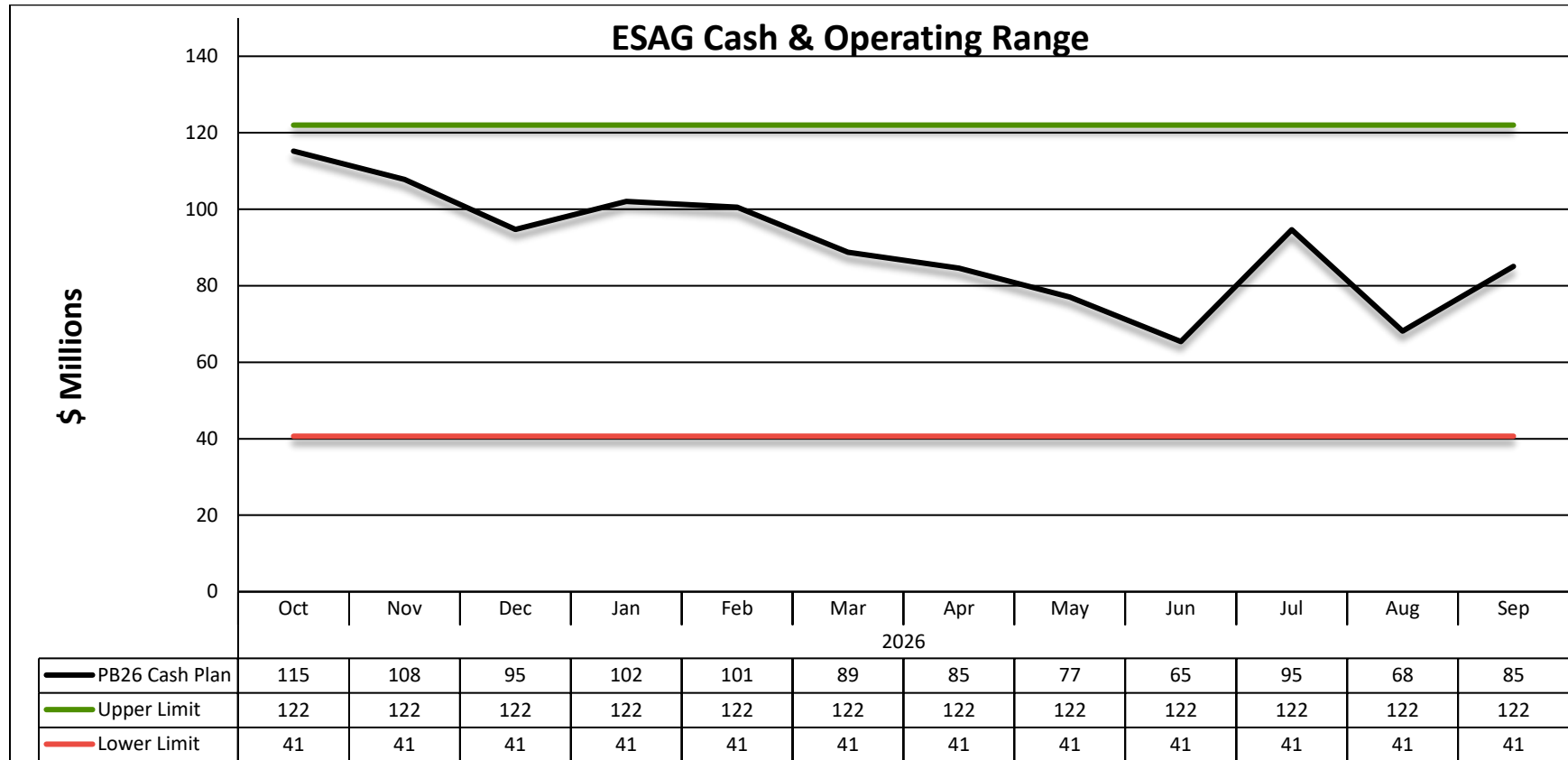
ESAG Financial Summary:

(\$ Millions)	FY 2024	FY 2025	FY 2026
Total Revenue			\$499.5
Total Expenses			\$967.7
Other Adjustments Affecting NOR			\$0.0
Net Operating Results (NOR)			\$0.0
Other Changes Affecting AOR			\$0.0
Non-Recoverable Adjustment Impacting AOR			\$0.0
Accumulated Operating Results (AOR)			\$-468.2
Price Change to Customer			0%

Cash:

Cash (\$ Million)	FY 2024	FY 2025	FY 2026
BOP Cash Balance			\$0.0
Disbursements			\$476.3
Collections			\$440.5
Net Transfers			\$120.8
EOP Cash Balance			\$85.1
Lower Limit Cash Goal			\$40.7
Upper Limit Cash Goal			\$122.0
*May not add due to rounding			

ESAG Cash Plan

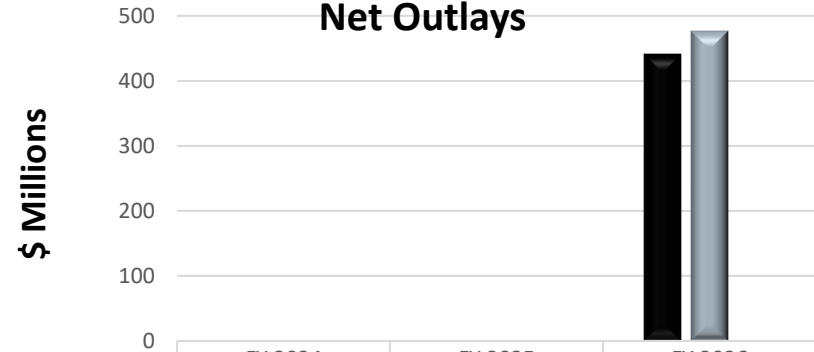


The ESAG Cash plan displays the cash plan for FY 2026. The upper and lower operational limits are depicted in the chart. The FY 2026 cash plan includes the receipt of \$120.8 million cash corpus infusion in October 2025. The ESAG cash plan is expected to remain within the upper and lower operational limits in FY 2026.

Collections, Disbursements, Net Outlays

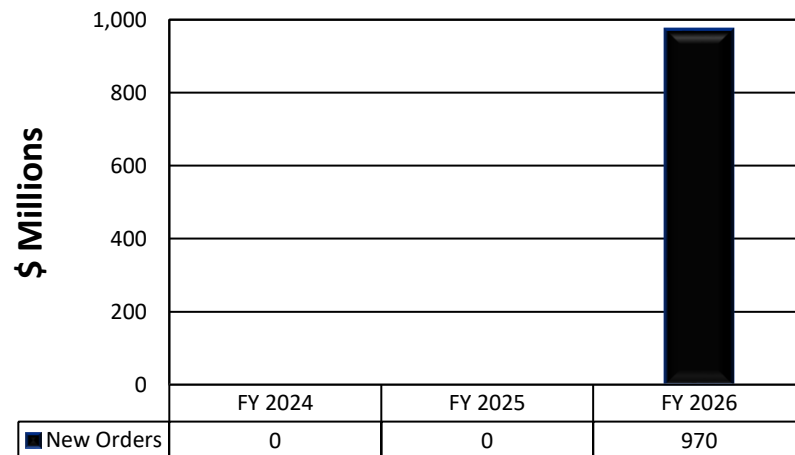
Collections are projected based on forecasted sales and accounts receivable amounts. Disbursements are projected based on monthly obligations and accounts payable and includes Capital Investment Program obligations.

ESAG Collections, Disbursements, and Net Outlays



	FY 2024	FY 2025	FY 2026
■ Collections	0	0	441
■ Disbursements	0	0	476
Net Outlays	0	0	-85

ESAG New Orders

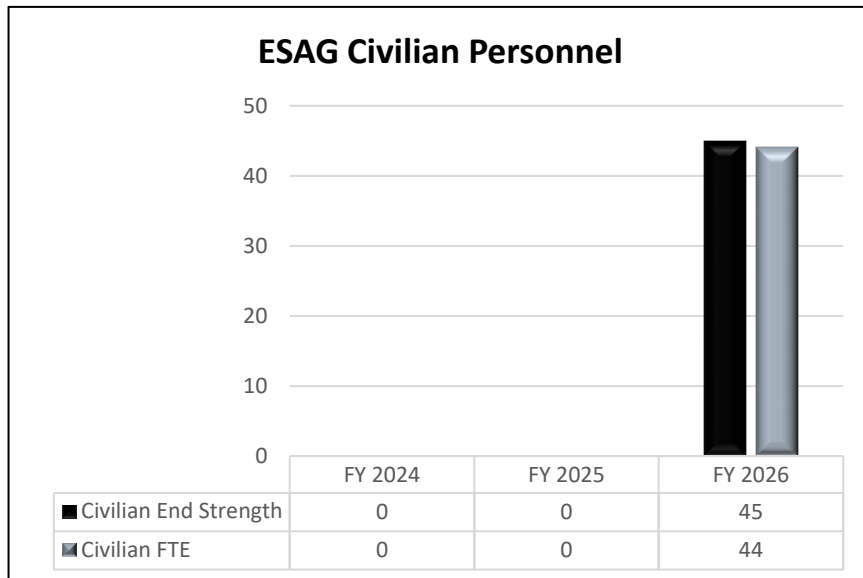
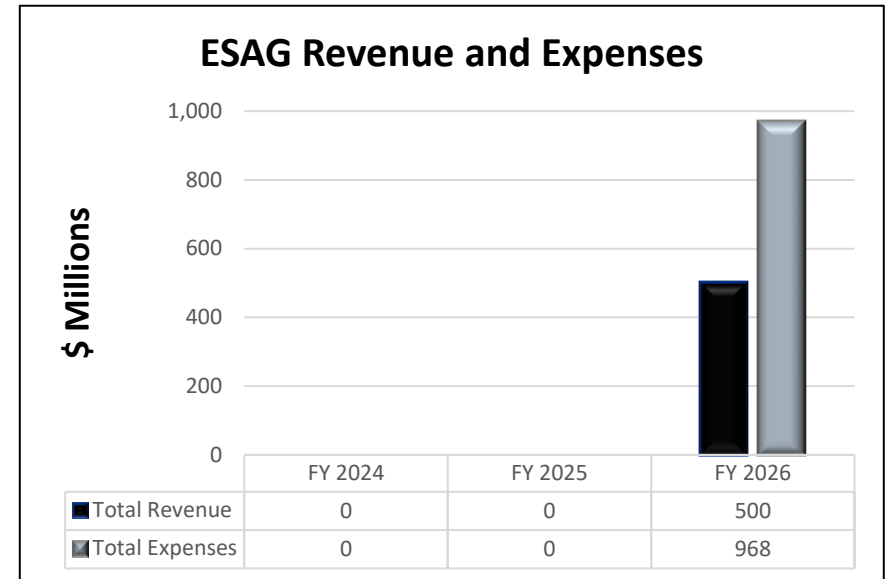


ESAG New Orders

ESAG activities develop workload projections based on close coordination with customers and their requirements. Prior to FY 2026, the mission was aligned under DISA. This budget was developed in coordination with DISA for historical context and includes workload assumptions in line with historical execution plus growth for Proliferated Lower Earth Orbit (PLEO) contracts.

Revenue & Expenses

Revenue is a measure of the volume of work completed by the ESAG activity group and the expenses identify the cost incurred to deliver the services to customers. Contracting workload for COMSATCOM customers' mission requirements comprises most of the revenue and expenses for the ESAG mission.



Civilian Personnel

The personnel end strength reflects authorized end strength levels in FY 2026. Personnel levels include 44 FTEs and 45 civilian end strength.

Enterprise Space Activity Group

	FY2024 to FY2025	FY2025 to FY2026
Cost of Operations BOP		
Organic BOP	.000	.000
Total Cost of Operations BOP	.000	.000
ANNUALIZATION		
Annualization of Civilian Pay	.000	.000
Annualization of Military Pay	.000	.000
TOTAL ANNUALIZATION	.000	.000
PRICE CHANGES		
Civilian Pay Raises	.000	.000
Military Pay Raises	.000	.000
Material Price Growth	.000	.000
Fuel Price Growth	.000	.000
Other Growth	.000	.000
TOTAL PRICE CHANGES	.000	.000
PRODUCTIVITY SAVINGS		
Civilian Labor Savings	.000	.000
Military Labor Savings	.000	.000
Material/Supply Savings	.000	.000
Travel & Transportation Savings	.000	.000
Communication Savings	.000	.000
Utility Savings	.000	.000
Equipment Rental Savings	.000	.000
Printing & Reproduction Savings	.000	.000
Equip/Vehicle Rep & Maint Savings	.000	.000
Custodial Savings	.000	.000
Facility Maintenance Savings	.000	.000
Training Savings	.000	.000
ADP Savings	.000	.000
Base Operating Support	.000	.000
Environment Savings	.000	.000
Miscellaneous Savings	.000	.000
TOTAL PRODUCTIVITY SAVINGS	.000	.000

Fund 2	Changes in the Cost of Operations	Fiscal Year (FY) 2026
(Dollars in Millions)	Air Force Working Capital Fund	Budget Estimates
	Enterprise Space Activity Group	June 2025

Enterprise Space Activity Group

	FY2024 to FY2025	FY2025 to FY2026
PROGRAM CHANGES		
Labor Workload	.000	7.611
Material Workload	.000	.000
BOS	.000	.000
Contract Changes	.000	.000
TOTAL PROGRAM CHANGES	.000	7.611
OTHER CHANGES		
Data Systems Support	.000	.000
Data Systems Development	.000	.000
Other ADP	.000	.000
Equipment Depreciation	.000	.000
Minor Construction Depreciation	.000	.000
Data System Depreciation	.000	8.288
Travel & Transportation	.000	.267
Communications	.000	925.371
Utilities	.000	.896
Equipment Rental	.000	.000
Printing & Equipment	.000	.000
Equip/Vehicle Rep & Maintenance	.000	2.004
Custodial	.000	.009
Facility Maintenance	.000	.609
Training	.000	.043
Environmental	.000	.000
Miscellaneous	.000	22.648
TOTAL OTHER CHANGES	.000	960.135
TOTAL CHANGES	.000	967.746
Cost of Operations EOP		
Organic EOP	.000	8.487
Total End of Period	.000	967.746

Fund 2 Enterprise Space Activity Group

Fund 11
(Dollars in Millions)

Source of New Orders and Revenue
Air Force Working Capital Fund
Enterprise Space Activity Group

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Enterprise Space Activity Group

	FY2024	FY2025	FY2026
1. New Orders			
a. Orders From DOD Components:	.000	.000	868.298
ARMY	.000	.000	275.357
Army O&M	.000	.000	275.357
Army RDT&E	.000	.000	.000
Army Procurement	.000	.000	.000
Army MILCON	.000	.000	.000
Army BRAC	.000	.000	.000
NAVY	.000	.000	126.134
Navy O&M	.000	.000	126.134
Navy RDT&E	.000	.000	.000
Navy Procurement	.000	.000	.000
Navy MILCON	.000	.000	.000
Navy BRAC	.000	.000	.000
MARINE CORPS	.000	.000	48.306
Marine Corps O&M	.000	.000	48.306
Marine Corps RDT&E	.000	.000	.000
Marine Corps Procurement	.000	.000	.000
Marine Corps MILCON	.000	.000	.000
Marine Corps BRAC	.000	.000	.000
AIR FORCE	.000	.000	306.607
AF O&M	.000	.000	306.607
AF RDT&E	.000	.000	.000
AF Procurement	.000	.000	.000
AF MILCON	.000	.000	.000
AF BRAC	.000	.000	.000
DISA	.000	.000	13.327
DISA O&M	.000	.000	13.327
DISA RDT&E	.000	.000	.000
DISA Procurement	.000	.000	.000
DISA MILCON	.000	.000	.000
DISA BRAC	.000	.000	.000

Fund 11 Enterprise Space Activity Group

Fund 11 (Dollars in Millions)	Source of New Orders and Revenue Air Force Working Capital Fund Enterprise Space Activity Group	Fiscal Year (FY) 2026 Budget Estimates June 2025
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Enterprise Space Activity Group

	FY2024	FY2025	FY2026
DEFENSE WIDE APPROPRIATED	.000	.000	40.644
OTHER DoD APPROPRIATED	.000	.000	57.922
b. ORDERS FROM DWCF/REVOLVING FUNDS	.000	.000	.623
ARMY - WCF	.000	.000	.000
Army Industrial Operations	.000	.000	.000
NAVY - WCF	.000	.000	.000
Navy Depot Maintenance	.000	.000	.000
Navy Base Support	.000	.000	.000
Navy Supply Management	.000	.000	.000
Marine Corps Supply	.000	.000	.000
Marine Corps Depot Maintenance	.000	.000	.000
Other Navy Activity Groups	.000	.000	.000
AIR FORCE - WCF	.000	.000	.028
Consolidated Sustainment Activity Group (CSAG)	.000	.000	.000
US Transportation Command (TRANSCOM)	.000	.000	.028
DEFENSE WIDE WCF	.000	.000	.000
DISA Telecomm Svcs/Ent Acquisition Svcs (TS/EAS)	.000	.000	.000
DISA Computing Svcs (CSD)	.000	.000	.000
Defense Finance and Accounting Service (DFAS)	.000	.000	.000
DLA Energy Management	.000	.000	.000
DLA Defense Automated Printing Services (DAPS)	.000	.000	.000
DLA Supply Chain Management	.000	.000	.000
DEFENSE COMMISSARY AGENCY (DECA)	.000	.000	.000
DECA Operations	.000	.000	.000
DECA Resale	.000	.000	.000
Defense Counterintelligence and Security Agency (DCSA)	.000	.000	.000
Defense Counterintelligence and Security Agency (DCSA) Background Investigation (BI)	.000	.000	.000

Fund 11 Enterprise Space Activity Group

Fund 11 (Dollars in Millions)	Source of New Orders and Revenue Air Force Working Capital Fund Enterprise Space Activity Group	Fiscal Year (FY) 2026 Budget Estimates June 2025
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Enterprise Space Activity Group

	FY2024	FY2025	FY2026
Other - Working Capital	.000	.000	.000
OTHER REVOLVING FUNDS	.000	.000	.594
Corps of Engineers	.000	.000	.594
National Defense Stockpile Transaction Fund	.000	.000	.000
Pentagon Reservation Maintenance Revolving Fund	.000	.000	.000
c. TOTAL DoD ORDERS	.000	.000	868.920
d. OTHER ORDERS	.000	.000	101.323
OTHER FEDERAL AGENCIES	.000	.000	93.232
TRUST FUNDS	.000	.000	.000
NON-FEDERAL ORDERS	.000	.000	.000
FOREIGN MILITARY SALES	.000	.000	8.090
TOTAL NEW ORDERS	.000	.000	970.243
2. Carry-In Orders	.000	.000	.000
3. TOTAL GROSS ORDERS	.000	.000	970.243
4. Revenue	.000	.000	499.524
5. End of Year W-I-P	.000	.000	.000
6. Exclusion (Non-DoD, BRAC, and FMS)	.000	.000	.000
7. Funded Carryover	.000	.000	470.719

Fund 11 Enterprise Space Activity Group

Enterprise Space Activity Group

	FY2024	FY2025	FY2026
Revenue			
Gross Sales	.000	.000	499.524
Operations	.000	.000	499.524
Capital Surcharge	.000	.000	.000
Capital Investment Recovery (CIR)	.000	.000	.000
Other Income	.000	.000	.000
Refunds/Discounts (-)	.000	.000	.000
Total Income:	.000	.000	499.524
Costs			
Cost of Material Sold from Inventory	.000	.000	.000
Salaries and Wages:	.000	.000	7.611
Military Personnel Compensation and Benefits	.000	.000	.000
Civilian Personnel Compensation and Benefits	.000	.000	7.611
Travel & Transportation of Personnel	.000	.000	.267
Materials & Supplies (For internal Operations)	.000	.000	.068
Equipment	.000	.000	.000
Other Purchases from Revolving Funds	.000	.000	20.331
Transportation of Things	.000	.000	.000
Capital Investment Recovery	.000	.000	8.288
Printing and Reproduction	.000	.000	.000
Advisory and Assistance Services	.000	.000	.000
Rent, Comm, Utilities & Misc Charges	.000	.000	926.715
Other Purchased Services	.000	.000	4.465
Total Costs	.000	.000	967.746
Operating Results	.000	.000	(468.222)
Less Capital Surcharge Reservation	.000	.000	.000
Less Recover Other	.000	.000	.000
Passthrough or Other App. Affecting NOR	.000	.000	.000
Passthrough or Other App. not Affecting NOR	.000	.000	.000
Other Adjustments Affecting NOR	.000	.000	.000
Net Operating Results	.000	.000	(468.222)

	Revenue and Expenses	Fiscal Year (FY) 2026
Fund 14	Air Force Working Capital Fund	Budget Estimates
(Dollars in Millions)	Enterprise Space Activity Group	June 2025

Enterprise Space Activity Group

	FY2024	FY2025	FY2026
Prior Year AOR	.000	.000	.000
Other Changes Affecting AOR	.000	.000	.000
Total AOR	.000	.000	(468.222)
Retained AOR	.000	.000	.000
Cumulative Retained AOR	.000	.000	.000
Deferred AOR	.000	.000	468.222
AOR for Budget Purposes	.000	.000	(.000)

Fund 14 Enterprise Space Activity Group

***AIR FORCE
WORKING CAPITAL FUND***



U.S. AIR FORCE

UNITED STATES

TRANSPORTATION COMMAND

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AFWCF Total
(Dollars in Thousands)

Cash Management Plan
Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

United States Transportation Command

Summary of Budget Authority (Dollars in Thousands)			
USTC Working Capital Fund	FY2024	FY2025	FY2026
Total Contract Authority (Includes CIP)	41,298.000	45,452.000	35,318.000
Operating Contract Authority (Does Not Include CIP)	.000	.000	.000
Capital Investment Program (CIP)	41,298.000	45,452.000	35,318.000
Total Spending Authority from Offsetting Collections	9,368,667.000	9,706,151.000	10,310,261.000
Direct Appropriations, Total	2,376.000	.000	.000
Total Budget Authority	9,412,341.000	9,751,603.000	10,345,579.000

AFWCF Total
(Dollars in Thousands)

Cash Management Plan
Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

United States Transportation Command

President's Budget 2026 Summary (Dollars in Thousands)			
Transportation Working Capital Fund	FY2024	FY2025	FY2026
Total Revenue	9,428,496.000	9,819,086.000	11,169,022.000
Total Expenses	9,368,667.000	9,706,151.000	10,310,261.000
Total Net Operating Result Adjustments	59,829.000	112,935.000	858,761.000
Total Accumulated Operating Result	91,363.000	(58,557.000)	704,333.000
Total Capital Investment Projects	41,298.000	45,452.000	35,318.000
Total Direct Appropriations	2,376.000	.000	.000
Total Collections	9,428,377.382	11,116,686.098	11,078,537.478
Total Disbursements	9,386,402.275	10,465,392.349	10,517,496.827
Total End of Period Cash Balance	733,527.464	1,384,821.213	1,945,861.864
Total Cash Lower Operating Limit	945,917.000	945,917.000	945,917.000
Total Cash Upper Operating Limit	1,667,947.944	1,750,947.181	1,754,955.217

**United States Transportation Command
Transportation Working Capital Fund
Fiscal Year (FY) 2026 Budget Analysis**

Background

This submission provides justification for the United States Transportation Command (USTRANSCOM) Transportation Working Capital Fund (TWCF) budget. USTRANSCOM submits the TWCF budget as a distinct subset of the Air Force Working Capital Fund (AFWCF) budget submission. It reflects the cost authority needed to meet USTRANSCOM's Unified Command Plan (UCP) mission. With global responsibilities and capabilities that transcend air, land, and sea, USTRANSCOM is uniquely postured to fulfill six specific responsibilities within the current UCP that include: 1) the Mobility Joint Force Provider, 2) the Department of Defense (DoD's) Single Manager for Transportation, 3) the Joint Deployment and Distribution Coordinator (JDDE) for the Joint Deployment and Distribution Enterprise (JDDE), 4) the DoD's Single Manager for Patient Movement, 5) the provider for Joint Enabling Capabilities via the Joint Enabling Capabilities Command (JECC) (JECC is not part of the Working Capital Fund), and 6) the DoD's Single Manager for Global Bulk Fuel Management and Delivery.

USTRANSCOM and the broader JDDE and Joint Petroleum Enterprise (JPE) are designed to project and sustain combat power at a time and place of the Nation's choosing. As one of eleven combatant commands, USTRANSCOM is responsible for global transportation. The success of DoD's power projection capability is contingent on three critical elements of USTRANSCOM's organizational warfighting framework: (1) Global Mobility Posture, the foundation of power projection; (2) Global Mobility Capacity, the conveyances and platforms that move troops, supplies, fuel, and equipment through global transportation networks; and (3) Global Command, Control, and Integration, the exercise of authority and direction to plan, coordinate, synchronize, and control operations at echelon.

From day-to-day operations through wartime mobilization, commercial nodes, rail infrastructure, trucks, aviation, and sealift capabilities are integral to USTRANSCOM's ability to respond and scale to need. The Interim National Defense Strategic Guidance (INDSG) details the Department's path forward into a decisive decade – from helping to protect the American people, to promoting global security, to seizing new strategic opportunities, and realizing and defending our democratic values.

The Nation relies on USTRANSCOM to project an immediate and decisive force when needed and continues to adapt to the most complex security environment in recent history. USTRANSCOM provides our Nation's leaders with various options while presenting multiple offensive alternatives to thwart potential adversarial activities.

Composition of Component Business Areas

USTRANSCOM's mission includes providing air, land, and sea transportation for the DoD with a primary focus on wartime readiness. USTRANSCOM alone possesses the transportation awareness and authorities to traverse oceans and continents to execute our global mission. Our \$10.3 billion budget provides synchronized transportation and sustainment, making it possible to project and maintain national power where needed, with the greatest speed and agility, the highest efficiency, and the most reliable level of trust and accuracy. Our assigned USTRANSCOM's Unified Command Plan (UCP) tasks are executed through three component commands U.S. Army's Military Surface Deployment and Distribution Command (SDDC), U.S. Navy's Military Sealift Command (MSC), and U.S. Air Force's Air Mobility Command (AMC) and one major subordinate command (JECC). One of our greatest advantages is our collaboration with industry partners – referred to as our 4th Component. This joint team of transportation components provides mobility forces and assets for a seamless transition from peace to war. USTRANSCOM is always ready to meet the strategic mobility needs of our nation. A brief description of the role of each Transportation Component Command follows:

AMC is the single manager for air mobility by providing strategic airlift, air refueling, special air mission, and aeromedical evacuation for U.S. forces. AMC also supplies forces to theater commands to support wartime tasking.

MSC supports our nation by providing maritime transportation to satisfy DoD sealift requirements, which includes delivering supplies and conducting specialized missions across the world's oceans.

SDDC provides global surface deployment and distribution services to meet the nation's objectives.

Our Component Commands provide the critical link to the Services' core competencies in organizing, training, and equipping forces. They provide lines of communication to the Services, ensuring assets are available when needed for the transition from peace to war. The surge from peacetime sustainment to a massive deployment of people and material in support of overseas operations is an example of our ability to execute our mission. Our successes result from the synergy of military and

commercial lift (air, land, and sea), air refueling, port operations, and afloat prepositioning. Together with its components and national partners, USTRANSCOM is building a truly seamless, end-to-end defense transportation enterprise.

USTRANSCOM is the DoD Single Manager for global bulk fuel management and delivery in support of Combatant Commander requirements. As the single manager, USTRANSCOM synchronizes bulk fuel posture, planning, and execution, and advocates for resources, capabilities, and process improvements in coordination with Combatant Commands, the Services, and the Defense Logistics Agency.

USTRANSCOM is committed to improving the relocation process for service members, DoD employees, and their families. In support of the DoD reform initiative, USTRANSCOM began to transition the Defense Personal Property Program (DP3) to a centralized acquisition approach with a single move manager under the Global Household Goods Contract (GHC). USTRANSCOM, under the SECDEF's direction, is now part of a broader PCS Task Force that will look at all options—with the end goal to restructure DoD's relationship with the household goods moving industry to deliver the quality move experience that service members, DoD employees, and their families deserve, and the accountability that the SECDEF and Congress have demanded. The single manager approach is currently under review by senior DoD officials.

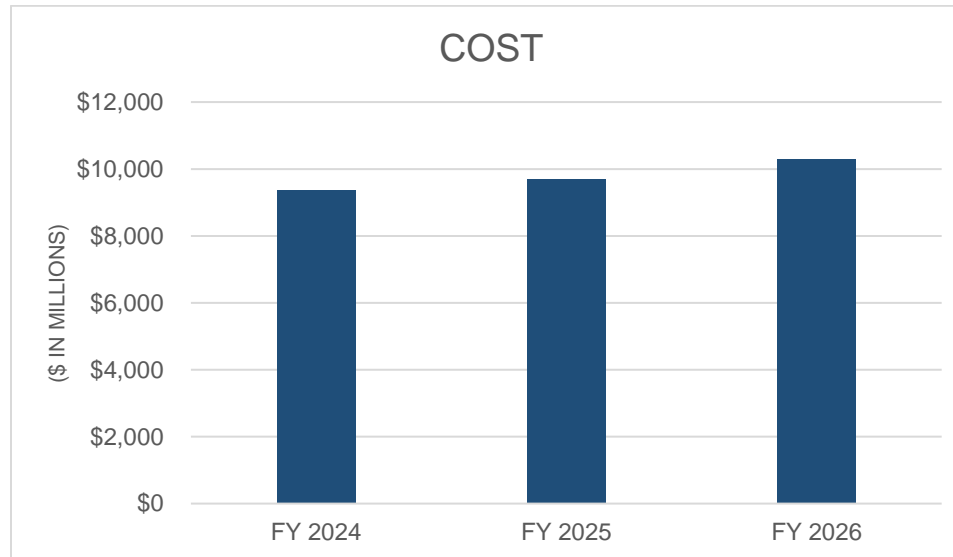
Despite concerted efforts to improve financial transparency and reporting, USTRANSCOM has received eight audit disclaimers of opinion. The approved Audit Strategy from 2023 allowed USTRANSCOM to reset priorities, re-align efforts, and build our workforce in FY2024 to accelerate remediation efforts in FY2025.

Capital funding continues to support system enhancements and upgrades to embrace USTRANSCOM's role as a global Combatant Command delivering national objectives in tomorrow's dynamic security environment. USTRANSCOM challenges its assumptions, accurately forecasts trends that will define the future operating environment and develops the technologies and ideas that maintain our Nation's competitive advantage in transportation and logistics. Cyber resiliency and digital modernization initiatives will remain a top priority for the command. We continue to modernize our IT systems by not only taking advantage of cloud computing services but also through advancing our ability to manage data as a strategic asset to advance decision making at all levels.

Costs

COST (\$ IN MILLIONS)	FY 2024	FY 2025	FY 2026
AMC	\$6,197	\$6,574	\$6,708
SDDC	\$1,326	\$1,291	\$1,574
MSC	\$1,251	\$1,181	\$1,304
DCD	\$8	\$9	\$11
USTRANSCOM Command Staff	\$587	\$651	\$712
Total*	\$9,369	\$9,706	\$10,310

*May not total due to rounding



FY 2025 changes from the FY 2025 PB to FY 2026 PB:

Total USTRANSCOM: Cost increased in FY 2025 by \$152 million, major changes are listed below:

- +\$237 million – Pricing changes (commercial transportation, fuel, aircraft maintenance)
- \$82 million – Aircraft maintenance requirements
- \$3 million – Other program changes

Changes from FY 2025 to FY 2026:

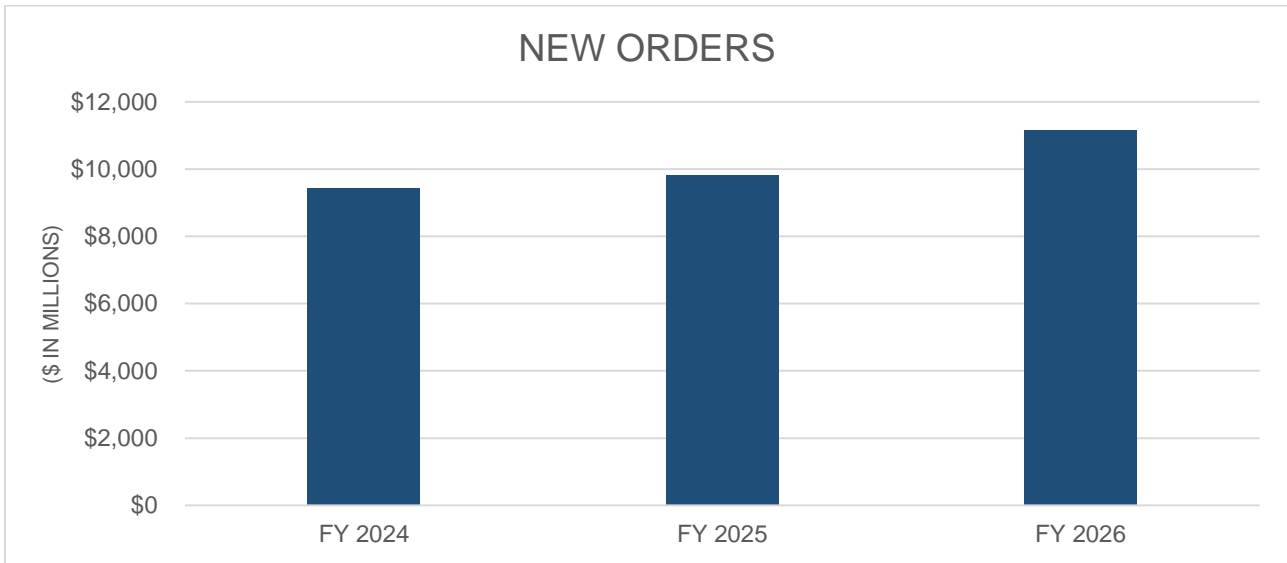
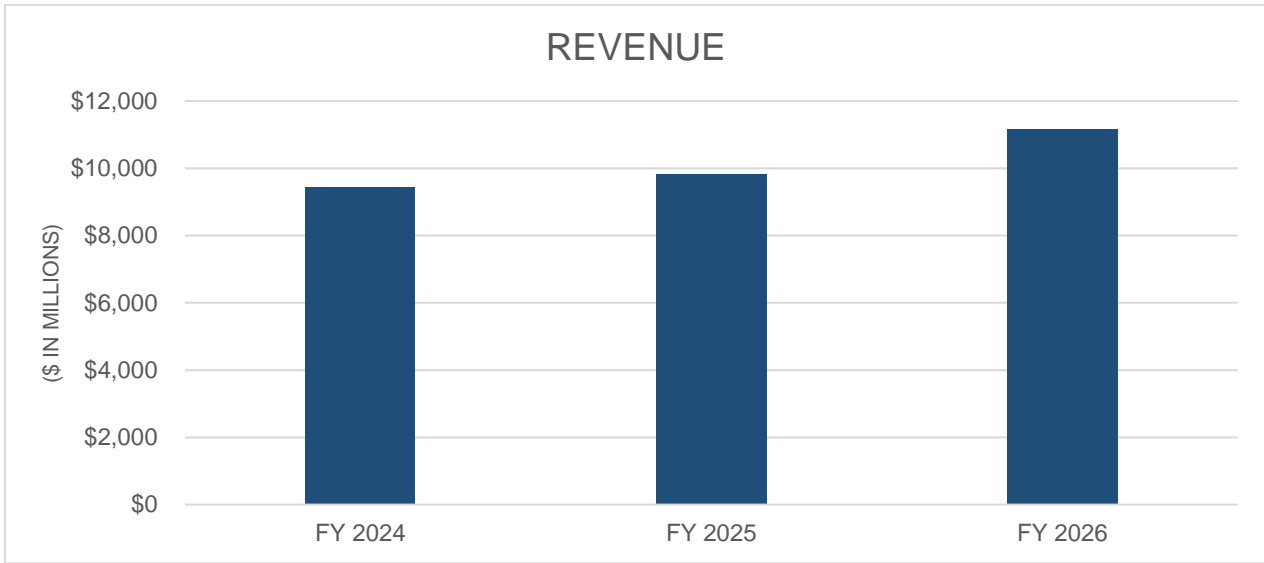
Total USTRANSCOM: Cost increased in FY 2026 by \$604 million, major changes are listed below:

- +\$72 million – Pricing changes (commercial transportation, fuel, aircraft maintenance, general inflation, and pay)
- +\$495 million – Customer workload changes
- +\$24 million – Facility maintenance
- +\$32 million – Other
- +\$5 million – Ship maintenance requirements
- \$24 million – Aircraft maintenance requirements

Revenue

REVENUE (\$ IN MILLIONS)	FY 2024	FY 2025	FY 2026
AMC	\$6,394	\$6,653	\$7,149
SDDC	\$1,154	\$1,286	\$1,987
MSC	\$1,308	\$1,187	\$1,309
DCD	\$7	\$9	\$13
USTRANSCOM Command Staff	\$566	\$684	\$711
Total*	\$9,429	\$9,819	\$11,169

*May not total due to rounding

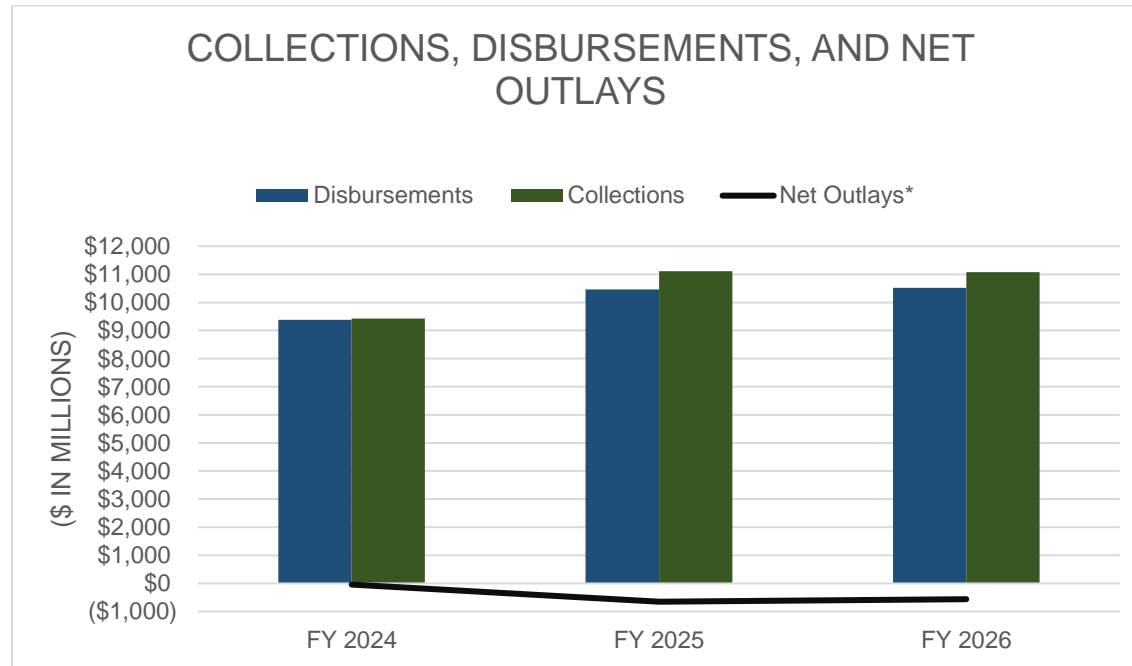


Revenue: Revenue estimates include rate revenue, reimbursable revenue, Airlift Readiness Account, and Service Level Bills. They are determined as follows:

- Rate revenue: Derived by using approved rates multiplied by various workload measures (i.e., flying hours, ton miles, tons, passengers, ship days, measurement tons, vehicles, etc.). In most cases, TWCF rates recoup budgeted costs and beginning Accumulated Operating Results (AOR), consistent with standard Working Capital Fund guidelines.
- Reimbursable revenue: Includes commercial airlift and sealift charters purchased by customers (charged based on recovery of contract costs).
- Airlift Readiness Account (ARA): As directed in the DoD FMR, AMC's channel airlift rates are set to compete with private sector rates and do not cover the cost of the unique readiness requirements of military airlift operations. In accordance with the 2024 ARA study, the FY26 commercial benchmark methodology was changed to fully recoup commercial costs for channel missions. This reduces the ARA and increases channel rates for the Services. ARA costs are now limited to the difference between military and commercial channel system operating costs, plus/minus prior year channel losses/gains.
- Service Level Bills (SLB): Port Readiness, Traffic Management, and Global Bulk Fuel Management and Delivery.
- Transactional Bill: Defense Personal Property Program (DP3).

(\$ IN MILLIONS)	FY 2024	FY 2025	FY 2026
Disbursements	\$9,386	\$10,465	\$10,517
Collections	\$9,428	\$11,117	\$11,079
Net Outlays*	(\$42)	(\$651)	(\$561)
Ending Cash Balance*	\$734	\$1,385	\$1,946
Cash Lower Boundary	\$946	\$946	\$946
Cash Upper Boundary	\$1,668	\$1,751	\$1,755

*May not total due to rounding



FY 2024 USTRANSCOM CASH: FY 2024 cash increased from \$197 million in FY25PB to \$734 million due to AMC fixed cost slipping to out-years, increased contingency workload, and account receivables collection rate. The cash position includes \$1,057 million FY24 ARA requirement. Ending cash balance is below the Cash Lower Boundary by \$212 million based on the revised Cash Boundary.

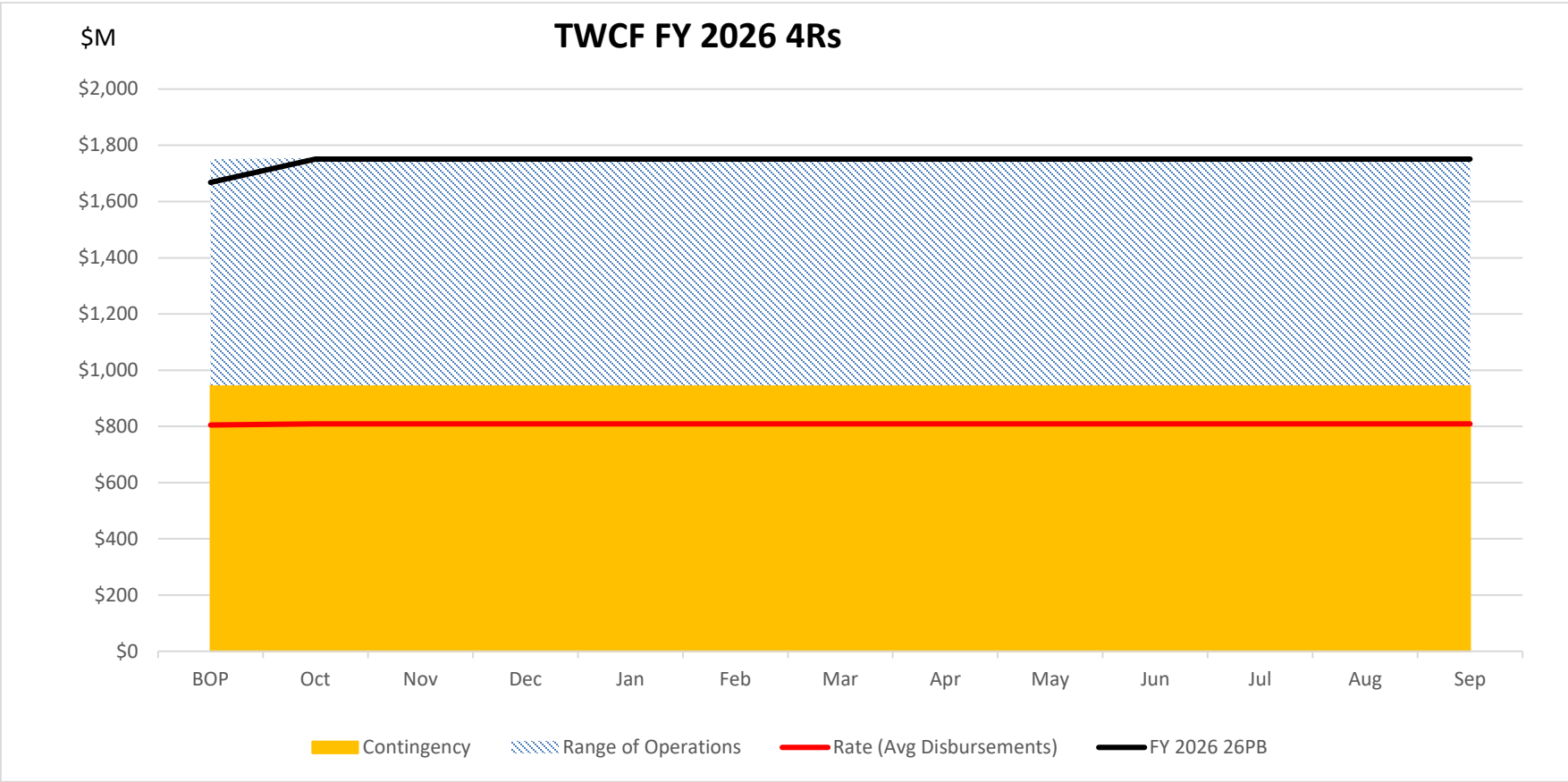
FY 2025 USTRANSCOM CASH: The FY 2025 cash is projected to increase from \$734 million to \$1,385 million. USTRANSCOM cash balance is within its cash boundaries. FY25 was the 2nd year in a 3-year phased approach to return TWCF solvency. Our rates were set to only cover costs, not increase cash. However, cash is up due to a higher FY25 starting position (AMC fixed costs not occurring in FY24) and FY25 commercial and organic airlift workload significantly exceeded forecasts.

FY 2026 USTRANSCOM CASH: The FY 2026 cash is projected to increase from \$1,385 million to \$1,946 million. USTRANSCOM cash balance is \$191M above its cash upper boundary. FY26 is the 3rd year in a 3-year phased approach to return TWCF solvency. Significantly higher workload than forecasted in FY25 is pushing the TWCF above upper cash boundaries.

Cash Management

The methodology for calculating cash requirements consists of four elements: rate, range, risk mitigation, and reserves (colloquially, the 4Rs).

FY 2026 **Rate of Disbursements** is the TWCF's average amount disbursed per collection cycle. **Range of Operations** is the highest and lowest expected cash level with \$824 million as the basic operating range. **Contingency** includes cost associated Civil Reserve Air Fleet (CRAF) Stage II, Voluntary Intermodal Sealift Activation (VISA) Stage II, and Voluntary Tanker Agreement (VTA) activation until collections begin.



Customer Rate Changes

AMC RATE CHANGES	FY 2026
Channel Passenger	+86.4%
Channel Cargo	+74.8%
SAAM/JETP	+17.5%
Training	+8.9%

MSC RATE CHANGES	FY 2026
Petroleum Tanker ships	+7.3%
Army Afloat Prepositioning	-21.4%
Air Force Afloat Prepositioning	-11.5%
Chartered Cargo	+33.1%

SDDC RATE CHANGES	FY 2026
Port Handling	+26.0%
Liner Ocean Transportation	+33.7%

DCD RATE CHANGES	FY 2026
Pounds Delivered	+45.2%

Most rate changes are reflective of the 3 year phased approach to return TWCF solvency. Channel Passenger and Channel Cargo rates increased due to an Airlift Readiness Account (ARA) study that led USTRANSCOM to change the commercial benchmark methodology. In essence, this change ensures commercial benchmark covers commercial costs, reducing the ARA and increasing the Service channel costs.

Capital Investment Program (CIP)

The CIP budget enables USTRANSCOM to build, adapt and maintain the Equipment, Automated Data Processing Equipment (ADPE), Telecommunications Equipment, Software Development, and Minor Construction required to conduct globally integrated mobility operations, lead the broader Joint Deployment and Distribution Enterprise (JDDE), and provide enabling capabilities to project and sustain the Joint Force in support of national objectives.

USTRANSCOM continues to challenge assumptions, accurately forecast trends that will define the future operating environment and develop the technologies to maintain our Nation's competitive advantage in transportation and logistics.

- Multiple programs are transitioning to a cloud environment and include the cost of shifting applications and big data to a cloud environment.

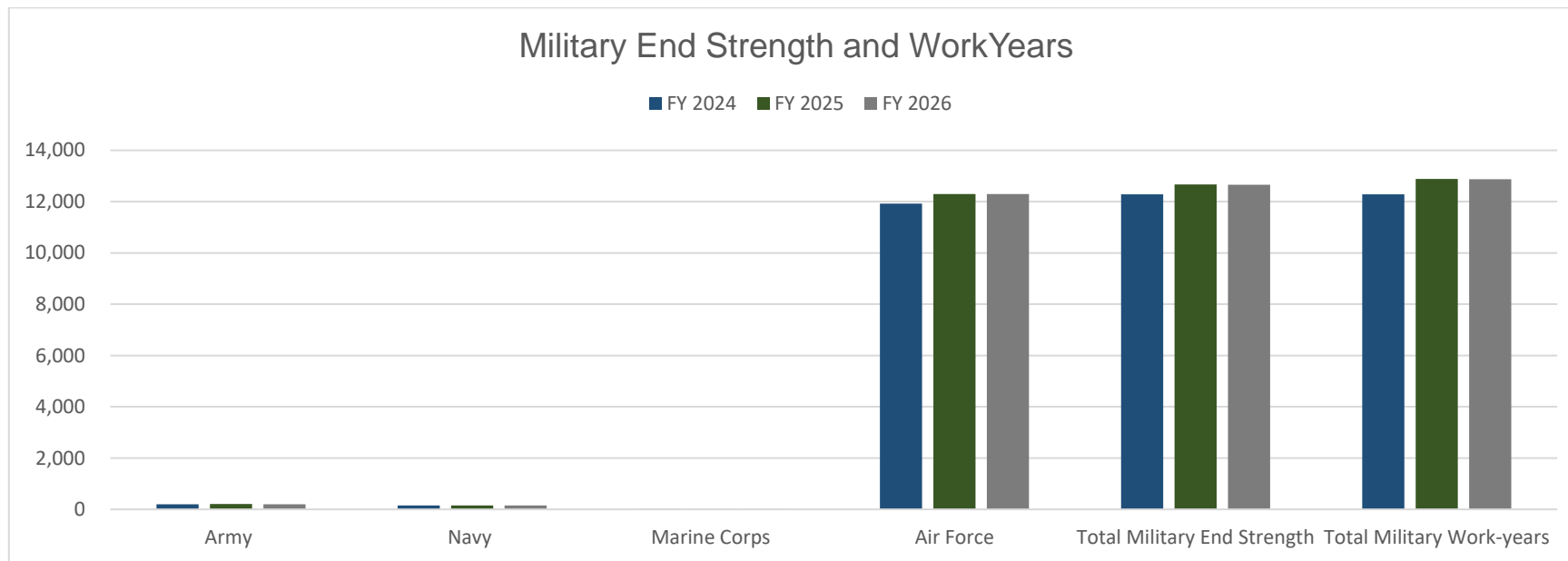
CIP (\$ IN MILLIONS)	FY 2024	FY 2025	FY 2026
Equipment	\$2.3	\$0.5	\$2.1
ADPE and Telecom Equip	\$0.0	\$2.1	\$0.0
Software Development	\$35.4	\$32.4	\$27.0
Minor Construction	\$3.6	\$10.5	\$6.2
Total	\$41.3	\$45.5	\$35.3

*May not total due to rounding

Manpower Trends

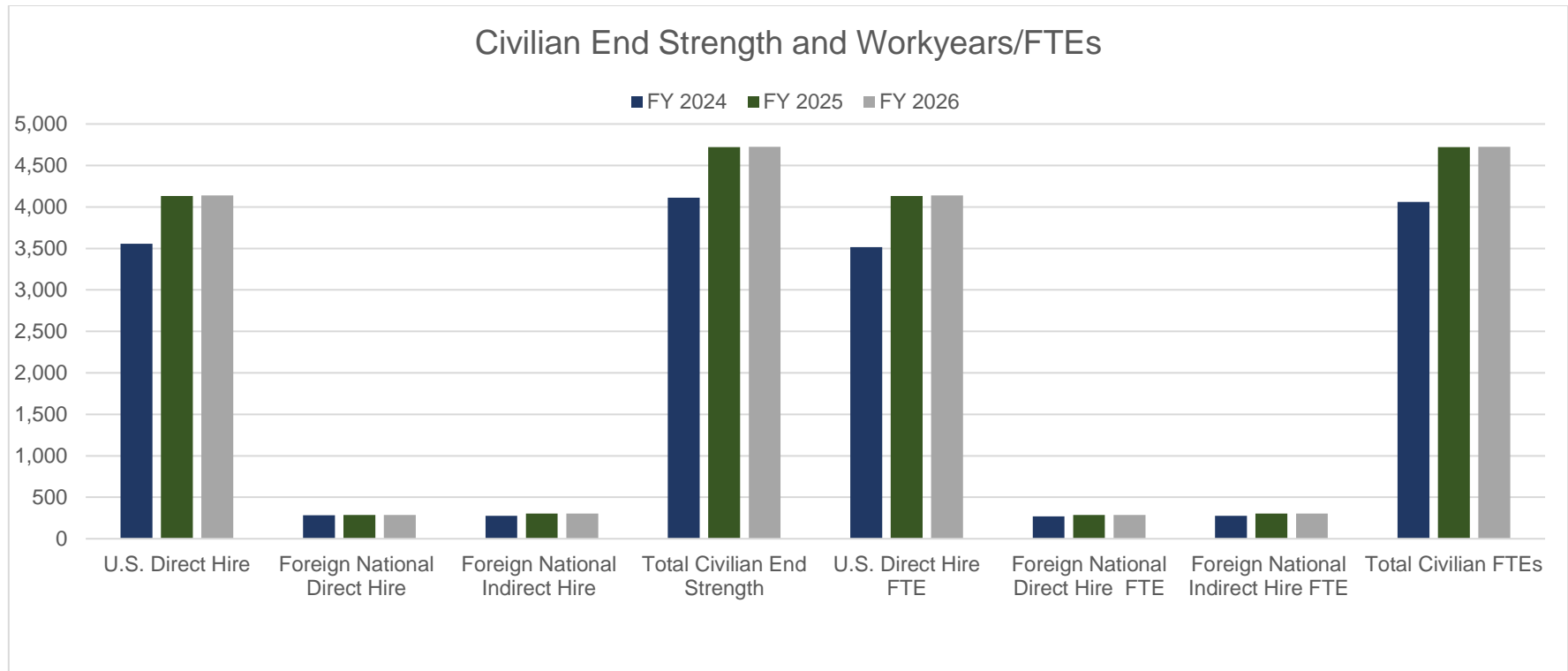
USTRANSCOM's staffing is comprised of approximately 75 percent military and 25 percent civilian. The efficient use of manpower for our components is integral to the success of USTRANSCOM's mission.

Military End Strength and Workyears*



	FY 2024	FY 2025	FY 2026
Army	202	212	202
Navy	150	151	149
Marine Corps	12	11	11
Air Force	11,919	12,296	12,295
Total Military End Strength	12,283	12,670	12,657
Total Military Work-years	12,283	12,887	12,874

*Includes AMC and DCD military end strengths/work-years which are funded by Military Personnel appropriation and not recovered in rates per FMR Volume 11B, Chapter 14



Civilian End Strength

	FY 2024	FY 2025	FY 2026
U.S. Direct Hire	3,555	4,133	4,065
Foreign National Direct Hire	282	285	285
Foreign National Indirect Hire	276	303	303
Total Civilian End Strength	4,113	4,721	4,653

Civilian Full-Time Equivalents

	FY 2024	FY 2025	FY 2026
U.S. Direct Hire	3,516	4,133	4,065
Foreign National Direct Hire	268	285	285
Foreign National Indirect Hire	275	303	303
Total Civilian FTEs	4,059	4,721	4,653

United States Transportation Command

	Expenses
FY2024 Estimated Actuals	9,368.667
FY2025 Estimate in President's Budget	9,553.900
Estimated Impact in FY2025 Actual FY2024 Experience	.000
Pricing Adjustments:	236.573
a. FY2025 Pay Raises	.600
(1) Civilian Personnel	.000
(2) Military Personnel	.600
b. Annualization of Prior Year Pay Raises	.000
(1) Civilian Personnel	.000
(2) Military Personnel	.000
c. Fuel Pricing	108.659
d. General Purchase Inflation	6.553
e. Depot Level Repairables Changes	6.000
f. Commercial Transportation Pricing Changes	114.761
g. Aircraft Maintenance Price Changes	.000
h. Other Price Changes	.000
Productivity Initiatives & Other Efficiencies:	.000
a. Headquarters Reductions	.000
Program Changes:	(84.322)
a. Aircraft Maintenance Changes	(81.500)
b. Other	(2.822)
c. Workload Changes	.000
d. Ship Maintenance Changes	.000
e. Container Detention changes	.000
f. Facility Maintenance	.000
g. Command Initiatives	.000
FY2025 Current Estimate	9,706.151

United States Transportation Command

	Expenses
FY2025 Current Estimate	9,706.151
Pricing Adjustments:	71.829
a. FY2026 Pay Raises	15.222
(1) Civilian Personnel	13.322
(2) Military Personnel	1.900
b. Annualization of Prior Year Pay Raises	2.090
(1) Civilian Personnel	1.990
(2) Military Personnel	.100
c. General Purchase Inflation	37.333
d. Aircraft Maintenance Changes	33.380
e. Commercial Transportation Pricing Changes	75.926
f. Depot Level Repairables Changes	(5.921)
g. Fuel Pricing	(86.201)
h. Other Price Changes	.000
Productivity Initiatives & Other Efficiencies:	.000
a. Fuel Efficiencies due to Information Technology Initiatives	.000
b. Fuel Efficiencies due to Policy	.000
c. Cost Efficiencies	.000
d. Headquarters Reductions	.000
Program Changes:	532.281
a. Other	39.723
b. Aircraft Maintenance Changes	(24.203)
c. Workload Changes	495.461
d. Ship Maintenance Changes	5.469
e. Facility Maintenance	24.231
f. Command Initiatives	(8.400)
FY2026 Estimate	10,310.261

United States Transportation Command

	FY2024	FY2025	FY2026
1. New Orders			
a. Orders From DOD Components:	8,123.470	8,228.117	9,140.164
Total Air Force	3,841.609	4,179.765	4,145.193
Military Personnel	122.587	119.128	199.406
Aircraft Procurement	3.741	1.561	1.945
Missile Procurement	.002	.000	.000
Other Procurement	13.812	16.819	24.644
Operations and Maintenance	3,375.295	3,667.067	3,511.627
MILCON	.000	.000	.000
Operations and Maintenance - ANG	.756	.235	.482
Operations and Maintenance - AFRES	298.115	347.270	368.446
RDT&E	11.893	13.395	16.330
Other	15.408	14.290	22.313
Army	2,622.474	2,476.005	3,044.196
Military Personnel	129.371	103.294	179.480
Aircraft Procurement	.677	.525	.608
Missile Procurement	.043	.000	.000
Other Procurement	5.339	10.822	14.681
AAFES	.140	61.700	79.200
Operations and Maintenance	2,422.751	2,232.242	2,665.118
MILCON	.000	.000	.000
NG, O&M	13.211	16.251	22.829
O&M Army Reserve	12.344	13.123	16.181
RDT&E	19.967	18.982	35.424
Other	18.631	19.066	30.675
Navy	770.743	688.646	903.500
Military Personnel	79.634	78.952	137.594
Aircraft Procurement	.915	.799	.926
NEXCOM	.000	.000	.000
Operations and Maintenance	598.998	540.677	676.435
MILCON	.000	.000	.000
NG, O&M	.005	.000	.000

United States Transportation Command

	FY2024	FY2025	FY2026
NDSF	33.200	4.100	.000
RDT&E	1.579	2.077	2.865
Other	56.412	62.041	85.680
NRES, O&M	.000	.000	.000
Marine Corps	239.056	204.526	292.279
Military Personnel	20.441	18.661	28.167
Other Procurement	.000	.000	.000
Operations and Maintenance	218.161	184.865	262.912
Other	.454	1.000	1.200
Coast Guard	.000	.000	.000
Military Personnel	.000	.000	.000
Space Force	8.655	8.534	13.676
Military Personnel	.215	.270	.565
Operations and Maintenance	5.179	5.622	9.812
Procurement	.339	.365	.564
RDT&E	2.922	2.277	2.735
OSD	640.933	670.641	741.320
Operations and Maintenance	600.896	625.331	684.014
JCS	70.293	54.396	.000
SOCOM	478.700	511.858	597.393
Health Affairs	.000	.000	.000
NSA	2.755	3.436	4.992
DIA	.000	.000	.000
Defense Health Agency	.000	.000	.000
DMA	.000	.000	.000
Other	49.148	45.341	75.329
DLA (Non-WCF)	.000	10.300	6.300
DTS-PMO	.000	.000	.000
DSCA	.000	.000	.000
Procurement	.052	.100	.400
Other	39.985	45.210	56.906

Fund 11 United States Transportation Command

United States Transportation Command

	FY2024	FY2025	FY2026
b. Orders From Other Fund Activity Groups	1,009.978	1,268.205	1,580.498
Air Force WCF	.000	.000	.000
Army WCF	.000	.000	.000
Navy WCF	.000	.000	.000
USTC TWCF	.000	.000	.000
DECA	10.055	6.461	12.442
DLA	592.637	694.952	1,028.502
MCEX	.000	.000	.000
DFAS	.193	.245	.486
DISA	.033	.017	.036
Other Orders	407.060	566.530	539.032
c. Total DOD	9,133.448	9,496.322	10,720.662
d. Other Orders	295.048	322.764	448.360
Other Federal Agencies	42.095	39.875	50.194
FEMA	.000	.000	.000
NGA	.000	.000	.000
Trust Fund	65.306	.000	.000
Non Federal Agencies	38.180	44.013	69.758
Foreign Military Sales	149.467	238.876	328.408
Total New Orders	9,428.496	9,819.086	11,169.022
2. Carry-In Orders	.000	.000	.000
3. Total Gross Orders	9,428.496	9,819.086	11,169.022
4. Funded Carryover	.000	.000	.000
5. Total Gross Sales	9,428.496	9,819.086	11,169.022

United States Transportation Command	FY2024	FY2025	FY2026
Revenue			
Gross Sales	9,428.496	9,819.086	11,169.022
Operations	9,407.731	9,765.586	11,111.022
Capital Surcharge	.000	.000	.000
Cash Surcharge	.000	.000	.000
Depreciation excluding Maj Const	20.765	53.500	58.000
Major Construction Depreciation	.000	.000	.000
Other Income	.000	.000	.000
Refunds/Discounts(-)	.000	.000	.000
Total Income:	9,428.496	9,819.086	11,169.022
Expenses:			
Salaries and Wages:			
Military Personnel Compensation & Benefits	50.900	49.700	51.500
Civilian Personnel Compensation & Benefits	529.764	577.422	600.446
Travel and Transportation of Personnel	99.552	93.644	108.431
Materials and Supplies (For internal operations)	1,401.356	1,484.942	1,356.729
Equipment	.000	.000	.000
Other Purchases from Revolving Funds	325.134	497.362	488.788
Transportation of Things	4,544.531	4,294.726	4,892.518
Depreciation - Capital	20.765	53.500	58.000
Printing and Reproduction	.007	.007	.007
Advisory and Assistance Services	75.000	71.936	72.234
Rent, Comm, Utilities and Misc Charges	45.701	57.425	59.016
Other Purchased Services	2,275.957	2,525.487	2,622.592
Total Expenses	9,368.667	9,706.151	10,310.261
Operating Result	59.829	112.935	858.761
Less Capital Surcharge Reservation	.000	.000	.000
Plus Passthroughs of Other Appropriations affecting NOR/AOR	.000	.000	.000
Other Changes (NOR)	.000	.000	.000
Net Operating Result	59.829	112.935	858.761
Beginning AOR	30.764	91.363	(154.428)
Prior Year Adjustments	.770	(262.855)	.000
Other Changes Affecting AOR	.000	.000	.000
Accumulated Operating Result	91.363	(58.557)	704.333
Non-Recoverable Adjustment Impacting AOR	.000	(95.871)	(704.333)
Accumulated Operating Result for Budget Purposes	91.363	(154.428)	.000

United States Transportation Command

FY2024	PROCURED FROM DESC			PROCURED BY SERVICE			FY26 PB
PRODUCT	BARRELS (millions)	COST PER BARREL (\$)	EXTENDED PRICE (\$ millions)	BARRELS (millions)	COST PER BARREL (\$)	EXTENDED PRICE (\$ millions)	STABILIZED PRICE
DIRECT FUEL DATA							
MOGAS: Unleaded (Direct)	0.0141	160.44	2.268	0.0000	0.00	0.000	
JP-5	0.1257	156.24	19.645	0.0000	0.00	0.000	
JP-8	5.4569	154.98	845.710	0.0000	0.00	0.000	
JP-8 NF Fuel (EEIC 693)	0.0000	0.00	0.000	0.0000	0.00	0.000	
Distillates	0.5141	155.82	80.100	0.0000	0.00	0.000	
Diesel (Generic)	0.0046	151.20	0.690	0.0007	151.20	0.100	
Residuals	0.0000	0.00	0.000	0.0000	0.00	0.000	
Into Plane Jet Fuel	0.0000	0.00	0.000	0.5894	175.98	103.728	
Bunker (Marine)	0.0207	159.18	3.300	0.0000	0.00	0.000	
Bunker (Intermediate)	0.1749	117.18	20.500	0.0000	0.00	0.000	
Local Purchase Jet Fuel	0.0000	0.00	0.000	0.0747	189.42	14.145	
TOTAL	6.3110		972.213	0.6648		117.973	1090.186
COMMERCIAL AUG FUEL DATA							
JP-8	2.3432	154.98	363.152	0.0000	0.00	0.000	
Into Plane Jet Fuel	0.0000	0.00	0.000	2.0887	175.98	367.574	
TOTAL	2.3432		363.152	2.0887		367.574	730.726
MILITARY AUG FUEL DATA							
JP-8	1.5449	154.98	239.423	0.0000	0.00	0.000	
Into Plane Jet Fuel	0.0000	0.00	0.000	0.2033	175.98	35.776	
TOTAL	1.5449		239.423	0.2033		35.776	275.199
TOTAL FUEL DATA							
MOGAS: Unleaded	0.0141	160.44	2.268	0.0000	0.00	0.000	
JP-5	0.1257	156.24	19.645	0.0000	0.00	0.000	
JP-8	9.3450	154.98	1448.285	0.0000	0.00	0.000	
Distillates	0.5141	155.82	80.100	0.0000	0.00	0.000	
Diesel (Generic)	0.0046	151.20	0.690	0.0007	151.20	0.100	
Residuals	0.0000	0.00	0.000	0.0000	0.00	0.000	
Into Plane Jet Fuel	0.0000	0.00	0.000	2.8814	175.98	507.078	
Bunker (Marine)	0.0207	159.18	3.300	0.0000	0.00	0.000	
Bunker (Intermediate)	0.1749	117.18	20.500	0.0000	0.00	0.000	
Local Purchase Jet Fuel	0.0000	0.00	0.000	0.0747	189.42	14.145	
TOTAL	10.1991		1574.788	2.9568		521.323	2096.111

United States Transportation Command

FY2025	PROCURED FROM DESC			PROCURED BY SERVICE			FY26 PB
	BARRELS (millions)	COST PER BARREL (\$)	EXTENDED PRICE (\$ millions)	BARRELS (millions)	COST PER BARREL (\$)	EXTENDED PRICE (\$ millions)	STABILIZED PRICE
PRODUCT							
DIRECT FUEL DATA							
MOGAS: Unleaded (Direct)	0.0155	175.14	2.716	0.0006	175.14	0.100	
JP-5	0.1204	170.10	20.487	0.0000	0.00	0.000	
JP-8	5.2589	168.84	887.905	0.0000	0.00	0.000	
JP-8 NF Fuel (EEIC 693)	0.0000	0.00	0.000	0.0000	0.00	0.000	
Distillates	0.7997	169.68	135.690	0.0000	0.00	0.000	
Diesel (Generic)	0.0053	165.06	0.881	0.0006	165.06	0.100	
Residuals	0.0000	0.00	0.000	0.0000	0.00	0.000	
Into Plane Jet Fuel	0.0000	0.00	0.000	0.5243	191.94	100.637	
Bunker (Marine)	0.0243	173.04	4.200	0.0000	0.00	0.000	
Bunker (Intermediate)	0.2091	127.68	26.700	0.0000	0.00	0.000	
Local Purchase Jet Fuel	0.0000	0.00	0.000	0.0638	206.64	13.181	
TOTAL	6.4332		1078.579	0.5893		114.018	1192.597
COMMERCIAL AUG FUEL DATA							
JP-8	2.2471	168.84	379.404	0.0000	0.00	0.000	
Into Plane Jet Fuel	0.0000	0.00	0.000	1.9819	191.94	380.400	
TOTAL	2.2471		379.404	1.9819		380.400	759.804
MILITARY AUG FUEL DATA							
JP-8	1.7237	168.84	291.035	0.0000	0.00	0.000	
Into Plane Jet Fuel	0.0000	0.00	0.000	0.2048	191.94	39.300	
TOTAL	1.7237		291.035	0.2048		39.300	330.335
TOTAL FUEL DATA							
MOGAS: Unleaded	0.0155	175.14	2.716	0.0006	175.14	0.100	
JP-5	0.1204	170.10	20.487	0.0000	0.00	0.000	
JP-8	9.2297	168.84	1558.344	0.0000	0.00	0.000	
Distillates	0.7997	169.68	135.690	0.0000	0.00	0.000	
Diesel (Generic)	0.0053	165.06	0.881	0.0006	165.06	0.100	
Residuals	0.0000	0.00	0.000	0.0000	0.00	0.000	
Into Plane Jet Fuel	0.0000	0.00	0.000	2.7110	191.94	520.337	
Bunker (Marine)	0.0243	173.04	4.200	0.0000	0.00	0.000	
Bunker (Intermediate)	0.2091	127.68	26.700	0.0000	0.00	0.000	
Local Purchase Jet Fuel	0.0000	0.00	0.000	0.0638	206.64	13.181	
TOTAL	10.4040		1749.018	2.7760		533.718	2282.736

United States Transportation Command

FY2026	PROCURED FROM DESC			PROCURED BY SERVICE			FY26 PB
PRODUCT	BARRELS (millions)	COST PER BARREL (\$)	EXTENDED PRICE (\$ millions)	BARRELS (millions)	COST PER BARREL (\$)	EXTENDED PRICE (\$ millions)	STABILIZED PRICE
DIRECT FUEL DATA							
MOGAS: Unleaded (Direct)	0.0159	159.60	2.528	0.0006	159.60	0.100	
JP-5	0.1204	155.40	18.716	0.0000	0.00	0.000	
JP-8	5.2568	154.14	810.278	0.0000	0.00	0.000	
JP-8 NF Fuel (EEIC 693)	0.0000	0.00	0.000	0.0000	0.00	0.000	
Distillates	0.7539	154.98	116.838	0.0000	0.00	0.000	
Diesel (Generic)	0.0059	147.84	0.874	0.0007	147.84	0.100	
Residuals	0.0000	0.00	0.000	0.0000	0.00	0.000	
Into Plane Jet Fuel	0.0000	0.00	0.000	0.5816	175.56	102.099	
Bunker (Marine)	0.0000	0.00	0.000	0.0000	0.00	0.000	
Bunker (Intermediate)	0.0732	116.34	8.519	0.0000	0.00	0.000	
Local Purchase Jet Fuel	0.0000	0.00	0.000	0.0705	188.16	13.270	
TOTAL	6.2261		957.753	0.6534		115.569	1073.322
COMMERCIAL AUG FUEL DATA							
JP-8	2.5037	154.14	385.916	0.0000	0.00	0.000	
Into Plane Jet Fuel	0.0000	0.00	0.000	2.3387	175.56	410.577	
TOTAL	2.5037		385.916	2.3387		410.577	796.493
MILITARY AUG FUEL DATA							
JP-8	1.7077	154.14	263.225	0.0000	0.00	0.000	
Into Plane Jet Fuel	0.0000	0.00	0.000	0.2240	175.56	39.332	
TOTAL	1.7077		263.225	0.2240		39.332	302.557
TOTAL FUEL DATA							
MOGAS: Unleaded	0.0159	159.60	2.528	0.0006	159.60	0.100	
JP-5	0.1204	155.40	18.716	0.0000	0.00	0.000	
JP-8	9.4682	154.14	1459.419	0.0000	0.00	0.000	
Distillates	0.7539	154.98	116.838	0.0000	0.00	0.000	
Diesel (Generic)	0.0059	147.84	0.874	0.0007	147.84	0.100	
Residuals	0.0000	0.00	0.000	0.0000	0.00	0.000	
Into Plane Jet Fuel	0.0000	0.00	0.000	3.1443	175.56	552.008	
Bunker (Marine)	0.0000	0.00	0.000	0.0000	0.00	0.000	
Bunker (Intermediate)	0.0732	116.34	8.519	0.0000	0.00	0.000	
Local Purchase Jet Fuel	0.0000	0.00	0.000	0.0705	188.16	13.270	
TOTAL	10.4375		1606.894	3.2161		565.478	2172.372

***AIR FORCE
WORKING CAPITAL FUND***



U.S. AIR FORCE

CAPITAL BUDGET

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Fund 9A

Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

CSAG - Maintenance Division

Line Number	Item Description	FY2024		FY2025		FY2026	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	EQUIPMENT	27	187.858	40	394.731	38	260.955
	ADPE & TELECOM	1	0.860	1	3.173	0	0.000
	SOFTWARE DEVELOPMENT	1	73.023	2	78.492	3	73.138
	MINOR CONSTRUCTION \$500,000 to \$999,999	4	2.662	8	14.000	10	30.500
	TOTAL	33	264.403	51	490.396	51	364.593
	Capital Outlays (above threshold)		163.719		170.882		186.581
	Capital Outlays (below threshold)		0.000		0.000		0.000
	Total Capital Outlays		163.719		170.882		186.581
	Total Depreciation Expense		258.329		490.396		364.593

Fund 9A CSAG - Maintenance Division

Fund 9B
(Dollars in Thousands)

Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Department of the Air Force Depot Maintenance			Line No. & Item Description EQUIPMENT.				Activity Identification HQ AFMC		
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	27	187,857.9	187,857.9	40	394,731.0	394,731.0	38	260,955.1	260,955.1
Total	27	187,857.9	187,857.9	40	394,731.0	394,731.0	38	260,955.1	260,955.1
Narrative Justification:									
Description									
This capability represents an array of capital equipment investment requirements that align with the overall Air Force strategic objectives for sustaining depot facilities and equipment. Projects are in direct support of Aircraft, Missiles, Engines, Exchangeable, or Other Depot missions. WSS investments are designed, scheduled, and installed in accordance with established Air Logistics Complex or Aerospace Maintenance and Regeneration Group processes and priorities. WSS projects support the maintenance mission requirements to sustain the existing organic industrial base, save dollars through increased productivity, and support customer requirements. The equipment, when replaced, upgraded, integrated, or combined into depot industrial operations, leads to efficiency and personnel safety; supports hazardous waste minimization and pollution prevention efforts; enhances product quality; and increases customer satisfaction in performing the Air Force mission. Time sensitivity of projects to accommodate new or emerging workload capability and produce an acceptable end state is a critical factor in depot operations. As such, programming and execution in this capability is essential as equipment requirements may change. Documentation and project justification support are certified and maintained on file in accordance with the established guidance. \$6M has been allocated for Temporary Fabric Hangars (WSS) to accompany the ramp expansion to support the B-52 re-engine efforts. FY25 includes \$43.284M to develop Test Program Set (TPS) Equipment to rehost exchangeable assets from old Analog Test Stands to new Digital CBATS and VDATS Test Stands.									
Economic Analysis									
An Economic Analysis was completed and is on file. EA Waiver has been obtained for the Ramp Expansion (Minor Con) and Temporary Fabric Hangars (WSS).									
Impact									
Upgrades are critical to maintaining system reliability and improving operating performance and ensuring the supportability of depot maintenance systems and equipment. New operating system will improve CSAG Maintenance Division's capability to actively monitor and make corrective actions in financial and operational performance. Support network infrastructure upgrades must be placed into service prior to upgrading operating systems. The Air Force will be unable to track financial, operational and equipment performance without planned infrastructure replacement and improvement. Lack of investments in this capability will impact the depot's ability to effectively monitor performance which results in cost increases, negative impacts to production, and reduction in aircraft availability for the warfighter.									

Fund 9B
(Dollars in Thousands)

Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Department of the Air Force Depot Maintenance			Line No. & Item Description ADPE & TELECOM				Activity Identification HQ AFMC		
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	1	860.4	860.4	1	3,172.5	3,172.5	0	0.0	0.0
Total	1	860.4	860.4	1	3,172.5	3,172.5	0	0.0	0.0
Narrative Justification:									
Description									
This capability represents an array of capital ADPE and Telecommunications investments that aligns with the overall Air Force strategic objectives for sustaining depot facilities and equipment. Projects will upgrade the infrastructure required to maintain the depot maintenance systems and equipment. All upgrades are implemented within the Air Force's common infrastructure. Investments include upgrading fiber optics, routers, servers and other infrastructure items required to support the implementation of an efficient depot maintenance support structure. The aforementioned investments ensure commonality and replacement of equipment before failure, incompatibility or obsolescence due to age. Equipment replacements are in accordance with the logistics strategic plan approved by the Deputy Under Secretary of Defense (Logistics).									
Economic Analysis									
An Economic Analysis was completed and is on file.									
Impact									
Upgrades are critical to maintaining system reliability and improving operating performance and ensuring the supportability of depot maintenance systems and equipment. New operating system will improve CSAG Maintenance Division's capability to actively monitor and make corrective actions in financial and operational performance. Support network infrastructure upgrades must be placed into service prior to upgrading operating systems. The Air Force will be unable to track financial, operational and equipment performance without planned infrastructure replacement and improvement. Lack of investments in this capability will impact the depot's ability to effectively monitor performance which results in cost increases, negative impacts to production, and reduction in aircraft availability for the warfighter.									

Fund 9B
(Dollars in Thousands)

Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Department of the Air Force Depot Maintenance			Line No. & Item Description SOFTWARE DEVELOPMENT				Activity Identification HQ AFMC		
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	1	73,022.6	73,022.6	2	78,492.0	78,492.0	3	73,138.0	73,138.0
Total	1	73,022.6	73,022.6	2	78,492.0	78,492.0	3	73,138.0	73,138.0
Narrative Justification:									
Description									
This capability provides for development and acquisition of both operating and application software that support depot maintenance operations. Software requirements include systems programs, application programs, commercial-off-the-shelf (COTS) software, independent subroutines, databases, equipment upgrades, Test Program Sets (TPS), and software documentation. System application software may be acquired through (1) the purchase of a COTS system; (2) the development of new applications through either internal development (in-house) or contractual effort; or (3) the modernization of existing software that significantly expands and/or enhances its existing capabilities. FY25 includes \$43.284M to develop Test Program Set (TPS) Software to rehost exchangeable assets from old Analog Test Stands to new Digital CBATS and VDATS Test Stands.									
Economic Analysis									
Economic Analysis for MRO Financials completed and certified on 11 May 18.									
Impact									
Planned software upgrades are critical to maintaining continuous visibility for asset management as well as real-time decisions regarding efficient and effective maintenance due to changing conditions not only from the field but from within the maintenance wings themselves. The changes made to existing systems will allow successful implementation of more efficient maintenance concepts in order to effectively utilize the Air Logistics Complexes' resources. Efficiencies critical for long-term success will not be realized if projects remain unfunded.									

Fund 9B
(Dollars in Thousands)

Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Department of the Air Force Depot Maintenance			Line No. & Item Description MINOR CONSTRUCTION				Activity Identification HQ AFMC		
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	4	2,662.0	2,662.0	8	14,000.0	14,000.0	10	30,500.0	30,500.0
Total	4	2,662.0	2,662.0	8	14,000.0	14,000.0	10	30,500.0	30,500.0
Narrative Justification:									
Description									
This category includes an array of minor construction projects that allows flexibility in adapting to new and changing workloads. Projects are smaller in scale (costing between \$250,000 and \$6,000,000) and are designed, scheduled, and constructed in accordance with Air Logistic Complexes' established priorities. These projects support the depot maintenance, mission requirements, correct safety and health problems; improve productivity through quality-of-life improvement projects, improve depot flow days and support office and workspace reorganizations. In addition, MC projects provide construction required to install needed mission essential equipment and capital investment equipment. \$5M of Minor Construction has been allocated for the concrete Ramp Expansion to accompany the Temporary Fabric Hangars (WSS) to support the B-52 re-engine efforts.									
Economic Analysis									
An Economic Analysis was completed and is on file. EA waiver was obtained for the Ramp Expansion (MC) and temporary Fabric Hangars (WSS).									
Impact									
If facilities are not properly maintained or modernized based upon required depot workload, there will be work stoppages along with safety and security issues which affects weapon system availability. The minor construction that is required for new equipment setup will not be in place, thus severely impacting the depots' ability to efficiently provide repair services and meet warfighter requirements. The B-52 fleet will undergo a major modernization effort in conjunction with PDM starting in FY25 requiring additional dock space at OC-ALC. Current dock and ramp constraints are inadequate to support B-52 modernization efforts stressing the need for an expansion of the Ramp (Minor Construction) and the procurement of temporary Fabric Hangars (WSS).									

Fund 9C

Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

CSAG - Maintenance Division

Major Category	<u>Initial Request</u>	<u>Current Proj Cost</u>	<u>Approved Change</u> <u>Explanation</u>
Non-ADPE	202.009	187.858	-14.151
ADPE and Telcom	0.725	0.860	0.135
Software Development	59.880	73.023	13.143
Minor Construction	0.313	2.662	2.349
Total FY2024	262.928	264.403	1.475
Non-ADPE	394.731	394.731	0.000
ADPE and Telcom	3.173	3.173	0.000
Software Development	78.492	78.492	0.000
Minor Construction	14.000	14.000	0.000
Total FY2025	490.396	490.396	0.000
Non-ADPE	260.955	260.955	0.000
ADPE and Telcom	0.000	0.000	0.000
Software Development	73.138	73.138	0.000
Minor Construction	30.500	30.500	0.000
Total FY2026	364.593	364.593	0.000

Fund 9C CSAG - Maintenance Division

Fund 9A

Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

CSAG - Supply Division

Line Number	Item Description	FY2024		FY2025		FY2026	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	EQUIPMENT	0	0.000	0	0.000	0	0.000
	ADPE & TELECOMM	0	0.000	0	0.000	0	0.000
	SOFTWARE DEVELOPMENT	0	0.000	1	38.021	1	62.229
	MINOR CONSTRUCTION	0	0.000	0	0.000	0	0.000
	TOTAL	0	0.000	1	38.021	1	62.229
	Capital Outlays (above threshold)		0.000		9.239		49.782
	Capital Outlays (below threshold)		0.000		0.000		0.000
	Total Capital Outlays		0.000		9.239		49.782
	Total Depreciation Expense		8.319		8.319		6.933

Fund 9A CSAG - Supply Division

Fund 9B
(Dollars in Thousands)

Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Department of the Air Force Supply Management			Line No. & Item Description Maintenance, Repair, and Overhaul - Supply (MRO-S)			Activity Identification HQ AFMC			
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	1	38,021.0	38,021.0	1	62,229.0	62,229.0
Total	0	0.0	0.0	1	38,021.0	38,021.0	1	62,229.0	62,229.0
Narrative Justification:									
Description									
This capability provides for development and acquisition of both operating and application software that supports Fixed Asset and Supply capabilities as related to the “Acquire to Retire” and “Plan to Stock” business processes, respectively, associated with Maintenance, Repair, and Overhaul – Supply (MRO-S) depot operations. Software requirements include systems programs, application programs, Commercial-Off-The-Shelf (COTS) software, independent subroutines, databases, equipment upgrades, Test Program Sets (TPS) and software documentation. System application software may be acquired through: (1) the purchase of a COTS system; (2) the development of new applications through either internal development (in-house) or contractual effort; or (3) the modernization of existing software that significantly expands and/or enhances its existing capabilities. Fixed Asset and Supply capabilities are related to the “Acquire to Retire” and “Plan to Stock” business processes, respectively, associated with MRO-S.									
Economic Analysis									
This requirement has been formally waived by HQ AFMC/FM based on previous higher level authority approval of this effort as well as related efforts in accordance with DoD FMR Volume 2b, Chapter 9, Section 1.5.14.9.									
Impact									
Planned software upgrades are critical to maintaining continuous visibility for supply management as well as real-time decisions regarding efficient and effective supply chain management due to changing conditions not only from the field but from within the supply wings themselves. The changes made to existing systems will allow successful implementation of more efficient maintenance concepts to effectively utilize the Air Logistics Complexes' resources. Efficiencies critical for long-term success will not be realized if projects remain unfunded.									

Fund 9C

Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

CSAG - Supply Division

Major Category	<u>Initial Request</u>	<u>Current Proj Cost</u>	<u>Approved Change</u>	<u>Explanation</u>
Non-ADPE	0.000	0.000	0.000	
ADPE and Telcom	0.000	0.000	0.000	
Software Development	0.000	0.000	0.000	
Minor Construction	0.000	0.000	0.000	
Total FY2024	0.000	0.000	0.000	
Non-ADPE	0.000	0.000	0.000	
ADPE and Telcom	0.000	0.000	0.000	
Software Development	15.000	38.021	23.021	
Minor Construction	0.000	0.000	0.000	
Total FY2025	15.000	38.021	23.021	
Non-ADPE	0.000	0.000	0.000	
ADPE and Telcom	0.000	0.000	0.000	
Software Development	0.000	62.229	62.229	
Minor Construction	0.000	0.000	0.000	
Total FY2026	0.000	62.229	62.229	

Fund 9C CSAG - Supply Division

Fund 9A

Air Force Working Capital Fund
Enterprise Space Activity GroupFiscal Year (FY) 2026
Budget Estimates
June 2025

Enterprise Space Activity Group

Line Number	Item Description	FY2024		FY2025		FY2026	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
A.	Equipment						
	Subtotal						
B.	ADPE/Telecomm						
	EMSS Gateway Evolution		0.0		0.0		8.0
	Subtotal		0.0		0.0		8.0
C.	Software Development						
	EMSS Gateway Evolution		0.0		0.0		0.3
	Subtotal		0.0		0.0		0.3
D.	Minor Construction						
	Subtotal		0.0		0.0		0.0
	GRAND TOTAL		0.0		0.0		8.3
	Capital Outlays (above threshold)		0.0		0.0		0.0
	Capital Outlays (below threshold)		0.0		0.0		0.0
	Total Capital Outlays		0.0		0.0		0.0
	Total Depreciation Expense		0.0		0.0		8.3

Fund 9A Enterprise Space Activity Group

Fund 9B
(Dollars in Thousands)

Air Force Working Capital Fund
Enterprise Space Activity Group

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Department of the Air Force Enterprise Space Activity Group			Line No. & Item Description EMSS Gateway Evolution				Activity Identification ESAG		
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	0.0	0.0	0	0.0	0.0	0	8,000.0	8,000.0
C. Software Development	0	0.0	0.0	0	0.0	0.0	0	250.0	250.0
Total	0	0.0	0.0	0	0.0	0.0	0	8,250.0	8,250.0
Narrative Justification:									
Description									
<p>The purpose and objective of the Gateway Evolution Project and related activities is to facilitate the core mission of the EMSS program (e.g., deliver Iridium-based satellite communications capabilities) and otherwise optimize capabilities at the EMSS Gateway that will improve quality of service. FY 2026 sub-projects include the following components: Access Network Controller (ANC) refresh, which provides the call processing (cellular base station) functionality for the Gateway. It establishes and manages connections in conjunction with the Ericsson AXE Telephone Switch. Lifecycle replacement of the EMSS Service Center Infrastructure Equipment (GIE) Operations and Maintenance Center (OMC) system, which is a ground based network hosting Iridium services and connects to other IP data network. Refresh of the Iridium Message Processing System (IMPS) system, which is a ground based network system hosting Iridium services and connects to other IP data network. Upgrade the Software Defined Modems (SDM), which provide the connectivity and continuous communications between the EMSS gateway and the Iridium Constellation. Replace the Feeder Link Terminal/Teleport Controller (FLT/TPC) which provides the FLT resources that connect the Iridium constellation with the EMSS Gateway. The TPC manages the FLT resources to provide a continuous connection to EMSS through the Iridium Constellation</p> <p>Major upgrade of the Distributed Tactical Communication System (DTCS), Global Broadcast Controller (GBC), and Red Hat (RH). The project will enable efficient and effective managed global range voice and data communication system for the DoD applications. Gateway Location Service (GWLS) Replacement. Replaces the server that performs position determination calculations for subscriber equipment when they access the network. The GWLS will be virtualized, moving it from an end-of-life Radisys ATCA hardware platform onto FlexPod UCS hardware. Refresh of the existing Network Infrastructure which provides connectivity for the critical gateway systems that support the warfighter at the tactical edge; procure, customize, deliver and install an upgraded suite of GEC hardware and software system at the EMSS DoD Gateway in order to maintain compatibility, support the Iridium Commercial Baseline (ICB), provide for technical refresh and lifecycle upgrades to the existing GEC hardware and software system to maintain compatibility with the Iridium commercial architecture and meet future requirements, and procure, customize, deliver and install an upgraded suite of GEC hardware and software system at the EMSS DoD Gateway in order to maintain compatibility and support to the Iridium Commercial Baseline (ICB). The GEC provides for technical refresh and lifecycle upgrades to the existing GEC hardware and software system. This effort is required to maintain compatibility with the Iridium commercial architecture and to meet future requirements.</p>									
Mission Benefits									
<p>The Gateway Evolution project is a series of activities that refreshes various components of the Enhanced Mobile Satellite Services (EMSS) Gateway to ensure security compliance and alignment with the Iridium Commercial Baseline (ICB). Maintaining alignment of the ICB is critical to continued operation of the network over the Iridium Satellite Constellation.</p>									
Impact									
<p>Failure to execute these projects will result in increased operational risk to users of the EMSS gateway as well as result in outages on various system that could significantly impact EMSS Capabilities Office (ECO) missions.</p>									

Fund 9B Enterprise Space Activity Group Input

Fund 9A

Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

United States Transportation Command

Line Number	Item Description	FY2024		FY2025		FY2026	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
A.	Equipment						
	Equipment-AMC		0.843		0.500		0.500
	Equipment-SDDC		1.487		0.000		1.634
	Subtotal		2.330		0.500		2.134
B.	ADPE/Telecomm						
	Local Area Network (USTRANSCOM LAN)		0.000		2.140		0.000
	Subtotal		0.000		2.140		0.000
C.	Software Development						
	Analysis of Mobility Platform (AMP)		7.245		7.200		7.133
	Defense Personal Property System (DPS)		10.708		15.729		7.818
	Global Air Transportation Execution System (GATES).		0.000		0.000		1.043
	Commercial Operations Integrated System (COINS)		0.000		0.000		1.362
	Consolidated Air Mobility Planning System (CAMPS)		10.696		2.092		0.000
	618 Air Operations Center (618AOC)		0.000		0.000		5.212
	Integrated Booking System (IBS)		4.646		4.874		1.576
	Transportation Financial Management System (TFMS)		2.057		2.457		2.815
	Subtotal		35.352		32.352		26.959
D.	Minor Construction						
	Minor Construction-AMC		3.366		4.500		5.000
	Minor Construction-SDDC		0.250		5.960		1.225
	Subtotal		3.616		10.460		6.225
	GRAND TOTAL		41.298		45.452		35.318
	Capital Outlays (above threshold)		52.239		42.185		39.786
	Capital Outlays (below threshold)		0.000		0.000		0.000

Fund 9A United States Transportation Command

Fund 9A

Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

United States Transportation Command

Line Number	Item Description	FY2024		FY2025		FY2026	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	Total Capital Outlays		52.239		42.185		39.786
	Total Depreciation Expense		20.765		53.500		58.000

Fund 9B
(Dollars in Thousands)

Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Department of the Air Force Air Mobility Command			Line No. & Item Description Equipment-AMC				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	0	843.0	843.0	0	500.0	500.0	0	500.0	500.0
Total	0	843.0	843.0	0	500.0	500.0	0	500.0	500.0
Narrative Justification:									
Description									
Funds allow for the procurement of one-time purchase to replace or procure new equipment for the TWCF bases at AMC. Equipment in this category is usually procured to replace equipment that is unsafe and/or inoperable and beyond economical repair. The new equipment will operate more effectively and is more efficient than the previous equipment that is totally logistically unsupportable and may not be reliable. Currently AMC does a data call with TWCF bases to determine potential equipment that meets the criteria of these Capital funds to include an Economic Analysis if over the investment threshold or Cost Analysis if under. Recent investment in this category include a Blaster Booth for at McChord; Isochronal Stand Upgrade at Dover.									
Mission Benefits									
Based on requirements approved for replacement or procurement of new equipment. These Capital funds for Equipment allow for the procurement of one time purchases from the bases to procure new equipment. Mission benefits to the bases means that will newer equipment asset procured that will help the bases to be more efficient and effective in completing their mission in support of TWCF.									
Deliverables									
Based on requirements approved for replacement or procurement of new equipment.									
Economic Analysis									
EA or CA are completed for each individual project that is approved.									
Impact									
Without these funds, wings would not be able to procure needed replacement items. These funds support equipment which are obsolete/ logistically unsupportable.									
Software									
Not Applicable									

Fund 9B
(Dollars in Thousands)

Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Equipment-SDDC			Activity Identification SDDC			
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	0	1,487.0	1,487.0	0	0.0	0.0	0	1,634.0	1,634.0
Total	0	1,487.0	1,487.0	0	0.0	0.0	0	1,634.0	1,634.0
Narrative Justification:									
Description									
Surface Deployment and Distribution Command (SDDC) Equipment supports installations where SDDC has direct operations oversight. These installations are considered a vital part of the strategic Continental United States (CONUS) power projection platform supporting warfighting Commnanders around the world. The installations that SDDC has direct operations oversight are relied upon to maintain a high OPTEMPO consisting of general cargo movements, ammunition resupply missions, pre-position operations and Foreign Military Sales operations.									
Mission Benefits									
Various types and categories of equipment are needed for operations and safety. Equipment is scheduled for periodic replacement as service lives are reached and equipment becomes uneconomical to repair.									
Deliverables									
Equipment ensures the safe, secure and sustainable network of interconnected operational support systems which enhance SDDC operations and cargo throughput capabilities regardless of contingency; now and into the future. SDDC's equipment is programmed in accordance with the lifecycle replacement schedule.									
Economic Analysis									
Economic Analysis (EA) are completed for individual projects that qualify.									
Impact									
Failure to fund will adversely impact Surface Deployment and Distribution Commands (SDDCs) ability to meet safety standards and support the warfighters.									
Software									
Not Applicable.									

Fund 9B
(Dollars in Thousands)

Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Analysis of Mobility Platform (AMP)				Activity Identification Command Staff		
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	7,245.0	7,245.0	0	7,200.0	7,200.0	0	7,133.0	7,133.0
Total	0	7,245.0	7,245.0	0	7,200.0	7,200.0	0	7,133.0	7,133.0
Narrative Justification:									
Description									
The Analysis of Mobility Platform (AMP) is a comprehensive transportation modeling, simulation, and optimization environment used to analyze and assess the movement of military-related cargo and personnel. Core end-to-end model addresses global deployment and distribution by all transportation modes; also includes quick-look tools for assessing air- and seaport enabler requirements and port throughput; detailed simulation tools for airport, seaport, and distribution nodal modeling; highly intuitive tools for rapidly developing and assessing transportation COAs; Aerial Refueling modeling; and a formula-based, rough order of magnitude deployment estimator. AMP is the DoD model of record for end-to-end modeling and simulation supporting programmatic, planning, and execution analysis.									
Mission Benefits									
This modeling and simulation federation provides integrated, authoritative modeling, simulation, stochastic optimization, and analysis tools for effective and efficient warfighter power projection and sustained long range planning. Modeling enhancements of Intermodal Operations, Ammunition Distribution, Inland Waterways Routing, Petroleum, Oil, and Lubricant (POL) terminals, and improved routing schedule will support DoD's analytic agenda for current and future programmatic studies. These modeling enhancements will provide greater insight and modeling detail in evaluating deployment and distribution resource requirements to support National Command Authority (NCA) planning initiatives. Increased fidelity of the programmatic analysis modeling capability providing highly reliable and detailed decision-support information to enable senior departmental leadership in making informed decisions for mobility and distribution capabilities in supporting the national military strategy.									
Deliverables									
Software Releases (up to 4 Minor, 6 Maintenance, and 6 Emergency) for the Sustainment of current capabilities along with Design and Development of new capabilities as referenced in active PWS.									
Economic Analysis									
TCJ8-PC-262-001-Addendum 1 Signed 5 Oct 2017. An addendum for Airlift 2.0 was completed dated April 2016. Course of Action Analysis (TCJ8-PC-670) for AMP and AMP-TFA was completed dated 04 Aug 2020, which provides projected cost for the program, however, does not include net present value. The COA analysis was updated (TCJ8-PC-22-075) for FY23-FY25 dated Oct 2022.									
Impact									
Without this investment, United States Transportation Command (USTRANSCOM) will be unable to provide the required Modeling and Simulation environment of interoperable, collaborative models and execution systems capable of providing accurate and consistent answers at the required breadth and depth of the Defense Transportation System (DTS) problem space. Without this investment, the integration of essential elements of analysis into a homogeneous, seamless, all-inclusive environment that ultimately represents the JDDE to the most effective and efficient level of fidelity possible is negatively impacted.									
Software									
No license fees are associated with this investment.									

Fund 9B United States Transportation Command

Fund 9B
(Dollars in Thousands)

Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Department of the Air Force Air Mobility Command			Line No. & Item Description Consolidated Air Mobility Planning System (CAMPS)			Activity Identification HQ AMC, Scott AFB IL			
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	10,696.0	10,696.0	0	2,092.0	2,092.0	0	0.0	0.0
Total	0	10,696.0	10,696.0	0	2,092.0	2,092.0	0	0.0	0.0
Narrative Justification:									
Description									
CAMPS is Air Mobility Command's (AMC) primary Command and Control (C2) planning and scheduling system that provides mobility mission planners with an integrated view for airlift and air refueling requirements management, planning, and scheduling of AMC/MAF air mobility resources to support peacetime, contingency, humanitarian, and wartime operations. CAMPS provides separate unclassified and classified requirements, planning, and scheduling capabilities, and also provides advanced user capabilities for operational planning and allocation management. CAMPS provides a joint capability to gather and manage mobility requirements for all Aerial Refueling Missions, Special Assignment Airlift Missions, and Central Command (CENTCOM's) airlift requirements. CAMPS Migration Completion Date (MCD) was achieved and will continue development under the approved Mobility Air Forces (MAF) C2 Framework Capabilities Design Document (CDD).									
Mission Benefits									
CAMPS Inc 1 will enhance that functionality by allowing users to optimize airlift planning and publish mission schedules to achieve more efficient and effective airlift operations across and within a given timeframe and/or Air Tasking Order (ATO) Cycle. For Air Refueling (AR), it will also provide seamless integration of work activities and expertise within and across command and control centers by employing cognitive analytic-based methodologies. CAMPS will improve the efficiency and effectiveness with which air refueling assets can be utilized as well as increasing collective AR fleet management and work synchronization.									
Deliverables									
Eliminate manual processes (reduces the risk for error) Improve cognitive interfaces (intuitive to the User) Improve collaboration (real time/near real time with the Units) Improve data and process integration - directly impacts optimization Airlift and Air Refueling									
Economic Analysis									
CAMPS EA dated 27 Oct 2017									
Impact									
Major loss of capability to efficiently plan and schedule complex airlift and air refueling missions to meet real-world mobility and contingency requirements. TRANSCOM and joint worldwide customers will be unable to input and submit airlift & air refueling requirements and will lose visibility of those scheduled mission.									
Software									
No license fees are associated with this investment.									

Fund 9B
(Dollars in Thousands)

Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2026
Budget Estimates
June 2025

Department of the Air Force USTRANSCOM Command Staff				Line No. & Item Description Defense Personal Property System (DPS)			Activity Identification Command Staff		
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	10,708.0	10,708.0	0	15,729.0	15,729.0	0	7,818.0	7,818.0
Total	0	10,708.0	10,708.0	0	15,729.0	15,729.0	0	7,818.0	7,818.0
Narrative Justification:									
Description									
DPS Increment III is the centralized, web-based system for the management of personal property shipments for the DoD. The DPS customer-centric approach provides a more responsive, user-friendly experience while ensuring timely and accurate delivery of personal property shipments. It provides direct customer feedback to identify and reward the Transportation Service Providers (TSPs) that deliver quality service at reasonable rates. DPS Increment IV, or MilMove, is the next generation application required for shipment and storage of both household goods (HHGs) and privately owned vehicles (POVs) for Department of Defense (DOD) services members, dependents, and other customers supported by the Defense Personal Property Program (DP3). MilMove will replace DPS Increment III.									
Mission Benefits									
Multi-year development time and transition to Inc. IV is essential to ensure uninterrupted support of permanent change of station moves in all DoD components.									
Deliverables									
Contract deliverables include all software, release documentation, and system and security documents to be delivered at the completion of each sprint (software release).									
Economic Analysis									
The DPS Economic Analysis was performed to justify development of MilMove as it is less expensive than the Status Quo of continuing legacy DPS Increment III system. The DPS Economic Analysis, certified July 2018, recommended the continued development of a personal property prototype (Alternative 2).									
Impact									
Delay sunset of Inc. 3, which increases overall costs and risks of system failure and disruption of permanent change of station support.									
Software									
No Capital licensing fees.									

Fund 9B
(Dollars in Thousands)

Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2026
Budget Estimates
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Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Global Air Transportation Execution System (GATES)			Activity Identification Command Staff			
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	0.0	0.0	0	1,043.0	1,043.0
Total	0	0.0	0.0	0	0.0	0.0	0	1,043.0	1,043.0
Narrative Justification:									
Description									
GATES is DoD's single port processing and manifesting system providing support for the global air and surface movement of personnel and cargo. GATES enables the DoD's ability to track the identity, status, and location of unit and non-unit assets by leveraging data provided by the services and commercial carriers in direct support of the Defense Courier Divisions, SDDC/G3 and AMC/A4T global missions. GATES enables USTRANSCOM ability to effectively and efficiently bill for cargo and passenger movement by providing functionality for Transportation Working Capital Fund (TWCF) accounting and billing.									
Mission Benefits									
Enhance GATES passenger applications, sub-applications, and activities as a single window application and introduction of mobile services to allow passenger notifications.									
Deliverables									
GATES Passenger Application, Sub-Applications, and Activities as a single window application and introduction of mobile services to allow passenger notifications.									
Economic Analysis									
Original Economic Analysis conducted in January 2009; revised Economic Analysis completed on 1 Oct 17.									
Impact									
Unable to move forward with IMPOSE requirements and will result in major lose of capability in support of increased capabilities for users.									
Software									
No license fees are associated with this investment.									

Fund 9B United States Transportation Command

Fund 9B
(Dollars in Thousands)

Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

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Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Integrated Booking System (IBS)				Activity Identification SDDC		
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	4,646.0	4,646.0	0	4,874.0	4,874.0	0	1,576.0	1,576.0
Total	0	4,646.0	4,646.0	0	4,874.0	4,874.0	0	1,576.0	1,576.0
Narrative Justification:									
Description									
IBS is the lead execution system of the Defense Transportation System (DTS) for the global movement of deploying forces and sustainment ocean cargo. The IBS consists of the following applications: Carrier Analysis and Rate Evaluation Headquarters (CARE HQ), Carrier Analysis and Rate Evaluation Service Application (CARE SA), Requirements Forecasting and Rate Evaluation (RF-RAM), UNIT, Sustainment (SUS), Commercial Sealift Solutions (CSS), Ocean Carrier Interface (OCI), One-Time-Only (OTO), Advance Transportation Control and Movement Document (ATCMD) and Electronic Shipper System (ESS) IBS-T: Vessel Schedule (VS), Fleet Management (FM), Port Point Of Contact (PPOC), Reference Data (RD). These applications provide automated tool support for the following: carrier contract requirement definition, rate and service solicitations, and evaluation; input vessel schedules; booking unit and sustainment cargo; produce shipment documentation; provide cargo offering and status information; provide payment information and provide In Transit Visibility (ITV) information.									
Mission Benefits									
IBS supports Military Surface Deployment and Distribution Command's (SDDC) global surface deployment command & control and distribution mission by providing automated tools to support rapid, effective and efficient projections of power CONUS and OCONUS. IBS provides end-to-end distribution and visibility of DOD cargo from time of request until payment to the ocean carrier for services provided. IBS ensures the most cost effective routing of cargo is utilized while ensuring the war fighter receives his cargo on time and cargo preference laws are met. IBS provides tools for carrier contract requirement definition; rate and service solicitations and evaluation; capture vessel schedules; book unit and sustainment cargo; produce shipment documentation; provide cargo offering and event status information; and produce payment information. IBS provides high-level data quality edits with instantaneous in-the-clear error messages and utilizes Electronic Commerce and Electronic Data Interchange standards.SDDC's Transportation Enhanced Access Management Service web portal provides DOD transportation officials with a single sign-on capability to access IBS for their transportation needs.									
Deliverables									
Support cargo booking in the payment process and meet the Financial Improvement and Audit Readiness; Decompose booking capabilities into decoupled information and application services to support Enterprise re-use; Implementation of Ocean transportation contracts and contractual obligations to support the Universal Service Contract 9 and Guantanamo Bay Cuba contracts.									
Economic Analysis									
Certified 15 Jun 10.									
Impact									
If not funded, IBS will be unable to support United States Transportation Command's and SDDC's mission to provide efficient and cost effective projection of forces; nor provide improved end-to-end joint deployment and distribution. Specifically, maintenance, new software development and sealift requirement processing will terminate. Without commercial contract support, IBS will not be able to function and DOD ocean cargo movement would not be supported by an automated system. In addition, pricing and processing of electronic carrier feeds will no longer maintain valid information requiring manual payment intervention by SDDC booking offices.									
Software									
No license fees are associates with this investment.									

Fund 9B United States Transportation Command

Fund 9B
(Dollars in Thousands)

Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

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Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Local Area Network (USTRANSCOM LAN)			Activity Identification Command Staff			
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	0.0	0.0	0	2,140.0	2,140.0	0	0.0	0.0
Total	0	0.0	0.0	0	2,140.0	2,140.0	0	0.0	0.0
Narrative Justification:									
Description									
The USTC LAN is a critical system supporting the command and control (C2) communications of the USTRANSCOM Commander and his staff. It is comprised of ~ 4800 distinct personal computers, numerous servers and routers, a multitude of switches and the hardware and software infrastructure comprising the classified and unclassified Local Area Networks (LANs) at the USTRANSCOM command site on Scott AFB, IL. This program supports the following activities: Upgrade of network infrastructure to support increasing bandwidth, service, systems and reliability requirements, server upgrades, network router and switch upgrades, cable installation, network component upgrades, wide area network connectivity with component commands and upgrades of standard server Commercial Off The Shelf (COTS) products. Provides worldwide DTS theater-centric C4 infrastructure baseline assessments, engineering and documentation. Provides Operations & Maintenance hardware and system administration support.									
Mission Benefits									
The USTRANSCOM networks are comprised of classified and unclassified Local Area Network (LAN) segments and Wide Area Network (WAN) connectivity with transportation component commands (TCCs). USTRANSCOM LAN provides the critical backbone for the entire USTRANSCOM C2 capability. This critical infrastructure directly supports the 70+ C2 mission systems that are inherent with USTRANSCOM, providing a global picture for CCMDs on global logistical and patient movements.									
Deliverables									
End-of-Life technical refresh that includes Secret Internet Protocol Router Network switches, Adaptive Security Appliance Virtual Private Network (VPN) devices that combined firewall, antivirus, intrusion prevention, and VPN capabilities; Upgrade USTRANSCOM Wireless Fidelity (WiFi) infrastructure; Renewal of network infrastructure hardware maintenance that includes upgrading the Joint Enabling Capability Command infrastructure and Enterprise Voice over Internet Protocol (ECVOIP); Network support to 5500 workstations, 3 computing sites and 30 communications room; Backbone switching of the TC-CENET; Classified routing, VPN devices, OOB networks to securely transmit information.									
Economic Analysis									
N/A.									
Impact									
The interruption of capabilities would lead to rapid degradation of Command and Control for all aspects of the JDDE. Gaps in reporting data would immediately affect the Commanders decision cycle, crippling the ability of USTRANSCOM to accomplish its mission of managing Department of Defense transportation assets. We would also lose the redundancy that we have built into the USTRANSCOM LAN to diminish any mission impact.									
Software									
No license fees are associates with this investment.									

Fund 9B
(Dollars in Thousands)

Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

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Department of the Air Force Surface Deployment and Distribution Command				Line No. & Item Description Transportation Financial Management System (TFMS)			Activity Identification SDDC		
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	2,057.0	2,057.0	0	2,457.0	2,457.0	0	2,815.0	2,815.0
Total	0	2,057.0	2,057.0	0	2,457.0	2,457.0	0	2,815.0	2,815.0
Narrative Justification:									
Description									
The Transportation Financial Management System (TFMS) is the financial management system solution in use by SDDC as its overall Transportation Working Capital Fund (TWCF) financial and reporting system. TFMS provides a common, secure and centralized server that is accessible worldwide using thin client web access to Oracle Federal E-Business Suite of accounting applications. TFMS uses the Commercial-Off-The-Shelf products, Oracle Enterprise Business Suite (EBS), Identity and Access Manager (IAM), and Oracle Business Intelligence Enterprise Edition (OBIEE). All major lines of business utilize TFMS to conduct their operations including the Ocean Liner, Port Operations, and Traffic Management. TFMS is also used to support numerous "back office" functions including payroll timekeeping, travel, accounts payable, fixed asset accounting, and accounts receivable. TFMS serves a diverse customer base that includes all DoD components, various Defense agencies, other federal agencies, foreign Governments and private sector entities. TFMS also supports the execution of contracts with suppliers who facilitate the execution of the SDDC mission including ocean carriers, commercial air carriers, railroads, and stevedore contractors. TFMS includes modules, which are configured to perform a wide variety of financial management functions including accounts receivable, accounts payable, purchasing, projects accounting, funds allocation, fixed asset accounting, and general ledger accounting.									
Mission Benefits									
The G-Invoicing platform provides a streamlined capability for processing and approving the GT&C, Order, Performance, and Funds Settlement tasks that occur as part of the IGT Buy/Sell lifecycle. The G-Invoicing solution supports standardized interagency agreement and transaction exchanges between the Requesting/Ordering (Buyer) and the Servicing/Performing (Seller) Agencies. Federal Intragovernmental Data Standards (FIDS) are utilized for conducting all IGT Buy/Sell actions. The Department of Defense's (DoD's) Business Enterprise Architecture (BEA) establishes a blueprint for the Department's business processes, data exchanges, and systems with the intent to maximize efficiency and interoperability throughout the processes. One of these processes, called Procure-to-Pay (P2P), details the steps to procure items, starting with a defined requirement, through contracting and vendor payment. Implementation of the P2P Handshakes will allow data traceability for procurement actions, to include tracking of funding and execution data; reduce or eliminate unmatched financial transactions within the DoD enterprise; ensure that committed funds are sufficient for, and traceable to, the specific line items within an award; support DoD Financial Improvement and Audit Readiness goals; and create efficiencies within the P2P environment. Transitioning to a single, Federal shared service solution under Treasury to perform all disbursement and collection will assist DoD in achieving auditability and sustainability for federal agencies Fund Balance With Treasury (FBWT).									
Deliverables									
Automation of G-Invoicing Servicing Agency capabilities & migration of existing orders into the G-Invoicing platform to meet OSD mandates; implementation of G-Invoicing Servicing Agency functionality for TFMS Ocean & Port Handling Lines of Business (TAC); integration of required data exchanges to meet OUSD directives; & utilization of the appropriate procure to pay (P2P) and Procurement Data Standard (PDS) standard handshakes to send & receive data exchanges with the Contract Order Writing System for Purchase Request & Commitment, Pre-Award Funds Validation, Procurement Award, Procurement Modification, & Procurement Close Out Notification data exchanges.									
Economic Analysis									
N/A									
Impact									
TFMS will fail to comply with OUSD mandates and DoD Financial Management (FM) Functional Strategy.									
Software									
N/A									

Fund 9B United States Transportation Command

Fund 9B
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Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

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Department of the Air Force Air Mobility Command			Line No. & Item Description 618 Air Operations Center (618AOC)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	0.0	0.0	0	5,212.0	5,212.0
Total	0	0.0	0.0	0	0.0	0.0	0	5,212.0	5,212.0
Narrative Justification:									
Description									
618 AOC Data and Web Services (DAWS) system seeks to correct the gap in capabilities not met by current/planned command and control (C2) systems. 618 AOC DAWS system provides management, development, and maintenance support for 618 AOC Technology Center. The 618 AOC DAWS system operates on Scott AFB local area network (LAN). Technology support is provided for services to include rapid application development, testing software, developing databases, and web services by developing prototypes, reports, business intelligence tools and data analysis for 618 AOC and its customers. Any prototypes developed are property of U.S. Government and are integrated into C2 systems. 618 AOC Cyber Boundary supports mission assurance and operations by enhancing 618 AOC network resiliency through layered protection and self-management, to mitigate the effects of base network/AFNET outages and locally control disturbances to the AOC network from outside sources. Rapid Global Mobility Command and Control Digital Transformation (RGM C2DT) f.k.a. Next Generation Information Technology for Mobility Readiness Enhancement (NITMRE) is the AFTRANS digital transformation approach to advance the Mobility Air Forces (MAF) global C2 capabilities across the competition continuum. RGM C2DT employs eight Lines of Efforts (LOE) aimed to accomplish the change transformation, delivering advanced technical solutions through data integration, application development, and narrow artificial intelligence.									
Mission Benefits									
RGM C2 DT tightens the decision making process, connecting the fielded forces at the tactical edge with the 618 AOC using Chat Ops. The NITMRE-Crew Paper Delivery capability integrates enterprise data takes with ChatOps-ensuring AFTRANS ChatOps-based interactions are automatically informed by MAF C2 data. An operational C2 engine has also been created through the NITMRE-Natural Language Processing, computing on unstructured chats fused with structured data from enterprise data lakes-Topic Modeling, Semantic Retrieval and E.									
Deliverables									
RGM C2DT deliverables exist in various forms-command policy, training materials, and containerized software in Platform One to integrate data and perform advanced computing techniques (ML/AI).									
Economic Analysis									
RGM C2DT Capability Base Assessment conducted 2016. EA or CA will be accomplished by each NITMRE requirement approved.									
Impact									
Major loss of AFTRANS effectiveness and efficiency, slowing communication between the tactical edge and 618AOC reverting back to phone calls, insecure methods significantly degrading the cyber security posture, and increasing the potential for missing or late-to-need decision information.									
Software									
No license fees are associated with this investment.									

Fund 9B
(Dollars in Thousands)

Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

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Department of the Air Force Air Mobility Command			Line No. & Item Description Minor Construction-AMC			Activity Identification HQ AMC, Scott AFB IL			
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	0	3,366.0	3,366.0	0	4,500.0	4,500.0	0	5,000.0	5,000.0
Total	0	3,366.0	3,366.0	0	4,500.0	4,500.0	0	5,000.0	5,000.0
Narrative Justification:									
Description									
The TWCF facilities and Infrastructure MC funding category remains vital to the success of the strategic airlift mission. This program provides the funds necessary to construct both new facilities and additions to existing facilities. The MC program also serves as a key resource in supporting the AMC/CD Investment Strategies that are published annually. Specifically, the MC program is the front line resource supporting the #1 prioritized problem set within AMC to Address Capability Gaps as it represents the only funding strategy supporting mission growth as required by OPLANs and other directives. The Minor Construction projects are to ensure we are addressing infrastructure development, safety and OSHA concerns. The projects are vetted through local civil engineering and A4OC (Command Engineers) before being presented to TWCF and to the AMC Commander for approval. Projects like an OSHA safety concern at McChord for an air shower at the corrosion control shop and a covered area for pallets and truck scales loaded at Anderson AB Guam.									
Mission Benefits									
The Headquarters Air Mobility Command (HQ AMC) TWCF investment strategy is in line with the Department of Defense (DoD) Transportation Vision for the Twenty-First Century. It's intent is to ensure sustainability and quality of life. One of the guiding principle requires us to invest in transportation progress, systems enhancements that support mobility requirements, assets visibility and efficient transportation operations.									
Deliverables									
Deliverables will depend on the projects approved after EA/CA completed.									
Economic Analysis									
EA or CA is accomplished by projects approved.									
Impact									
Funding cuts will impact our ability to support critical HQ AMC 515 Air Mobility Operating Wings (AMPW), and 521 AMOW requirements. Approved requirements are there to enhance or improve mobility operations and provide adequate force protection through the construction of new facilities and additions in the Continental United States (CONUS) and en-route infrastructure. Reductions to this program will have a negative impact on our ability to provide seamless airlift from port of origin to destination, to provide quality customer service and to bring our existing faculties up to HQ AMC and Air Force standards. Many TWCF facilities are old, and do not meet acceptable standards, especially at our en-route locations. Paving requirements continue to grow for both new parking; loading air refueling areas and require improvements on deteriorating pavements resulting from heavy airlift usage. Unfunded pavement requirements will result in limitations on AMC's ability to deliver passengers and cargo anywhere in the world. Passengers, troops, and valuable cargo and equipment will remain inadequately protected from terrorists threats.									
Software									
Not Applicable.									

Fund 9B
(Dollars in Thousands)

Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

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Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Minor Construction-SDDC				Activity Identification SDDC		
Element of Cost	FY2024			FY2025			FY2026		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	0	250.0	250.0	0	5,960.0	5,960.0	0	1,225.0	1,225.0
Total	0	250.0	250.0	0	5,960.0	5,960.0	0	1,225.0	1,225.0
Narrative Justification:									
Description									
Surface Deployment and Distribution Command (SDDC) Minor Construction projects are scheduled for installations where SDDC has direct operations oversight. These installations are considered a vital part of the strategic Continental United States (CONUS) power projection platform supporting warfighting Commnanders around the world. The installations that SDDC has direct operations oversight are relied upon to maintain a high OPTEMPO consisting of general cargo movements, ammunition resupply missions, pre-position operations and Foreign Military Sales operations.									
Mission Benefits									
Capital Projects are needed to ensure SDDC Brigades/Battalions achieve mission resilience and excellence by providing modern and efficient facilities for delivering general cargo, arms, ammunitions, and explosives to the warfighter. Projects will ensure the installation facilities and infrastructures are flexible, safe and sustainable. This ensures ready and resilient infrastructure capable of safely delivering current and future DoD cargo and ammunition transshipment requirements.									
Deliverables									
Projects ensure the safe, secure and sustainable network of interconnected operational support systems which enhance SDDC operations and cargo throughput capabilities regardless of contingency; now and into the future. To include adequate space and traffic flow for large material handling equipment to safely maneuver, mission support to enable rail cargo capabilities and security/monitoring to operational areas for operational oversight.									
Economic Analysis									
Impact									
Projects ensure continuous operations and support for the terminals' important warfighting mission.									
Software									
Not Applicable.									

Fund 9C

Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

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United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
24	A. Equipment	1.340	(0.020)	1.320	2.330	(1.010)	
24	Equipment-AMC	0.500	0.000	0.500	0.843	(0.343)	
24	Equipment-SDDC	0.840	(0.020)	0.820	1.487	(0.667)	Requirement less than expected.
24	B. ADPE/Telecomm	4.096	(4.096)	0.000	0.000	0.000	
24	USTRANSCOM Distributive Enclave (USTC DE)	4.096	(4.096)	0.000	0.000	0.000	Requirement OBE due to cloud migration.
24	C. Software Development	40.004	0.275	40.279	35.352	4.927	
24	Analysis of Mobility Platform (AMP)	7.486	(0.176)	7.310	7.245	0.065	Requirement was less than expected.
24	Defense Personal Property System (DPS)	14.887	(0.349)	14.538	10.708	3.830	Requirement less than expected.
24	Consolidated Air Mobility Planning System (CAMPS)	9.718	0.989	10.707	10.696	0.011	Increase to support cloud migration.
24	Integrated Booking System (IBS)	4.773	(0.113)	4.660	4.646	0.014	Requirement less than expected.
24	Transportation Financial Management System (TFMS)	3.140	(0.076)	3.064	2.057	1.007	Requirement less than expected.
24	D. Minor Construction	5.873	(0.023)	5.850	3.616	2.234	
24	Minor Construction-AMC	4.900	0.000	4.900	3.366	1.534	Unable to execute all projects due to time constraints
24	Minor Construction-SDDC	0.973	(0.023)	0.950	0.250	0.700	Requirement less than anticipated.
24	TOTAL FY	51.313	(3.864)	47.449	41.298	6.151	

Fund 9C United States Transportation Command

Fund 9C

Air Force Working Capital Fund
Transportation Working Capital Fund (TWCF)

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United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
25	A. Equipment	0.500	0.000	0.500	0.500	0.000	
25	Equipment-AMC	0.500	0.000	0.500	0.500	0.000	
25	B. ADPE/Telecomm	2.089	0.000	2.089	2.140	(0.051)	
25	Local Area Network (USTRANSCOM LAN)	2.089	0.000	2.089	2.140	(0.051)	
25	618 Air Operations Center (618AOC)	0.000	0.000	0.000	0.000	0.000	
25	C. Software Development	29.964	(8.071)	21.893	32.352	(10.459)	
25	Analysis of Mobility Platform (AMP)	7.030	0.000	7.030	7.200	(0.170)	
25	Defense Personal Property System (DPS)	15.729	(8.071)	7.658	15.729	(8.071)	Development completed faster than expected.
25	Global Air Transportation Execution System (GATES).	0.557	0.000	0.557	0.000	0.557	
25	Consolidated Air Mobility Planning System (CAMPS)	2.042	0.000	2.042	2.092	(0.050)	
25	Integrated Booking System (IBS)	1.543	0.000	1.543	4.874	(3.331)	Increase due to additional software requirements
25	Transportation Financial Management System (TFMS)	0.000	0.000	0.000	2.457	(2.457)	New software development needed to meet warfighter needs.
25	D. Minor Construction	6.460	0.000	6.460	10.460	(4.000)	
25	Minor Construction-AMC	0.500	0.000	0.500	4.500	(4.000)	Correction to FY25 approved budget.
25	Minor Construction-SDDC	5.960	0.000	5.960	5.960	0.000	
25	TOTAL FY	39.013	(8.071)	30.942	45.452	(14.510)	

Fund 9C United States Transportation Command

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