



WELCOME TO DEFENSE PATENT HOLIDAY INDUSTRY DAY!

JULY 14, 2026



DEFENSE PATENT HOLIDAY

Technology Transfer, Transition and Commercial Partnerships Program

Strategies for Accelerating Transitions from Lab To Warfighter

Stephen Luckowski, Director

Technology Transfer, Transition and Commercial Partnerships (T3CP)
OUSD(R&E)/OASD(S&T)/S&T Futures//TIIB

Defense Patent Holiday 1.5 Industry Day

NextFlex, San Jose, CA
July 14, 2026





Strategic Value of DOW Intellectual Property

~\$ 11.5 B annual investment

DOW Intramural R&D Funding Agencies - \$ 3.3 B

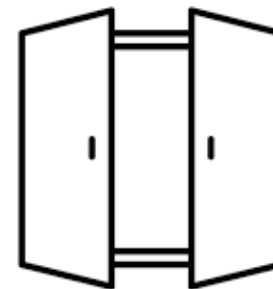
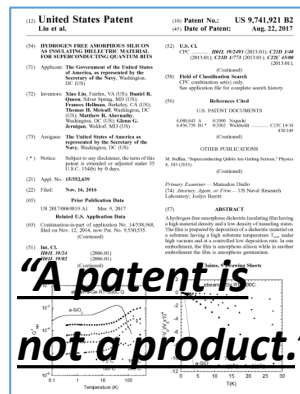


licensing of patents and commercial partnerships
at the **216 DOW laboratories**



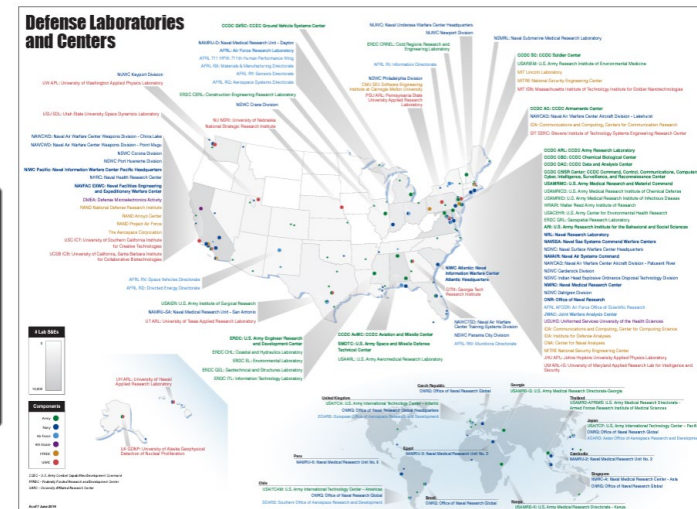
implementation of subject invention reporting
for extramural research using iEdison

DOW External R&D Funding Agencies - \$ 8.2 B (\$ 4 B to businesses)



In 2024, the DOD Laboratories' Offices of Research and Technology Applications negotiated:

- 719 new invention disclosures
- 605 patent applications
- 62 new patent licenses
- 476 active patent licenses, producing >\$15.6M in royalties
- 997 New CRADAs (4,602 total active), producing \$2.6B+ annually

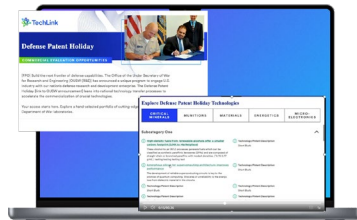


The DOW Should Adopt a More Commercial View of IP as a Strategic Asset

216 DOW laboratories



Defense Patent Holiday 1.0 – Launched January 22, 2026



Objective: Accelerate commercialization of lab-developed patents in DoW high-priority technology areas

340+ DOW patents have been made available for no-fee Commercial Evaluation Licenses

Method: Make available no-fee, fixed duration Commercial Evaluation Licenses (CEL) to DoW patented technologies in critical need areas:

Critical Minerals – such as rare earth, germanium, gallium, titanium (processing and substitution)

Munitions – such as material composition, processing, and automation

Materials – such as high temperature, protective coatings, electronic, nano, and quantum

Energetics – composition, processing, and substitution

Microelectronics – such as sensors, computing, antenna, comms devices



“No-fee” means:

- zero license fees, payments, royalties - for a defined time period.
- does allow for making and using.
- does not include any consultation between licensee and inventor(s).
- does not allow for selling, have sold, or formalized into a commercial model



Defense Patent Holiday 1.5 – Launched July 14, 2026



DEFENSE PATENT HOLIDAY

Objective: Expand portfolio and extend timeline of DPH 1.0

- Additional 220 DoW patents – focused on microelectronics -- have been made available for no-fee Commercial Evaluation Licenses [LINK Here + screenshot](#)
- Application timeline extended to January 15, 2027
- Wrap-around technical services [SIZE](#)

Method: Make available no-fee, fixed duration Commercial Evaluation Licenses (CEL) to DoW patented technologies in critical need areas:

Critical Minerals – such as rare earth, germanium, gallium, titanium (processing and substitution)

Munitions – such as material composition, processing, and automation

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Energetics – composition, processing, and substitution

Microelectronics – such as sensors, computing, antenna, comms devices

No Changes



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T3CP-facilitated partnerships for accelerating CELs to market

Inventions, Patents & Partner Data



DoW IP Data Estate



DoW Intentional Technology Commercialization



Commercialization Evaluation License (CEL)
– no upfront fees

Wrap-around Services

Regional & tech-focused support partners

Early-stage, non-dilutive funds

SBIR

Competitive award focused on commercializing DOD-funded tech



MIIs
PIAs
Accelerators
Venture Studios

Fund prototype development and demonstration

APFIT

Collaborate with DOD stakeholders with technology requirements



Financing for manufacturing facilities

Office of Strategic Capital

- loan guarantees to attract and scale investments for national security



*Creating a
Catalogue of Opportunities
From
Catalogue of Patents*





SBIR in support of CELs

OBJECTIVE

Develop innovative, transition-ready prototype solutions that leverage Department of War inventions made available through the T3CP Patent Holiday Initiative in the areas of Microelectronics, Advanced Materials, Energetics, Munitions, and Critical Minerals and supply-chain-enabling technologies.

SBIR 2026 BAA
Release 4, T3CP

Release 4	Jul 01, 2026	Jul 22, 2026	Aug 19, 2026
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<https://www.dodsbirsttr.mil/submissions/solicitation-documents/active-solicitations>

DoW SBIR 2026 BAA				
Topics are pre-released on the first Wednesday of every month.				
Active	Closed			
+	Release 1	Pre-Release: Apr 13, 2026	View Topics (1)	Download Full Release Instructions
+	Release 3	Pre-Release: Jun 01, 2026	View Topics (14)	Download Full Release Instructions
-	Release 4	Pre-Release: Jul 01, 2026	View Topics (14)	Download Full Release Instructions
Component	Open Date	Close Date	Download	Last Modified
OSD	N/A	N/A	Solicitation Package	Jul 01, 2026
DIAPA	Jul 22, 2026	Aug 19, 2026	Comments Instructions	Jul 01, 2026
MGA	Jul 22, 2026	Aug 19, 2026	Comments Instructions	Jul 01, 2026
NAVY	Jul 22, 2026	Aug 19, 2026	Comments Instructions	Jul 01, 2026
-	OSD			
Command	Open Date	Close Date	Download	Last Modified
QUANTUM SCIENCE	Jul 22, 2026	Aug 19, 2026	Command Instructions	Jul 01, 2026
RELIANCE 21	Jul 22, 2026	Aug 19, 2026	Command Instructions	Jul 01, 2026
T3CP	Jul 22, 2026	Aug 19, 2026	Command Instructions	Jul 01, 2026

Discretionary Technical and Business Assistance (TABAs), page 4

“If the SBC supports the need for TABA sufficiently as determined by the Government, the SBC may receive up to \$6,500 in contract obligations per Phase I project. For Phase II, the SBC may receive up to \$50,000 in contract obligations per project. These amounts are in addition to the maximum award funding guideline limitation specified in the respective SBIR/STTR topic.”

✓	OSW26BZ04-DP013	T3CP Patent Holiday SBIR Open Topic Call	07/22/2026	08/19/2026	4	DoW SBIR 2026 BAA	OSD
	Pre-Release						

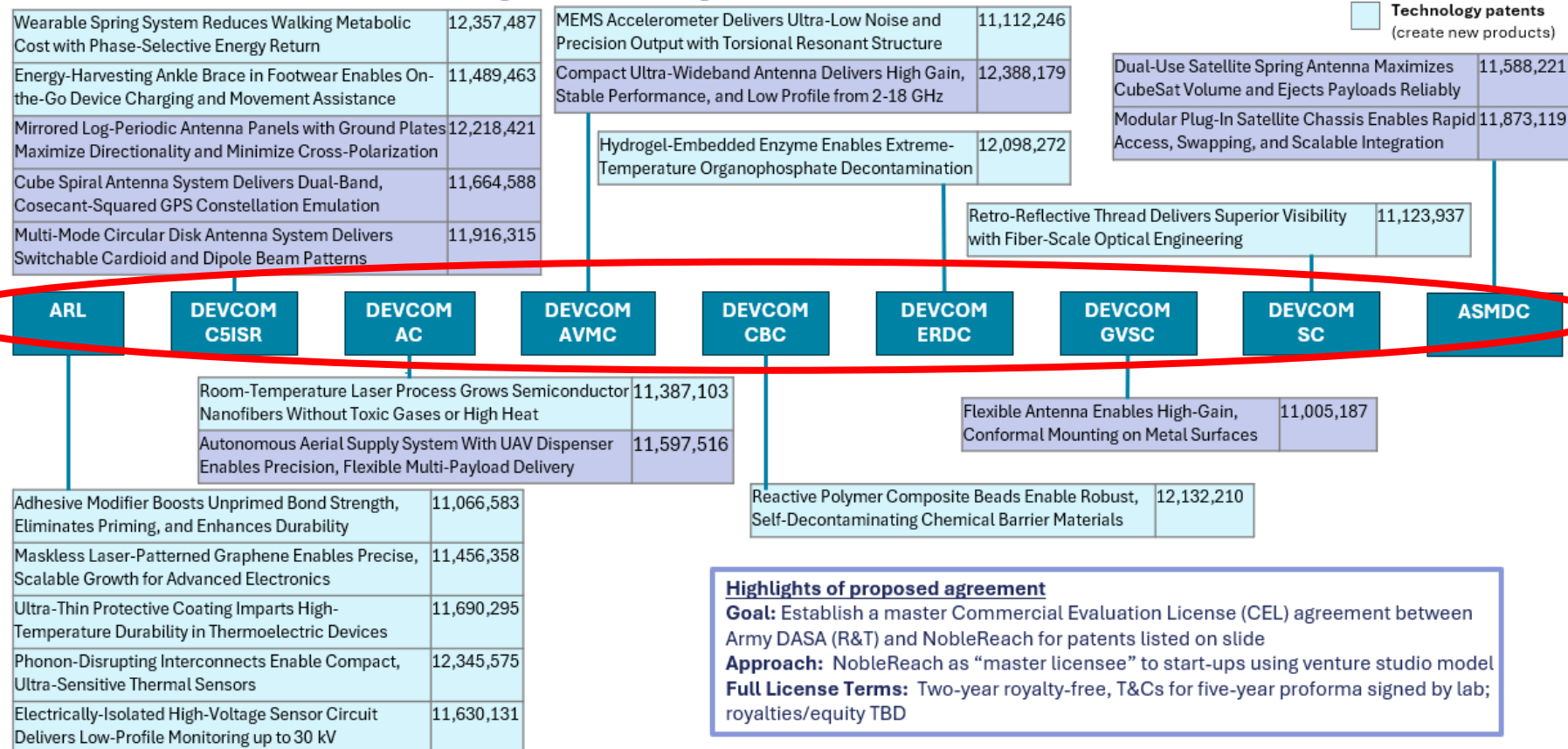


Enhancing Efficiency in Access to DoW CELs

Pipeline to Venture Studios ...
Army is negotiating multi-party CEL

Noble Reach Foundation to focus on 15-20 patents across multiple labs to streamline the engagement process.

Selected Patents by 9 Army Service Laboratories



NobleReach Foundation

Rekindling a Spirit of National Service Through Innovation



Defense Patents Holiday Evolution

Based on lessons learned from this Defense Patent Holiday, T3CP envisions more opportunities, e.g.:

- Fine tune patent portfolios
- Consider other forms of IP, such as trade secrets and software
- Mature AI-analysis of portfolios for unanticipated use cases
- Hone parameters to improve industry-favorable terms and return(s) to DoW



Patent Holiday
Ideation

Holiday 1.0 Pilot

**Focused on 5 DoW
Priority Tech Areas
(Intramural only)**

Holiday 1.5 Expand + Extend + Technical Support

**Expand Holiday 1.0 portfolio with
more robust analysis and
additional demand-driven patents**

Extension for 6 more months
Bring on additional licensees

No fee CEL, 2-year royalty / no-fee license, Partner Ecosystem
Current Holiday 1.0 – 6 months



**Demonstrating
AI Tools**

**Manual
Data Call** for
Lab patents

Leveraged early-
stage AI analysis of
commercial
potential of portfolio

IL2 CDAO pilot
aggregates &
analyzes published
DoW patents

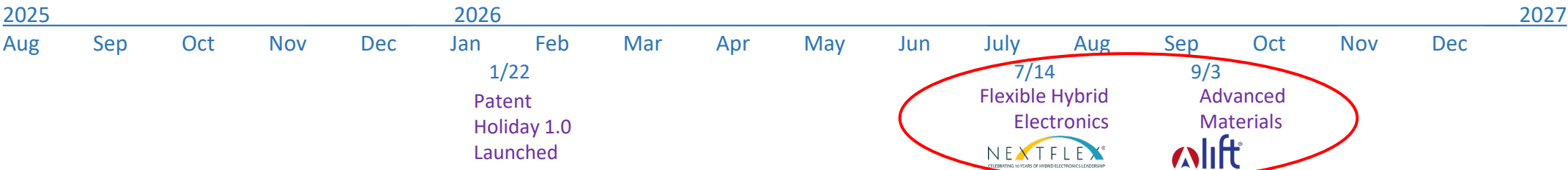


**Automated
AI-curated IP portfolio** for next
holiday (biotech, biomed, biomfg)
to include extramural + intramural

IL5 CDAO pilot
aggregates &
analyzes published
DoW patents



Building the Data Estate





Future Holidays

Based on lessons learned from this Defense Patent Holiday, OSW(R&E) and T3CP envisions more opportunities in the coming months/years, e.g.

Fine tune patent portfolios

Consider other forms of IP, such as trade secrets and software

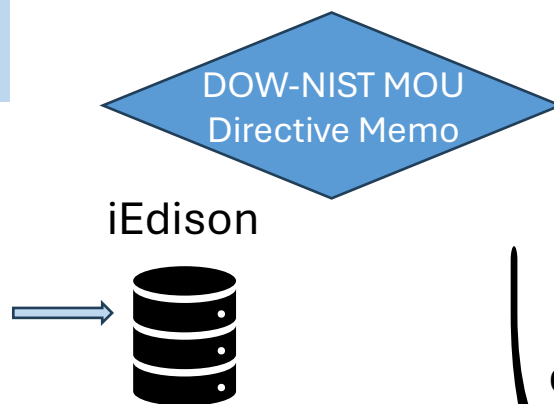
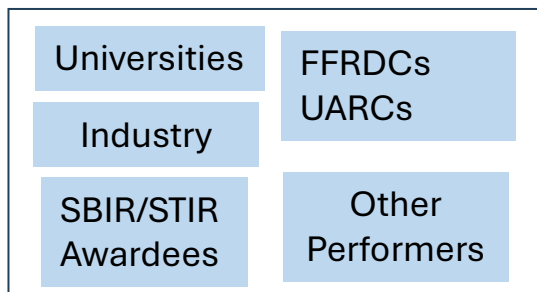
Mature AI-analysis of portfolios for unanticipated use cases

Hone parameters to improve industry-favorable terms and return(s) to DOW

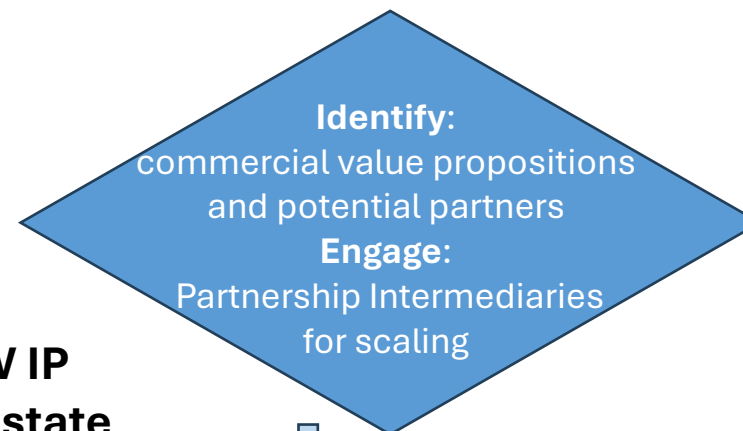
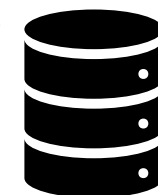


DoW IP Data Estate Model (vision)

EXTRAMURAL Performers Inventions & Utilization



DoW IP data estate



Facilitate DoW Transition Opportunities
with understanding of IP in context of
DoW requirements based on:

- Funding agreements
- Technical Reports
- CRADA
- Final Reports

**DoW Intentional
Technology
Commercialization**

No interoperabilities

INTRAMURAL Labs

IP, licenses, CRADAS

Siloed data management
across 200 labs

Army Navy Air Force

4th Estate

How to Participate in the Defense Patent Holiday

Austin Leach, PhD, CLP
Associate Director, TechLink



July 14, 2026

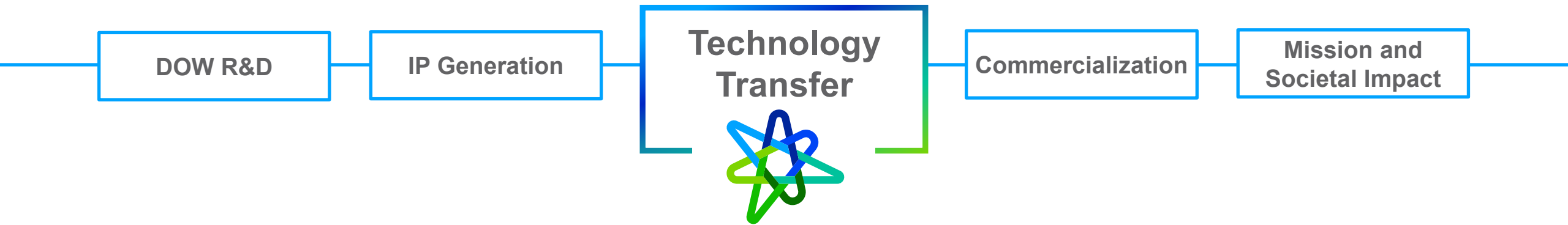
About TechLink



25-year track record, offering no-cost
technology transfer guidance

National DOW Technology Transfer Partner

Achieving Impact through Technology Transfer



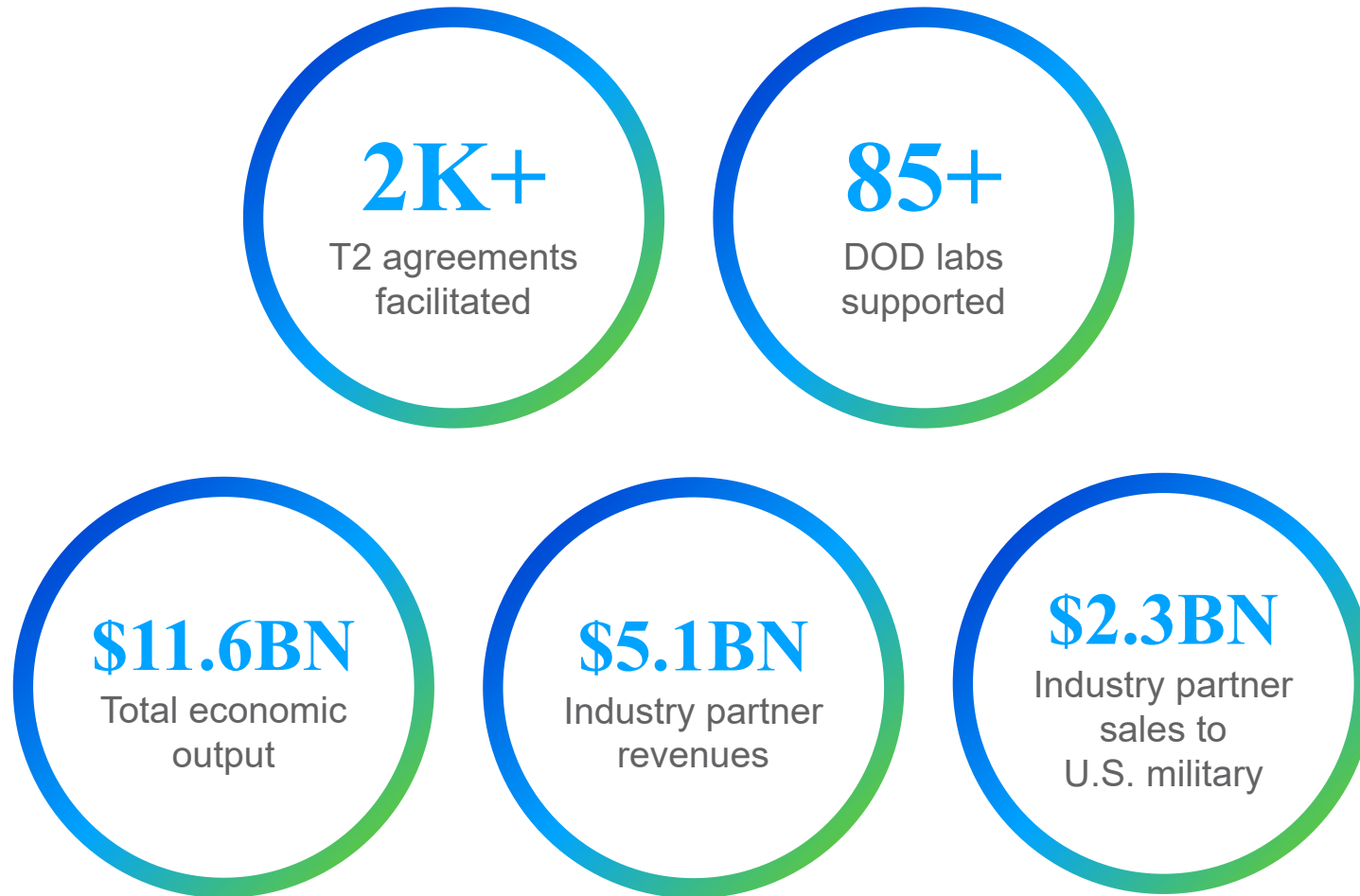
“Moving Technology from Minds to Markets”

An aerial photograph of a town nestled in a valley, with rolling hills and mountains in the background under a clear sky. In the foreground, a large, modern building with a glass facade and a flat roof is visible, surrounded by other smaller buildings and greenery.

TechLink moves technology from minds to market

- Help private industry access and evaluate defense technology commercialization opportunities.
- Improve speed and outcomes for companies navigating the technology transfer process.
- Guide laboratories and businesses into mutually rewarding partnerships.

TechLink's Cumulative Record and Impact



Why Tech Transfer: Accelerating Time-to-Market

Reduce costs associated with R&D.	Maintain funding traction.	De-risk portfolios.
Enhance technical capabilities.	Increase market share and competitive advantage.	Discover new growth opportunities.

Partnership Process

1

Explore Select Patents

2

**Review IP and Market
Consideration**

3

Lab Due Diligence

4

Begin Application

Technology Transfer Mechanism: CEL

Commercial Evaluation License: Short-term, non-exclusive agreements to test and assess the commercial potential of a government-owned invention. Ideal for exploring fit and feasibility before committing to a full patent license agreement.

Stepping Stone to Other Tech Transfer Mechanisms



Patent License Agreement



Government Purpose License



Cooperative Research and Development Agreement



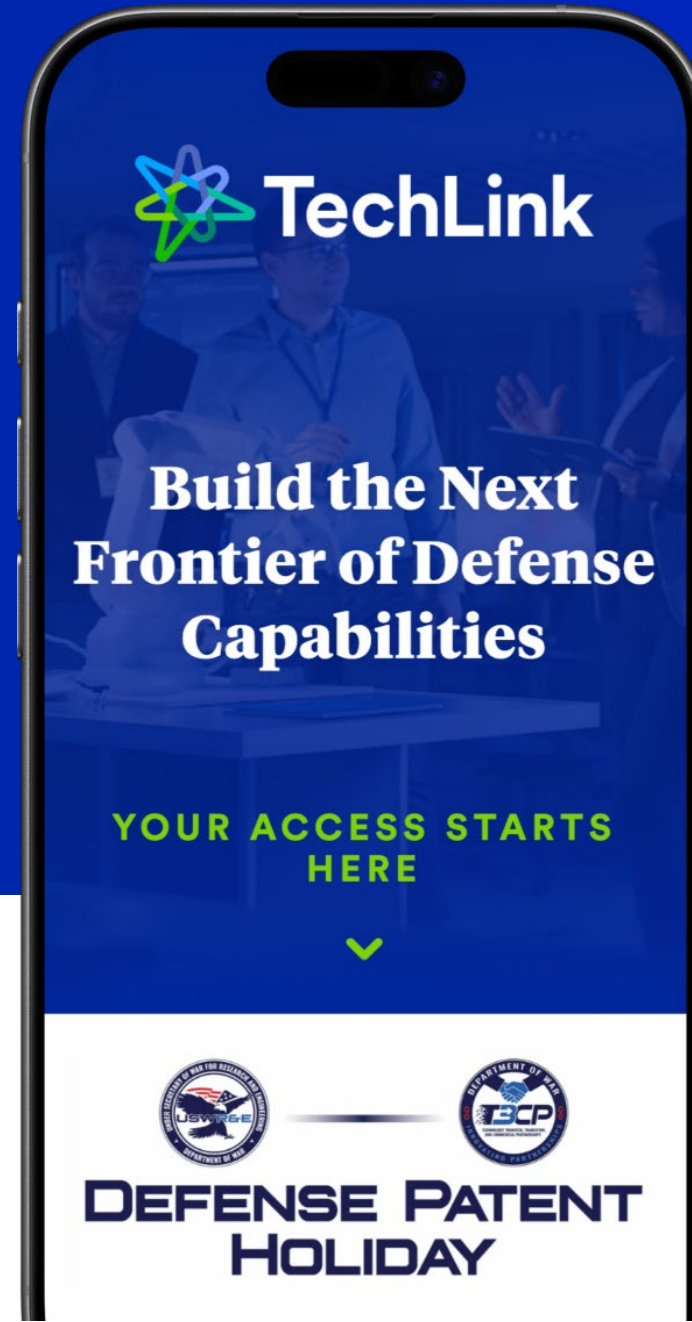
Material Transfer Agreement



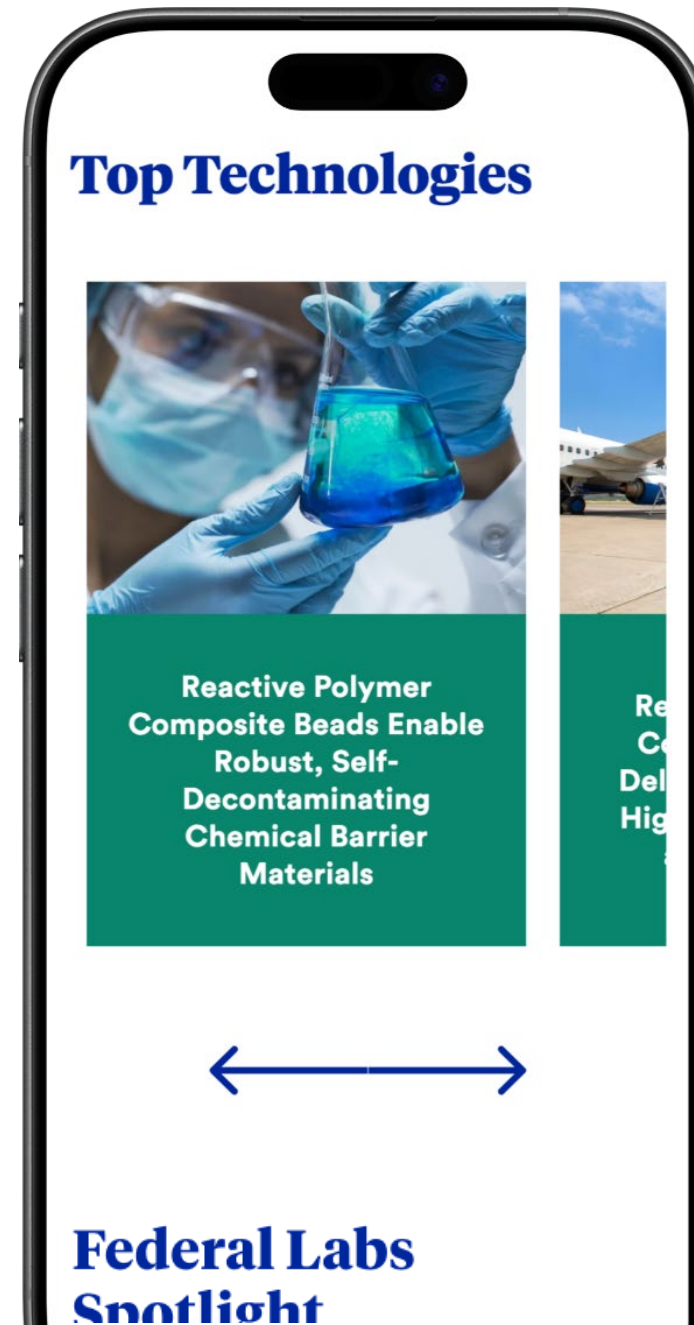
Test & Evaluation

DEFENSE PATENT HOLIDAY

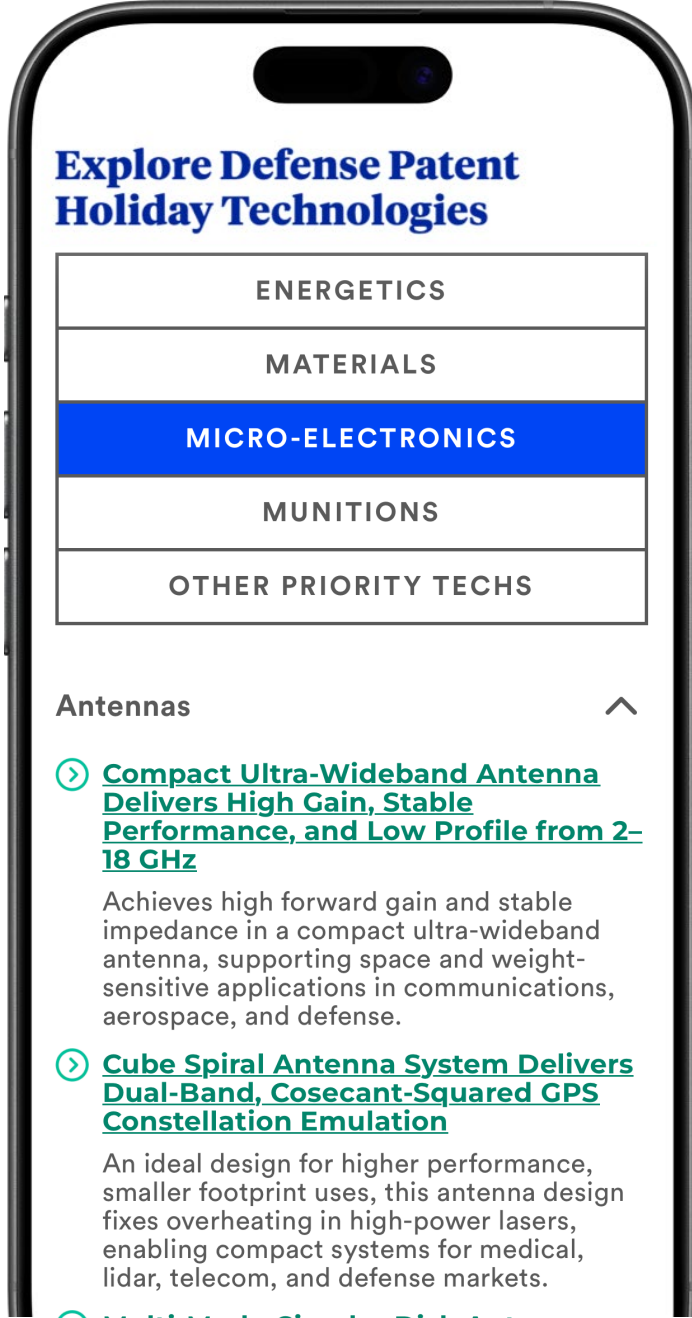
How to Get Started



Explore Top Technology Picks



Select Technology Category



Explore Labs

Federal Labs Spotlight



Air Force Institute of Technology

U.S. Air Force graduate school
educating military professionals and
conducting Air Force-relevant
research in engineering, management,
and defense technologies.

[VIEW TECHNOLOGIES](#)



Get More Information

Download the Full List: Microelectronics Opportunities

- Get a sharable list exported from the [TechLink Marketplace](#)
- Connect with [TechLink for guidance](#) and lab engagement
- Explore DOW partnership paths

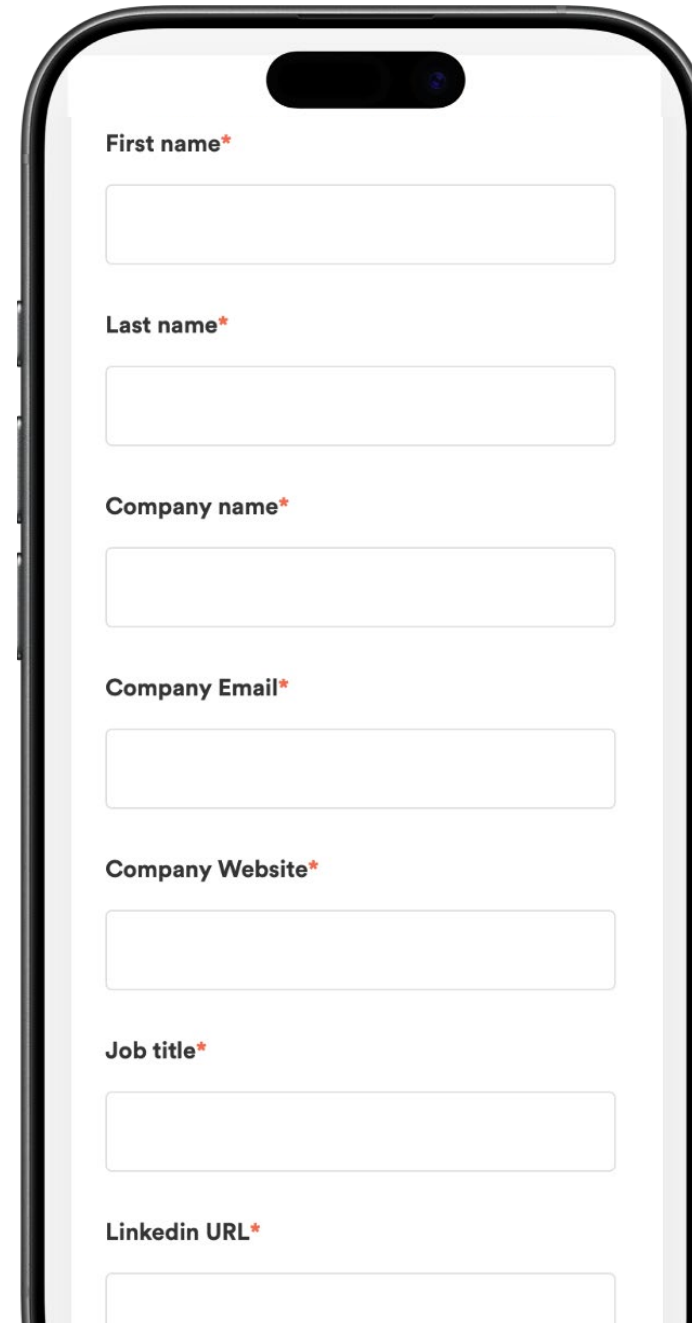
First name*

Last name*

Company name*



Connect with TechLink



A smartphone screen displaying a registration form. The form contains the following fields, each with a label and a red asterisk indicating it is required:

- First name*
- Last name*
- Company name*
- Company Email*
- Company Website*
- Job title*
- Linkedin URL*

Each label is followed by an empty text input box.

Get Started with TechLink as Your Guide

HOLIDAY

FEATURED



Microelectronic Infrared Signaling Beacon Enables Low-Power, Portable Thermal Communication

DEFENSE | NAVY
Naval Surface Warfare Center - Crane Division



Defense Patent Holiday

Evaluate this patent for commercial opportunities

GET STARTED

Market Opportunity

Infrared signaling beacons are essential for applications such as aircraft avoidance, search and rescue, and collision prevention. However, current solutions often rely on complex electronics, high energy consumption, and bulky hardware, making them costly, difficult to deploy, and less reliable in remote or resource-limited environments. There is a growing

Interested in learning more about this technology?

SPEAK WITH AN EXPERT

RESOURCES

-  Grow your business with technology transfer
-  How to work with TechLink to

Browse the TechLink Marketplace



Filters [Clear Filters](#)

Search Technologies

All Agencies [v](#)

Featured [i](#) ☐

Defense Patent Holiday [i](#) ☒

-  **Communications** 22
-  **Photonics** 13
-  **Materials** 49
-  **Software** 11
-  **Medical** 3
-  **Military** 73
-  **Energy** 14
-  **Electronics** 25
-  **Sensors** 18

DEFENSE NAVY	Enhancing Maritime Safety and Communication with AIS-Based Addressed Mes...	HOLIDAY	FEATURED	
DEFENSE NAVY	Maritime Surveillance with Modular Omni-Directional Technology	HOLIDAY	FEATURED	
DEFENSE NAVY	Enhancing System Reliability with Predictive Maintenance	HOLIDAY	FEATURED	
DEFENSE NAVY	Simplified and durable controlling mechanism for rotating devices	HOLIDAY	FEATURED	
DEFENSE NAVY	Low temperature chemical oxygen generator using seawater	HOLIDAY	FEATURED	
DEFENSE ARMY	MXene Catalyst for Chemical Detox	HOLIDAY	FEATURED	

Build the Next Frontier of Defense Capabilities



**DEFENSE PATENT
HOLIDAY**



Start here to
explore defense
patents.



**SCAN TO
LEARN MORE**

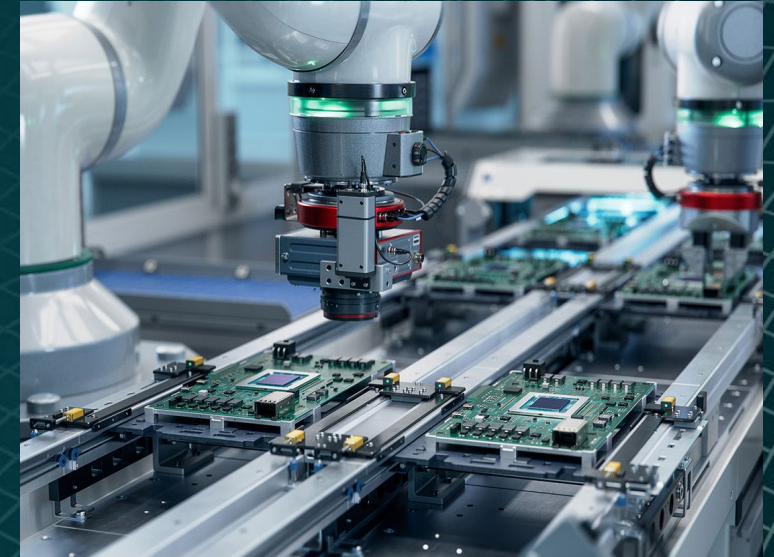
[info.techlinkcenter.org/
defense-patent-holiday](http://info.techlinkcenter.org/defense-patent-holiday)



DEFENSE PATENT HOLIDAY

INDUSTRY DAY

FROM GOVERNMENT IP TO INDUSTRIAL ADVANTAGE:
*ASSESSING TECHNOLOGY, MANUFACTURING, MARKET AND INVESTMENT RISK
TO ACCELERATE COMMERCIALIZATION AND WARFIGHTER CAPABILITY*



14 JULY 2026

ACKNOWLEDGMENT



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TECHNOLOGY, INTELLECTUAL PROPERTY, SPEED, REDUCING RISK, AND TRANSITION ENGINEERING



"We are changing the way the DoW thinks about technology transition and intellectual property." **Hon. Emil Michael**, Under Secretary of War for Research and Engineering (USW(R&E))

"Our objective is to get technology out of laboratories and into the hands of the warfighter faster." **Hon. Joseph Jewell**, Assistant Secretary of War for Science and Technology

"Here are the mechanisms that reduce barriers for industry: Commercial Evaluation Licenses, Patent Holiday, and the innovation ecosystem." **Steve Luckowski**, Director, USW(R&E)/TIIB/T3CP

"Once industry walks through that door, how do we systematically reduce the technical, manufacturing, investment, and market risks so that a patent becomes scalable industrial capacity? Transition Engineering." **NextFlex**



The patents and IP assets protect the invention.

Ecosystem and NextFlex Membership

- *Suppliers*
- *Design Rules*
- *Processes*
- *Standards & Guidelines*
- *Qualified Materials & Tools*
- *Trained Workforce*
- *Automation Platforms*
- *Inspection & Test Equipment*
- *Customers*
- *Investment*
- *Production Services*



Ecosystems provide the discipline to transition an invention into a capability.



TECHNOLOGY TRANSITION DIMENSIONS

TECHNOLOGY TRANSITION RISK CURVE



Technology Transition succeeds when all dimensions mature together. A breakthrough invention with weak manufacturing readiness, no or fragmented supply chain, or limited investment pathway is unlikely to become a deployed capability.

Stage	Primary Risk	National Asset
Research	Scientific	Universities, DoW Labs
Patent	IP	Technology Transfer Offices
Prototype	Technical	Small Business, Labs
Pilot Manufacturing	Manufacturing	NextFlex and DoW MIIIs
Qualification	Reliability	Government and Industry
Scale	Industrial	OEM, OSAT, EMS, CM
Deployment	Adoption	Government and Industry

Every Transition Is a Process of Removing Risk



QUESTIONS TO ANSWER BEFORE A TECHNOLOGY BECOMES A CAPABILITY

Question	What Leaders Are Assessing	Primary Stakeholders
Does it work?	Has the technology demonstrated a measurable technical advantage that solves a meaningful operational or commercial problem?	Researchers, DoW Labs, Universities
Can it be protected?	Is the innovation differentiated and defensible through patents, trade secrets, software, process know-how, data, or manufacturing expertise?	Technology Transfer Offices, Legal, Entrepreneurs
Can it be manufactured?	Can the innovation be translated into a repeatable, scalable, cost-effective manufacturing process using qualified materials, equipment, and workforce?	OEM, EMS, CM, NextFlex, DoW MIIIs
Can it be qualified?	Will it consistently meet customer, military, regulatory, reliability, environmental, and cybersecurity requirements under real operating conditions?	DoW Program Offices, OEMs, Certification Authorities
Can it be produced repeatedly?	Can the process consistently achieve acceptable yield, quality, throughput, and cost across multiple production lots and manufacturing sites?	Manufacturing Engineering, Quality, Operations
Can it be supplied?	Is there a resilient, trusted, domestic or allied industrial base capable of sourcing materials, components, equipment, and production capacity?	Supply Chain, Industrial Base, Government
Can it create sustainable value?	Is there a viable business case with sufficient customer demand, recurring revenue, return on investment, and incentives for industry to scale?	Investors, Entrepreneurs, Industry
Can America depend on it?	Does the technology strengthen national security, economic security, manufacturing security, supply chain resilience, and technological leadership?	DoW, Congress, Industry, DoW MIIIs

A technology does not transition because it answers one question. It transitions because it answers all. Every "yes" reduces uncertainty. Every "no" becomes a risk that must be mitigated.

TRANSITION ENGINEERING

DISCIPLINE BETWEEN INVENTION AND INDUSTRIAL CAPABILITY

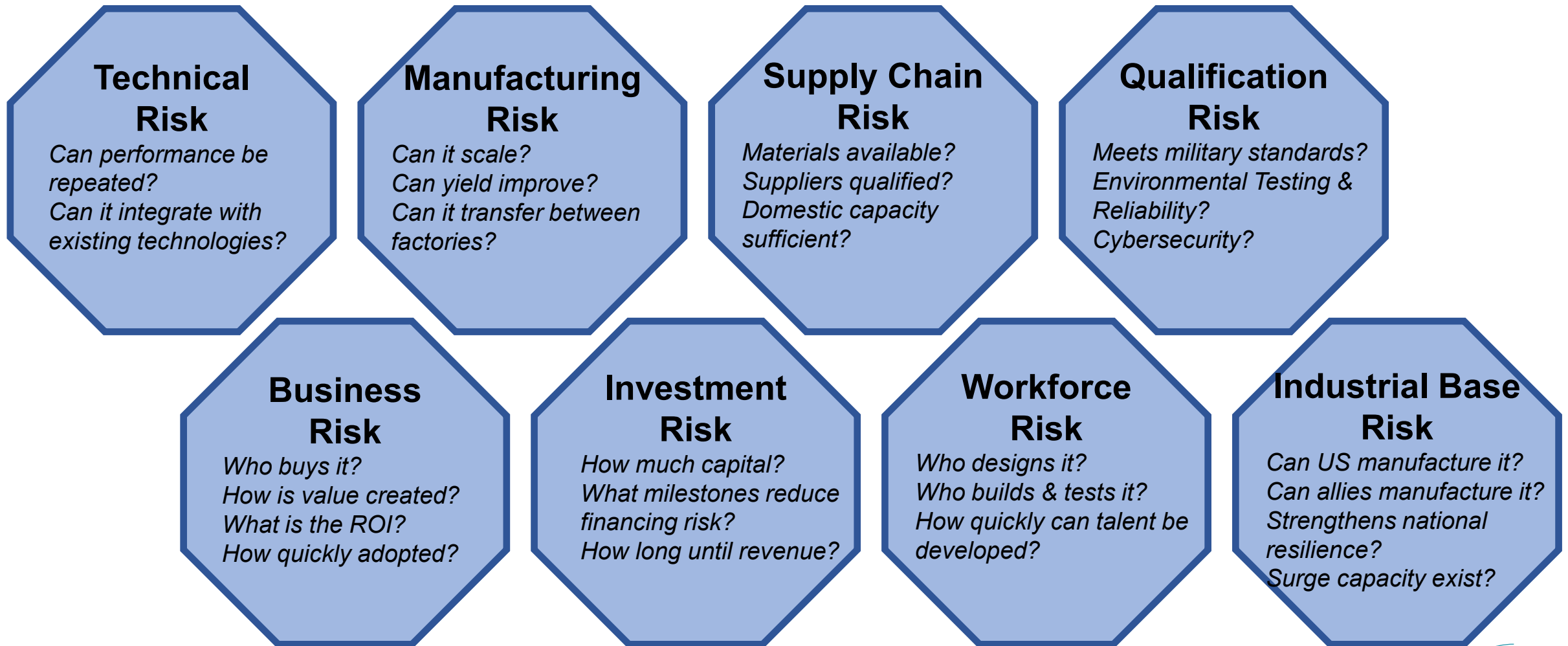


Technology does not become a national capability by accident. It becomes a national capability through **Transition Engineering** the disciplined process of transforming scientific discovery into trusted, manufacturable, scalable, and sustainable industrial capability.

Transition Engineering is the multidisciplinary practice of systematically reducing technical, manufacturing, qualification, supply chain, workforce, business, and investment risk to accelerate the transition of innovation into scalable industrial capacity and operational capability.



THE EIGHT DOMAINS OF TRANSITION ENGINEERING



Transition Engineering has one objective. Reduce uncertainty faster than the competition.

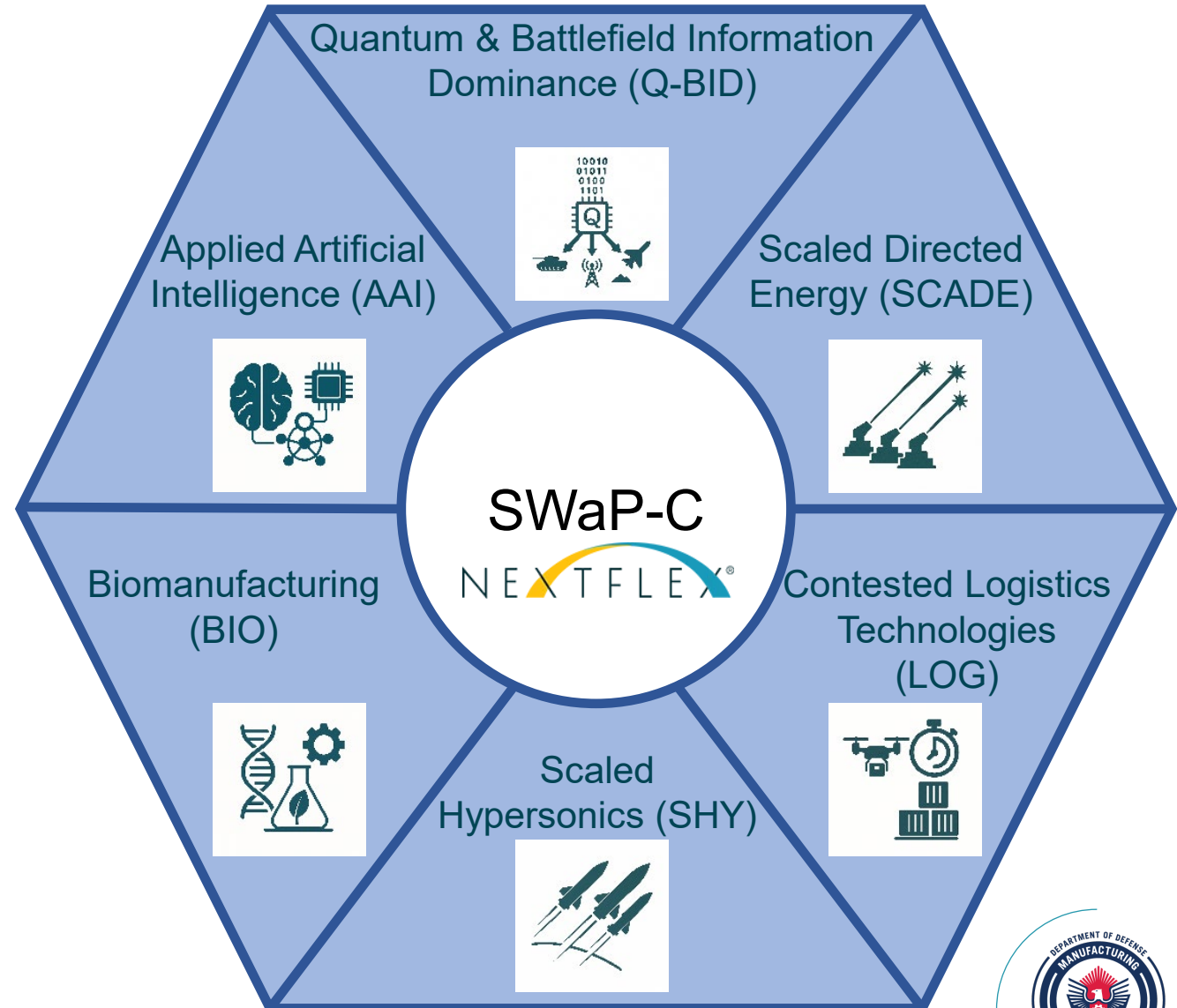
CRITICAL TECHNOLOGY AREAS, ELECTRONICS, AND NEXTFLEX



DEPARTMENT OF WAR
CRITICAL TECHNOLOGY AREAS

NextFlex Hybrid Electronics Capabilities Portfolio Delivers:

- *Lower size, weight, power, and cost*
- *Conformal sensing and communications*
- *Wearables and human performance monitoring*
- *Embedded structural health monitoring*
- *Low-profile antennas*
- *Distributed edge sensing*
- *Rugged electronics for harsh environments*



NEXTFLEX BY THE NUMBERS

HYBRID ELECTRONICS MANUFACTURING INNOVATION INSTITUTE



200+ Members &
Partners

10
Project Calls

30K+
FlexFactor
Students

100K+
Hub
Prototypes

400+
Projects
Executed

Established
2015 in CA

Regional Nodes in
NY, MA, MO, AL,
and Growing



TRANSITION ENGINEERING AT NEXTFLEX

EXPERTISE ACROSS THE ELECTRONICS MANUFACTURING CONTINUUM



1 st Level (Foundry)					2 nd Level (Semiconductor & Component Assembly, Packaging & Test)															3 rd Level (Electronics Assembly and Product Integration)				
Design	Wafer Processing				Wafer Level Packaging							Component Packaging/ Module Assembly								Board Level Assembly			System Integration	
>35% GM \$636B TAM*	25% to 35% GM \$218B TAM*				15% to 20% GM \$80B TAM*							10% to 15% GM \$501B TAM*								3% to 7% GM \$1,063B TAM*				
IC Design	Film Dep	Lithography	Etch	Probe/Test	Thru-Si Via	Back Grinding	RDL	Die Bumping	D2W W2W	Test (KGD)	Dicing/Clean	Die Stacking	Die Bond Wire Bond Flipchip	Encap-sulation	Final Test	Trim & Form	Balling	Optics Attach	EOL Test	SMT	PTH	Singulation/ Test	Final Assembly	Functional Test
					NextFlex: Hybrid Electronics and Adjacencies – Portfolio of Capabilities That Provide Design Freedom for Form, Fit, and Function																			

* TAM projections for 2030

Very few organizations possess expertise across this entire continuum. **NextFlex** was intentionally established to connect these manufacturing verticals into a single technology transition platform.



DEFENSE AND COMMERCIAL DEMAND SIGNALS

HYBRID ELECTRONICS, SWAP-C, AND MARKETS

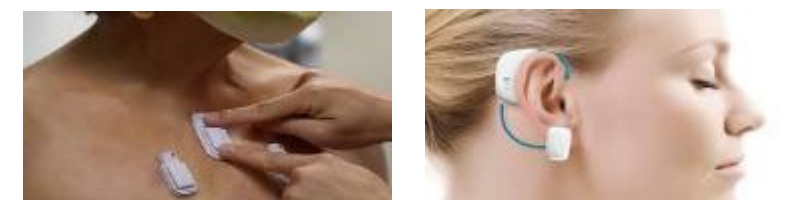
Industrials & Communications



Automotive & Aerospace



Healthcare & Wearables



ELECTRONICS, INNOVATIONS, SWAP-C, AND NEXTFLEX

SIZE, WEIGHT, POWER, AND COST



Defense SWaP-C Product Examples

Military components focus heavily on maximizing compute density and ruggedness without increasing physical footprints.

- **Unmanned Aerial Vehicles (UAVs) / Drones:** Reducing weight saves fuel costs while accommodating complex payload sensors.
- **Rugged Small-Form-Factor (SFF) Mission Computers:** Replacing heavy, multi-slot rack systems into a lighter chassis.
- **System-on-Modules (SoMs) & FPGAs:** Low-power FPGAs eliminate bulky PCBs. Massive sensor data streams on a small IC..
- **Software-Defined Radios (SDRs):** Handheld radios replace multiple dedicated single-frequency boxes. Less soldier's kit weight.
- **Secure Airborne Flight Recorders:** Data recording, cockpit voice logging, and high-grade encryption into a singular, compact box.

Commercial SWaP-C Product Examples

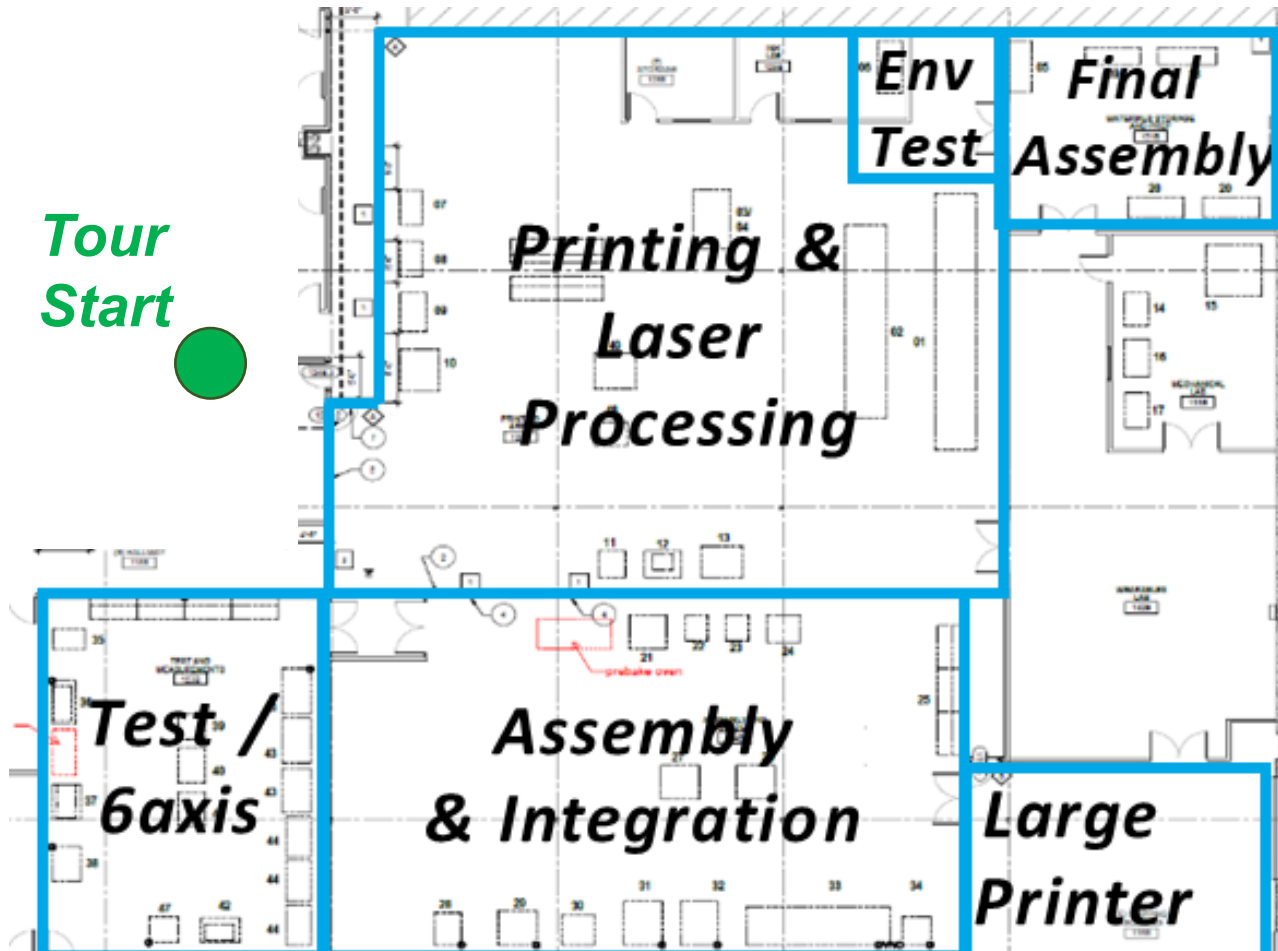
Commercial markets optimize SWaP-C to deliver sleek, long-lasting user electronics at competitive market price points.

- **Smartphones & Tablets:** Packing multi-lens cameras, 5G antennas, storage, and fast μ -processing units into ultra-thin form.
- **Commercial Small Satellites (CubeSats):** Building a cube satellite instead of a traditional bus-sized satellite saves millions.
- **Wearable Health Monitors:** High-density micro-batteries and low-power Bluetooth chips, for a thin and ultralight device..
- **Automotive Advanced Driver Assistance Systems (ADAS):** LiDAR, radar, and camera placed behind rearview mirror.
- **Smart Home IoT Hubs:** Low-cost microcontrollers drawing minimal wall power and rely on edge-computing ICs for low-cost adoption.

Bringing together government, industry, academia, investors, and manufacturers to transform breakthrough ideas into trusted, scalable manufacturing capacity that strengthens the industrial base and delivers SWaP-C capability to the warfighter.



NEXTFLEX TECHNOLOGY HUB – SAN JOSE, CA



Hub Capabilities

- Configurable process flow to enable high mix, low volume prototyping
- Manufacturing-capable additive processes and assembly equipment

Additive/Printing

- 12 different printers (3 of these are 3D capable), laser

Assembly & Integration

- Dispensing, surface mount, thin bare die attach

Cure/Reflow

- Heat, UV, IR, photonic

Test

- Electrical, RF, mechanical, environmental test capabilities
- Materials characterization

Packaging & Final Assembly

- Resin & filament 3D printers, silicone molding, lamination

Lab space: 10,700 ft²

Total facility size: 34,000 ft²

ITAR Compliant

FDA CGMP Compliant



THE MANUFACTURING LEARNING CYCLE

A PROGRESSION OF MANUFACTURING KNOWLEDGE



Design Rules & Guidelines	How should the product be designed for manufacturability, assembly, inspection, and long-term reliability? Which materials consistently deliver the required electrical, mechanical, thermal, and environmental performance?
Process Development	What equipment, process parameters, tolerances, and controls consistently produce acceptable results?
Yield, Inspection & Metrology	Where do defects occur? What are the dominant failure mechanisms? How can variability be reduced? Can we detect defects early? Can we verify quality objectively? Can we automate inspection?
Reliability & Qualification	Will the product survive the environments in which it must operate? Can it satisfy customer and military qualification requirements?
Manufacturing Optimization	Can production be accelerated while improving consistency, traceability, and cost? Can manufacturing achieve acceptable cycle time, cost, capacity, and productivity?
Supply Chain Development	Are qualified suppliers available? Can materials, equipment, and components be sourced reliably and securely?

Every cycle through the learning system reduces uncertainty and risk. Each lesson learned increases manufacturing confidence. Every improvement strengthens the business case for commercialization and transition.



THE PATENT HOLIDAY HELPS INDUSTRY DISCOVER INNOVATION

TRANSITION ENGINEERING HELPS INDUSTRY COMMERCIALIZE INNOVATION 

The United States does not suffer from an innovation gap. It suffers from a transition gap.

Closing that gap requires more than patents, more than funding, and more than manufacturing. It requires a disciplined approach to reducing the uncertainty that prevents innovation from becoming industrial capability.

That discipline is **Transition Engineering**.

- *What's the Transition Engineering strategy?*
- *Have we completed the Transition Engineering assessment?*
- *What's the Transition Engineering roadmap?*
- *Who is leading Transition Engineering on this program?*



FROM INTELLECTUAL PROPERTY TO INDUSTRIAL CAPACITY

BE PART OF THE TRANSITION ENGINEERING JOURNEY!



NextFlex – Hybrid Electronics – SWaP-C – The Future is Now!



THANK YOU



DAN GAMOTA, PH.D.

EXECUTIVE DIRECTOR, NEXTFLEX
DGAMOTA@NEXTFLEX.US



Introduction to the APEX Program

2026



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SUPPORT STEM AND WORKFORCE DEVELOPMENT to strengthen a sustainable innovation ecosystem aligned to DoW priorities.

Awards

- >25
- 15-25
- 10-15
- 5-10
- 2-4
- 1

State	Awards
Alaska	0
Arizona	6
Arkansas	1
California	46
Colorado	1
Connecticut	21
Delaware	1
Florida	7
Georgia	4
Hawaii	3
Idaho	0
Illinois	7
Indiana	108
Iowa	0
Kansas	0
Kentucky	2
Louisiana	0
Maine	0
Maryland	13
Massachusetts	21
Michigan	9
Minnesota	2
Mississippi	0
Missouri	0
Montana	0
Nebraska	0
Nevada	0
New Hampshire	0
New Jersey	16
New Mexico	1
New York	7
North Carolina	1
North Dakota	0
Ohio	108
Oklahoma	4
Oregon	1
Pennsylvania	15
Rhode Island	4
South Carolina	1
South Dakota	0
Tennessee	10
Texas	32
Utah	6
Vermont	0
Virginia	17
Washington	14
West Virginia	13
Wisconsin	3
Wyoming	0



1

Ecosystem Discovery and Outreach

2

Acquisition Pathway Guidance & Enablement

3

Transition Coordination & Solution Integration

1

Ecosystem Discovery and Outreach

- Identify entrepreneurs, innovators, researchers, small businesses, universities, primes, and underserved communities
- Find technologies that can address national security issues by providing needed capabilities across the federal defense landscape
- Collectively, they make up the Warfighting Integration Network Program

2

Acquisition Pathway Guidance & Enablement

- We connect the APEX Portfolio of Companies with opportunities for networking, partnering, and federal contracting
- Identify opportunities for engagement across the defense ecosystem
- Pair problem owners with solution teams early in the process
- Connect universities and researchers with opportunities and companies

3

Transition Coordination & Solution Integration

- We work with companies to think through acquisition pathways and help determine the best strategies
- We help companies with their customer engagement strategies
- We coordinate with companies and government customers to align requirements and broker connections, helping transition technologies into the hands of the warfighter

APEX has a team of advisors who have served the nation in uniform and have decades of experience in DoW acquisitions and operations.

Proven success in winning government contracts, including Phase I/II/III SBIR/STTRs

Deep experience in BD activities

On-call SMEs for specific technology areas and DoW connections

They consider this work an extension of their military service, which makes it enjoyable!



APEX helps you *confidently*

move from **idea** → **submission** → **award** → **transition**.



- Navigating DSIP and understanding the submission process
- Preparing cost volumes and required documentation
- Exploring partnership opportunities across the defense ecosystem
- Supporting commercialization strategy and planning
- Strengthening feasibility evidence and aligning your solution to defense needs

Metrics & Success

900+

SBCs that received
SBIR/STTR assistance

\$238M

SBIR/STTR Phase
I/II awards assisted

400+

Universities engaged across
all 50 states



\$116M

STRATFI/TACTFI
awards assisted

430

SBIR/STTR awards assisted

\$364M

in assisted Phase III
contracts

65%

Rate of Phase I to Phase II
transition

56

Technology transitions

Connect with us!



DEFENSE PATENT HOLIDAY
INDUSTRY DAY

COFFEE BREAK



PANEL: INDUSTRY MANUFACTURING PERSPECTIVES

MODERATED BY STAN FARNSWORTH,
NEXTFLEX

Jabil Today: Built on a Solid Foundation

OUR CORE STRENGTHS

ENGINEERING

SUPPLY CHAIN

MANUFACTURING



60

YEARS OF CROSS-INDUSTRY EXPERIENCE



140K+

DEDICATED EMPLOYEES



\$29.8B

REVENUE IN FY25



\$30B+

GLOBALLY MANAGED SPEND



38K+

SUPPLY CHAIN PARTNERS



400+

CUSTOMERS ACROSS DIVERSE MARKETS



100+

SITES STRATEGICALLY LOCATED AROUND THE WORLD



25+

COUNTRIES



35M+

SQUARE FEET OF MANUFACTURING SPACE

6 Sites in 3 Countries

EXPERIENCED AEROSPACE & DEFENSE PROVIDER with AS9100 CERTIFIED SITES for PRODUCTION TO MEET DEFENSE AND AEROSPACE REQUIREMENTS



Cyber and physical security

Cyber security compliant

CMMC Level 2 Certified

Focused on secure operations with leading practices in cybersecurity, risk mitigation, counterfeit avoidance and obsolescence management.



Integration of Jabil global capabilities and services

- Optics design and manufacturing
- Intelligent digital supply chain
- Integration of drones & robotic devices

Jabil Data Analytics

Network Optimization

Advanced Planning and Logistics

BROAD SPECTRUM OF SERVICES

Electronic PCBAs

Electro-mechanical Systems & Subassemblies

System Integration

Precision Machining

Special Processes

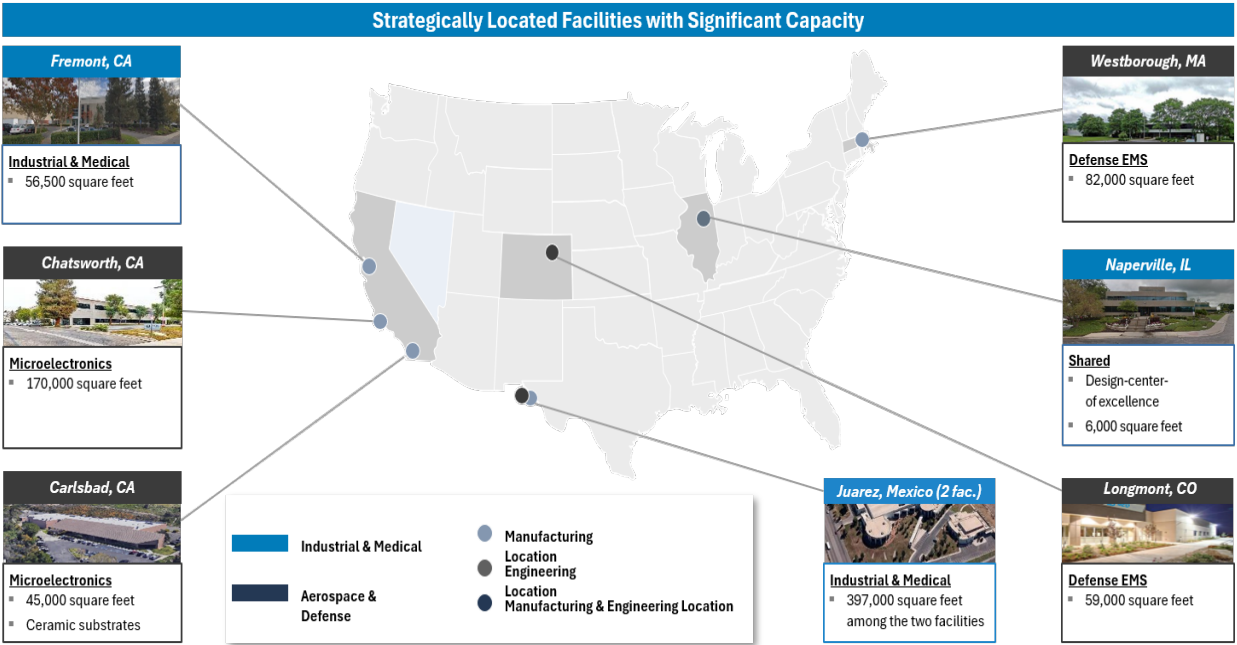
Design & DFM Services

Test Engineering & Development

Prototype NPI Services

Logistics & Lifecycle Support

Company Overview



FY26 <\$1B Revenue	50 Years in Business	3 CONUS ITAR SMT Facilities ⁽¹⁾	2,700+ Employees Globally
8 Manufacturing Facilities in Key N.A. Geographies ⁽²⁾	800K+ Manufacturing Sq. Ft.	100+ Total Customers	15+ Years Average Tenure Among Top Customers

(1) One Cleared for Secret classification

- Uniquely positioned solutions **provider for mission-critical and high-reliability** markets
- Multiple SMT Manufacturing ITAR Sites **provides customers with resiliency**
- **Sole source positions** on high-priority DoD programs
- **Best-in-class operational efficiency**
- Strategically located facilities with **significant capacity for growth**
- **Extensive** Design to Specification, Test and Manufacturing Engineering capabilities

Aerospace & Defense Experience



NEOTech Produces Comprehensive Mission Critical Components and Sub-assemblies for all Domains: Land, Maritime, Air, Space, Cyberspace and Electromagnetic Spectrum



Defense

Advanced Radar Systems, EO/IR

Communications, Command, Control, Computers, Intelligence and Reconnaissance – C4ISR

Ground Vehicles

Shipboard Systems

Robotic Applications



Aviation

Airborne radar and weapon control systems

Flight instrumentation

UAV Systems/Drones

Commercial aircraft systems

EW systems



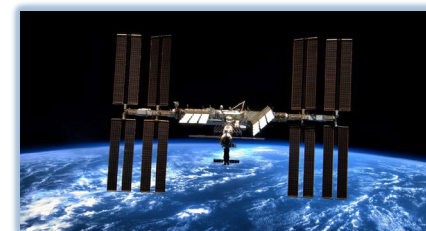
Space

Satellite Communications and Networking

ISS – International space station

Mars Rover

Space Fence



Aerospace & Defense Offering



**High-Reliability
Expertise**

**4 AS9100 Sites with
496k Sq.Ft. dedicated
Aerospace & Defense
Mfg. Space**

**Mil-Aero Product
Design
Test Development**

**Supply Chain
Expertise
(Long PLC programs /
counterfeit mitigation
controls)**

**Ceramic Substrates
including LTCC and
HTCC**

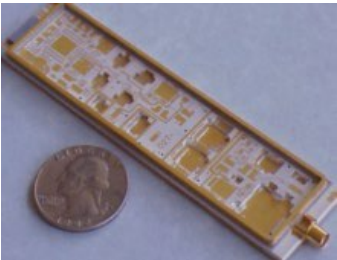
**Custom
Microelectronics
Assembly Services**

**PCBA / CCA
Manufacturing
Services**

**Box Build
(compact robotics to
large form factor
systems)**

Value Added Proposition- Why NEOTech?

Capability	Carlsbad	Chatsworth	Naperville
Ceramic Substrates	✓		
Material Science Expertise	✓		
Surface Mount		✓	
Wire Bonding		✓	
Clean Room Class 8 /Class 5 Workstations		✓	
Full Clean Room Optical/Mechanical assembly		✓	
Laser Welding		✓	
Design Capabilities			✓



Substrate Design



LTCCC/HTCC



Wire Bonding



Silicon Valley's Premier EMS Provider

Jayne Carthy, VP Sales & Marketing

jcarthy@absoluteems.com

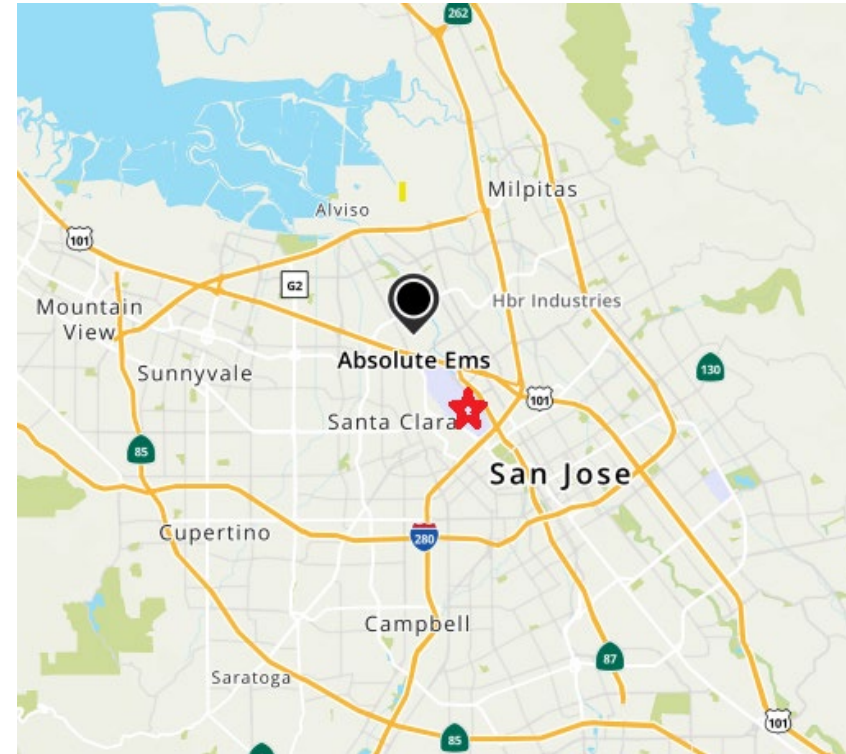
408 205-6789

Quick Facts

- Absolute EMS is an award-winning EMS provider
- Located in Silicon Valley
- Provide printed circuit board assembly, System integration, Test and conformal coating
- 48 employees / 26,000 square feet
 - 5 program managers
 - 7 engineers
- 30 years established – Silicon Valley
- Own building / land
- ALL equipment less than 30 months old

Capacity:

- Running 1 shift – OT as required
- Floor space – utilizing 50%



- Heart of Silicon Valley
- 1.8 miles from San Jose Mineta International Airport



Medical



Industrial



Satellite



Military

Certifications & Registrations



- Touchless copy exact manufacturing line
- Employees are J standard certified
- Traceability to date code / lot code / serial number
- .25 BGA placement
- 008004 Imperial code placement
- Clean and no clean processes
- Leaded, RoHS processes, and mixed technology
- Nitrogen additive soldering
- X-Ray and other images saved upon request
- Class III manufacturing
- Gloves worn throughout the manufacturing process

Thank you



OSW LEADERSHIP PERSPECTIVE

THE HONORABLE JOSEPH S. JEWELL, PH.D.
ASSISTANT SECRETARY OF WAR FOR SCIENCE AND TECHNOLOGY



PANEL: INVESTMENT PERSPECTIVES

MODERATED BY MODERATOR: DR. AUSTIN LEACH
ASSOCIATE DIRECTOR, TECHLINK



PEOPLE, IDEAS, AND THINGS: MOVING DEFENSE TECHNOLOGY FROM PATENT TO IMPACT

DR. GREG BERNARD, EXECUTIVE DIRECTOR
CENTER FOR HOMELAND DEFENSE AND SECURITY, U.S. NAVAL POSTGRADUATE SCHOOL

THANK YOU FOR ATTENDING
DEFENSE PATENT HOLIDAY
INDUSTRY DAY