

THE SIPRI TOP 100 ARMS-PRODUCING AND MILITARY SERVICES COMPANIES, 2020

ALEXANDRA MARKSTEINER, LUCIE BÉRAUD-SUDREAU, NAN TIAN, DIEGO LOPES DA SILVA AND ALEXANDRA KUIMOVA

The combined arms sales of the world’s largest arms-producing and military services companies (the SIPRI Top 100) were \$531 billion in 2020 (see annex 1).¹ This represents an increase of 1.3 per cent on their arms sales in 2019 (see figure 1). Despite this being the smallest increase in arms sales among the Top 100 in three years, the data shows a continuous upward trend since 2015, roughly correlating with rising global military expenditure levels.² The arms sales of the Top 100 were 17 per cent higher in 2020 than in 2015 (the first year for which SIPRI included Chinese firms in its ranking).

¹ Unless otherwise specified, all sales figures are given in constant (2020) US dollars and all changes are expressed in real terms. For detail on definitions and methodology see ‘About the SIPRI Arms Industry Database’ in this fact sheet.

² The inclusion of Chinese companies in the data set from 2015 is the primary reason why Top 100 arms sales jumped by 14% between 2014 and 2015. However, even if Chinese arms companies are excluded, total Top 100 arms sales still increased by 0.8% between those years.

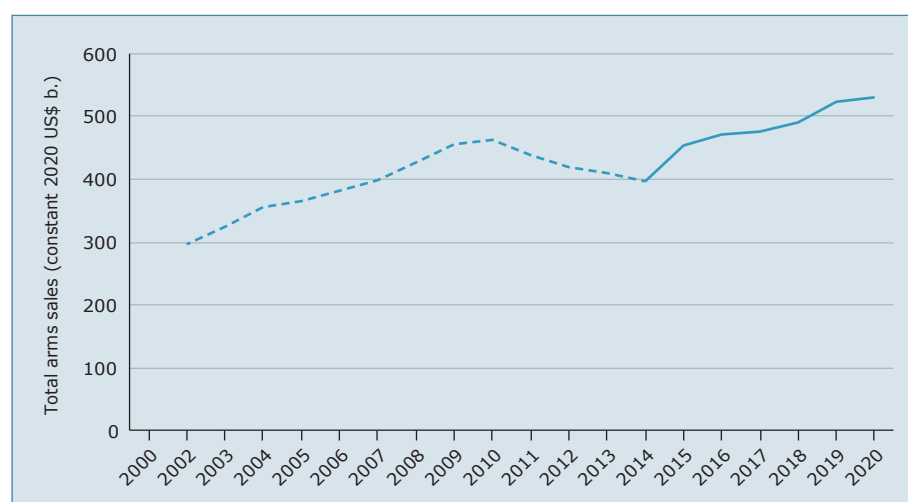


Figure 1. Total arms sales of companies in the SIPRI Top 100, 2002–20

Notes: The data in this graph refers to the companies in the SIPRI Top 100 in the respective year (meaning that the data covers a different set of companies each year), except for 2019 and 2020, which refer to the set of companies listed in 2020. There was a series break in the total arms sales of the Top 100 between 2014 and 2015 (marked by a change from a dashed to a solid line) due to the inclusion of Chinese companies.

Source: SIPRI Arms Industry Database, Dec. 2021.

KEY FACTS

- The arms sales of the SIPRI Top 100 arms-producing and military services companies totalled \$531 billion in 2020, an increase of 1.3 per cent compared with sales in 2019.
- Taken together, the arms sales of the 41 companies in the Top 100 based in the United States increased by 1.9 per cent to \$285 billion. These US companies accounted for 54 per cent of the Top 100’s total arms sales in 2020.
- The combined arms sales of the five Chinese companies listed in the Top 100 were \$66.8 billion, an increase of 1.5 per cent on 2019. These Chinese firms made up 13 per cent of total Top 100 arms sales in 2020.
- The Top 100 lists 26 companies based in Europe. Their combined arms sales amounted to \$109 billion in 2020, an increase of 1.0 per cent on 2019. Together, these European companies accounted for 21 per cent of total Top 100 arms sales.
- The combined arms sales of the nine Russian companies listed in the Top 100 declined by 6.5 per cent to \$26.4 billion in 2020. Their share of the Top 100’s total arms sales was 5.0 per cent in 2020.
- Global arms production proved to be largely resilient against the Covid-19 pandemic and resulting economic downturn. However, there were differences in impact between industry sectors and between individual companies.



Table 1. The 10 largest increases in arms sales as a share of total sales among arms companies in the SIPRI Top 100, 2020
All sales figures are in millions of constant (2020) US dollars. Arms sales figures for 2020 are rounded to the nearest \$10 million and percentage shares are rounded to whole numbers.

Company	Country	Arms sales, 2020	Arms sales, 2019	Total sales, 2020	Total sales, 2019	Arms sales as a % of total sales, 2020	Arms sales as a % of total sales, 2019	Change in share in % points, 2019–20
Boeing	United States	32 130	34 090	58 158	77 722	55	44	11
Safran	France	4 510	3 631	18 805	28 214	24	13	11
Curtiss-Wright Corp.	United States	1 260	1 096	2 391	2 526	53	43	9
Meggitt	United Kingdom	980	1 064	2 159	2 944	46	36	9
Israel Aerospace Industries	Israel	3 510	3 173	4 184	4 233	84	75	9
Oshkosh Corp.	United States	2 260	2 061	6 857	8 509	33	24	9
Hanwha Corp.	South Korea	1 170	983	3 398	3 786	34	26	8
Rolls-Royce	United Kingdom	4 870	4 771	15 159	19 986	32	24	8
Fincantieri	Italy	2 660	2 171	6 701	6 675	40	33	7
Rheinmetall	Germany	4 240	4 031	6 697	7 165	63	56	7

Corp. = corporation.

Notes: Percentage shares and changes calculated using the data in this table may not precisely correspond to those stated due to rounding. For detail on definitions and methodology see annex 1 and ‘About the SIPRI Arms Industry Database’ in this fact sheet.

Source: SIPRI Arms Industry Database, Dec. 2021.

THE EFFECTS OF COVID-19 ON GLOBAL ARMS PRODUCTION

Global arms production was largely resilient against the shock of the Covid-19 pandemic and the resulting economic downturn. While the global economy contracted by 3.1 per cent in 2020, the aggregated arms sales of the Top 100 increased. This can be attributed to at least three key factors. First, the arms industry, like many other economic sectors, benefited from expansionary fiscal policies during the first year of the pandemic. Military manufacturers were largely shielded by sustained government demand for military goods and services. Second, some states rolled out specific measures to mitigate the effects of government-mandated lockdowns on their arms companies, such as accelerated payments or order schedules. Third, because arms procurement contracts usually span several years, many arms companies were able to make gains on orders placed before the outbreak of the health crisis.

However, despite these and other factors, global arms production was not fully immune to the impact of the pandemic. In many cases, measures taken to slow the spread of the virus disrupted supply chains and delayed deliveries. The pandemic also affected restructuring, as exemplified by the cancelled merger of Hexcel and Woodward, both of which are based in the United States and produce components for military aircraft. Had the merger taken place as planned, the resulting company would probably have entered the Top 100 in 2020.

During 2020, the first year of the Covid-19 pandemic, many companies involved in both the civilian and the military sectors saw a rise in their arms sales as a proportion of their total sales. This means that their military sales either grew faster or declined at a slower rate than their civilian sales, or remained stable while civilian sales fell. It illustrates the relative resilience of the demand for military goods and services, which—even before the



pandemic—was somewhat insulated from the business cycles experienced in the commercial sector.

The companies in the Top 100 that recorded the largest increases in arms sales as a share of total sales in 2020 included Boeing and Safran, both of which increased their share by more than 10 percentage points (see table 1). Several of these companies are involved in the civilian aerospace sector, which was hit particularly hard during the first year of the pandemic. Of the companies listed in the Top 100, only 15 saw a decrease in their arms sales share of one percentage point or more. Of those, seven are Russian companies, which are currently implementing a government policy to diversify their product lines and increase their sales in the civilian sector to 30 per cent of their total sales by 2025 and 50 per cent by 2030.

REGIONAL DEVELOPMENTS IN THE TOP 100

United States

With 41 arms companies, the USA hosted the highest number of companies ranked in the Top 100 of any country worldwide. Together, their arms sales amounted to \$285 billion, an increase of 1.9 per cent compared with 2019 (see figure 2). US companies accounted for 54 per cent of the combined arms sales of the Top 100 (see figure 3).

Since 2018, the top five arms companies in the ranking have all been based in the USA. Lockheed Martin, by far the largest arms company in the world, has occupied the top rank every year since 2009. In 2020 its revenue from arms sales and military services totalled \$58.2 billion or 11 per cent of the Top 100's total arms sales. Of the companies included in the 2020 ranking, Lockheed Martin recorded the largest absolute year-on-year growth in arms sales of \$4.2 billion (or 7.7 per cent in real terms).

Raytheon Technologies is the world's second largest arms company with arms sales of \$36.8 billion. It was formed by the merger of Raytheon Company and United Technologies Corporation in 2020. Compared with the combined (pro forma) arms sales of these two firms in 2019, its arms sales in 2020 were 5.7 per cent lower.

Boeing, one of the world's largest military aerospace manufacturers, ranked third. Due to the Covid-19 pandemic and the impact of government-mandated lockdowns and travel restrictions on

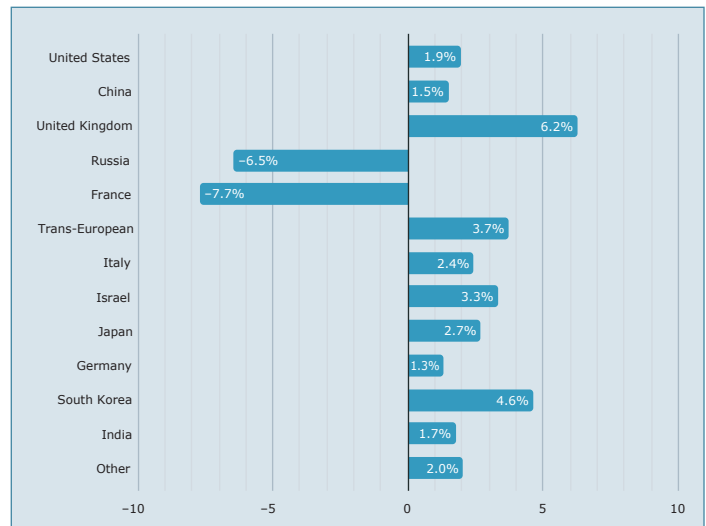


Figure 2. Percentage change in arms sales of companies in the SIPRI Top 100, by country, 2019–20

Notes: The change refers to the companies in the Top 100 for 2020. Figures are based on arms sales in constant (2020) US dollars. The category 'Other' consists of countries whose companies' arms sales comprise less than 1.0% of the total: Canada, Norway, Poland, Singapore, Spain, Sweden, Turkey, the United Arab Emirates and Ukraine.

Source: SIPRI Arms Industry Database, Dec. 2021.

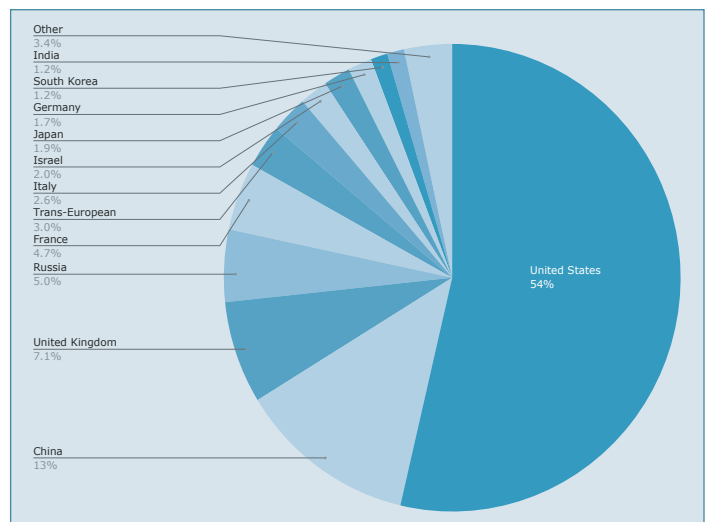


Figure 3. Share of total arms sales of companies in the SIPRI Top 100 for 2020, by country

Notes: The Top 100 classifies companies according to the country in which they are headquartered. This means that sales by an overseas subsidiary are counted towards the total for the parent company's country. The Top 100 does not encompass the entire arms industry in each country covered, only the largest companies. The category 'Other' consists of countries whose companies' arms sales comprise less than 1.0% of the total: Canada, Norway, Poland, Singapore, Spain, Sweden, Turkey, the United Arab Emirates and Ukraine. Percentage shares may not add up to a total of 100% due to rounding.

Source: SIPRI Arms Industry Database, Dec. 2021.

**Box 1.** The evolving role of technology companies in the arms industry

Advances in information and communication technologies (ICT) over the past two decades have changed the character of war as well as the military technical and industrial base. The adoption of network-centric warfare doctrines in the 2000s fuelled the demand for enabling technologies, especially in the United States. This meant that ICT specialists, as well as systems integrators, recorded increasing volumes of arms sales. The arms sales of Leidos, for example, have grown by 68 per cent since 2013, when it restructured to focus on ICT solutions; it ranked 16th in 2020 with arms sales of \$7.3 billion. Other large ICT companies include Booz Allen Hamilton (ranked 19th) and CACI International (ranked 29th), with arms sales of \$5.5 billion and \$4.2 billion in 2020, respectively. More traditional arms industry players moved to acquire companies with a focus on ICT during this time. Notably, General Dynamics acquired CSRA, an information technology solutions provider, for \$9.7 billion in 2018.

In recent years, some technology giants—from Microsoft to Oracle—have sought to deepen their involvement in the arms industry.^a While these companies continue to generate most of their revenue through commercial sales, they are now being selected for high-value military contracts with increasing regularity. This is a clear indication that the US Department of Defense is looking to benefit from Silicon Valley's technical expertise in artificial intelligence, machine learning and cloud computing, which is considered to be far beyond that of more traditional military contractors. Microsoft, for instance, will supply the US Army with integrated visual augmentation devices as part of a 10-year contract awarded in 2021 worth \$22 billion. Another example is the Central Intelligence Agency's cloud enterprise contract awarded in 2020 to a consortium comprising Amazon, Google, IBM, Microsoft and Oracle. The contract is reportedly worth tens of billions of dollars over a 15-year period. The trend also extends across the Atlantic: in 2021 Amazon struck a deal to host classified material belonging to three British intelligence agencies on its Amazon Web Services platform. Nevertheless, so far none of these technology companies has recorded annual arms sales high enough to cross the threshold to be ranked in the SIPRI Top 100.

^a Dunne, J. P. and Sköns, E., 'New technology and the US military industrial complex', *Economics of Peace and Security Journal*, vol. 16, no. 2 (2021).

commercial aviation, Boeing recorded a loss in total sales of \$19.6 billion in 2020. Its arms sales also decreased (by 5.8 per cent) from \$34.1 billion in 2019 to \$32.1 billion in 2020. Northrop Grumman ranked fourth with arms sales of \$30.4 billion or 5.7 per cent of the Top 100 total. General Dynamics was in fifth position with arms sales of \$25.8 billion, equivalent to 4.9 per cent of the total.

Mergers and acquisitions in the US arms industry

To reinforce its military advantage and hedge against perceived threats emanating from what it considers to be its strategic competitors (namely China and Russia), the USA has been investing more heavily in research and development and the procurement of next-generation weapon systems.³ This has prompted a wave of mergers and acquisitions in the US arms industry in recent years, with some companies looking to broaden their product portfolios to gain a competitive edge when bidding for contracts (see box 1).

The all-stock merger-of-equals between Raytheon Company and United Technologies Corporation, which was finalized in April 2020, was one of the largest mergers in the history of the arms industry. The multibillion merger of L3 Technologies and Harris Corporation was completed a year earlier, in June 2019. The resulting company, L3Harris Technologies, ranked 10th in 2020. The trend continued in 2021 with the merger of Peraton and Perspecta, valued at \$7.1 billion, as well as the acquisition of FLIR Systems by Teledyne Technologies for \$8.2 billion.

The trend of mergers and acquisitions is particularly pronounced in the space sector. For example, in 2018 Northrop Grumman acquired Orbital

³ Lopes da Silva, D., Tian, N. and Marksteiner, A., 'Trends in world military expenditure, 2020', SIPRI Fact Sheet, Apr. 2021.



ATK, a space systems contractor, for approximately \$9.2 billion. Lockheed Martin followed suit in 2020 by announcing plans to acquire competitor Aerojet Rocketdyne (ranked 75th) for \$4.4 billion, although the deal has yet to be approved by regulators. KBR's (ranked 43rd) acquisition of Centauri, a provider of space and directed energy capabilities, was finalized in October 2020.

China

The combined arms sales of the five Chinese companies included in the ranking amounted to an estimated \$66.8 billion in 2020—1.5 per cent more than in 2019. With a 13 per cent share of total Top 100 arms sales, Chinese arms companies had the second highest volume of aggregated arms sales in 2020, behind US firms and ahead of British companies. The rise of China as a major arms producer has been driven by its aim to become more self-reliant in weapons production and by the implementation of ambitious modernization programmes. All five Chinese arms companies ranked among the top 20, with three in the top 10.

With estimated arms sales of \$17.9 billion in 2020, NORINCO (ranked 7th) is China's largest arms company and land systems specialist. NORINCO's arms sales rose by 12 per cent in 2020, in part because the company deepened its involvement in emerging technologies and contributed to the development of the BeiDou military–civil navigation satellite system. Estimated arms sales for AVIC (ranked 8th), China's main military aircraft producer, declined by 1.4 per cent in 2020 to \$17.0 billion. However, the decrease is probably due to exchange rate fluctuations, as its arms sales increased in nominal terms. The third Chinese company with arms sales high enough to rank in the top 10 was CETC (ranked 9th), the country's leading producer of military electronics. At \$14.6 billion, CETC's arms sales fell by 6.0 per cent in 2020. CASIC (ranked 12th), one of China's leading producers of missile and space systems, also recorded a drop in arms sales. CASIC's arms sales of \$11.9 billion in 2020 were 2.8 per cent lower than in 2019. The fifth Chinese company in the Top 100 was CSGC (ranked 20th), which manufactures military vehicles. CSGC's arms sales rose by 13 per cent in 2020 to \$5.4 billion.

All the Chinese companies in the Top 100 are state-owned enterprises producing both military and civilian products. Most of the revenue generated by these five companies is derived from civilian sales. Arms sales as a share of total sales range from 16 per cent for CSGC to 43 per cent for CETC.

Europe

There were 26 European companies ranked in the Top 100 in 2020. Together, they accounted for 21 per cent of total Top 100 arms sales or \$109 billion, up by 1.0 per cent compared with 2019. Of these firms, seven are headquartered in the United Kingdom, six in France, four in Germany, two in Italy and one each in Norway, Poland, Spain, Sweden and Ukraine. Two of the 26 companies, Airbus and MBDA, are categorized as 'trans-European' since their ownership and control structures are located in more than one European country.



The arms sales of the seven companies based in the **UK** amounted to \$37.5 billion in 2020, equivalent to a share of 7.1 per cent of the Top 100 total. Their arms sales were 6.2 per cent higher in 2020 than in 2019. BAE Systems (ranked 6th) was the only European arms company to rank in the top 10. Its arms sales increased by 6.6 per cent to \$24.0 billion in 2020.⁴ Of the British companies in the Top 100, two recorded decreases in arms sales in 2020. Babcock International Group's (ranked 39th) arms sales decreased by 4.6 per cent, while Meggitt's (ranked 95th) fell by 7.9 per cent. The largest percentage increase in arms sales among British companies was recorded by Melrose Industries (ranked 69th), a producer of aerospace components. Its arms sales grew by 41 per cent in 2020 to \$1.5 billion, which the company attributed to high demand for its military aerospace engines.

With combined arms sales of \$24.7 billion, the six arms companies based in **France** accounted for 4.7 per cent of total Top 100 arms sales. This represents a decrease of 7.7 per cent between 2019 and 2020. Four of the six French companies included in the ranking saw a decrease in arms sales. The arms sales of Thales (ranked 14th), the largest French arms company, fell by 5.8 per cent in 2020 to \$9.1 billion. Naval Group (ranked 31st) recorded a drop in arms sales of 11 per cent to \$3.8 billion. Both Thales and Naval Group ascribed their losses to operational interruptions caused by the Covid-19 pandemic. The largest percentage decrease in arms sales of any company in the Top 100 was reported by Dassault Aviation Group (ranked 32nd). Its arms sales declined by 37 per cent, mainly due to a sharp drop in export deliveries of its Rafale combat aircraft in 2020 compared with 2019, when deliveries peaked. Safran (ranked 25th) recorded the largest percentage increase in arms sales among French companies in the Top 100. Its arms sales grew by 24 per cent to reach \$4.5 billion in 2020, which the company attributed to increased sales of sighting and navigation systems.

The combined arms sales of the two **trans-European** firms in the ranking were \$16.0 billion in 2020 or 3.0 per cent of the Top 100 total. Airbus (ranked 11th) reported arms sales of \$12.0 billion in 2020, up by 5.7 per cent on 2019. The arms sales of MBDA (ranked 30th), a joint venture specializing in missiles, decreased by 1.7 per cent in 2020 to \$4.1 billion.

With \$13.8 billion in aggregated arms sales, the two ranked companies based in **Italy** accounted for 2.6 per cent of the Top 100 total. Leonardo's (ranked 13th) arms sales were \$11.2 billion in 2020—a decrease of 1.5 per cent on 2019. Fincantieri, a shipbuilder, ranked 47th and recorded a 23 per cent increase in arms sales in 2020. Significant fluctuations in annual arms sales are common among shipbuilding companies because of long production timelines.

The arms sales of the four ranked companies headquartered in **Germany** reached \$8.9 billion in 2020, equivalent to 1.7 per cent of the total for the Top 100. This marks a slight increase of 1.3 per cent compared with 2019. Rheinmetall, the largest German arms company, ranked 27th with arms sales of \$4.2 billion. This represents a year-on-year growth of 5.2 per cent, explained in part by higher sales of armoured fighting and transportation vehicles. The arms sales of military electronics specialist Hensoldt

⁴ The arms sales of the USA-based subsidiary of BAE Systems were approximately \$11.9 billion in 2020, equivalent to about half of BAE Systems' total arms sales.



(ranked 78th) also grew in 2020, by 7.9 per cent. The other two German companies recorded a decline in arms sales in 2020. The arms sales of shipbuilder ThyssenKrupp (ranked 55th) and land systems manufacturer Krauss-Maffei Wegmann (ranked 70th) fell by 3.7 per cent and 7.5 per cent, respectively.

The five other European companies listed in the Top 100 for 2020 were Saab (**Sweden**), PGZ (**Poland**), UkrOboronProm (**Ukraine**), Navantia (**Spain**) and Kongsberg Gruppen (**Norway**).

Russia

The nine Russian companies in the ranking accounted for 5.0 per cent of total Top 100 arms sales in 2020.⁵ Their combined arms sales fell from \$28.2 billion in 2019 to \$26.4 billion in 2020—a decrease of 6.5 per cent. This marks a continuation of the downward trend observed since 2017, when the aggregated arms sales of these nine firms peaked at \$31.5 billion. Russian arms sales fell in 2020 even though the Russian Government stated that it had provided assistance to the arms industry in order to dampen the negative effects of the Covid-19 pandemic.

Some of the sharpest declines in arms sales among the Top 100 were recorded by Russian firms. Almaz-Antey's (ranked 17th) arms sales decreased by 31 per cent, Russian Helicopters' (ranked 81st) by 13 per cent and United Shipbuilding Corporation's (ranked 33rd) by 11 per cent. This downturn can be attributed to several factors. For one, the State Armament Programme for 2011–20, a major modernization plan for the Russian armed forces, came to an end in 2020 and the funding allocated to arms procurement in the follow-up programme is lower in real terms. Furthermore, some arms export deliveries were delayed due to the pandemic, which may have contributed to the overall decline in Russian arms exports in 2020, thus driving down arms company revenues.

Despite these factors, some Russian companies increased their arms sales significantly in 2020. For example, United Aircraft Corporation's (ranked 21st) arms sales rose by 16 per cent, while those of KRET (ranked 58th) and Russian Electronics (ranked 71st) grew by 22 per cent and 39 per cent, respectively.

Other arms-producing countries and their companies

Collectively, the arms sales of companies in the Top 100 based outside the USA, China, Russia and Europe totalled \$43.1 billion in 2020—an increase of 3.4 per cent on 2019. This represents 8.1 per cent of the total arms sales of the Top 100. Five of these companies are based in Japan, four in South Korea, three each in Israel and India, and one each in Canada, Singapore, Turkey and the United Arab Emirates (UAE).

Together, the three companies based in **Israel** had arms sales of \$10.4 billion or 2.0 per cent of the Top 100 total. Their arms sales increased

⁵ This is one fewer company than was included in the Top 100 for 2018. There was insufficient reliable data on High Precision Systems for it to be included in the SIPRI Arms Industry Database for the years 2019–20. The company ranked 46th in 2018.



by 3.3 per cent compared with 2019. The arms sales of Elbit Systems (ranked 28th) were \$4.2 billion in 2020, up by 1.4 per cent on 2019. This growth was mainly due to increased sales of military aircraft equipment and the acquisition of the Harris Night Vision business from L3Harris Technologies. The arms sales of Israel Aerospace Industries (ranked 35th) grew by 11 per cent in 2020 to reach \$3.5 billion. Rafael's arms sales fell by 2.2 per cent to \$2.7 billion in 2020, but it still climbed three ranks to 46th position in the Top 100.

The aggregated arms sales of the five companies headquartered in **Japan** were \$9.9 billion, equivalent to 1.9 per cent of the total for the Top 100. Their combined arms sales rose by 2.7 per cent in 2020 despite three companies recording decreases, namely Kawasaki Heavy Industries (ranked 53rd), IHI Corporation (ranked 90th) and Mitsubishi Electric Corporation (ranked 97th). These reductions were outweighed by substantial increases in the arms sales of Mitsubishi Heavy Industries (ranked 26th) and Fujitsu (ranked 76th). Mitsubishi Heavy Industries' arms sales grew by 11 per cent in 2020 to reach \$4.4 billion, while Fujitsu's were up by 23 per cent to \$1.3 billion.

With combined arms sales of \$6.5 billion in 2020, the four companies based in **South Korea** accounted for 1.2 per cent of the Top 100 total. Their arms sales were 4.6 per cent higher in 2020 than in 2019. Three companies recorded an increase in their arms sales in 2020. The arms sales of the largest South Korean arms company, Hanwha Aerospace (ranked 50th), rose marginally (by 0.3 per cent). The arms sales of LIG Nex1 (ranked 73rd) increased by 9.6 per cent to reach \$1.4 billion. The company only sells military products and does not appear to have been affected by the pandemic. Hanwha Corporation (ranked 85th) also recorded a significant growth in arms sales (19 per cent), driven by its guided weapons business.

Three companies based in **India** were included in the 2020 ranking. Their aggregated arms sales of \$6.5 billion were 1.7 per cent higher in 2020 than in 2019 and accounted for 1.2 per cent of the Top 100 total. The arms sales of Hindustan Aeronautics (ranked 42nd) and Bharat Electronics (ranked 66th) increased by 1.5 per cent and 4.0 per cent, respectively. Indian Ordnance Factories' (ranked 60th) arms sales rose marginally (by 0.2 per cent). Domestic procurement has helped to shield Indian companies against the negative economic consequences of the pandemic. In 2020 the Indian Government announced a phased ban on imports of more than a hundred different types of military equipment to support domestic companies and enhance self-reliance in arms production.

EDGE (ranked 23rd) is a **UAE**-based conglomerate created in 2019 through the consolidation of 25 smaller entities. Its estimated arms sales reached \$4.8 billion in 2020. Aselsan (ranked 51st) is based in **Turkey** and had arms sales of \$2.2 billion in 2020, an increase of 12 per cent on 2019. The arms sales of **Singapore**-based ST Engineering (ranked 61st) amounted to \$1.9 billion in 2020. They were up by 14 per cent compared with 2019. CAE (ranked 98th), a flight-simulator company headquartered in **Canada**, had arms sales of \$910 million in 2020—a decrease of 8.6 per cent on 2019.



Annex 1. The SIPRI Top 100 arms-producing and military services companies in the world, 2020

All sales figures are in millions of constant (2020) US dollars. Arms sales figures for 2020 are rounded to the nearest \$10 million.

Rank ^a		Company ^b	Country ^c	Arms sales, 2020	Arms sales, 2019 ^d	Change in arms sales, 2019–20 (%)	Total sales, 2020	Arms sales as a % of total sales, 2020
2020	2019							
1	1	Lockheed Martin Corp.	United States	58 210	54 039	7.7	65 398	89
2	–	Raytheon Technologies ^e	United States	36 780	39 005	–5.7	56 587	65
3	2	Boeing	United States	32 130	34 090	–5.8	58 158	55
4	3	Northrop Grumman Corp.	United States	30 420	29 664	2.5	36 799	83
5	5	General Dynamics Corp.	United States	25 840	24 872	3.9	37 925	68
6	6	BAE Systems	United Kingdom	24 020	22 527	6.6	24 714	97
7	8	NORINCO	China	17 930	16 049	12	70 997	25
8	7	AVIC	China	16 980	17 213	–1.4	67 923	25
9	9	CETC ^f	China	14 610	15 544	–6.0	34 302	43
10	10	L3Harris Technologies	United States	14 190	14 132	0.4	18 194	78
11	13	Airbus	Trans-European ^g	11 990	11 344	5.7	56 893	21
12	12	CASIC ^f	China	11 870	12 207	–2.8	37 686	32
13	14	Leonardo	Italy	11 160	11 326	–1.5	15 286	73
14	16	Thales	France	9 050	9 604	–5.8	19 365	47
15	17	Huntington Ingalls Industries	United States	8 240	7 858	4.9	9 361	88
16	18	Leidos	United States	7 340	6 396	15	12 297	60
17	15	Almaz-Antey	Russia	6 040	8 698	–31	6 571	92
18	20	Honeywell International	United States	5 830	5 411	7.7	32 637	18
19	21	Booz Allen Hamilton	United States	5 500	5 218	5.4	7 859	70
20	24	CSGC	China	5 360	4 749	13	33 859	16
21	25	United Aircraft Corp. ^f	Russia	4 880	4 201	16	5 973	82
22	23	Rolls-Royce	United Kingdom	4 870	4 771	2.1	15 159	32
23	22	EDGE ^f	UAE	4 750	4 679	1.5	5 000	95
24	27	General Electric	United States	4 570	4 457	2.5	76 619	6.0
25	34	Safran	France	4 510	3 631	24	18 805	24
26	33	Mitsubishi Heavy Industries	Japan	4 420	3 990	11	34 657	13
27	32	Rheinmetall	Germany	4 240	4 031	5.2	6 697	63
28	30	Elbit Systems	Israel	4 240	4 183	1.4	4 663	91
29	31	CACI International	United States	4 190	4 061	3.2	6 044	69
30	29	MBDA	Trans-European ^g	4 050	4 120	–1.7	4 094	99
31	28	Naval Group	France	3 750	4 204	–11	3 788	99
32	19	Dassault Aviation Group	France	3 720	5 891	–37	6 257	59
33	26	United Shipbuilding Corp.	Russia	3 700	4 155	–11	4 682	79
34	37	Textron	United States	3 530	3 360	5.1	11 651	30
35	44	Israel Aerospace Industries	Israel	3 510	3 173	11	4 184	84
36	39	Saab	Sweden	3 390	3 302	2.6	3 848	88
37	36	Science Applications International Corp.	United States	3 320	3 370	–1.5	7 056	47
38	35	Tactical Missiles Corp.	Russia	3 250	3 213	1.1	3 319	98
39	38	Babcock International Group	United Kingdom	3 180	3 332	–4.6	5 678	56
40	41	Perspecta	United States	3 160	3 157	0.1	4 512	70
41	–	Amentum ^{fh}	United States	3 090	3 136	–1.5	3 700	83

Rank ^a		Company ^b	Country ^c	Arms sales, 2020	Arms sales, 2019 ^d	Change in arms sales, 2019–20 (%)	Total sales, 2020	Arms sales as a % of total sales, 2020
2020	2019							
42	46	Hindustan Aeronautics	India	2970	2925	1.5	3124	95
43	45	KBR	United States	2870	3005	-4.5	5767	50
44	42	United Engine Corp. ^f	Russia	2830	2872	-1.4	3883	73
45	47	General Atomics ^f	United States	2760	2924	-5.6
46	49	Rafael	Israel	2690	2751	-2.2	2748	98
47	54	Fincantieri	Italy	2660	2171	23	6701	40
48	52	CEA	France	2520	2281	10	5756	44
49	55	Oshkosh Corp.	United States	2260	2061	9.7	6857	33
50	51	Hanwha Aerospace	South Korea	2250	2244	0.3	4510	50
51	53	ASELSAN	Turkey	2200	1966	12	2293	96
52	57	TransDigm Group	United States	2190	1959	12	5103	43
53	50	Kawasaki Heavy Industries	Japan	2180	2408	-9.5	13943	16
54	48	Bechtel Corp. ^f	United States	2170	2711	-20	17600	12
55	56	ThyssenKrupp	Germany	1990	2067	-3.7	40400	4.9
56	65	Jacobs Engineering Group	United States	1990	1706	17	13567	15
57	63	ManTech International Corp.	United States	1940	1736	12	2518	77
58	62	KRET ^f	Russia	1940	1588	22	2177	89
59	67	Sierra Nevada Corp.	United States	1920	1614	19	2383	80
60	58	Indian Ordnance Factories	India	1900	1897	0.2	1935	98
61	64	ST Engineering	Singapore	1890	1665	14	5221	36
62	70	Serco Group	United Kingdom	1730	1509	15	5449	32
63	61	Korea Aerospace Industries	South Korea	1720	1748	-1.6	2384	72
64	59	Fluor Corp.	United States	1700	1838	-7.5	15669	11
65	72	BWX Technologies	United States	1670	1502	11	2124	78
66	68	Bharat Electronics ^f	India	1630	1568	4.0	1918	85
67	79	DynCorp International ^f	United States	1570	1299	21
68	66	PGZ	Poland	1490	1687	-12	1655	90
69	94	Melrose Industries	United Kingdom	1470	1043	41	11244	13
70	71	Krauss-Maffei Wegmann ^f	Germany	1410	1525	-7.5	1482	95
71	87	Russian Electronics	Russia	1400	1006	39	1489	94
72	74	Parsons Corp.	United States	1380	1371	0.7	3919	35
73	80	LIG Nex1	South Korea	1360	1241	9.6	1360	100
74	76	Vectrus	United States	1330	1340	-0.8	1396	96
75	81	Aerojet Rocketdyne	United States	1330	1249	6.5	2073	64
76	92	Fujitsu ^f	Japan	1320	1072	23	33625	3.9
77	77	UkrOboronProm	Ukraine	1320	1295	2.0	1387	95
78	86	Hensoldt	Germany	1270	1177	7.9	1376	92
79	90	Curtiss-Wright Corp.	United States	1260	1096	15	2391	53
80	95	QinetiQ	United Kingdom	1240	1043	19	1638	76
81	69	Russian Helicopters	Russia	1210	1385	-13	2023	60
82	88	Moog	United States	1200	1107	8.4	2885	41
83	82	Nexter	France	1190	1197	-0.6	1254	95
84	78	Navantia	Spain	1180	1310	-10	1241	95
85	99	Hanwha Corp.	South Korea	1170	983	19	3398	34



Rank ^a		Company ^b	Country ^c	Arms sales, 2020	Arms sales, 2019 ^d	Change in arms sales, 2019–20 (%)	Total sales, 2020	Arms sales as a % of total sales, 2020
2020	2019							
86	85	UralVagonZavod	Russia	1 110	1 062	4.5	1 921	58
87	89	Pacific Architects and Engineers	United States	1 090	1 096	-0.6	2 715	40
88	118	Ball Corp.	United States	1 080	751	44	11 781	9.2
89	101	Teledyne Technologies	United States	1 050	985	6.6	3 086	34
90	84	IHI Corp. ^f	Japan	1 040	1 184	-12	10 425	10
91	100	Amphenol Corp.	United States	1 030	1 005	2.5	8 559	12
92	73	United Launch Alliance ^f	United States	1 020	1 452	-30	2 000	51
93	104	Howmet Aerospace	United States	1 020	904	13	5 259	19
94	102	The Aerospace Corp.	United States	1 000	964	3.7	1 150	87
95	91	Meggitt	United Kingdom	980	1 064	-7.9	2 159	46
96	96	ViaSat	United States	960	1 036	-7.3	2 256	43
97	103	Mitsubishi Electric Corp. ^f	Japan	920	970	-5.1	39 261	2.3
98	98	CAE	Canada	910	996	-8.6	2 224	41
99	115	Mercury Systems	United States	910	772	18	924	98
100	110	Kongsberg Gruppen	Norway	900	776	16	2 719	33

.. = data not available; - = not ranked in 2019; AVIC = Aviation Industry Corp. of China; CETC = China Electronics Technology Group Corp.; Corp. = corporation; CSGC = China South Industries Group Corp.; NORINCO = China North Industries Group Corp.; UAE = United Arab Emirates.

Notes: Percentage shares and changes calculated using the data in this table may not precisely correspond to those stated due to rounding.

Other Chinese companies may have been among the Top 100 in 2020, but there was insufficient data to include them in the ranking. For further detail on methodology see 'About the SIPRI Arms Industry Database' in this fact sheet.

^a Companies are ranked according to the value of their arms sales at the end of what SIPRI considers to be their financial year. Rankings for 2019 are based on updated figures for arms sales in the latest version of the SIPRI Arms Industry Database (Dec. 2021). They may differ from those published in any earlier SIPRI publication owing to continual revision of data, most often because of changes reported by the company itself and sometimes because of improved estimations.

^b Holding and investment companies with no direct operational activities are not treated as arms companies, and arms companies owned by them are listed and ranked as if they were parent companies. Company names and structures are listed as they were at the end of their financial year. Major revisions are explained in these notes.

^c Country refers to the country in which the ownership and control structures of the company are located, i.e. the location of a company's headquarters.

^d To allow easier comparison between years, all sales figures—including for arms sales in 2019—are given in constant (2020) US dollars.

^e Raytheon Technologies is the result of a merger between Raytheon Company and United Technologies Corp. Its arms sales figure for 2019 is pro forma, i.e. it is the combined 2019 arms sales of Raytheon Company and United Technologies Corp.

^f The arms sales figure for this company is an estimate with a high degree of uncertainty.

^g Trans-European refers to companies whose ownership and control structures are located in more than one European country.

^h Amentum acquired the arms sales division of AECOM in 2020. The rank and sales for Amentum for 2019 refer to those of AECOM.

Source: SIPRI Arms Industry Database, Dec. 2021.

SIPRI is an independent international institute dedicated to research into conflict, armaments, arms control and disarmament. Established in 1966, SIPRI provides data, analysis and recommendations, based on open sources, to policymakers, researchers, media and the interested public.

GOVERNING BOARD

Ambassador Jan Eliasson,
Chair (Sweden)
Ambassador Chan Heng Chee
(Singapore)
Jean-Marie Guéhenno (France)
Dr Radha Kumar (India)
Dr Patricia Lewis (Ireland/
United Kingdom)
Dr Jessica Tuchman Mathews
(United States)
Dr Feodor Voitolovsky (Russia)

DIRECTOR

Dan Smith (United Kingdom)



**STOCKHOLM INTERNATIONAL
PEACE RESEARCH INSTITUTE**

Signalistgatan 9
SE-169 72 Solna, Sweden
Telephone: +46 8 655 97 00
Email: sipri@sipri.org
Internet: www.sipri.org

About the SIPRI Arms Industry Database

This fact sheet is based on data from the SIPRI Arms Industry Database, which presents a more detailed data set for the years 2002–20 and is available on the SIPRI website. The database includes public and private companies but excludes manufacturing or maintenance units of the armed services. Only companies with operational activities in the field of arms and military services are included, not holding or investment companies. Military research and development (R&D) divisions at academic institutions are also excluded.

For the purposes of this fact sheet, Russian companies are discussed separately from companies in the rest of Europe. Five Chinese companies are included in the database from 2015 onwards. Other Chinese companies may have arms sales high enough to rank among the Top 100, but there is insufficient data to include them in the ranking.

The data for all years is revised annually based on new information. Therefore, data in this fact sheet replaces all data for all years in previous SIPRI publications on the Top 100 arms-producing and military services companies.

Unless otherwise specified, all sales figures are expressed in constant (2020) United States dollars and all changes are expressed in real terms. Comparisons between 2019 and 2020 are based on the list of companies ranked in 2020 (i.e. the annual comparison is between the same set of companies). Longer-term comparisons are based on the sets of companies listed in the respective year (i.e. the comparison is between a different set of companies).

Definitions

Sales of arms and military services (or ‘arms sales’ for short) are defined as sales of military goods, services and R&D to military customers domestically and abroad. Military goods and services are defined as goods and services that are designed specifically for military purposes and include relevant technologies. Military goods are military-specific equipment and do not include general-purpose goods, such as fuel, office equipment and uniforms. Military services include technical services, such as information technology; maintenance, repair and operational support; services related to the operation of the armed forces, such as intelligence, training and logistics management; and armed security in conflict zones. They do not include the peacetime provision of purely civilian services, such as healthcare, catering and transportation, but supply services to operationally deployed forces are included.

The SIPRI definition of ‘arms sales’ serves as a guideline as there is no generally agreed standard definition. In some cases, the data on arms sales represents what a company considers to be the ‘defence’ share of its total sales. In other cases, SIPRI uses the figure for the total sales of a ‘defence’ division, which may include some unspecified civilian sales. When such data is not reported by a company, arms sales are estimated by SIPRI based on, for example, contract awards and general information on a company’s arms-production and military services programmes.

ABOUT THE AUTHORS

Alexandra Marksteiner (Austria/Germany) is a Researcher with the SIPRI Military Expenditure and Arms Production Programme. **Dr Lucie Béraud-Sudreau** (France) is the programme’s Director. **Dr Nan Tian** (South Africa) is a Senior Researcher and **Dr Diego Lopes da Silva** (Brazil) is a Researcher with the programme. **Alexandra Kuimova** (Russia) is a Researcher with the SIPRI Arms Transfers Programme.