

1 Chair, Ranking Member, and distinguished members of the Committee, thank you for the
2 opportunity to appear before you and discuss the readiness, posture, and direction of the United
3 States Marine Corps. Your continued support remains essential as the Corps sustains forward
4 presence, preserves combat readiness, and modernizes to meet the demands of an increasingly
5 contested security environment. The Marines you support today are deployed, ready, and focused
6 on deterrence and warfighting, and together we will ensure the Corps remains lethal, disciplined,
7 and prepared for the challenges ahead.

9 Who We Are

10
11 *“The Marine Corps is a globally responsive, lethal, and resilient combined-arms*
12 *naval expeditionary force that projects power from sea to land and land to*
13 *sea, fighting as a Marine Air Ground Task Force across all domains in contested*
14 *environments to deter, deny, and defeat adversaries. Marines conduct sea-denial,*
15 *contribute to sea control, and conduct amphibious operations to deny adversary*
16 *freedom of action, while extending Joint Force commanders’ operational reach.*
17 *Forward forces, optimized to operate in the littorals, seize and hold key maritime*
18 *terrain to deliver lethal effects, sense and shape the operating environment, and*
19 *close kill webs in support of fleet maneuver and joint campaigns.”*

20
21 --Marine Corps Force Design Update (Oct. 2025)
22

23 Introduction

24
25 As the United States approaches its 250th anniversary, the Marine Corps enters this moment with
26 a clear sense of purpose shaped by the history of the Republic it serves. From its earliest days,
27 the Corps has been an institution built for uncertainty, designed to respond when the country
28 faces danger at home or instability abroad. Across centuries of change, Marines have adapted
29 their capabilities while preserving the character and discipline that have always made them a
30 dependable instrument of national power. That continuity of service, carried out across
31 generations, frames the Corps’ approach to meeting the demands of today’s national security
32 challenges.

33
34 The 2025 National Security Strategy and 2026 National Defense Strategy emphasize the need to
35 defend the homeland, confront challenges in the Indo-Pacific, and ensure that America’s military
36 remains capable of deterring conflict and prevailing should deterrence fail. Our priorities are
37 designed to directly support these strategic objectives, focusing on strengthening the Marine
38 Corps’ core functions of forward posture, rapid response, and operational flexibility in contested
39 maritime regions. It provides decision makers with options across the competition, crisis, and
40 conflict continuum, while supporting naval forces and joint commanders at the speed demanded
41 by modern warfare.

42
43 The Corps enters this year with momentum, fully committed to modernization though making
44 measured decisions to remain a persistent, forward postured force ready to rapidly respond to
45 crisis. Progress in modernization has been steady, guided by the Marine Corps’ Force Design

46 initiative, our deliberate, multi-year effort that strengthens lethality, expands sensing and
47 maneuver options, and accelerates the integration of unmanned capabilities. The modernization
48 campaign is producing warfighting advantages that are visible throughout the entire Marine
49 Corps—from the Marine Littoral Regiments to the Marine Expeditionary Units to the Marine
50 Expeditionary Forces. These gains, coupled with investments in personnel, training, and quality
51 of life, increase readiness and deepen the Corps’ ability to support national objectives while
52 strengthening deterrence in critical regions.

53
54 This year’s President’s Budget allows us to sustain this momentum. A “generational investment,”
55 the President’s Budget for Fiscal Year 2027 (PB27) provides monumental investment in
56 Amphibious Warfare Ships and Medium Landing Ships, revolutionizes our logistics enterprise to
57 sustain distributed forces, accelerates our modernization and lethality efforts by years, and
58 greatly enhances the Quality of Life for our Marines and Sailors. This budget provides the Corps
59 with the resources required to ensure Marines are ready to respond to crises globally, deter
60 adversaries, and if deterrence fails, to fight and win.

61
62 The Marine Corps’ identity has remained aligned with the enduring needs of the nation, even as
63 the character of warfare continues to evolve. As threats grow more complex and adversaries field
64 systems designed to challenge America’s freedom of action, the Corps continues to refine its
65 doctrine, modernize its capabilities, and sustain a forward posture that emphasizes speed, access,
66 and readiness. This approach reflects a force that adapts without losing its purpose, remaining
67 prepared to operate in contested environments while supporting naval and joint commanders.
68 That balance between continuity and adaptation frames how the Marine Corps approaches the
69 challenges ahead and sets the conditions for the priorities that follow.

70
71 To assist Congress in understanding the current state of the Corps, this posture statement details
72 the discipline and warrior ethos that are foundational to the Corps, the complexities of the current
73 operating environment, our current force posture, and the priorities we are focused on in this
74 budget cycle to best posture the Corps for both the fights of today and the future. To ensure the
75 Corps remains the Nation’s premier expeditionary force in readiness—capable of deterring,
76 responding, and winning in any clime or place—we are focused on: restoring a 3.0 Amphibious
77 Ready Group and Marine Expeditionary Unit presence, setting the theater, accelerating
78 modernization and lethality, and building and sustaining a lethal force.

79 80 **Discipline and Warrior Ethos**

81
82 The Marine Corps’ warfighting advantage has always begun with the individual Marine. Every
83 capability—new or legacy, modernized or in transition—ultimately depends on Marines who
84 hold themselves to the highest standard of conduct and performance. This expectation starts in
85 entry-level training, where discipline is instilled through shared hardship and a clear
86 understanding of responsibility to one’s fellow Marine, unit, and country. This transformation
87 from a civilian is sustained across a Marine’s career through constant assessment, rigorous
88 training, and professional development that strengthens competence and judgement.

89
90 Our warrior ethos remains essential as the service prepares to operate in environments that are
91 more transparent, faster-paced, and less forgiving than in previous decades. Marines must

92 assume they will be contested in every domain from the opening moments of any crisis, and that
93 tactical decisions can have strategic consequences. The combination of discipline and readiness
94 is therefore not just a cultural strength but a warfighting requirement. It enables Marines to
95 succeed when communications are degraded, when logistics are strained, and when adversaries
96 employ complex combinations of kinetic and non-kinetic tools to disrupt friendly operations.
97

98 The Corps continues to hold itself accountable to the standards expected of an expeditionary
99 force. This includes investment in training that mirrors the conditions Marines will face in
100 contested littorals, with an emphasis on distributed leadership that can execute commander's
101 intent under pressure, and a commitment to maintaining readiness that ensures the force can
102 deploy quickly and fight immediately. Individual discipline remains the foundation upon which
103 every emerging capability depends.
104

105 **Current Operating Environment**

106
107 The current operating environment reflects a world where threats are increasingly geographically
108 dispersed, technologically sophisticated, and strategically interconnected. These conditions have
109 persisted and intensified in recent years, even when the nation was at peace.
110

111 Within the current environment, the defense of the homeland is shaped by persistent, complex
112 challenges short of armed conflict. These include transnational criminal networks, illicit
113 trafficking, malign foreign influence, and instability in the maritime approaches to the United
114 States. Such threats exploit geography, seams between authorities, and the transparency of the
115 modern information environment, creating conditions that can undermine security well before
116 they reach American shores. In the Western Hemisphere, these dynamics are most visible in the
117 littoral and border regions, where criminal organizations and hostile actors seek to contest
118 governance, disrupt maritime security, and erode regional stability. Defending the homeland and
119 the American people—whether at the land borders or across the maritime approaches—remains
120 the Marine Corps' top priority as the Nation's premier expeditionary force-in-readiness.
121

122 At the same time the Indo-Pacific remains the region where military competition is most intense
123 and where strategic risk is most concentrated. The region's vast distances, dense maritime
124 terrain, and economic centrality create an environment in which control of key sea lanes,
125 freedom of maneuver, and access to forward areas are increasingly contested. The People's
126 Republic of China continues to modernize its military forces, expand its surveillance and strike
127 capabilities, and apply pressure across the maritime domain in ways designed to challenge
128 United States and allied freedom of action. These conditions define China as the Marine Corps'
129 pacing threat and reinforce the importance of maintaining a strong deterrent posture in the Indo-
130 Pacific.
131

132 Beyond the defense of our homeland and commitment to our most consequential theater the
133 Indo-Pacific, the Marine Corps stands ready to defend our Nation and its interests. In the Middle
134 East, Iran and its proxies continue to destabilize the region with malign activities. And in Europe,
135 Russia's protracted war in Ukraine continues to threaten European security.
136

137 Collectively, these conditions demand a force that is forward deployed or forward stationed,
138 capable of responding at speed, and able to operate wherever our Nation requires. These units
139 must be able to deter and, if necessary, respond to threats before they escalate into crisis, while
140 operating with limited warning, constrained access, and degraded infrastructure. This
141 environment places a premium on forces that are globally responsive, maritime in character, and
142 capable of integrating seamlessly with naval, joint, and interagency partners. It also requires
143 formations that can operate independently when required, sustain themselves across distance and
144 time, and maintain readiness even as competition unfolds below the threshold of armed conflict.
145 **The Marine Corps is purpose-built to meet these demands.**
146

147 **Marine Corps Forward Deployed Forces and Global Posture**

148

149 Marine forces forward positioned provide the capability required by this environment to deter
150 adversaries and, if deterrence fails, to fight and win, making them the most visible expression of
151 the Corps' readiness. Our units routinely operate in contested regions, integrate with naval
152 forces, and offer the Nation options that uphold peace and security through visible strength and
153 readiness.
154

155 In the Western Hemisphere, Marines are contributing directly to homeland defense by
156 reinforcing security along the southern border and across the maritime littorals, supporting
157 interagency partners, and enabling the broader Joint Force to counter illicit networks that
158 threaten the homeland. The 22d Marine Expeditionary Unit exemplifies this role through their
159 persistent presence, capacity for rapid employment, and ability to respond to crises with little
160 warning. Operation Southern Spear, conducted in the littorals of the Caribbean, underscores the
161 unique utility of Marine Air-Ground Task Forces operating forward from the sea. These
162 deployments highlight the Corps' ability to sustain forces at sea, maneuver in complex littoral
163 terrain, seamlessly integrate with Joint Forces to extend the Joint Force commanders' operational
164 reach, and work alongside partners to strengthen regional security in ways that complement other
165 elements of national power.
166

167 Simultaneously, through Task Force Forge and Task Force Ripper, Marines support missions
168 central to the defense of the homeland. These forces disrupt narcotics networks that exploit
169 instability across the region. Marine's actions and presence directly protect Americans by
170 denying transnational criminal organizations freedom of action along the United States' borders.
171

172 In accordance with our Nation's current and recent historical strategic documents, the Indo-
173 Pacific remains a core focus of effort where the Marine Corps' forward posture carries the
174 greatest strategic weight, deterring aggression and enabling rapid response to crisis. Marines
175 deployed across the First Island Chain provide the United States with a highly mobile force
176 capable of meeting the challenges posed by a rapidly modernizing adversary. III Marine
177 Expeditionary Force continues to operate in demanding conditions that require low signatures,
178 rapid mobility, and close integration with naval forces. Their activities demonstrate the Corps'
179 ability to maneuver across dispersed maritime terrain, conduct operations in contested littorals,
180 and provide joint commanders with immediate options that complicate adversary planning. Our
181 units represent the fusion of rapid modernization with continuous training and sustained
182 readiness that defines the Corps' current approach to deterrence in the region.

183

184 **Priorities**

185

186 To sustain the advantages of forward posture and maintain momentum in an increasingly
187 demanding operating environment, we are focused on a set of priorities that preserve the Marine
188 Corps' ability to deter, respond, fight, and win in any clime or place. While this posture
189 statement provides updates, it is important to note that the Force Design Update (October 2025)
190 remains the authoritative source for comprehensive force design information, with this posture
191 statement highlighting only the key changes since its release. Additionally, the 2026 Marine
192 Corps Aviation Plan (February 2026) outlines necessary steps for modernizing aviation assets to
193 ensure the Marine Corps retains the flexibility, mobility, and close air support capabilities
194 essential for effective expeditionary operations.

195

196 **Amphibious Ready Group / Marine Expeditionary Unit**

197 The Amphibious Ready Group and Marine Expeditionary Unit (ARG/MEU) is central to how
198 the Marine Corps remains forward, ready, and responsive—an ARG/MEU can respond within
199 hours of tasking, with combat credible, multi-domain capabilities. Its deterrent effect is
200 invaluable. My best military advice is that a continuous 3.0 ARG/MEU presence is required to
201 provide Geographic Combatant Commanders, and our Nation, with the forces they need to meet
202 the challenges presented across the globe. A 3.0 ARG/MEU presence means three continuously
203 forward deployed ARG/MEU teams, one sourced from the East Coast, one from the West Coast,
204 and one forward stationed from Okinawa.

205

206 Each ARG/MEU requires at least three amphibious warfare ships: a large-deck amphibious
207 assault ship (LHA/LHD) and two additional ships with well-decks (LPD/LSD). This
208 combination provides the necessary capacity to bring a Marine Air-Ground Task Force that is
209 capable of delivering immediate combat power, self-sustaining and executing multi-domain
210 effects across the full spectrum of military operations. This construct ensures rapid, sovereign
211 action and enables national leaders and combatant commanders to respond within hours rather
212 than days or weeks, preserving decision space and strengthening deterrence in a rapidly evolving
213 global environment.

214

215 The ARG/MEU punches well above its weight-class. It offers flexibility, lethality, and
216 endurance, making it well suited for both crisis response and conflict scenarios. Its global utility
217 is demonstrated through its ability to transition between missions without the need for
218 reconstitution—it can operate independently, integrate with the fleet, or enhance joint and allied
219 formations across the globe. In the Caribbean, and more recently the Middle East, this value is
220 especially evident. The regions' complex security dynamics and maritime terrain create
221 conditions where a flexible amphibious force is uniquely suited to protect American interests.
222 This same force construct applies across theaters, reinforcing deterrence while remaining
223 prepared to respond decisively when required.

224

225 The Marine Corps' statutory responsibility to define amphibious warfare ship requirements
226 underscores the criticality of the Corps' ability to respond when called upon and the necessity of
227 maintaining a credible amphibious capability. But the current fleet faces significant readiness
228 challenges. By statute, the fleet must consist of no fewer than 31 operationally available

229 amphibious warfare ships—to include no fewer than 10 LHAs and LHDs. Although we have an
230 inventory of 32 amphibious warfare ships, we fall short of the statutorily required 10 “big deck”
231 amphibious assault ships. The statutory requirement of 31 operationally available amphibious
232 warfare ships was calculated with assumed readiness levels that we have not been able to achieve
233 in the ensuing five years. Our inability to achieve these assumed readiness levels has hindered
234 our ability to fully support global commitments.

235
236 Through the Amphibious Force Readiness Board, the Chief of Naval Operations and I are
237 committed to addressing persistent gaps in ship readiness and availability, particularly as our
238 aging amphibious fleet continues to experience maintenance delays and growing backlogs. We
239 are enhancing readiness through a focused approach in three areas. First, we are optimizing
240 maintenance schedules and force generation models to get more out of the ships we already have.
241 Second, we are making targeted investments in service life extensions to keep our fleet ready and
242 relevant for longer periods of time. Finally, we are moving forward with the procurement of new
243 and more capable ships.

244
245 We are extremely grateful for the unwavering support and actions of the President, Congress, the
246 Secretary of War and the Department of the Navy to make ARG/MEU readiness a reality. This
247 investment shows a commitment to reach long-term ARG/MEU presence requirements. Together
248 we are committed to this multi-year, multi-billion-dollar effort to ensure an appropriate
249 ARG/MEU presence is achieved and sustained. This is an investment we owe for future
250 generations.

251 **Benefits of Multi-Ship Procurement**

252
253 The ability to maintain a credible amphibious force depends on long-term investment in the
254 necessary ships. Multi-ship procurement provides the industrial base the stability it needs to
255 maintain production capacity, reduce per-ship costs, and ensure the availability of amphibious
256 warships to support global operations. The Navy and Marine Corps' recent multi-ship contracts
257 for LHA and LPD ships, as supported by PB27, enables the Department of the Navy to execute
258 its shipbuilding plan, while saving the taxpayer significant costs.

259 **Amphibious Warship Maintenance and Sustainment**

260
261 Sustaining the amphibious warfare ship fleet is essential for maintaining operational readiness.
262 The fleet must evolve to integrate emerging technologies and remain capable of projecting power
263 in contested maritime spaces. Current challenges in amphibious warship readiness have directly
264 impacted ARG/MEU deployments.

265
266 To bridge this gap, prioritizing amphibious warship modernization and investing in a more
267 reliable supply chain is essential. Additionally important is the need to implement a robust and
268 proactive program to target amphibious warship platforms requiring Service Life Extensions to
269 generate more effective planning and resource allocation. The Navy's investment in multi-ship
270 contracts must be complemented by proactive maintenance, proactive contracting strategies and
271 targeted support to extend service life, reducing the need for cannibalization and ensuring the
272 fleet's full operational capacity.

273 **Setting the Theater**

275 The Marine Corps remains fully committed to “Setting the Theater” to protect interests, deter
276 adversaries, reassure allies, and create a more agile and resilient sustainment network—one that
277 is designed to seamlessly integrate with Joint Force capabilities. This includes ensuring an
278 optimized force posture, investing in littoral mobility to quickly maneuver and sustain distributed
279 forces, prepositioning equipment and supplies to support distributed forces, and enhancing
280 installation resilience to generate and sustain forces.

281

282 **Indo-Pacific Force Posture**

283 The Marine Corps’ current force posture in the Indo-Pacific reflects a deliberate and effective
284 alignment of forces in support of national security objectives and the defense of our interests in
285 the region. This forward positioning preserves the Corps’ ability to act decisively when time and
286 proximity are critical. Marine Corps forces are currently optimally postured relative to the
287 challenges they are designed to meet, increasing responsiveness in a theater where power
288 projection and speed are central to deterrence.

289

290 **Littoral Mobility**

291 The ability to maneuver forces across littoral terrain remains essential to how the Marine Corps
292 sustains forward posture and operates in contested maritime environments. Littoral mobility
293 enables Marines to reposition forces inside adversary weapons engagement zones, move laterally
294 between maritime positions, and sustain distributed operations without reliance on fixed ports or
295 predictable lines of communication. As adversaries continue to invest in long-range fires,
296 surveillance, and maritime denial, the Corps’ ability to maneuver unpredictably within the
297 littorals remains a foundational requirement for deterrence and combat credibility.

298

299 Littoral mobility extends the reach of amphibious shipping by enabling operations in shallow,
300 constrained, and austere environments beyond the limits of the well deck. Together, amphibious
301 warships and littoral maneuver platforms allow Marines to disperse, concentrate, and reaggregate
302 as conditions dictate, complicating adversary targeting and preserving operational tempo. This
303 combination underpins the Marine Corps’ contribution to naval campaigns, supports persistent
304 forward posture, and enables rapid response across a range of contingencies.

305

306 Medium Landing Ship – Selection of LST-100

307 The selection of the LST-100 design for the Medium Landing Ship (LSM) reflects a deliberate
308 balance between operational utility, technical maturity, and speed to fielding. We are grateful for
309 the support and decisive actions of the President, Congress, and our Navy partners to acquire this
310 critical capability. Leveraging a non-developmental design enables construction to begin sooner
311 while delivering the payload, range, and beaching capability required to support maneuver and
312 sustainment in contested littorals. The ship’s size and draft allow access to shallow waters and
313 austere shorelines where larger amphibious ships cannot operate, directly supporting distributed
314 maritime operations.

315

316 Equally important, this approach reduces cost, shortens timelines to realizing initial operational
317 capability, and supports industrial base stability through predictable production. Initial funding
318 supports construction of the first vessel and follow-on ships, with plans to accelerate delivery
319 through multiple shipyards. The Marine Corps hopes to see multiple shipyards actively
320 constructing ships within the year, ensuring that the momentum of this program delivers

321 meaningful capability sooner. While the Medium Landing Ship will arrive later than originally
322 planned, recent decisions have restored momentum and set conditions for fielding the first
323 vessels in the coming decade.

324

325 Littoral Maneuver Bridging Strategy

326 Until the Medium Landing Ship is fielded in sufficient numbers, the Littoral Maneuver Bridging
327 Strategy provides a necessary near-term solution to address critical mobility gaps. The strategy
328 integrates contractor owned/contractor operated chartered vessels, hybrid-crewed expeditionary
329 fast transport platforms, experimentation efforts, and selective modernization to sustain
330 operational mobility for stand-in and forward-deployed forces. Current efforts have enabled
331 continued campaigning in the Indo-Pacific, but they require sustained funding to remain viable
332 beyond the near term.

333

334 The Littoral Maneuver Bridging Strategy preserves freedom of maneuver while mitigating risk
335 created by delayed procurement timelines. It allows the Corps to maintain operational relevance,
336 continue experimentation, and inform future requirements, but it is an interim solution by design.
337 Without continued investment, the risk to sustained forward mobility increases as operational
338 demand persists.

339

340 Connector Requirements – Autonomous Low-Profile Vessel, Multi-Mission Reconnaissance 341 Craft, LCU 1710

342 A family of connectors remains essential to sustaining littoral mobility across diverse operational
343 conditions. Platforms such as the Autonomous Low-Profile Vessel, Multi-Mission
344 Reconnaissance Craft, and LCU 1710 provide complementary capabilities that enable tactical
345 maneuver, logistics distribution, and reconnaissance in shallow and austere environments. These
346 systems reduce reliance on large, predictable platforms and expand the Corps' ability to operate
347 across constrained maritime terrain.

348

349 Increasing capacity across this connector portfolio ensures the Marine Corps can adapt to region-
350 specific challenges while sustaining combat power forward. Together with interim solutions and
351 future purpose-built platforms, these connectors provide the flexibility required to support
352 distributed operations today while the Corps transitions to a more resilient littoral mobility
353 architecture.

354

355 **Logistics in a Contested Environment**

356 Modern operations require sustainment systems capable of operating under persistent
357 surveillance, long-range precision targeting, and deliberate adversary efforts to disrupt logistics
358 networks. In contested environments, sustainment is no longer a rear-area function but a forward
359 warfighting requirement. The Marine Corps continues to refine its approach to logistics by
360 prioritizing resilience, speed, and adaptability, ensuring forces can sustain tempo while operating
361 at range and under observation.

362

363 This approach leverages prepositioned stocks, strengthens the resilience of the global positioning
364 network, and invests in capabilities that shorten sustainment timelines and reduces signatures.

365 These efforts are informed by the operational experience of forward-deployed units that routinely

366 contend with constrained access, contested distribution routes, and the need to operate without
367 predictable logistics nodes.

368
369 Maritime Prepositioning Force and Global Positioning Network

370 The Maritime Prepositioning Force remains central to contested logistics. It reduces deployment
371 timelines and enables Marine forces to access critical equipment during the initial phases of a
372 crisis, preserving momentum and enabling rapid transition to operations. Complemented by the
373 Global Positioning Network, ashore prepositioned stocks, equipment, and contracting allow the
374 Corps to close forces quickly while reducing reliance on extended and vulnerable supply lines.
375 Together, these capabilities underpin the Marine Corps' ability to respond rapidly and sustain
376 combat power forward.

377
378 Magazine Depth and Ammunition

379 Sustaining lethality in contested environments requires sufficient magazine depth to support
380 extended operations. The Marine Corps continues to prioritize ammunition availability to ensure
381 forces can maintain combat effectiveness during protracted conflict. Adequate magazine depth
382 preserves freedom of action, reduces operational risk, and allows commanders to operate without
383 constraint imposed by resupply limitations in contested maritime terrain.

384
385 The fielding of Naval Strike Missiles (NSM) to support the Navy-Marine Corps Expeditionary
386 Ship Interdiction System (NMESIS) enhances the Corps' ability to sustain combat power in
387 maritime and littoral environments. Long Range Anti-Ship Missiles (LRASM) and Precision
388 Attack Strike Munition (PASM), along with the Multiple Launch Rocket System (MLRS)
389 Family of Munitions (MFOM), provide critical support in a protracted conflict, ensuring the
390 Marine Corps can project sustained power across vast distances. These munitions are essential
391 for maintaining the Corps' ability to deter and, if necessary, decisively engage adversaries while
392 minimizing the risks posed by resupply limitations in the face of extended operations.

393
394 Digital Manufacturing

395 Digital manufacturing expands the Corps' ability to generate sustainment forward and reinforces
396 the expeditionary ethos. The Marine Corps is shifting advanced manufacturing from a narrow
397 supply and maintenance tool toward a warfighting capability that pushes production closer to the
398 tactical edge and reduces predictable logistics targets. Updated policy now enables lower-level
399 commanders to employ advanced-manufactured items for a wider set of applications when
400 technical data rights exist and risk is acceptable, but fielding remains constrained by capacity and
401 resourcing. The Tactical Fabrication, Expeditionary Fabrication, and Advanced Integrated
402 Mobile Machine Shop systems are our solution to employing advanced-manufacturing at the
403 lower-level. We are working to address constraints and field these capabilities as rapidly as
404 possible. At the same time, the digital manufacturing data vault has grown to approximately 650
405 approved repair parts and designs, but broad employment remains limited by technical data
406 rights constraints and cybersecurity policies that complicate access to the full dataset when
407 forward-deployed.

408
409 Casualty Care and Room-Temperature Blood

410 Casualty care remains a critical component of contested logistics. As future conflicts extend
411 evacuation timelines under long-range fires, electronic warfare, and access constraints, the Corps

412 is modernizing austere medical support toward a more distributed system designed for dispersed
413 maritime operations and stand-in forces. The development of room-temperature blood products
414 and freeze-dried plasma aims to address these challenges by enabling life-saving interventions in
415 the field without the need for complex cold-chain logistics. These efforts strengthen survivability
416 and preserve combat power when evacuation is delayed and access to established medical
417 facilities is limited.

418 419 Installation Resilience

420 Installations remain the foundation upon which readiness and warfighting proficiency are built.
421 They support training, sustainment, pre-deployment preparation, and the daily activities that
422 enable Marines to deploy ready to fight. Enhancing installation resilience is therefore essential to
423 the Marine Corps' ability to generate and sustain forces in contested environments. The Corps is
424 modernizing installation communications by eliminating antiquated analog systems, improving
425 the installation communications grid, and embedding Operational Technology (OT) into
426 facilities and utilities operations to secure, monitor, and defend facility-related control systems.
427 Delivering a modern installation communications grid that is capable of meeting emerging
428 requirements is a priority. Additionally, the Corps is developing a regional network security
429 operations center concept as an integration point for local cyber response.

430

431 **Modernization and Lethality**

432 The Marine Corps continues to modernize at a pace shaped by the demands of the operating
433 environment and the lessons drawn from forward-deployed forces. We are grateful for the
434 Department of War's recent initiative to reform the acquisition system to maximize combat
435 readiness by prioritizing the timely and urgent delivery of operational capabilities to the
436 warfighter. Modern conflict requires formations that can sense, shoot, maneuver, and
437 communicate under persistent surveillance and long-range precision threat. The Corps'
438 modernization efforts are focused on ensuring Marines can fight and prevail in contested littorals
439 while supporting the naval and joint team.

440

441 **Precision Fires**

442 Modernization of precision fires provides commanders with the ability to engage targets at
443 extended ranges with increased accuracy and responsiveness. These capabilities allow Marine
444 forces to shape adversary decision making, hold key systems at risk, and extend the reach of
445 naval and joint fires. Precision fires enhance the Corps' ability to contribute meaningfully to
446 joint kill chains while remaining mobile and survivable in contested environments.

447

448 The Naval Strike Missile (NSM), fired from the Navy-Marine Corps Expeditionary Ship
449 Interdiction System (NMESIS), provides a critical capability for surface warfare with a range
450 exceeding 100 nautical miles. This ground-based anti-ship missile system, capable of launching
451 from a highly mobile platform, enhances the Marine Corps' ability to disrupt enemy maritime
452 operations across large areas of the Indo-Pacific. NMESIS has completed multiple successful
453 live-fire events, reinforcing the Corps' role in sea-denial operations. The system will be further
454 expanded with Multiple Launch Rocket System (MLRS) Family of Munitions (MFOM) Launch
455 Unit (MLU), currently under development, to provide enhanced flexibility and targeting options
456 from the same platform.

457

458 Additionally, the Precision Strike Missile (PrSM), integrated with the High Mobility Artillery
459 Rocket System (HIMARS), provides the Marine Corps with precision strike capabilities that
460 exceed current ranges. HIMARS, now operational in both the Active and Reserve components,
461 forms a core part of the Marine Corps' surface-based long-range precision fires capability,
462 enabling long-range engagements while maintaining rapid mobility.

463

464 **Ground Based Air Defense (GBAD) – Family of Systems**

465 Ground-based air defense capabilities continue to evolve in response to the growing threat posed
466 by unmanned systems, cruise missiles, and other aerial platforms. The Corps is developing and
467 fielding a family of ground-based air defense systems that provides layered protection across
468 dispersed formations. These capabilities enable Marines to maneuver with greater confidence,
469 preserve freedom of action, and operate under increasingly complex aerial threat conditions.

470

471 The Organic Counter Small Unmanned Aircraft System (O-CsUAS) initiative provides a force
472 protection solution against small Unmanned Aircraft Systems (sUAS) across every element of
473 the Marine Corps. O-CsUAS integrates active and passive sensors, electromagnetic warfare
474 jammers, and kinetic defeat capabilities, such as anti-drone cartridges, remote weapon stations,
475 and drone interceptors. These systems leverage existing weapon systems within Marine
476 formations and includes dismounted systems for squad-level use, mounted systems for vehicle
477 integration, and expeditionary systems for protecting command and control nodes, logistics hubs,
478 and operationally-fixed expeditionary sites. We are working to field these systems across the
479 force as rapidly as possible.

480

481 The Installation Counter Small Unmanned Aircraft System (I-CsUAS) is designed to protect
482 critical assets on Marine Corps installations, both within the Continental United States and on
483 overseas territories. I-CsUAS integrates a combination of active and passive sensors,
484 electromagnetic warfare jammers, drone interceptors, and command-and-control software to
485 detect, track, identify, and defeat sUAS threats. These systems are tailored to each installation's
486 unique needs and will be employed by base personnel to protect key infrastructure. Initial
487 capabilities are now being fielded at select installations. It is projected that the program will
488 continue to expand, with capabilities being fielded to installations across the entire Marine
489 Corps.

490

491 The Marine Air Defense Integrated System (MADIS) is a cornerstone of the Corps' air defense
492 modernization. Mounted on Joint Light Tactical Vehicles (JLTVs), MADIS counters a range of
493 aerial threats, including Group 1-3 UAS, rotary-wing, and fixed-wing aircraft. The Corps has
494 fielded the initial systems, and the capability will be further expanded with the integration of
495 additional munitions, improved sensors, command and control capabilities, and electromagnetic
496 warfare enhancements.

497

498 Building on this, the Light-Marine Air Defense Integrated System (L-MADIS) offers an
499 upgradeable and lighter solution for protecting forces against Group 1-3 UAS, rotary-wing, and
500 fixed-wing aircraft at low altitudes. The Mk-1 variant of L-MADIS is equipped with shoulder-
501 fired Stinger missiles, while the Mk-2 serves as a command-and-control node, integrating active
502 and passive detection and electromagnetic warfare capabilities. The L-MADIS system will
503 provide a mobile, expeditionary air defense solution for agile, distributed operations.

504
505 The Medium Range Intercept Capability (MRIC) system further enhances the Corps' layered
506 defense by defending forward-deployed forces against cruise missiles and larger UAS threats.
507 MRIC integrates the TPS-80 G/ATOR and the Common Aviation Command and Control System
508 (CAC2S) with Tamir interceptors and key components from the Iron Dome Defense System to
509 provide high-end defense against complex aerial threats. The initial system was delivered to III
510 MEF, with an eventual goal of increasing the total number of systems across the Marine Corps.
511

512 **Unmanned Systems and Counter-Unmanned Systems**

513 Unmanned and counter-unmanned systems enhance the Marine Corps' ability to sense, strike,
514 and sustain while complicating adversary targeting. These systems increase situational
515 awareness, enable distributed decision-making, and reduce risk to Marines by complementing
516 manned platforms. Ongoing experimentation and integration are improving resilience and
517 lethality, allowing the Corps to persist within threat envelopes and support joint operations.
518

519 The Marine Corps is accelerating the integration of first-person view (FPV) and one-way attack
520 drones into formations across the Fleet Marine Force to enhance individual and unit lethality.
521 Through the Marine Corps Attack Drone Team's aggressive training and experimentation, the
522 Corps is rapidly integrating FPV and one-way attack drone training into units at every echelon
523 and fielding capabilities to formations across the globe. This has enabled Marines to further
524 refine employment tactics, techniques, and procedures and accelerate proficiency. The Marine
525 Corps is working towards service-level implementation and incorporating the FPV drone
526 curriculum into entry level training. The Marine Corps is fully committed to organizing, training,
527 and equipping forces with the lethal drones the modern battlefield requires.
528

529 The Marine Corps is advancing its unmanned systems portfolio, with significant progress in both
530 ground and aerial platforms. The MQ-9A Unmanned Aircraft System (UAS) is being used
531 extensively in the Indo-Pacific, supporting long-range surveillance and intelligence gathering.
532 The Tactical Resupply UAS (TRUAS) has been integrated into logistical operations enabling
533 autonomous resupply missions with greater situational awareness.
534

535 In the Counter-Unmanned Systems domain, the Marine Corps is fielding systems like MADIS
536 and L-MADIS to provide defense against aerial threats, while also expanding its Unmanned
537 Common Controller to allow for the management of multiple unmanned platforms from a single
538 interface. These developments are designed to enhance operational flexibility, ensuring the
539 Corps can effectively counter adversary UAS and remain agile in contested environments.
540

541 These advancements position the Marine Corps to operate effectively in contested environments,
542 maintaining decision advantage and combat readiness across multiple domains.
543

544 **Intelligence, Surveillance, and Reconnaissance**

545 ISR capabilities continue to mature through the integration of multi-domain sensing networks
546 that provide persistent awareness in contested environments. These systems enhance
547 commanders' understanding of the battlespace, enabling rapid responses to changing conditions.
548 The Marine Corps is prioritizing organic ISR systems to improve maritime domain awareness
549 and operational flexibility.

550
551 Key advancements include the MQ-9A Unmanned Aircraft System, which provides long-range
552 surveillance and real-time intelligence for forward-deployed forces. Additionally, the TPS-80
553 Ground/Air Task-Oriented Radar (G/ATOR) system, now operational, supports integrated air
554 and missile defense, while also enhancing joint targeting and battlespace awareness.

555
556 The Family of Integrated Targeting Cells (FITC) supports the Corps' role in closing kill webs
557 and improving integration with joint and coalition forces. This system ensures Marines have
558 access to critical data, even in contested and degraded environments, by correlating sensor feeds
559 across multiple platforms. The Terrestrial Collection Systems (TCS), including Ground-Based
560 Maritime Sensors and Unattended Ground Sensors, provide organic, near-real-time intelligence
561 to Marine Air-Ground Task Forces (MAGTFs), reducing reliance on external intelligence
562 networks.

563
564 The Marine Corps is also expanding its contribution to the space domain. Marines serve as a key
565 component for United States Space Command delivering expeditionary space capability through
566 the Electromagnetic Reconnaissance System (ERS) and the prototype Enos system. Marines are
567 actively contributing to the Joint Force by providing a range of critical capabilities from space-
568 based ISR to space control.

569
570 These capabilities ensure that the Marine Corps remains ready to respond rapidly and effectively,
571 sustaining its operational advantage and enhancing mission success in multi-domain operations.

572 573 **Aviation Modernization**

574 Key modernization initiatives within the 2026 Marine Corps Aviation Plan include the Tactical
575 Aircraft Transition Plan, modernization of MV-22s and H-1s, CH-53K Transition Plan, and
576 integration of Collaborative Combat Aircraft for advanced manned-unmanned teaming
577 capabilities.

578
579 The phased transition of tactical aircraft provides the Corps with the capacity to compete in near-
580 peer, high-risk environments in support of the MAGTF and Joint Force. The F-35 program is
581 going through a focused period of upgrades and modernization to close and accelerate kill chains
582 and increase survivability against modern defenses.

583
584 Modernization efforts for the MV-22 are focused on platform modernization and aircraft
585 inventory management ensuring the fleet continues to meet evolving safety and operational
586 requirements. These efforts are intended to extend the platform's service life into the 2050s.

587
588 The H-1 program's modernization plan over the next 10 years presents a lethal, survivable, and
589 versatile tool for the MAGTF and Joint Force to combat peer-adversary malign behavior across
590 the range of military operations in any clime and place. The modernization plan is oriented
591 around three principal priorities: lethality, digital interoperability, and survivability. The
592 backbone of H-1 Mid-Life Modernization is Structural and Power Improvement for Next-gen
593 Effects, which provides greater electrical power capacity to expand current warfighting
594 capabilities and increased ability to integrate future weapons.

595

596 The phased transition from the CH-53E Super Stallion to the CH-53K King Stallion ensures
597 uninterrupted heavy lift capability while modernizing for future operational demands. CH-53K
598 priorities include aircraft, parts, and spares procurement and deliveries to support transition,
599 training, and deployment.

600
601 Finally, the Marine Corps continues to be the leading service pursuing rapid prototyping and
602 fielding of our Collaborative Combat Aircraft that provides an unmanned capability partnered
603 with F-35 to enhance lethality, survivability, and capacity of missions across a wide range of
604 developing threat environments.

605 606 **Command and Control – Project Dynamis**

607 Modernization of command and control is essential for the Marine Corps to operate effectively in
608 degraded and contested information environments. Project Dynamis is central to this
609 transformation, enhancing information sharing, increasing resilience to adversary disruption, and
610 supporting operations across dispersed maritime terrain.

611
612 Dynamis enables Artificial Intelligence-powered decision advantage by integrating commercial
613 technologies with Marine Corps warfighting functions. The system supports the rapid processing
614 and sharing of fused data across the Joint Force, providing commanders with real-time,
615 actionable intelligence. As part of its ongoing development, Task Force Maven is expanding the
616 Marine Corps' access to the Maven Smart System (MSS), which connects sensors, systems, and
617 data streams across multiple domains, ensuring Marines can act at the speed and scale of
618 relevance in joint operations.

619
620 Dynamis' ability to sustain resilient, end-to-end dynamic targeting is a key advantage for the
621 Marine Corps. As the system continues to mature, it will enhance the Corps' ability to conduct
622 distributed operations, maintain operational tempo, and stay ahead of adversary targeting efforts.
623 The integration of MSS, now used by over 4,900 Marines, exemplifies the Corps' commitment to
624 leveraging Artificial Intelligence to shape decision-making at all echelons, improving the Corps'
625 joint kill chain capabilities in real-time operations.

626 627 **Electromagnetic Warfare**

628 Electromagnetic warfare remains a priority as the electromagnetic spectrum becomes
629 increasingly contested, congested, and relevant to operations across all domains. The Marine
630 Corps is aggressively pursuing new generations of distributed electromagnetic warfare systems,
631 grounded in open architectures, to ensure rapid and continuous capability modernization and
632 delivery. We must maintain the ability detect, deny, and degrade adversary use of the
633 electromagnetic spectrum and ensure Marines remain adaptable and effective in it.

634
635 To achieve full integration of electromagnetic warfare, the Marine Corps is also
636 professionalizing its Electromagnetic Spectrum Operations (EMSO) force. This initiative
637 establishes a formal career path for technical experts charged with orchestrating electromagnetic
638 spectrum maneuver at tactical and operational levels. These efforts will enhance operational
639 readiness, reduce training redundancy, and provide the MAGTF with the specialized expertise
640 necessary to command advanced non-kinetic systems while denying adversary access to the
641 spectrum.

642

643 **Modernize Training Ranges and Education Systems**

644 Modern training ranges and professional military education (PME) continue to evolve alongside
645 the development of new technologies and warfighting capabilities. Updated ranges, improved
646 instrumentation, and advanced education systems ensure Marines are equipped to train
647 realistically, integrate emerging technologies, and develop the judgment required for complex
648 operations in increasingly contested environments.

649

650 In FY25, Marine Corps University (MCU) modernized its PME system to address the growing
651 complexity of modern warfare. This includes the consolidation of Staff Noncommissioned
652 Officer (SNCO) PME, which streamlines leadership development and better equips Marines to
653 perform at the tactical and operational levels. This consolidation allows for more relevant,
654 performance-based training that directly reflects the high-tempo, real-world challenges faced by
655 Marines in the field.

656

657 Simultaneously, wargaming innovations have enhanced training across the Fleet Marine Force.
658 The MCU Wargaming Cloud, offering over 15 wargames, supports global participation in
659 company-level training, encouraging calculated decision-making under uncertainty. The
660 integration of artificial intelligence (AI) into the PME curriculum has further expanded Marines'
661 understanding of emerging technologies and enhanced their ability to operate in a digital warfare
662 environment.

663

664 The Marine Corps also invested in range modernization in FY26, focusing on expanding airspace
665 and improving simulation systems, such as the Marine Corps Tactical Instrumentation System
666 (MCTIS). These upgrades provide unambiguous feedback, enabling real-time adjudication of
667 target engagements and improving overall proficiency. By FY27, these enhancements will
668 support integrated air-ground training, including the use of unmanned systems, facilitating joint
669 and combined arms exercises in increasingly complex environments.

670

671 These efforts strengthen the Corps' ability to adapt, experiment, and train for the multi-domain
672 battlespace, ensuring Marines are ready for the evolving challenges of modern warfare.

673

674 **Third Consecutive Clean Audit Opinion**

675 The Marine Corps has now achieved its third consecutive clean audit opinion, establishing a
676 reliable trend in financial management. This milestone highlights ongoing improvements in
677 accountability and resource stewardship. By consistently meeting audit standards, the Corps
678 demonstrates its ability to manage resources effectively while adapting to a complex operational
679 environment. Strong financial stewardship will remain critical as the Marine Corps continues its
680 modernization efforts and ensures resources are allocated efficiently to sustain momentum.

681

682 **Building and Sustaining a Lethal Force**

683 The strength of the Marine Corps begins with the Marines themselves. As a warfighting
684 organization, the Corps' focus remains on readiness, and caring for Marines is an essential
685 component of that mission. Building and sustaining a lethal force requires a deliberate
686 investment in the people who fight, lead, and sustain the Corps, ensuring they remain prepared to
687 meet the challenges of demanding operational conditions.

688

689 **Barracks 2030**

690 Barracks 2030 advances readiness by providing Marines with modern, safe living conditions
691 essential for the Corps' expeditionary mission. The initiative focuses on improving management,
692 modernization, and material, aiming to provide functional housing that enhances operational
693 readiness.

694

695 This effort is not seen as an amenity but as a critical readiness infrastructure component.

696 Barracks modernization supports retention and discipline by promoting stability and reducing
697 distractions. Continued investment ensures sustained improvements.

698

699 By modernizing housing, the Marine Corps aligns with the Secretary of War's Barracks Task
700 Force vision, reinforcing a culture of readiness and improving quality of life for Marines, directly
701 impacting retention and long-term operational effectiveness.

702

703 **Marine Corps Total Fitness**

704 Marine Corps Total Fitness (MCTF) provides a comprehensive approach to physical, mental,
705 spiritual, and social readiness. This framework reflects the reality that Marines must operate
706 under stress, adapt rapidly, and sustain performance over time. In FY25, the Marine Corps began
707 implementing the Warrior Athlete Readiness and Resilience (WARR) program, expanding its
708 focus on mental and physical health to improve Marines' overall resilience. The program
709 emphasizes combat readiness and the ability to thrive in high-stress, dynamic environments.

710

711 Marine Corps Total Fitness strengthens individual Marines while reinforcing unit cohesion and
712 combat effectiveness. The Personal Readiness Seminar (PRS), retooled in FY25, provides
713 Marines with skills across financial literacy, mental health awareness, and physical conditioning.
714 In addition, Operational Stress Control and Readiness (OSCAR) programs have been
715 implemented at all levels, ensuring Marines are prepared to handle stress and build resilience
716 under pressure.

717

718 **Total Compensation – Pay, Benefits, Skills, and Services**

719 Quality of life is best understood through the lens of total compensation. Regular Military
720 Compensation, which represents cash payment of basic pay, subsistence and housing allowances,
721 and a federal tax advantage, is above the 75th percentile for both enlisted members and officers
722 when compared to civilian pay. A broad range of targeted bonuses, special pay, and incentive
723 pay support the Service's recruiting and retention missions. Marines also receive a
724 comprehensive package that includes access to housing, healthcare, meals in-kind, childcare,
725 education, and transition benefits, all of which directly support readiness. Equally important, the
726 Corps invests heavily in training and skill development that translates beyond military service.
727 This full package compares favorably with civilian opportunities and must be understood as an
728 integrated system that enables Marines to focus on mission execution.

729

730 In FY25, the Marine Corps expanded initiatives to improve family support, including enhancing
731 childcare access and streamlining professional development programs for spouses. Through the
732 Spouse Relicensing and Business Reimbursement Program, over \$235,000 has been provided to
733 587 spouses between FY19 and FY25, helping them maintain career continuity during
734 Permanent Change of Station (PCS) transitions. While this initiative has made significant strides

735 in addressing challenges related to professional licensure reciprocity, more work remains to
736 ensure that military spouses can maintain stable, mobile careers despite frequent relocations.

737
738 These efforts, aimed at reducing family stress and increasing stability, do not dilute the Corps'
739 standards or ethos; rather, they reinforce them by enabling Marines to focus on their mission,
740 reducing distractions, and fostering resilience. By supporting Marines and their families with
741 stable living conditions, career development, and a supportive environment, the Corps ensures
742 sustained readiness, operational effectiveness, and long-term retention.

743 744 **Enduring Responsibilities**

745 The Marine Corps remains committed to addressing enduring responsibilities, including
746 preventing sexual assault, reducing suicide, and countering substance abuse. These efforts are
747 essential for maintaining discipline, trust, and professionalism. The Corps has continued to
748 evolve its Sexual Assault Prevention and Response (SAPR) program, leveraging data-informed
749 strategies and leadership engagement to reduce incidents. In FY25, SAPR recorded a slight
750 decrease in reports, though we remain committed to protecting our Marines and holding
751 offenders appropriately accountable.

752
753 Suicide prevention is also a top priority. Marine Corps Total Fitness (MCTF) and Operational
754 Stress Control and Readiness (OSCAR) are key to our suicide prevention strategy. OSCAR
755 operationalizes MCTF through peer-to-peer engagement and opportunities to build skills across
756 the spiritual, social, mental, and physical domains to better prepare Marines for the stressors they
757 will experience on the battlefield and in life thus enhancing readiness and resilience. The Marine
758 Corps continues to utilize Command Individual Risk and Resiliency Assessment System
759 (CIRRAS) to further help identify at-risk Marines, facilitating early intervention through the
760 Force Preservation Council and the Marine Intercept Program (MIP). The Corps has further
761 strengthened its Substance Assessment and Counseling Program (SACP), offering support,
762 outreach, and prevention education to reduce misuse. In FY25, more than 9,100 Marines
763 participated in SACP alcohol education classes and SACP counselors convened more than
764 10,000 counseling sessions.

765
766 These efforts remain essential to maintaining discipline, trust, and professionalism. The Corps
767 recognizes that combat effectiveness depends on the character and health of Marines as much as
768 on the capabilities they employ. Upholding these standards reinforces the moral foundation that
769 has guided the Corps since its founding and remains essential.

770 771 **Recruit, Make, and Retain Marines**

772 Recruiting, making, and retaining Marines remains essential to meeting operational
773 requirements. In FY25, the Marine Corps met its mission by component and category,
774 overcoming challenges like decreased high school access and COVID-19 aftermath. Despite
775 these obstacles, the Corps exceeded its Start Pool goal by growing it to 39 percent, marking a 10
776 percent increase from the previous year.

777
778 Retention efforts are equally important. In FY25, the Marine Corps retained 17,044 Marines,
779 achieving 107 percent of its First Term Alignment Plan (FTAP) goal, surpassing expectations
780 and demonstrating strong retention success. This success was driven in part by the use of

781 Selective Retention Bonuses (SRB) and the Commandant’s Retention Program (CRP), which
782 played a crucial role in retaining high-demand skill Marines.

783
784 In FY26, the Marine Corps met its retention goal within the first month of the fiscal year,
785 demonstrating strong momentum. Additionally, the expansion of career development programs
786 ensures Marines remain engaged, focused, and prepared for future leadership roles.

787
788 As also supported by PB27, the Marine Corps is executing a Force Structure Review Group, to
789 responsibly design the future force structure with an achievable growth trajectory. Driven by
790 strategic guidance and service-level priorities, this effort will detail recruiting and retention
791 efforts, changes to force structure, changes to training and education, operational employment,
792 and required resources. The Marine Corps will establish a new objective force with an
793 executable force trajectory that is assessed, optimized, and implemented via the DOTMLPF-C
794 framework to identify the fully burdened cost.

795 796 **Reserve Optimization**

797 The Reserve Component provides depth, experience, and a vital link to communities across the
798 country. Optimizing reserve activation and utilization ensures the total force remains integrated
799 and responsive. In FY25, the Marine Corps Reserve contributed significantly to the Global Force
800 Management Allocation Plan (GFMAP), activating nearly 1,000 Reserve Marines for operations
801 across Southwest Asia, South America, and Africa. In addition, approximately 9,770 Reserve
802 Marines integrated with Joint Forces and partners across the globe to support more than 50
803 exercises. This increased activation demonstrates the Reserve Component’s growing role in
804 supporting the Active Component across global missions.

805
806 A well-aligned reserve force enhances surge capacity and reinforces the Marine Corps’ ability to
807 respond rapidly when required. Reserve modernization plans aim to synchronize active and
808 reserve efforts, ensuring no decrements to force offerings as units undergo modernization. Key
809 initiatives, such as Marine Corps Forces Reserves’ expansion of reserve infantry unit
810 modernization, training investment, and equipment availability and readiness are integral to this
811 effort. These actions ensure the Marine Corps’ Reserve remains a ready, reliable force,
812 contributing effectively to joint operations, crisis response, and global competition.

813 814 **Conclusion**

815
816 The Marine Corps remains a forward, ready, and lethal naval expeditionary force, poised to
817 deter, respond, and fight when called upon. Our global posture, reinforced by forward-deployed
818 forces and a sustained ARG/MEU presence, ensures national leaders and combatant commanders
819 have scalable options that preserve decision space and strengthen deterrence, particularly in
820 contested regions.

821
822 Investments to set the theater, including littoral mobility and contested logistics, enhance our
823 ability to maneuver and sustain combat power, even under persistent surveillance and long-range
824 threats. These capabilities ensure Marines can operate at the speed demanded by modern
825 warfare.

826

827 Modernization continues to gain momentum, shifting from experimentation to fielding, with a
828 focus on precision fires, air defense, unmanned systems, resilient command and control, and
829 electromagnetic warfare. These advances, along with disciplined resource management and
830 sustained investment in Marines, reinforce our commitment to readiness and ensure unmatched
831 lethality.

832
833 With your continued support, we will build on this momentum to maintain a Marine Corps that is
834 capable, resilient, and prepared to meet the challenges of the future. As we mark our 250th year,
835 we stand committed to sustaining the ethos that has always guided the Corps and will continue to
836 ensure its effectiveness for years to come.