



RESEARCH  
AND ENGINEERING

UNDER SECRETARY OF WAR  
3030 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3030

16 SEP 2025

MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP  
DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

SUBJECT: 2025 Defense Manufacturing Conference

I approve the 2025 Defense Manufacturing Conference (DMC), consistent with the Deputy Chief Management Officer's Department of War Conference Guidance, Version 4.0, issued June 26, 2016. The military services or defense agencies may have additional controls on travel to events like this conference, but this approval positions DMC 2025 as the Department's principal mechanism for broad dissemination of advanced manufacturing priorities, investments, and solutions, and I encourage your support.

This year's theme, "Revitalizing U.S. Defense Manufacturing to Secure Tomorrow's Battlefield," highlights the development of manufacturing technologies and capabilities aligned with the 2025 Interim Defense Strategic Guidance and the Secretary of War's priorities. Innovative solutions to complex defense manufacturing challenges underpin our initiatives to rebuild military systems and increase readiness. To modernize the powerful defense industrial base, the Department must harness the demonstrated abilities of non-traditional small and medium-sized manufacturers to innovate and disrupt.

The Department's Joint Defense Manufacturing Technology Panel (JDMTP) hosts the DMC, which is the Nation's annual forum for enhancing and leveraging the efforts of engineers, managers, technology leaders, scientists, and policymakers across the defense innovation community. The JDMTP will host the 2025 DMC in Orlando, Florida, on November 17-20, 2025. The agenda will include general sessions, technical sessions, an exhibit hall, and the presentation of the Defense Manufacturing Achievement Awards. For additional details, please visit [www.dmcmeeting.com](http://www.dmcmeeting.com).

A handwritten signature in black ink, appearing to read "Emil Michael", is located below the text.

Emil Michael