



INVESTOR BRIEFING | 2026

The Guam Buildup

A 30-Year Capital Deployment in the Indo-Pacific

Why Guam. Why now.

Strategic position is forcing a sustained capital cycle on the island

Current Construction in progress - \$6.1B – Planned 2026 awards - \$2.5B – NDAA FY2027 Proposed - \$2.0B

01

Strategic Mandate

Westernmost U.S. territory and INDOPACOM-named priority for permanent infrastructure improvements along the first island chain
“Presence itself constitutes deterrence” – Samuel Paparo, Commander US INDOPACOM

02

Multi-Decade Spend

Cumulative DOW activities generate \$11.7B in public-service requirements (2025-2054, in 2025 dollars). MILCON pipeline now exceeds \$6.1B across 67 projects under construction, with \$2.5B in 9 projects planned for FY26 awards and \$1.8B estimated for FY27 NDAA

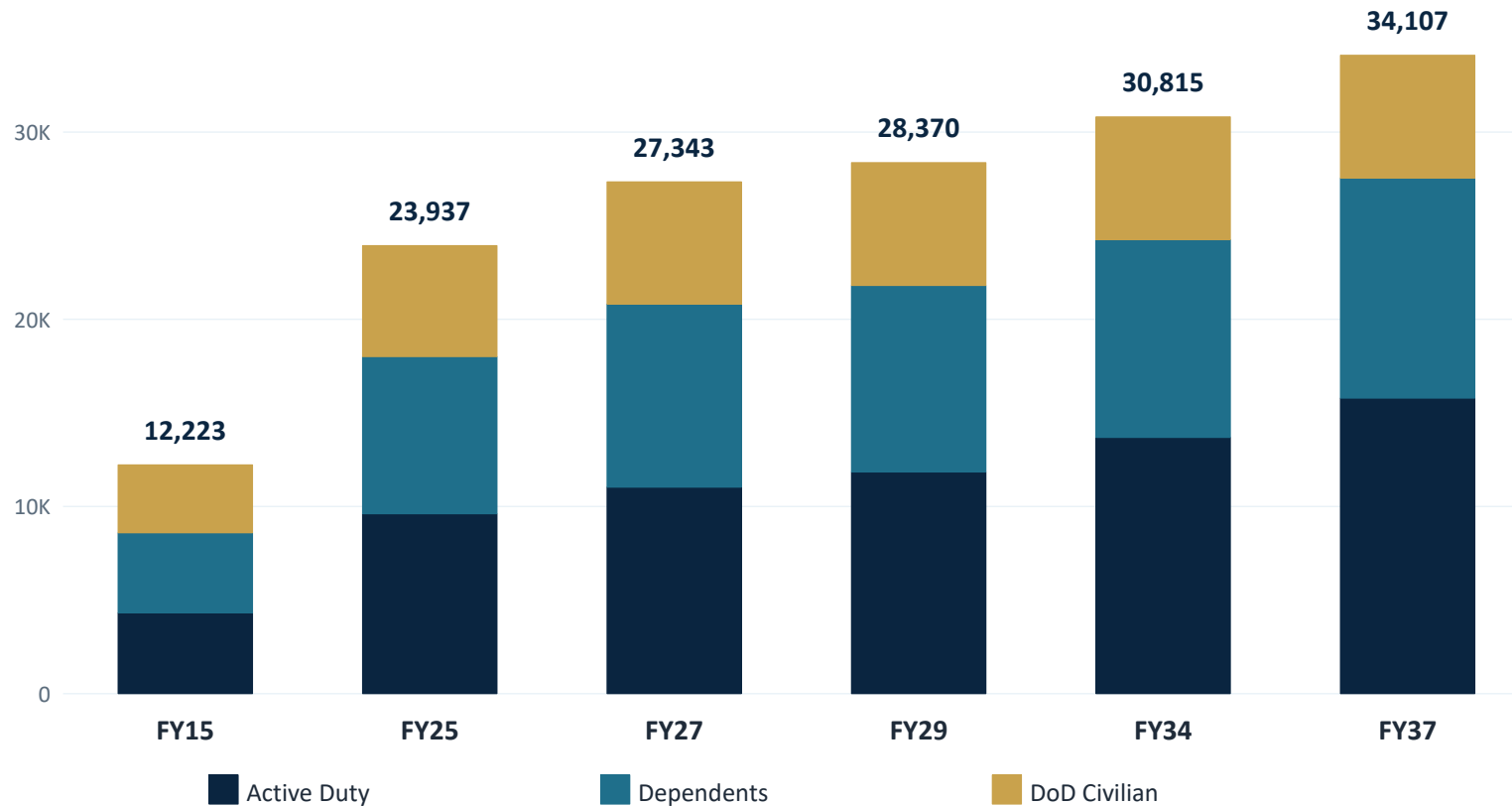
03

Persistent Demand

Population reaches steady-state of 42,645 by 2037. Construction tempo is high but the operational base is permanent.

Population growth by personnel type.

Active duty drives 52% of growth. Total DoD population goes from 12,223 (FY15) to 34,107 (FY37) — a +21,884 buildup.



GROWTH BY TYPE

+21,884

Total DoD population growth, FY15 → FY37

- Active Duty +11,470 (52%)
- Dependents +7,478 (34%)
- DoD Civilian +2,936 (13%)

Official count only. Excludes 5,000+ H-2B contractors, contractor dependents, O&M support, and indirect/induced jobs.

Source: JRM 14th CMCC Briefing, 14 Nov 2025 (CAO 15 Sep 2025).

U.S. INDOPACOM has named the priorities.

Three statements from the Commander, US INDOPACOM that frame the investment on Guam.

ON FORWARD PRESENCE

“

“Increase visible forward presence through rotational deployments, enhanced cooperation at Philippine bases, expanded access agreements, and permanent infrastructure improvements in Guam, Japan, and along the first island chain.”

ON ENERGY VULNERABILITY

“

“Energy infrastructure represents the most critical vulnerability. Guam derives nearly all power from oil imported through a single port and stored at exposed fuel farms — the world’s easiest target.”

ON PORTS & DUAL-USE

“

“Upgrade port facilities through military construction funding, dual-use infrastructure programs, and enhanced use leases that serve both civilian and military requirements. Priority locations: Guam, Hawaii, Philippines, COFA nations.”

U.S. Indo-Pacific Command (INDOPACOM) on Indo-Pacific posture and infrastructure priorities.

Five priority projects. Five years.

Critical infrastructure prioritized by CDLO each ranked, scoped, and aligned to NAVFAC's GovGuam Gap Analysis.

1	2	3	4	5
GMH & Medical Complex	Port of Guam	Road Transportation	Power Utility	Water & Wastewater

- Project-level deep dives to follow from agency leads

Where private capital plays a role.

The buildup creates concentrated, sustained demand outside the federal procurement perimeter.

Workforce Housing

Acute housing shortage flagged by GDOL; H-2B contractor deployments delayed pending units. Demand for both contractor and traditional commercial apartments.

Healthcare Services

\$1.6B 30-yr requirement. New hospital anchor, plus specialty care, telehealth, behavioral health. Off-island referrals are a structural inefficiency.

Construction & Trades

5,000+ H-2B workers on island. Multi-decade pipeline. Local trades, equipment rental, materials suppliers see sustained demand.

Utilities & Infrastructure

Power, water, telecom, solid waste — all at capacity limits. Resiliency upgrades and capacity expansion both in play.

Retail, Logistics, Services

Indirect/induced employment from the buildup creates derivative demand for consumer goods, food service, transportation, last-mile logistics.

What investors should watch.

Honest assessment of structural and execution risks. Each is addressable; none is binary.

HIGH

Labor capacity

H-2B processing times have crept from 34 days (FY24) to 67–102 days. Workforce housing is the binding constraint. Any policy shift on H-2B caps materially affects construction velocity. DOW and Administration seeking congressional relief. H2B up to 2029.

MEDIUM

Population projection accuracy

JRM projections omit O&M support, indirect/induced jobs, civilian dependents. GovGuam and GAO have flagged the EIAMD figures as understated. Actual demand likely exceeds modeled demand.

MEDIUM

Public-service revenue gap

DOW activity generates lower per-capita local tax revenue than alternative economic uses. The \$11.7B requirement is gross; net offsets from federal transfers and fees are not quantified.

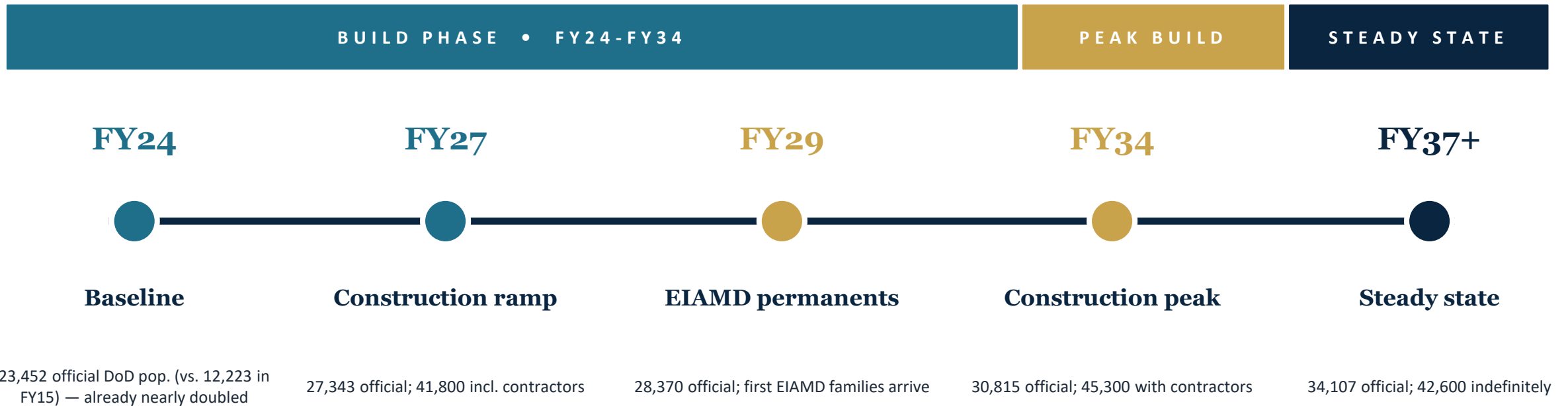
MEDIUM

Federal funding cycles

MILCON appropriations are subject to annual congressional action. Continuing resolutions and shutdowns periodically slow project starts, though the strategic mandate provides bipartisan floor.

When the capital cycle accelerates.

Three-phase profile: build phase, peak, steady state.



Capital deployment is heaviest FY27-FY34. Steady state is permanent — no anticipated end date.

Sources: JRM 14th CMCC Briefing, 14 Nov 2025 (official); GPSRM Table 4 (full picture).

THE TAKEAWAY

A policy-anchored, multi-decade Pacific play.

- 01** The buildup is mandated, not market-cyclical. The 30-year horizon and steady-state floor are the durable features.
- 02** Demand exceeds federal procurement. Housing, healthcare, education, utilities, and retail all have measurable, persistent gaps.
- 03** Federal, territorial, and INDOPACOM priorities are aligned. Capital that participates earns a return, serves Guam, and strengthens deterrence - three returns from one investment.