



NORTH ATLANTIC TREATY ORGANIZATION  
SUPREME ALLIED COMMANDER TRANSFORMATION

20 October 2011

*Dear Delegate,*

I am very pleased to be able to welcome you in Lisbon, for the Military Committee's annual Visit to Allied Command Transformation. The theme of this year's event is "*Applying the Lessons of Yesterday to the Solutions of Tomorrow*", which makes our call on the Joint Analysis and Lessons Learned Centre in Monsanto all the more relevant.

I would also like to take this opportunity to express my sincere gratitude to our Portuguese hosts for the warm welcome and generous assistance they have extended in support of this event. I only wish that we had more time to fully enjoy all that the great city of Lisbon has to offer.

The agenda has been built to cover items of particular relevance to defence capabilities, together with issues that I consider of special interest to the MC as we prepare for the 2012 NATO Summit. As always, my intent is that your visit provide a forum for compelling and constructive discussion. In addition, the venue will deliver an excellent opportunity to hear a first-hand report from the JALLC, regarding their work in Afghanistan and Libya, and to meet face to face with some of the staff.

In your welcome folder you will find further details regarding the schedule, and an outline of the topics to be discussed. I am confident that the customary enthusiasm the MC has for such events, will help make the 2011 MC Visit both stimulating and productive, and further strengthen the unique relationship we have forged over the years.

*Again, a warm welcome,*

Stéphane Abrial  
General, French Air Force  
Supreme Allied Commander Transformation

