

Distinguished Guests, Colleagues, Representatives of the defence industry, think tanks
and academia, Ladies and Gentlemen,

It is my great pleasure to welcome you at the annual Strategic Foresight Analysis Workshop of NATO's Allied Command Transformation, this year organised in Budapest, Hungary. Let me take this opportunity to thank the National Public Service University for hosting the Workshop in its lovely new building.

We are living in a complex security environment, transforming at an exponential rate, which will continue to be the main driver for NATO's adaptation efforts. Driven mostly by rapid changes in technology, the world is becoming more interconnected. At the current speed, the global trends present unique challenges we have to face.

Our strategic analysis will be constantly challenged, therefore it is imperative to have a common understanding of the future trends and their military implications. It will enable us to better coordinate our national defence plans to face future challenges, and to grasp new opportunities. The SFA is built upon the principles described in NATO's 2010 Strategic Concept and subsequent Summit Declarations as the basis for ensuring Alliance security. It is based on the information derived from recent national/international studies and supported by an array of literature from different sources that address future trends out to 2030-2050 timeframe. Analysis of these resources focuses on the commonalities

in different documents, and findings are taken to workshops for further discussions with a wider audience.

The SFA is the initial phase of the Long-Term Military Transformation (LTMT) efforts at ACT and sets the intellectual foundation for the Framework for Future Alliance Operations (FFAO). SFA and FFAO are designed to improve the Alliance's long-term perspective of the future security environment to support and inform the NATO Defence Planning Process.

These factors highlight the importance of this Workshop.

Here in Budapest, we also take part in this working process, what's more, we are making extra efforts in our new organisational structure to establish its domestic technological base. Technology will continue to shape the social, cultural, and economic fabrics of our societies at all levels. New and emerging technologies offer enormous opportunities, but also present new vulnerabilities and challenges as the world pivots towards digitalization.

In order to provide an appropriate answer to these challenges, Hungary has launched an overarching home defence and force development programme, called **Zrínyi 2026**. It is the most comprehensive and ambitious capability development plan in the last 25 years and it also aims to underpin that Hungary is a reliable Ally which takes its commitments, stemming from Wales and Warsaw, seriously. HDF is in the process of transformation, therefore we have a high number of priorities, but our final aim is to establish an armed

force which is able to take its share in the protection of its citizens as well as in the defence of the Alliance.

The NATO requirement to provide heavier and responsive forces is, obviously, a huge undertaking for a small country like Hungary. Given the range and variety of the areas which need to be developed, we had to devise a plan which includes a substantial number of individual capability development projects.

These development projects should also contribute to the improvement of the national economy, therefore the acquisition of new weapon systems is not only a force planning project but a wider one which involves economic and other strategic considerations. A separate presentation is designated to inform you about the most important features of this major project.

We are greatly interested in the new methodology of SFA/FFAO supported by computer analysis. We trust that this effort will produce a system which will be useful and profitable for each Ally and Partner nation. We wish to contribute to this in every possible way.

The agenda for the Workshop seems ambitious and I welcome the development of reports on regional perspectives:

- Russia is an important actor and represents a challenge on the one hand. On the other, however, it offers plenty of opportunities related to economy, commerce, energy and technology.

- North Africa is a region of growing concern. Poor economic and political policies, radicalization and terrorist activities in weak and failing states amplifying the potential for instability along NATO's borders. It is our primary interest to put a hold on the pressure of mass migration on Europe, the refugee crisis and the influx of terrorism. We need to know and shape that region and treat the problems at their roots.
- Easier accessibility of the Arctic region can be a source of conflict. It is important the Alliance have an established overarching policy regarding this region.

We are all looking forward to hearing these presentations, briefings and discussions so now I will give the floor to my colleagues and wish you a successful and informative event here in Budapest.