



ASSISTANT SECRETARY GENERAL
FOR DEFENCE POLICY AND PLANNING
LE SECRETAIRE GENERAL ADJOINT
POUR LA POLITIQUE ET LES PLANS DE DEFENSE

DPP(2024)0125

25 March 2024

General Martin Herem
Commander of the Estonian Defence Forces
Ministry of Defence
Estonia

Dear Martin,

I wanted to thank you for speaking at last week's Defence Policy and Planning Symposium at the NATO school in Oberammergau. I was delighted by the way your panel went, and it fitted in really well to the conference as a whole. We tried hard to get some fresher perspective this year and you helped make that possible.

Fantastic job - a real highlight,

Best wishes,

Angus

Angus Lapsley