**The 21st JTLS-GO International Users Conference**

ROLANDS & ASSOCIATES Corporation (R&A®) is pleased to announce its 21st Joint Theater Level Simulation - Global Operations (JTLS-GO®) International Users Conference (IUC). An essential component of the IUC is the opportunity for all Users to become acquainted, share JTLS-GO experiences, and identify capabilities they would like to see in future versions of the Simulation.

User presentations, technical discussions, demonstrations, and ad hoc activities are scheduled for this three-day event. We expect the highlights of the 2019 Conference will include an evolving emphasis on training, CAX support, analysis, wargaming, AI research, data analysis and decision support. A draft schedule is included herewith. All attendees are invited to provide an overview of how they are using JTLS-GO in their respective Areas of Responsibility and their future plans. A special invited presentation will discuss the “Software Color of Money”.

The Conference fee of $1,100.00 USD is waived for current JTLS-GO clients in accordance with their Site License(s) and for all speakers. Additional Conference data are available at ROLANDS.com. The Conference Staff POCs are Ms. R. Gibson and Mr. R. Dotson, who may be contacted at Conference@ROLANDS.com.

The following table illustrates some of the uses and Users of JTLS-GO since the 2018 Conference.

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| Keen Edge / USINDOPACOM & Japan | Key Resolve / USINDOPACOM, USKORCOM & the ROK |
| Cobra Gold / USINDOPACOM & Thailand | Balikatan / USINDOPACOM & The Philippines |
| GRAM / Norway | Han Kuang / USINDOPACOM & Taiwan |
| Citadel Javelin / France | Trident Jaguar / NATO |
| CWIX / JWC | Trident Juncture / NATO |
| Norwegian Joint Headquarters Training / R&A SIMCEN | Trident Jupiter / NATO |
| Bersama Warrior / USINDOPACOM & Malaysia | Trident Jackal / NATO |

The full User complement will be presented at the Conference as well as R&A’s direct support to the US Joint Staff/J7 will be presented at Conference.

The overall schedule for the JTLS-GO IUC is in the following table. A detailed speaker schedule will be provided at the Conference.

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| The 21st JTLS-GO International Users Conference Schedule | | | |
| Date | Time | Event | Location |
| 3 Sept | 1800-2000 | Registration | Embassy Suites Hotel, Monterey Bay-Seaside, California |
| 4 Sept | 0900-1600 | Conference | Embassy Suites Hotel, Monterey Bay-Seaside, California |
| 4 Sept | 1800-2200 | Reception | Marriott Hotel, Monterey |
| 5 Sept | 0900-1200 | Conference | Embassy Suites Hotel, Monterey Bay-Seaside, California |
| 6 Sept | 0800-1130 | Informal Meetings and lunch. | Monterey Pines Golf Course. Everyone is welcome. |
| 6 Sept | 0900-1600 | Scheduled Meetings and demonstrations | R&A Headquarters |

WARGAMING

AT THE OPERATIONAL LEVEL

OF CIVIL-MILITARY ENGAGEMENT

JTLS-GO INTERNATIONAL USERS CONFERENCE - #21

4-6 SEPTEMBER 2019

We look forward to seeing you.

With our best regards,

The R&A Conference Staff