Dear colleagues and friends,

It is a great pleasure and honor to welcome each and every one of you on behalf of Elettra Sincrotrone Trieste to the 3<sup>rd</sup> workshop on Particle Accelerator Upgrade, Removal and Installation.

We are extremely happy we can discuss this topic here, in Trieste for the first time in-person in the series of these workshops it is also a pleasure to see many friends and colleagues gathered here these days as we delve into this vital aspect of the development of our infrastructures.

Elettra Sincrotrone Trieste has built and operates two advanced light sources: Elettra, a third-generation synchrotron radiation light source, and FERMI, a free electron laser.

Last Autumn we celebrated the anniversary of operation of Elettra, thirty years of distinguished service to the scientific community. Few years ago we started the project to replace the existing source with a 4<sup>th</sup> generation ultra low emittance light source, named Elettra 2.0.

Our plan is that Elettra will conclude its operation on 2<sup>nd</sup> July of next year and Elettra 2.0 will start to provide light to users at beginning of 2027. This goal imposes technical challenges and careful organization in all phases also considering the expectations of our established user community.

This process is common to almost all the facilities of the same kind which have similar projects at different stage of advancement or as ESRF already concluded.

Therefore, this workshop covers one of the most critical areas of such projects and the interest is clearly demonstrated by the high attendance here today.

The removal of an existing machine and the installation of a new one demand precision, expertise, and meticulous planning. It is a process that requires us to leverage the full extent of our knowledge, skills, and resources to ensure a seamless transition.

I am sure that this workshop will not only give us the chance of acquiring new skills or knowledge or to share our lesson learned, but it represents a unique opportunity to foster connections and ignite new collaborations in this field.

Trieste with its beautiful architecture and landscape, and why not with its cafes and bars, provides a perfect backdrop for this purpose.

Once again, welcome to the 3<sup>rd</sup> workshop on Particle Accelerator Upgrade, Removal and Installation.

We are very grateful to all of you here today and we hope you enjoy the workshop, the town and the visit to Elettra tomorrow.

Thank you.