



February 18, 2024

Dear General Herem,

On behalf of the CARSONE GROUP, thank you for ensuring our visit to Estonia was so fruitful. You opened our eyes to both the significant challenges, but also the clear opportunities available to a solid alliance between our two nations.

I wish you fair winds and clear horizons as you prepare to pass on your important responsibilities, knowing full well you will continue to serve Estonia with honor and integrity as you transition into a new role.

With warmest wishes,

KURT W. TIDD

ADMIRAL, U.S. NAVY (RET.)