



CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

10 June 2024

General Martin Herem
Commander of the Estonian Defence Forces
Juhkentali 58
15007 Tallinn
Republic of Estonia

Dear General ^{MARTIN} Herem,

Please accept my sincere congratulations as you complete your tenure as Commander of the Estonian Defence Forces and prepare for a well-deserved retirement.

I hope you will take time to reflect on all you have accomplished for Estonia and the NATO Alliance and the important legacy of excellence you leave behind after an outstanding career spanning more than 30 years. Your support of Ukraine set an example for all NATO members as we worked together to deter Russia's unprovoked aggression.

I am grateful for the opportunities to work with you on strengthening the close and valuable partnership between our countries. I deeply appreciate your perspective on regional security issues and NATO readiness.

I also thank you for your kind invitation to attend the change of command ceremony on 28 June 2024. Regrettably, I am unable to attend due to previously scheduled commitments. I hope the ceremony is memorable for you and your family.

Thank you for your years of exceptional leadership. I wish you and your family all the best as you transition to this next chapter.

Sincerely,

A handwritten signature in black ink, appearing to read "Charles Q. Brown, Jr." with a stylized flourish at the end.

CHARLES Q. BROWN, JR.
General, U.S. Air Force