

Keith Webster  
President, Defense & Aerospace Export Council  
U. S. Chamber of Commerce

July 24, 2021

Dear Keith,

President Biden nominated me to the position of the Undersecretary of Defense for Research & Engineering and the Senate unanimously confirmed me on July 22, 2021, so regrettably, I must officially resign my Advisory Board position with the U.S. Chamber of Commerce Defense & Aerospace Export Council. It has been a tremendous honor to work with you and I wish you the very best.

Sincerely Yours,

A handwritten signature in black ink, appearing to read "Heidi Shyu". The signature is fluid and cursive, with a long horizontal stroke at the end.

HON Heidi Shyu  
5424 3<sup>rd</sup> St. S.  
Arlington, VA  
22204