

Demis Hassabis  
% DeepMind  
6 Pancras Square  
London  
N1C 4AG

Lord Andrew Adonis  
National Infrastructure Commission  
11 Philpot Lane  
London  
EC3M 8UD

Tuesday 3rd October 2017

Dear Lord Adonis,

Please find enclosed my letter of resignation from the NIC. I would like to pass along many thanks to you and everyone on the team for your support during my time on the Commission. It was a great honour to serve as Commissioner and I have thoroughly enjoyed working with such a talented and motivated team.

I hope that we can stay in touch and I look forward to hearing about all the good work the Commission will conduct in the years to come.

Yours sincerely,



Demis Hassabis

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% DeepMind  
6 Pancras Square  
London  
N1C 4AG

Chancellor of the Exchequer  
HM Treasury  
1 Horse Guards Road  
London  
SW1A 2HQ

*Cc: Charles Roxburgh*

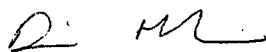
Tuesday 3rd October 2017

Dear Chancellor,

Please accept this as my formal resignation from the role of Commissioner for the National Infrastructure Commission. As detailed in the terms of appointment, I am providing three months' notice: the final meeting I plan to attend is that which convenes on 13 December 2017. Thereafter I will no longer be involved with the NIC.

It has been an honour to serve as a Commissioner. I have thoroughly enjoyed my time on the Commission and look forward to following the great work it will doubtless undertake in the years to come.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'D. Hassabis', with a stylized flourish at the end.

Demis Hassabis

**NATIONAL  
INFRASTRUCTURE  
COMMISSION**

---

Lord Andrew Adonis  
Chairman

11 Philpot Lane, London, EC3M 8UD

**Demis Hassabis**  
Deepmind Technologies  
6 Pancras Square  
London  
N1C 4AG

30 November 2017

*Hi Demis,*

I am writing to thank you for your contribution to the National Infrastructure Commission over the course of the last two years.

I know how many demands you have upon your time and fully understand your reasons for wishing to step down from the Commission at the end of this year. I trust, however, that you will take some satisfaction in having set the Commission so firmly on its path to becoming the UK's most credible, forward-thinking and influential voice on infrastructure policy and strategy.

Your role in leading the Commission's work on smart power, 5G deployment and new technologies has been particularly valuable and has done much to enhance the reputation of the NIC both within and beyond government.

The Commission has benefited hugely from having someone of your standing in the business and technology community involved in its work from the outset. Your enthusiasm and vision for how new technologies can transform our everyday lives has been a constant source of inspiration and will be sorely missed, though not forgotten.

With my thanks again for your contribution and very best wishes for your future endeavours.

*Regards*

*Andrew*

**ANDREW ADONIS**

Chairman Lord Andrew Adonis  
National Infrastructure Commission  
11 Philpot Lane  
London  
EC3M 8UD

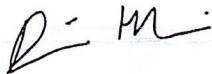
*Tuesday 19th December 2017*

Dear Lord Adonis

Thank you for your letter and kind word. It has been a great honour to have contributed to the Commission for the last two years.

I have no doubt the Commission's work will have much impact on society for many years to come. I look forward to keeping in touch and hearing about the continued great work.

Best wishes



Demis Hassabis  
CEO & Co Founder, DeepMind