

12. Conclusion

If the terms of this letter are satisfactory, please sign this letter in the space provided below and return the signed copy to us. We very much appreciate the opportunity to serve you as your lawyers and we hope to achieve a successful resolution of this matter.

Sincerely,

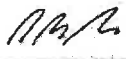
Douglas P. Carstens

ACCEPTED AND AGREED:

By: **Steffen McKernan**

Digitally signed by Steffen McKernan  
DN: cn=Steffen McKernan, o, ou,  
email=skm@princeton.edu, c=US  
Date: 2024.03.06 13:36:54 -0800

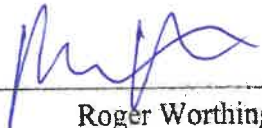
Steffen McKernan

By:   
Brian Swanstrom

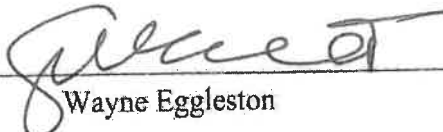
Date: 03 / 06 / 2024

By:   
Joe Menard

Date: 3/6/2024

By:   
Roger Worthington

Date: 3/07/2024

By:   
Wayne Eggleston

Date: 3/6/2024