



guidepostsolutions.com

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June 13, 2022

Board of Regents, University of Michigan
Fleming Administration Building
503 Thompson Street
Ann Arbor MI 48109-1340

Mary Sue Coleman
President, University of Michigan
1109 Geddes Ave.
Ann Arbor, MI 48109

Via e-mail c/o Vice President and Secretary of the University

Dear Board of Regents and President Coleman,

Guidepost Solutions was engaged by the University of Michigan from December 2020 through May 31, 2022. As of the date of this letter, all work product has been transmitted to the University of Michigan.

Thank you for choosing Guidepost Solutions.

Sincerely,

A handwritten signature in black ink, appearing to read "Asha", written over a solid black horizontal line.

Asha Muldro
Senior Managing Director
Deputy General Counsel

cc: Sally Churchill, Vice President and Secretary of the University

Enclosure