

December 3, 2021

To whom it may concern,

This letter affirms that I have reviewed Carnegie Mellon's 2021 STARS Report in full and all identified inconsistencies and errors have been successfully addressed.

Regards,

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

Deborah Steinberg
Green Practices and Sustainability Manager