



Mr. David Mody
Department of Chemical Engineering
Queen's University, Dupuis Hall, 19 Division St.
Kingston, Ontario, Canada K7L 3N6

August 30, 2016

Dear Mr. Mody,

PnuVax Incorporated is a recently formed Canadian biotechnology start-up company with headquarters in Kingston, Ontario and large-scale manufacturing capacity in Montreal. We founded PnuVax to develop and manufacture safe and effective products in high volumes at low costs, toward the aim of improving public health worldwide.

In our experience, part of completing any project involves successfully adapting to the unexpected changes that can significantly impact a project's scope, timeline, and/or budget.

In the 8 consecutive years to date that PnuVax has hosted a Technology, Engineering & Management (TEAM) project offered through the Chemical Engineering Department at Queen's University, we have been consistently impressed with the students and their abilities and willingness to meet the unexpected challenges of our projects.

We have observed that the TEAM program provides a multidisciplinary industrial experience to its participants not readily obtained through conventional academic programs. For many students, this experience may form the capstone foundation they use to launch their careers.

By encouraging not only engineering students, but also students with backgrounds in business, commerce, and law, amongst many other disciplines, to work together toward achieving a common goal, the TEAM experience closely resembles real-world technical project execution. As project management trends are moving toward a highly collaborative approach across most fields, we feel that by completing the TEAM program, its participants will be well equipped to work with future colleagues during their own professional endeavors.

We are happy to fully support this program, and PnuVax will once again run a TEAM project during the 2016/2017 academic year.

Sincerely,

A handwritten signature in black ink, appearing to read "Allison Turner", written over a thin horizontal line.

Allison Turner
Co-Founder, PnuVax Incorporated