

From: Antonio J. Gracias <agracias@valorep.com>
To: Robert Steel
CC: Deepak Ahuja
Sent: 8/8/2018 8:17:24 AM
Subject: Re: A few thingsAspen Institute and business.

Thanks for reaching out Bob. It is very timely as your firm came up yesterday in our discussions.

I've copied Deepak Ahuja our CFO here. He will be organizing the process to select a financial advisor at the appropriate time.

Deepak,

As I mentioned yesterday, I have known Bob for over 20 years. He ran my division at GS. Bob's background and firm, I believe, speak for themselves. Of course, he also has my personal recommendation as a professional of the highest integrity.

Will leave it up to both of you to connect from here.

Best,
Antonio

Sent from my iPhone

> On Aug 8, 2018, at 10:02 AM, Robert Steel <rsteel@pwpartners.com> wrote:

>

> Hi Antonio...

>

> It was good to see you in Colorado and thx for making the time to come out for the meeting .. I know how busy you are. It was also nice to meet Sabrina and learn more about your family.

>

> Re the Aspen Institute, my take is that Dan will spend the next few months working on the projects he described and his "vision" will develop from there. I'm sure he will be reaching out to you for advice and perspective. Thanks for your help.

>

> On the business side, we had a brief conversation re Tesla in Aspen and it seems like it's been a big focus for AJG. Clearly things are moving around a bit in the last few days. I saw the statement from key directors confirming that Elon has approached the Board. Our firm would be very interesting in advising the Special Committee of the Board on this matter. We have a long track record of advising Board Committees opposite high profile founders, including Committees of the Google Board opposite Sergei and Larry on the recapitalization of Google and of the VMware Board on the repurchases of VMware stock by Michael Dell and SilverLake. This is a project where I believe we could well. Thx for considering.

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> Thx again for all and speak soon.

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> Bob

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> Sent from my iPad

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> Sent from my iPad

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NORTHERN DISTRICT OF CALIFORNIA	
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Date Admitted:	
By:	
Angella Meuleman, Deputy Clerk	