



January 5, 2021

Professor Dr. Bhanu P. Jena  
George E. Palade University Professor & Distinguished Professor  
President & Director  
Molecular Medicine Institute (MMI)  
Harvard Square, One Muffin Place,  
Cambridge, MA 02138, USA

Re: Establishment of academic partnership between “International Vaccine Institute (IVI)” in Seoul, Korea and “Molecular Medicine Institute (MMI)”, Cambridge, MA, USA

Dear Professor Jena,

I am writing to inform you that the International Vaccine Institute (IVI) is delighted to partner with the Molecular Medicine Institute (MMI) and participate in the academic and R&D programs at the MMI. As an international organization devoted to research and development of vaccines for global health, IVI is aligned with your vision for the MMI, in service of science and society. We are grateful to see many academic and scientific collaborations in the future.

Sincerely,

A handwritten signature in blue ink that reads "Jerome H. Kim".

Jerome H. Kim, MD  
Director General