

Arthur O. Sulzberger, Jr.

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Mr. Rajiv Pant



New York, NY 10019

Dear Rajiv:

I am writing to extend to you my congratulations on your position at Some Spider and to thank you for the excellent job you did at *The New York Times* over your four years with us.

Your insight and expertise were enormously valuable as we built the technology needed to launch and grow our digital business. And, your eye for talent helped us to fill our ranks with top developers and technologists. The spirit of collaboration and enthusiasm you brought to your work will surely live on.

I thank you again and wish you continued success.

Sincerely,

