

ZeniMax Online Studios 200 International Circle Suite 200 Hunt Valley, Maryland, 21030 USA

David Emil Lindberg, has been a helpful participant in the development of The Elder Scrolls Online, by providing extensive feedback in the early alpha build of the product.

He has a good grasp of the iterative process in ongoing development, allowing him to determine whether or not an idea or system-correction is fit for production, at what stages of product development.

Sincerely,

Matt Firor President, ZeniMax Online Studios