

March 11, 2024

Kelly Elliott MS RN
Founder, President, and CEO
Eminence Clinical Research, Inc. *and* Cube Medical Innovations, Inc.
13521 Northgate Estates Drive
Suite 150
Colorado Springs, CO 80921

Subject: Development of the Life Saving Medical Device for ZEM Life Device Co.

Dear Steven Muth,

I am pleased to provide this letter in support of ZEM Life / Palms 23's proposal to be submitted to the NIH's SBIR program.

This is a letter acknowledging our commitment to ZEM Life Device Co. / Palms 23 that Eminence Clinical Research, Inc. (ECR) and Cube Medical Innovations, Inc. (Cube) will provide comprehensive support for the development of the ZEM Life Device Co. medical device. Eminence Clinical Research, Inc. specializes in assisting medical device start-ups that do not have the infrastructure in place to work with the FDA in obtaining 510(k) clearance in bringing their medical devices to market. Cube Medical Innovations, Inc. is a product development company that specializes in bringing disruptive medical technologies to market like the ZEM Life device. Both ECR and Cube are committed to seeing this ZEM Life medical device through product development and 510(k).

ECR and Cube have a very high interest in emerging technologies for saving lives from opioid overdoses and deaths. I look forward to continuing our productive relationship with ZEM Life / Palms 23. I urge full financial support for this life saving medical device application.

We look forward to supporting this development project, should the development of this medical device be funded.

Sincerely,



Kelly W. Elliott, RN, MS
Founder, President, and CEO
Eminence Clinical Research, Inc.
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