June 16, 2026

Gretchen H. Weaver
Associate General Counsel for Ethics
Designated Agency Ethics Official
U.S. Department of Health and Human Services
Room 710-E, Hubert H. Humphrey Building
200 Independence Avenue SW
Washington, DC 20201

Dear Ms. Weaver:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Director of the Centers for Disease Control and Prevention at the U.S. Department of Health and Human Services. It is my responsibility to understand and comply with commitments outlined in this agreement.

SECTION 1 – GENERAL COMMITMENTS

As required by the criminal conflicts of interest law at 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the particular matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me:

- Any spouse or minor child of mine;
- Any general partner of a partnership in which I am a limited or general partner;
- Any organization in which I serve as an officer, director, trustee, general partner, or employee, even if uncompensated; and
- Any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

In the event that an actual or potential conflict of interest arises during my appointment, I will consult with an agency ethics official and take the measures necessary to resolve the conflict, such as recusal from the particular matter or divestiture of an asset.

If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the regulatory exemption for diversified mutual funds and unit investment trusts at 5 C.F.R. § 2640.201(a), or obligations of the United States.

I will receive a live ethics briefing from a member of the ethics office after my confirmation but not later than 15 days after my appointment pursuant to the ethics program regulation at 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will submit my Certification of Ethics Agreement Compliance which documents my compliance with this ethics agreement.

I will not modify this ethics agreement without your approval and the approval of the U.S. Office of Government Ethics (OGE) pursuant to the ethics agreement requirements contained in the financial disclosure regulation at 5 C.F.R. § 2634.803(a)(4).

SECTION 2 – UNITEDHEALTH GROUP, INC.

Upon confirmation, my employment with UnitedHealth Group, Inc., will terminate. Following my termination from UnitedHealth Group, Inc. (“UNH”), I will receive a cash payment representative of one year’s salary and a bonus before I assume the duties of Director of the Centers for Disease Control and Prevention, or I will forfeit it.

I currently hold unvested restricted stock units and both vested and unvested stock options. I do not hold stock, restricted stock, vested restricted stock units, or any other equity interests in UNH. Following my termination with the company and before I assume the duties of the position of Director of the Centers for Disease Control and Prevention, the company agreed to cash out my unvested restricted stock units and unvested stock options that would have vested should I have continued to be employed by the company during the period of August 2026 through August 2027. Any remaining unvested restricted stock units or unvested options will be forfeited upon the date my employment is terminated. I will receive the payments for the unvested restricted stock units and unvested stock options before I assume the duties of the position or I will forfeit them.

If my employment terminates more than 30 days prior to my confirmation, the company will calculate the value of the unvested restricted stock units based on the highest market price of UNH stock within 30 days after my termination. If my employment is terminated less than 30 days before my confirmation, the company will calculate the value of the unvested restricted stock units based on the highest market price of UNH stock within 30 days before my confirmation date. The amount that I will receive for the unvested stock option will be calculated similarly. I will receive an amount based on the difference between the strike price of the options and the calculated value of the stock as described above.

Pursuant to the impartiality regulation at 5 C.F.R. § 2635.503, for a period of two years from the date of the last of these three cash payments, I will not participate personally and substantially in any particular matter involving specific parties in which UnitedHealth Group, Inc., is a party or represents a party, unless I first receive a written waiver, pursuant to 5 C.F.R. § 2635.503(c).

The strike price of my vested stock options is currently below the market price. If the strike price is above the market price as of the date of my termination, I will exercise my options, and any resulting stock will be divested as soon as practicable but not later than 90 days after my confirmation. If the option strike price remains below the market price at the time of my termination, I will forfeit the option. Until I have divested my financial interest in UNH, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of UNH., unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I have verified that I will be able to carry out the divestitures within the timeframe described above.

SECTION 3 – BUTTERFLY NETWORK, INC.

Upon confirmation, I will resign from all of my positions with Butterfly Network, Inc. I hold stock and unvested restricted stock units with Butterfly Network, Inc. I do not hold stock options, restricted stock, vested restricted stock units, or any other equity interest with Butterfly Network, Inc. The Compensation Committee of the company has agreed to accelerate the vesting of all of my unvested restricted stock units held as of the date of my resignation and before I assume the duties of the position of Director of the Centers for Disease Control and Prevention or I will forfeit them. I will divest all stock in Butterfly Networks, Inc. including stock granted when my unvested restricted stock units are vested as soon as practicable but not later than 90 days after my confirmation. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of this entity until I have divested it, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I have verified that I will be able to carry out the divestitures within the timeframe described above. Pursuant to the impartiality regulation at 5 C.F.R. § 2635.503, if the company does accelerate my unvested restricted stock units, for a period of two years from the date of the acceleration, I will not participate personally and substantially in any particular matter involving specific parties in which this entity is a party, unless I first receive a written waiver, pursuant to 5 C.F.R. § 2635.503(c). If however, my unvested restricted stock units vest prior to the date of my resignation, and the company does not accelerate their vesting, pursuant to the impartiality regulation at 5 C.F.R. § 2635.502, for a period of one year after my resignation, I will not participate personally and substantially in any particular matter involving specific parties in which I know Butterfly Network, Inc., is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

SECTION 4 – AVEANNA HEALTHCARE HOLDINGS, INC.

Upon confirmation, I will resign from all of my positions with Aveanna Healthcare Holdings, Inc. (the "company"). Pursuant to my agreement with the company, I am paid annually in May, my total fees for services. On May 28, 2026, I received my annual fees for services to be provided during the period of June 1, 2026 to May 31, 2027. Should I be confirmed and resign earlier than the end of May 2027, the company has agreed to permit me to retain my total annual compensation received on May 28, 2026, and I would not be required to reimburse the company.

Additionally, and pursuant to the company's Omnibus Incentive plan and as part of my compensation, I hold stock and unvested restricted stock units in Aveanna Healthcare Holdings, Inc. I do not hold stock options, restricted stock, vested restricted stock units, or any other equity interests in the company. The Compensation Committee of the company has agreed to accelerate the vesting of all of my unvested restricted stock units I hold as of the date of resignation and before I assume the duties of the position or I will forfeit them. Any resulting stock including those that I currently retain I will divest as soon as practicable but not later than 90 days after my confirmation. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of this entity until I have divested it, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I have verified that I will be able to carry out the divestitures within the timeframe described above. Pursuant to the impartiality regulation at 5 C.F.R. § 2635.503, for a period of two years from the date of the acceleration of my unvested restricted stock units and the date of confirmation by the company of my ability to retain all of my fees for services, whichever is later, I will not participate personally and substantially in any particular matter involving specific parties in which this entity is a party, unless I first receive a written waiver, pursuant to 5 C.F.R. § 2635.503(c).

SECTION 5 – OTHER RESIGNATION IN WHICH NO EQUITY IS HELD

Upon confirmation, I will resign from my position on the Board of Directors of Searching for Solutions Institute, Inc. Pursuant to the impartiality regulation at 5 C.F.R. § 2635.502, for a period of one year after my resignation, I will not participate personally and substantially in any particular matter involving specific parties in which I know Searching for Solutions Institute, Inc., is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

SECTION 6 – CERTIFICATE OF DIVESTITURE AND ASSET REPURCHASES

I understand that I may be eligible to request a Certificate of Divestiture for qualifying assets and that a Certificate of Divestiture is effective only if obtained prior to divestiture. Regardless of whether I receive a Certificate of Divestiture, I will ensure that all divestitures discussed in this agreement occur within the agreed upon timeframes and that all proceeds are invested in non-conflicting assets. I understand that I must submit my request for a Certificate of Divestiture to allow for adequate time for OGE to process the Certificate of Divestiture and in order to divest assets within the agreed upon timeframe.

I (including my spouse and minor children if applicable) will not repurchase any asset I was required to divest without consulting with my agency ethics official and OGE.

SECTION 7 – OTHER COMMITMENTS

In order to avoid potential conflicts of interest during my appointment as Director of the Centers for Disease Control and Prevention, I (including my spouse and minor children, if applicable) will not acquire any direct financial interest in entities involved, directly or through subsidiaries, and that can be affected by U.S. Department of Health and Human Services activities, in the following industries: (1) research, development, manufacture, distribution, processing, storage, or sale of pharmaceutical, biotechnology, or medical devices, equipment, preparations, treatments, or products; (2) veterinary products or cosmetics; (3) health care management or delivery; (4) food and/or beverage production, processing, storage, or distribution; (5) manufacture, marketing, sale and distribution of tobacco products; (6) health, disability, or workers compensation insurance or related services; (7) communications media; (8) computer hardware, computer software, and related internet technologies; (9) wireless communications; (10) social sciences and economic research organizations; (11) energy or utilities; or (12) commercial airlines, railroads, ship lines, and cargo carriers; or (13) any sector mutual fund or sector exchange-traded fund that concentrates its investments in one of the aforementioned industries, businesses, and sectors, in a single country other than the United States, or in bonds of a single state within the United States.

SECTION 8 – PUBLIC POSTING

I have been advised that this ethics agreement and the Certification of Ethics Agreement Compliance will be posted publicly, consistent with the public information law at 5 U.S.C. § 552, on the website of OGE with ethics agreements of other presidential nominees who file public financial disclosure reports.

Sincerely,

Erica Schwartz