

Bob Gordon

From: Elizabeth Holmes <eholmes@theranos.com>
Sent: Tuesday, December 18, 2012 9:45 PM
To: Steve Burd
Subject: RE: RE: Phone Call To Discuss Schedule

I will call you. We're on the same page with respect to the two obstacles below. Look forward to connecting.

-----Original Message-----

From: Steve Burd [mailto:steve.burd3@safeway.com]
Sent: Tuesday, December 18, 2012 2:10 PM
To: Elizabeth Holmes
Subject: Phone Call To Discuss Schedule

I would like to have a phone call so I could get a better sense for a possible launch date. I am not looking for a firm launch date because that may be premature. I just want to have a comprehensive discussion about the obstacles that continue to prevent our launch. The two obstacles that immediately come to mind are (1) making sure we get paid and (2) making sure the application software supports a great patient experience. Both of these subjects are worthy of a detailed discussion.

Without recounting all the missed deadlines, it is crystal clear that either the most recently committed dates (September 24th and later December 6th) were far too ambitious, or there have been some overwhelming surprises along the way). I also worry that the demands of your core business or the newly acquired DOD business are consuming resources that would otherwise be committed to launch.

I know everything Safeway has to do to launch, and we are prepared, with a modest amount of lead time, to execute. When I try to envision the Theranos "to do" list, the work that remains to be done appears nothing short of daunting. I am not sure when or how it gets done.

Please call when you get a chance.

Steve Burd

"Email Firewall" made the following annotations.

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