

Bob Gordon

From: Elizabeth Holmes <eholmes@theranos.com>
Sent: Sunday, January 20, 2013 4:04 PM
To: Steve Burd
Subject: RE: RE: RE: FW:

REDACTED

Steve:

This email doesn't make any sense.

You know how we feel about Safeway as a long term, deeply integrated partner.

Theranos is a separate company from Safeway. We are a technology company. And we're building the marketing and sales teams internally now as you know - leveraging a lot of outside contractors who are functioning as full time internal employees as I've mentioned many times on our calls. We do constant meetings with all our internal teams - as you know we are spending a huge amount of money on the marketing-related initiatives we are preparing for our roll out.

You and I discussed the fact that with almost certainty we would have a different logo post the initial launch and that we would lock down on something so as to not hold up roll out but we always knew it would continue to evolve over time.

We allowed our internal marketing people to spend more time thinking about our identity and logo - which we had communicated around as we'd sent a couple font variation questions over to Barbara at one point. Even if we hadn't done so, Theranos spending time on its own identity and the associated wordmark is not ripping it from your hands.

We haven't even started to think about integration into the Safeway environment yet, which is why I raised this on our call.

We will begin those conversations with our TBWA people and together define a path forward for our Wellness Centers as we discussed.

Our first job and obligation is to put the Theranos framework in place to be able to realize the potential of our partnership with Safeway, which is what we have been spending all our time doing. This first responsibility is to execute on the internal fronts which have to be in place so that the collaboration can be meaningful. Once we have done that, we can do so much together. As goes technology though, that internal foundation takes time to get in place.

I have no doubt that the right decisions for the Wellness Centers will be made by both of us together now and as Theranos evolves.

Elizabeth

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

From: Steve Burd [mailto:steve.burd3@safeway.com]
Sent: Saturday, January 19, 2013 9:09 PM
To: Elizabeth Holmes
Subject: Re: RE: FW:

I cannot begin to tell you how disappointed I am that you redesigned the wordmark without ever telling us you were doing it. With all the work we did, we should have been informed. I realize it is your brand, but it will be executed in our stores. It sounds like you are locked in on this, so I am going to avoid giving you my opinion. Barbara and I would not make a final decision without testing all form factors. My suggested form factors are as follows: letter head, business cards, devices, website, retail POS (point of sale) outdoor store signs, in store bulkhead with Wellness Center lockup, overhead Wellness Center signs, and brochures. When we did this last time it changed some of our thinking. Many of these need to be photo shopped.

You of course have complete control over your brand. When it comes to the Wellness Center you have no choicewe must both agree. I would suggest you have Chlat work with Barbara. They should not do this by themselves.

In two and one half years we have invested _____ and more than _____ man hours. I would like to know now how much of our effort you intend to replace without our participation. I don't mind passing the baton to either Theranos or someone else. What I mind is having it ripped from my hands. I do not like wasting time. This does not feel like a partnership. We are still doing a lot of marketing work on your behalf. If you are going to redo our efforts, we will stop working. If you want to do all the work, we will stand down. When you think you are ready to launch, we will review your marketing plan. If it isn't good enough, we will spend time improving it before we launch.

I have been asking for a more collaborative effort for more than a year. You seem willing to collaborate with others, including holding weekly scheduled meetings, but not with us.

I believe in you. I believe in your company. And I share your vision. I want so much to help you change the world. We are so good together when we collaborate. But I have never been more frustrated. I want to help, but you are making it difficult. I have been completely transparent to you for two and one half years. My transparency does not stem from naïveté, it is because I believe all great partnerships are transparent.

If this feels like you are drinking out of a fire hydrant, I am sorry. This is not about the wordmark; this about dozens of things. I needed to get this off my chest.

I would have preferred to have this discussion in person, but I am not at all certain when that would happen. My entire schedule revolves around yours. In the interest of the broader objective and sensitive to your time, I have always been willing to accommodate you. If you think I am overreacting, I am confident I could convince you otherwise in a face to face meeting.

Let me know how you would like to proceed.

Steve Burd

On Jan 19, 2013, at 7:45 PM, "Elizabeth Holmes" <eholmes@theranos.com> wrote:

> We can have Chiat begin to explore the Wellness Center pairing.

>

> All we have done so far as per my previous emails on this is lock down on the Theranos symbol.

>

> Let me know what other form factors you'd like to see

>

> -----Original Message-----

> From: Steve Burd [mailto:steve.burd3@safeway.com]

> Sent: Saturday, January 19, 2013 3:17 PM

> To: Elizabeth Holmes

> Subject: Re: FW:

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> Looks like you changed the color of the logo, you have replaced the capital "T" with a small "t" (we used to think this looked like a cross) and the color of the word Theranos.

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> Have I captured all the changes?

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> Also have you photo shopped for the Wellness Center locations in the store?

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> Have you tested against all other form factors?

>

> Sent from my iPhone

>

> On Jan 19, 2013, at 4:58 PM, "Elizabeth Holmes" <eholmes@theranos.com<mailto:eholmes@theranos.com>> wrote:

>

> Try this. it is grainy from all the copying and pasting.

>

> From: Elizabeth Holmes

> Sent: Saturday, January 19, 2013 2:55 PM

> To: Elizabeth Holmes

> Subject:

>

> <image001.jpg>

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> "Email Firewall" made the following annotations.

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