

James N. Mattis  
Hoover Institution

December 16, 2016

Elizabeth Holmes  
Theranos, Inc.  
1701 Page Mill Road  
Palo Alto, CA 94304

Dear Elizabeth:

I must regretfully inform you that, for professional reasons, I am no longer able to serve as a Theranos Director. I hereby resign from the Theranos Board of Directors, effective immediately. It has been an honor and a pleasure to serve on the Theranos Board over the past few years. I wish you and your company the very best.

Sincerely,

  
James N. Mattis