To:
 Elizabeth Holmes[eholmes@theranos.com]

 From:
 Carolyn Balkenhol[/O=THERANOS ORGANIZATION/OU=FIRST ADMINISTRATIVE

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 Sent:
 Wed 3/3/2010 5:51:24 PM (UTC)

 Subject:
 Please call me before your Merck call - just had a great call with Connie Cullen

Here are the notes I took, but I'm worried that I won't be able to say it right in writing:

She's super swamped, because she will be running the combined Merck/Schering-Plough bioanalytic groups.

She said someone in her group reviewed the draft validation from a long time ago and thinks it would be helpful to have the scientists talk one on one. Then she started talking about running the combined groups and said that they've done a high level analysis within the new organization and that the Merck folks are intrigued by it – at which point I said that (this is where I was a little nervous, because I wasn't sure if I should say – except that I was trying to sell, so I figured I needed to) now that they're deal's closed I could say that we have been working with Merck, as well, and that, in fact, you have a conversation with them today. She asked who your contacts were, and I said there are a bunch of them but mentioned Tom Fare (and gave her his title – she said she wished she had that job) and Frank Sistare, whose title I didn't have. We talked about acquisitions (my mentioning Oracle as a segue) and how hard it is to sort out the workers from the fakers and trying to connect the two companies doing work with the same entity – and that often it's easier to connect the dots from the outside. She said you should feel free to mention her name to the Merck folks and that it's known that she'll be running that group.

She then started asking about the state of the contract (and I REALLY felt like a salesperson!) and that she'd need to check in with Jim McLeod, who was the person who was handling it – but that she thought it was actually ready to go! I said that I wasn't sure about all of that but that I'd check into it while she figures out who should talk to Gary and our scientists.

All in all, it was awesome, I think.

Calling her every single morning for the last 3 weeks finally paid off... ③