

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
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Holmes_MacBookPro_Skype_000265		6/22/2011 11:47:25 PM	We don need to tell her her team is not "extension" of our team as she is saying and therefore they can't talk about us because of NDA. That's a valid point she needs to know	sunnybalwani	eah2003	#sunnybalwani/Seah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_000264		6/22/2011 11:47:47 PM	got them	eah2003	sunnybalwani	#sunnybalwani/Seah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_000263		6/22/2011 11:47:51 PM	yes i know	eah2003	sunnybalwani	#sunnybalwani/Seah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_000262		6/22/2011 11:47:55 PM	Ok	sunnybalwani	eah2003	#sunnybalwani/Seah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_000261		6/22/2011 11:48:19 PM	john talked in detail abt the nda issue and he explained it very well to her direct report	eah2003	sunnybalwani	#sunnybalwani/Seah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_000260		6/22/2011 11:48:38 PM	ill email you a draft email to her when i send it	eah2003	sunnybalwani	#sunnybalwani/Seah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_000259		6/22/2011 11:48:56 PM		sys	sunnybalwani, eah2003	#sunnybalwani/Seah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_000258		6/22/2011 11:49:08 PM	all i care about is getting friday cancelled	eah2003	sunnybalwani	#sunnybalwani/Seah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_000257		6/22/2011 11:49:16 PM	so she doesnt make a mess then	eah2003	sunnybalwani	#sunnybalwani/Seah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_000256		6/22/2011 11:49:26 PM	meant to write when i get it written	eah2003	sunnybalwani	#sunnybalwani/Seah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_000254		6/22/2011 11:49:32 PM	not when i send it	eah2003	sunnybalwani	#sunnybalwani/Seah2003;9ab0a0600ab6beab	

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Holmes_MacBookPro_Skype_000255		6/22/2011 11:49:32 PM	Awesome. Then we just need to communicate that to her bcd if they do any meeting about us then by very definition , ther r violating the NDA	sunnybalwani	eah2003	#sunnybalwani/Seah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_000289		6/22/2011 11:49:48 PM	Ok	sunnybalwani	eah2003	#sunnybalwani/Seah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_000288		6/22/2011 11:49:57 PM	yes.	eah2003	sunnybalwani	#sunnybalwani/Seah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_000287		6/22/2011 11:50:22 PM	We can send that tonite. Blanked the entire arg around NDA	sunnybalwani	eah2003	#sunnybalwani/Seah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_000286		6/22/2011 11:50:34 PM	That's a smart way	sunnybalwani	eah2003	#sunnybalwani/Seah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_000285		6/22/2011 11:50:36 PM	yes	eah2003	sunnybalwani	#sunnybalwani/Seah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_000284		6/22/2011 11:50:38 PM	agree.	eah2003	sunnybalwani	#sunnybalwani/Seah2003;9ab0a0600ab6beab	

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Holmes_MacBookPro_Skype_00386		6/23/2011 12:23:57 AM	Had bulkhead but they moved all the front rows to back of plane for weight and balance	eah2003	sunnybalwani	#sunnybalwani/\$eah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_00385		6/23/2011 12:24:06 AM	So stuck in back now	eah2003	sunnybalwani	#sunnybalwani/\$eah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_00384		6/23/2011 12:24:17 AM	That sucks	sunnybalwani	eah2003	#sunnybalwani/\$eah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_00383		6/23/2011 12:24:25 AM	Fucking morons	sunnybalwani	eah2003	#sunnybalwani/\$eah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_00382		6/23/2011 12:24:30 AM	I know	eah2003	sunnybalwani	#sunnybalwani/\$eah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_00381		6/23/2011 12:24:39 AM	Us airways	eah2003	sunnybalwani	#sunnybalwani/\$eah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_00380		6/23/2011 12:24:55 AM	We will get a plane for these short journeys after C2	sunnybalwani	eah2003	#sunnybalwani/\$eah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_00379		6/23/2011 12:25:19 AM	Yes, it took forever to get from dc to pit.	eah2003	sunnybalwani	#sunnybalwani/\$eah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_00378		6/23/2011 12:25:23 AM	I will sign up Berbers and won't expense until after launch	sunnybalwani	eah2003	#sunnybalwani/\$eah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_00377		6/23/2011 12:25:37 AM	Berbers?	eah2003	sunnybalwani	#sunnybalwani/\$eah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_00376		6/23/2011 12:25:55 AM	I meant netjets	sunnybalwani	eah2003	#sunnybalwani/\$eah2003;9ab0a0600ab6beab	
Holmes_MacBookPro_Skype_00375		6/23/2011 12:26:11 AM	Yes	eah2003	sunnybalwani	#sunnybalwani/\$eah2003;9ab0a0600ab6beab	

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Holmes_MacBookPro_Skype_000111		12/10/2011 3:07:45 AM	Women above 40, very rare to find anyone who is not a total disaster. World is a tuff place for women. There are so few men who can keep women vibrant, happy, full of life. Everyone ends up in relationships of compromise and then ends up fearful and messed up.	sunnybalwani	eah2003	#eah2003/\$sunnybalwani;9f24a76788be72ce	
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Holmes_MacBookAir_Skype_000061		5/6/2012 8:46:47 PM	love you. lets put every ounce of energy in focusing on breaking even and getting to \$15M revenue per month in October and every month ater that - minimum \$15M	sunnybalwani	eah2003	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000060		5/6/2012 8:46:54 PM	tony just came in and	sunnybalwani	eah2003	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000059		5/6/2012 8:47:27 PM	we are going to put more than every ounce of energy plus the proximity	eah2003	sunnybalwani	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000058		5/6/2012 8:47:32 PM	so importatn u are there	eah2003	sunnybalwani	#eah2003/\$sunnybalwani;362b5d295bb58d98	



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Holmes_MacBookAir_Skype_000073		5/6/2012 9:16:42 PM	what is your current estimate of when we'll have in hospitis/pediatric hospitals and or in NC, MA, PA etc	eah2003	sunnybalwani	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000098		5/6/2012 9:20:17 PM	i think in May we should focus on perfecting 13 monos and 2-3 minilabs, building SOPs, setup etc and learn and relearn the assembly, make sure blades work PERFECTLY, boards are tested out thouroughly so that once we assemble devices, we never disassemble them to change a board or part. as we build 200 blades, trying to make changes will become extremely expensive and time consuming and will slow us down.	sunnybalwani	eah2003	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000097		5/6/2012 9:20:35 PM	so, my internal goals for May are 20 Monos and 5 minilabs for R&D only.	sunnybalwani	eah2003	#eah2003/\$sunnybalwani;362b5d295bb58d98	

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Holmes_MacBookAir_Skype_000096		5/6/2012 9:21:24 PM	For JUNE, I think it will be 10 R&D minilabs, which we can build with existing assembly resources in 1601. dont even need to move these to newark until we have solid quality data and have everyone under 1 roof for a month.	sunnybalwani	eah2003	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000094		5/6/2012 9:21:45 PM	I meant in June 10 GMP Minilabs.	sunnybalwani	eah2003	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000095		5/6/2012 9:21:48 PM	starting gmp in july then?	eah2003	sunnybalwani	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000093		5/6/2012 9:21:52 PM	CORRECTION.	sunnybalwani	eah2003	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000092		5/6/2012 9:21:58 PM	yeah	eah2003	sunnybalwani	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000091		5/6/2012 9:22:17 PM	start GMP towards end of June once we know for sure the blades are solid, the boards are solid.	sunnybalwani	eah2003	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000090		5/6/2012 9:22:42 PM	by end I mean after 15th. but tell the team to beat and pund the machines from now through June 15th - without saying it explicitly	sunnybalwani	eah2003	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000089		5/6/2012 9:23:16 PM	and write few protocols after V0 whose intent is to stress test the machine more than run protocols useful for clinical purposes.	sunnybalwani	eah2003	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000088		5/6/2012 9:23:39 PM	it probably wont be until July 1 that we hit full force GMP production of Minilabs.	sunnybalwani	eah2003	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000087		5/6/2012 9:23:59 PM	but, once this work is in place, we will be producing machines with higher confidence.	sunnybalwani	eah2003	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000086		5/6/2012 9:24:02 PM	how many assemblers do you target for then?	eah2003	sunnybalwani	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000085		5/6/2012 9:24:52 PM	betwen now and June 15, add few more traditional assemblers - all at 1601 - to build 30 monos and 8-10 R&D minilabs. a total of 20 assemblers and assoc. engineers should be sufficient.	sunnybalwani	eah2003	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000118		5/6/2012 9:25:26 PM	we can then ramp in June to add more assemblers once SOPs are in place AND once we have high confidence in the ML parts, blades, assembly etc.	sunnybalwani	eah2003	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000117		5/6/2012 9:25:56 PM	we killed the 5-bay minilabs to make 6-bay ones so we dont have enough blades for 10 r&d minilabs - we have 8 though	eah2003	sunnybalwani	#eah2003/\$sunnybalwani;362b5d295bb58d98	
Holmes_MacBookAir_Skype_000116		5/6/2012 9:26:12 PM	i think	eah2003	sunnybalwani	#eah2003/\$sunnybalwani;362b5d295bb58d98	

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Holmes_MacBookAir_Skype_00129	5/9/2012 12:15:06 AM	missing you. this business can not be built by either you or I alone. thats why the universe brought us together (among other billion reasons). no on but you and I can build this business	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00128	5/9/2012 12:15:20 AM	together	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00127	5/9/2012 12:15:23 AM	I know	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00126	5/9/2012 12:15:36 AM	We have to work together on the rev piece	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00125	5/9/2012 12:15:43 AM	without, seems like half my energy is gone and the building is an empty shell	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00124	5/9/2012 12:15:49 AM	without u.	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00123	5/9/2012 12:15:55 AM	<ss type="smile">-;-)</ss>	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00122	5/9/2012 12:16:07 AM	I know the feeling	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00121	5/9/2012 12:16:29 AM	you are the company. we need revenue + few senior level managers - experienced. even if they only work 11 hours X 5.	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	

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Holmes_MacBookAir_Skype_00179		5/9/2012 12:55:23 AM	arne called just now. freaking out becuase Diana caught an error by Hoai (and Arne) and she brought a hunter lab confidential SOP to him to tell him why she was right. he told her to never bring any confidential material to the building and was telling me he made a mistake in keeping her.	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00178		5/9/2012 12:55:37 AM	however, the issue she brought up was a serious one.	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00177		5/9/2012 12:56:13 AM	apparantly, we have to calibrate hte machines atleast once every six months and our friends forgot and today was deadline and diana caught it and sacred Arne.	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00176		5/9/2012 12:56:38 AM	he then called spencer and jerry who told him he is fine as long he is done in couple of weeks	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00175		5/9/2012 12:56:58 AM	mismanagement in yet another team. we have got to fix this.	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00174		5/9/2012 12:57:30 AM	I know	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00173		5/9/2012 12:57:46 AM	Barry should be prioritizing the lab director position	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00172		5/9/2012 12:57:54 AM	Hoai made an error in informing Arne that calibration was not needed and turns out he was wrong and Diana brought CLIA regs to tell arne why they were wrong.	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	

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Holmes_MacBookAir_Skype_00196		5/9/2012 1:06:27 AM	Jian sent me an email I will forward to you. basically saying Loren and Medei have created a total code mess	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00195		5/9/2012 1:06:40 AM	I am dealing with that.	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00194		5/9/2012 1:12:29 AM	Just read it	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00193		5/9/2012 1:13:17 AM	Interesting he wants to be transferred out of the most important team	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00192		5/9/2012 1:13:39 AM	I need about a month of total free time to take over device completely and move it 100% to .NET. thats the right thing. I can involve shekar, sekhar, Emil, Michael, the new Indian girl starting next month and we will be done in a month.	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00191		5/9/2012 1:14:45 AM	lore, medei, dei - all these guys wont get anything done for us and will only keep spinning wheels and we will just keep hoping.	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00190		5/9/2012 1:15:03 AM	even Hiu and Jian want to move away and do .NET instead of current code and nrastructure	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00189		5/9/2012 1:16:54 AM	I am exhausted trying to encourage Medei and Loren to get the job done. we wont have production quality code with these guys. Hiu and Jian can wrie low loevel C/java code for device. we will be done in a month with this.	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00188		5/9/2012 1:16:55 AM	Amazing	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00187		5/9/2012 1:17:08 AM	My job is to help you spend the time on that	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00186		5/9/2012 1:17:23 AM	because that team and all the work they have done for last 3 years is just horrible.	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00218		5/9/2012 1:17:45 AM	C is where we ultimately want to be anyway in the right places	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00217		5/9/2012 1:18:35 AM	I will give the ok on lab benches now unless u have further comment	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00216		5/9/2012 1:18:42 AM	everything we are doing is very simple except for protocol generation. protocol execution is where I should be working on as thats the code in the device.	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	

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Holmes_MacBookAir_Skype_00205		5/9/2012 1:51:34 AM	the QD upgrade and system setup quote is \$80K	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00204		5/9/2012 1:51:38 AM	QAD	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00203		5/9/2012 1:52:22 AM	we will need a solid ERP system in place for GMP production and this is the fastest we will be. Oracle or SAP will take us to september october	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00202		5/9/2012 1:52:26 AM	and cost a lot lot more	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00201		5/9/2012 1:52:59 AM	this 80K will be basically mostly throwaway when we move to Oracle later in teh year once we get revenue flowing in	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00237		5/9/2012 1:53:31 AM	we cant make a multi year \$2M commitment to oracle until we are cash flow positive or at least break even	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00236		5/9/2012 1:54:49 AM	agree	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00235		5/9/2012 1:55:10 AM	how long would it take if we moved forward with one of them full speed now anyway	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00234		5/9/2012 1:55:48 AM	3-4 months. no short cut to that. and it costs minimum \$1m	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00233		5/9/2012 1:56:01 AM	then lets go forth with wad	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00232		5/9/2012 1:56:04 AM	q	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00231		5/9/2012 1:56:10 AM	can we negotiate any more	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00230		5/9/2012 1:56:34 AM	I know. we will negotiate as much as we can. we can also try to hire a consultant on site for 1 month	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00229		5/9/2012 1:56:43 AM	independent of qad who can setup everything in first month	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00228		5/9/2012 1:57:00 AM	we will use it for devices, cartridges and also assay production	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00227		5/9/2012 1:57:06 AM	agree	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00226		5/9/2012 1:57:14 AM	QAD does a lot of life sceicnes companies as you	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00225		5/9/2012 1:57:17 AM	it will put structure right now which is needed	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00223		5/9/2012 1:57:20 AM	yes	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00224		5/9/2012 1:57:20 AM	i know	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00222		5/9/2012 1:57:25 AM	and worth it	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00221		5/9/2012 2:01:11 AM	just approved the benches for 81K per our email conversation	sunnybalwani	eah2003	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00220		5/9/2012 2:01:20 AM	k	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	
Holmes_MacBookAir_Skype_00219		5/9/2012 2:01:36 AM	can we move benches over from EMC?	eah2003	sunnybalwani	#sunnybalwani/Seah2003;e6ad1d6bb6ed5ce2	

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Holmes_MacBookAir_Skype_00001		4/20/2013 11:07:10 PM	manifest the \$150M we spoke about. I am going to focus on the changes to 2 contracts we talked about to get additional \$ from banks.	sunnybalwani	eah2003	#sunnybalwani/Seah2003;fce8c3b051789f3b	
Holmes_MacBookAir_Skype_00002		4/20/2013 11:07:49 PM	25+25+50+50 + bank	sunnybalwani	eah2003	#sunnybalwani/Seah2003;fce8c3b051789f3b	
Holmes_MacBookAir_Skype_00003		4/20/2013 11:08:01 PM	exactly. all of that is our game. the one for swy we can do through the notes to bob	eah2003	sunnybalwani	#sunnybalwani/Seah2003;fce8c3b051789f3b	
Holmes_MacBookAir_Skype_00005		4/20/2013 11:08:27 PM	i dont want to do any more calls with NC and MA and Paul and co. really takes a lot out of me	sunnybalwani	eah2003	#sunnybalwani/Seah2003;fce8c3b051789f3b	
Holmes_MacBookAir_Skype_00004		4/20/2013 11:09:00 PM	Yes	sunnybalwani	eah2003	#sunnybalwani/Seah2003;fce8c3b051789f3b	
Holmes_MacBookAir_Skype_00006		4/20/2013 11:10:01 PM	i agree. lets put a plan in place so you are not on any of these.	eah2003	sunnybalwani	#sunnybalwani/Seah2003;fce8c3b051789f3b	

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_MacBookAir_Skype_00007		4/20/2013 11:11:05 PM	no. I can do these. I dont want thereanos on any of these. we need to get them out of our lives	sunnybalwani	eah2003	#sunnybalwani/Seah2003;fce8c3b051789f3b	
Holmes_MacBookAir_Skype_00008		4/20/2013 11:11:47 PM	very very strongly agree with that as you know - i want all the toxicity out of our company	eah2003	sunnybalwani	#sunnybalwani/Seah2003;fce8c3b051789f3b	
Holmes_MacBookAir_Skype_00009		4/20/2013 11:12:01 PM	I just dont want anyone from our company dealing with them. get them the money. If you see our hospital model, we will mint money there once we get our device perfected	sunnybalwani	eah2003	#sunnybalwani/Seah2003;fce8c3b051789f3b	
Holmes_MacBookAir_Skype_00010		4/20/2013 11:12:43 PM	I know. amongst other reasons, thats why the nC comments to you this week were ridiculous re: speed of saving \$\$	eah2003	sunnybalwani	#sunnybalwani/Seah2003;fce8c3b051789f3b	
Holmes_MacBookAir_Skype_00011		4/20/2013 11:12:49 PM	not that it matters given our plans	eah2003	sunnybalwani	#sunnybalwani/Seah2003;fce8c3b051789f3b	
Holmes_MacBookAir_Skype_00012		4/20/2013 11:15:11 PM	the model I sent you shows we can make \$20M in 3-6 months from just 15 sites	sunnybalwani	eah2003	#sunnybalwani/Seah2003;fce8c3b051789f3b	
Holmes_MacBookAir_Skype_00013		4/20/2013 11:15:31 PM	I know. and that model is conservative	eah2003	sunnybalwani	#sunnybalwani/Seah2003;fce8c3b051789f3b	
Holmes_MacBookAir_Skype_00014		4/20/2013 11:16:16 PM	this is why, we can work with hospitals directly and charge them \$1m/site of prepurchase as these people will make millions per month from our technology	sunnybalwani	eah2003	#sunnybalwani/Seah2003;fce8c3b051789f3b	



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Holmes_iPhone_iMessage-MMS-SMS_006088	iMessage	9/7/2013 5:33:52 PM	Some amazing emails to info@theranos.com this morning. While most are asking for employment or investment, we already have people writing, asking for nothing, wanting to share their stories of pain and how excited they are to read about theranos and how we can help their lives...and just saying thank you. It's incredible	Christian Holmes	Elizabeth Holmes, Sunny Balwani	chat764060605696723644	
Holmes_iPhone_iMessage-MMS-SMS_006089	iMessage	9/7/2013 5:35:58 PM	Awesome	Sunny Balwani	Elizabeth Holmes, Christian Holmes	chat764060605696723644	
Holmes_iPhone_iMessage-MMS-SMS_006097	iMessage	9/7/2013 5:16:00 PM	Can't wait to read	Elizabeth Holmes	Christian Holmes, Sunny	chat764060605696723644	

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Holmes_iPhone_iMessage-MMS-SMS_007317	iMessage	11/20/2013 4:54:24 AM	Btw. When we do the patch, chem8 or chem14 is the most important and first thing to monitor	Sunny Balwani	Elizabeth Holmes		

Holmes_iPhone_iMessage-MMS-SMS_007344	iMessage	11/20/2013 10:14:24 AM	Pissing me off we don't have anyone managing PSC, ctn production, cart production, elisa assays, TSH. .	Sunny Balwani	Elizabeth Holmes
Holmes_iPhone_iMessage-MMS-SMS_007349	iMessage	11/20/2013 10:16:32 AM	I agree.	Sunny Balwani	Elizabeth Holmes


Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_007347	iMessage	11/20/2013 10:16:50 AM	I know	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_007345	iMessage	11/20/2013 10:17:01 AM	Recruiting	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_007348	iMessage	11/20/2013 10:17:36 AM	And better management	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_007346	iMessage	11/20/2013 10:19:10 AM	Full time job	Elizabeth Holmes	Sunny Balwani		

Holmes_iPhone_iMessage-MMS-SMS_007371	iMessage	11/20/2013 10:31:30 AM	Thinking about whether useful to give Surabh documents before he comes	Elizabeth Holmes	Sunny Balwani		
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Holmes_iPhone_iMessage-MMS-SMS_007378	iMessage	11/20/2013 2:51:57 PM	Let me know if you would give Surabh USB key tomorrow or email now	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_007377	iMessage	11/20/2013 2:56:00 PM	Ok	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_007379	iMessage	11/20/2013 2:57:16 PM	?	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_007380	iMessage	11/20/2013 2:58:12 PM	Let me know if you would give Surabh USB key tomorrow or email now	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_007381	iMessage	11/20/2013 2:58:24 PM	USB key?	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_007384	iMessage	11/20/2013 2:58:40 PM	Either way doesn't matter	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_007383	iMessage	11/20/2013 3:05:19 PM	Ok	Elizabeth Holmes	Sunny Balwani		

Holmes_iPhone_iMessage-MMS-SMS_007391	iMessage	11/20/2013 3:38:04 PM	Am planning on including all we sent dst, including the Pfizer report. Let me know if u disagree.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_007394	iMessage	11/20/2013 3:40:52 PM	Also the hospital list	Elizabeth Holmes	Sunny Balwani		

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Holmes_iPhone_iMessage-MMS-SMS_007432	iMessage	11/21/2013 4:54:57 AM	About to send files to Surabh btw - assume you didn't have comments on that little text series ...	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_007433	iMessage	11/21/2013 5:07:00 AM	Correct	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_007436	iMessage	11/21/2013 5:35:58 AM	U should make urself comfortable with financial models alternatively, u can cover everything else and I can meet with him on Tuesday and answer any questions.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_007437	iMessage	11/21/2013 5:37:20 AM	Are you coming home Tuesday?	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_007440	iMessage	11/21/2013 5:39:39 AM	I'll get myself comfortable. Let me know what file to use.	Elizabeth Holmes	Sunny Balwani		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_007491	iMessage	11/22/2013 5:15:44 AM	I wd be ok with projections but not financials	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_007490	iMessage	11/22/2013 5:16:03 AM	What are your thoughts on sending financials to DFJ even though we've never sent them as an existing investor / on sending other content to them @ this stage	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_007488	iMessage	11/22/2013 5:17:38 AM	Projects include bs and 2013 numbers. I guess it is ok.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_007492	iMessage	11/22/2013 5:18:04 AM	Saw you took the 10m tps out of sequoia 2013 projects	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_007493	iMessage	11/22/2013 5:18:26 AM	(And therefore will be out of the DFJ projects)	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_007496	iMessage	11/22/2013 5:20:00 AM	Yeah	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_007495	iMessage	11/22/2013 5:22:45 AM	I guess if 25 is an issue 35 would be too ...	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_007494	iMessage	11/22/2013 5:24:16 AM	Or look another way, if 25 is not good enuff than 35 won't be either.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_007497	iMessage	11/22/2013 5:38:04 AM	Exactly!	Elizabeth Holmes	Sunny Balwani		

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Holmes_iPhone_iMessage-MMS-SMS_007608	iMessage	11/23/2013 7:16:31 AM	Then let's build the true American empire. A monopoly. Our obligation to USA.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_007609	iMessage	11/23/2013 7:17:34 AM	That's what we're doing	Elizabeth Holmes	Sunny Balwani		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_007935	iMessage	11/28/2013 2:03:44 AM	We are at \$15m as of today.	Sunnv Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_007936	iMessage	11/28/2013 2:03:44 AM	Free cash	Sunny Balwar	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_007938	iMessage	11/28/2013 2:08:31 AM	I saw that.	Elizabeth Holmes	Sunnv Balwani		
Holmes_iPhone_iMessage-MMS-SMS_007937	iMessage	11/28/2013 2:08:39 AM	Drop by to discuss when u can.	Elizabeth Holmes	Sunnv Balwani		



Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_008814	iMessage	12/21/2013 8:14:00 PM	Working on email for dick	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_008815	iMessage	12/21/2013 8:14:16 PM	What will dignitys questions for him likely be/what do we want him to say	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_008816	iMessage	12/21/2013 8:28:23 PM	They will probably ask abt financial stability and also ability to execute.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_008817	iMessage	12/21/2013 8:28:48 PM	They also care about our mission to do good because they are a religious org. Make sure he talks about that.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_008818	iMessage	12/21/2013 8:30:46 PM	Good	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_008819	iMessage	12/21/2013 8:30:56 PM	Early detection. Lower pricing for poor and uninsured and infectious disease that inflict poor in developing world. Make sure he understands that. I had talked with dignity at length abt TNAA tb and other disease and our obsession with \$2-10 price points.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_008820	iMessage	12/21/2013 8:33:04 PM	They knew in detail about cepheid and they they were being subsidized by Gates and were still too expensive and we are unsubsidized and still cheap bcz of our intention.	Sunny Balwani	Elizabeth Holmes		

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Holmes_iPhone_iMessage-MMS-SMS_019294	iMessage	11/6/2014 5:33:24 PM	Do we have any fs sti right now	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_019297	iMessage	11/6/2014 5:34:33 PM	Or fertility on fs	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_019296	iMessage	11/6/2014 5:38:08 PM	No on STI. Couple fertility	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019295	iMessage	11/6/2014 5:38:17 PM	Ignore sti question	Elizabeth Holmes	Sunny Balwani		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_019855	iMessage	11/19/2014 4:56:32 AM	Need to focus on ops. Getting hurt in market.	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019856	iMessage	11/19/2014 4:56:32 AM	Customer service seems to be terrible. Everyone complaining	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019858	iMessage	11/19/2014 4:58:07 AM	Yes	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019857	iMessage	11/19/2014 4:58:15 AM	We have to own this	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019859	iMessage	11/19/2014 4:58:40 AM	Lab, customer service, tat, all need director level people	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019862	iMessage	11/19/2014 4:58:40 AM	Tracy seemed burnt out	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019863	iMessage	11/19/2014 4:58:40 AM	She is doing all of this.	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019865	iMessage	11/19/2014 4:58:40 AM	No. She is still great. She is just trying to manage a lot m	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019860	iMessage	11/19/2014 4:59:18 AM	Exactly	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019861	iMessage	11/19/2014 4:59:49 AM	Hmm	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019864	iMessage	11/19/2014 4:59:58 AM	Burnt out like problem?	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019867	iMessage	11/19/2014 5:00:32 AM	We will help her	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019868	iMessage	11/19/2014 5:00:40 AM	By doing this	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019866	iMessage	11/19/2014 5:00:48 AM	We need. The lab and call center fixed..	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019872	iMessage	11/19/2014 5:00:48 AM	Need professionals across the board. Need PMs and Allison out ASAP.	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019874	iMessage	11/19/2014 5:00:48 AM	Waste of time imp	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019875	iMessage	11/19/2014 5:00:48 AM	Imo	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019869	iMessage	11/19/2014 5:00:57 AM	Exactly	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019870	iMessage	11/19/2014 5:01:21 AM	Yes	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019871	iMessage	11/19/2014 5:01:33 AM	Met w all PMs here on new roles today	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019873	iMessage	11/19/2014 5:01:45 AM	Getting one pagers pre thx giving	Elizabeth Holmes	sunnybalwani		

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Holmes_iPhone_iMessage-MMS-SMS_019876	iMessage	11/19/2014 5:02:50 AM	We need call center manager, new call center team, get recurrent crew out of docs facing communications	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019877	iMessage	11/19/2014 5:02:56 AM	Current crew out	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019880	iMessage	11/19/2014 5:02:56 AM	Fundamentally we need to stop fighting fires by not creating them	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019878	iMessage	11/19/2014 5:03:19 AM	Yes	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019879	iMessage	11/19/2014 5:05:04 AM	It will be ideal to put all ops in Az so they are managed professionally and away from hq	sunnybalwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019881	iMessage	11/19/2014 5:05:04 AM	Call center,tech support, everything	sunnybalwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019882	iMessage	11/19/2014 5:05:04 AM	Rebuild	sunnybalwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019885	iMessage	11/19/2014 5:05:04 AM	New lab dirs, lab manager like Tracy	sunnybalwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019886	iMessage	11/19/2014 5:05:04 AM	18C, ctn, tip coating	sunnybalwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019883	iMessage	11/19/2014 5:05:52 AM	Fundamentally we need to stop fighting fires by not creating them	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019884	iMessage	11/19/2014 5:06:06 AM	Need to fix root cause here	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019887	iMessage	11/19/2014 5:07:09 AM	Yes	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019888	iMessage	11/19/2014 5:07:12 AM	Exactly	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019889	iMessage	11/19/2014 5:07:50 AM	Call center manager and new doc facing call center in 1701.	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019890	iMessage	11/19/2014 5:08:56 AM	We can't scale with wag.	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019891	iMessage	11/19/2014 5:09:09 AM	They are terrible and we need swy and cvs	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019892	iMessage	11/19/2014 5:09:33 AM	It is time	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019894	iMessage	11/19/2014 5:09:39 AM	Let's get SWY done this week	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019893	iMessage	11/19/2014 5:09:42 AM	We can do it	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019896	iMessage	11/19/2014 5:09:57 AM	They told ou r team in wag meeting that they don't intend to open more PSCs until July because we missed their it integration deadline	sunnybalwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019895	iMessage	11/19/2014 5:10:17 AM	Wow	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019899	iMessage	11/19/2014 5:10:19 AM	Which is good because we can focus on swy and cvs	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019897	iMessage	11/19/2014 5:10:42 AM	If they don't move, we do cvs	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019900	iMessage	11/19/2014 5:11:10 AM	Wag stock went up today by \$1.25 because Theranos article today.	sunnybalwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_019903	iMessage	11/19/2014 5:12:09 AM	We have to move	Elizabeth Holmes	sunnybalwani		
Holmes_iPhone_iMessage-MMS-SMS_019902	iMessage	11/19/2014 5:12:24 AM	In the lifetime of the opportunity	Elizabeth Holmes	sunnybalwani		

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Holmes_iPhone_iMessage-MMS-SMS_019904	iMessage	11/19/2014 5:12:34 AM	Need ctn fixed. Our root cause of issues	sunnybalwani	Elizabeth Holmes	sunnybalwani	
Holmes_iPhone_iMessage-MMS-SMS_019905	iMessage	11/19/2014 5:12:48 AM	I know. Seems like they r a mess.	sunnybalwani	Elizabeth Holmes	sunnybalwani	
Holmes_iPhone_iMessage-MMS-SMS_019906	iMessage	11/19/2014 5:13:01 AM	Yes	Elizabeth Holmes	sunnybalwani	sunnybalwani	

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Holmes_iPhone_iMessage-MMS-SMS_020375	iMessage	11/27/2014 12:36:08 AM	FYI. On my call with cvs they mentioned they will be piloting in a very small number somewhere where pharmacist will do finger stick and send out sample. They didn't mention details but they will put that in email. Sounded like very limited tests.	Sunny Balwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_020379	iMessage	11/27/2014 12:36:16 AM	But we need to make sure our ip is protected.	Sunny Balwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_020378	iMessage	11/27/2014 12:37:09 AM	On my first call, wag mentioned they are massive cost cutting mode so we will be able to get from them whatever we push for.	Sunny Balwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_020377	iMessage	11/27/2014 12:38:04 AM	So we need to lock on a billion or more now so we have leverage over both. And time to operationalize normandy and then day	Sunny Balwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_020380	iMessage	11/27/2014 12:38:08 AM	Dday	Sunny Balwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_020381	iMessage	11/27/2014 1:37:49 AM	Driving home!	Elizabeth Holmes	Sunny Balwani (+		
Holmes_iPhone_iMessage-MMS-SMS_020382	iMessage	11/27/2014 1:37:54 AM	Amazing meeting	Elizabeth Holmes	Sunny Balwani (+		
Holmes_iPhone_iMessage-MMS-SMS_020384	iMessage	11/27/2014 1:37:58 AM	He is in	Elizabeth Holmes	Sunny Balwani (+		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_020383	iMessage	11/27/2014 1:38:08 AM	Awesome. I knew already.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_020385	iMessage	11/27/2014 1:38:29 AM	Critical we not be depended on them	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_020386	iMessage	11/27/2014 1:38:36 AM	Both of them are the same	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_020389	iMessage	11/27/2014 1:38:38 AM	Bcz I can sense ur energy	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_020388	iMessage	11/27/2014 1:38:42 AM	I know.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_020387	iMessage	11/27/2014 1:38:43 AM	;) )	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_020393	iMessage	11/27/2014 1:38:46 AM	I know	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_020392	iMessage	11/27/2014 1:38:53 AM	We need leverage always.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_020394	iMessage	11/27/2014 1:39:22 AM	Literally	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_020395	iMessage	11/27/2014 1:39:31 AM	No one will spend more money on R&D as us so we will own leverage as long as we keep spending on R&D	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_020398	iMessage	11/27/2014 1:40:10 AM	Rupert said same thing as you and I talked about on separate R&D bucket	Elizabeth Holmes	Sunny Balwani (		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_020467	iMessage	11/27/2014 2:46:00 AM	Just finished calls. Alice Walton in for 50. Confirmed 100 Greg.	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_020469	iMessage	11/27/2014 2:47:51 AM	Awesome. I was thinking today. They are not investing in our company they are investing in our destiny.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_020468	iMessage	11/27/2014 2:47:59 AM	So total 100.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_020471	iMessage	11/27/2014 2:48:18 AM	150 total	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_020472	iMessage	11/27/2014 2:48:25 AM	Rupert over 100	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_020474	iMessage	11/27/2014 2:48:32 AM	Awesome.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_020478	iMessage	11/27/2014 2:49:46 AM	Can't wait to learn more about conversation with Rupert.	Sunny Balwani	Elizabeth Holmes		



Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
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Holmes_iPhone_iMessage-MMS-SMS_020756	iMessage	11/28/2014 11:12:42 PM	Normandy lab is a fucking disaster zone. Glad I came here. Will work on fixing this.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_020757	iMessage	11/28/2014 11:13:51 PM	Meant to be that your there apparently .. What happened	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_020759	iMessage	11/28/2014 11:30:01 PM	Just called you to checkin. Call anytime / when convenient	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_020760	iMessage	11/28/2014 11:30:08 PM	In Normandy. Will call when I leave.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_020761	iMessage	11/28/2014 11:31:24 PM	No rush. Just checking in	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_020762	iMessage	11/28/2014 11:32:16 PM	I will get Tina out. We need a software person ruining this. Between Tina and max we have a mess.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_020764	iMessage	11/28/2014 11:33:23 PM	I could not agree more.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_020763	iMessage	11/28/2014 11:34:24 PM	We built software to remove human error and human judgement. All day I saw these people use their judgements to work around our processes.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_020765	iMessage	11/28/2014 11:37:01 PM	This is where our problems are. Which means we can fix it. Thank god.	Elizabeth Holmes	Sunny Balwani		


Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_021150	SMS	12/2/2014 11:33:15 PM	Do you want New Yorker to say crucial to Theranos' success was hiring you	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_021151	SMS	12/2/2014 11:35:10 PM	If it takes anything away from you then no. Perhaps there is a better way of saying my role is important here.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_021152	SMS	12/2/2014 11:35:22 PM	Or key	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_021153	SMS	12/2/2014 11:35:25 PM	To	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_021154	SMS	12/2/2014 11:35:40 PM	We together decide what sounds best	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_021155	SMS	12/2/2014 11:35:47 PM	Or critical	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_021156	SMS	12/2/2014 11:35:57 PM	Or central	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_021157	SMS	12/2/2014 11:43:53 PM	Let me know thoughts.	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_021158	SMS	12/3/2014 12:06:56 AM	They used the word integral to in won draft if you have thoughts let me know	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_021159	SMS	12/3/2014 12:11:08 AM	Integral is good	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_021160	SMS	12/3/2014 12:11:35 AM	Like that best?	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_021161	SMS	12/3/2014 12:11:43 AM	I love that we can talk about this.	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_021213	iMessage	12/4/2014 12:23:35 AM	What would you say about how we automate to minimize logistics / transportation errors	Elizabeth Holmes	Sunny Balwani (		

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Holmes_iPhone_iMessage-MMS-SMS_022520	iMessage	12/16/2014 1:01:00 AM	Been going through BDT nonstop since got to house. Let me know what you think	Elizabeth Holmes	Sunny Balwani		
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Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_022638	iMessage	12/16/2014 11:34:49 PM	Are there any materials in the binders you think should be removed for Murdoch / news corp	Elizabeth Holmes	Sunny Balwani	sunnybalwani	

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Holmes_iPhone_iMessage-MMS-SMS_023259	iMessage	12/27/2014 10:22:15 PM	This year is our year	Elizabeth Holmes	Sunny Balwani
Holmes_iPhone_iMessage-MMS-SMS_023262	iMessage	12/27/2014 10:29:49 PM	We can never forget this tiger	Elizabeth Holmes	Sunny Balwani
Holmes_iPhone_iMessage-MMS-SMS_023261	iMessage	12/27/2014 10:30:15 PM	I know. I am focused on it.	Sunny Balwani (	Elizabeth Holmes
Holmes_iPhone_iMessage-MMS-SMS_023260	iMessage	12/27/2014 10:30:24 PM	We will execute this year	Sunny Balwani (	Elizabeth Holmes
Holmes_iPhone_iMessage-MMS-SMS_023263	iMessage	12/27/2014 10:32:46 PM	I know. I'm focused on it too.	Elizabeth Holmes	Sunny Balwani
Holmes_iPhone_iMessage-MMS-SMS_023265	iMessage	12/27/2014 10:32:58 PM	And for our kids never forget who we are	Elizabeth Holmes	Sunny Balwani


Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
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Holmes_iPhone_iMessage-MMS-SMS_025111	iMessage	1/30/2015 4:00:00 PM	I have a call with Ruperts lawyer in 10	Sunny Balwani	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_025116	iMessage	1/30/2015 4:10:24 PM	At White House	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_025117	iMessage	1/30/2015 4:10:27 PM	Can text	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_025118	iMessage	1/30/2015 4:10:54 PM	Waiting for Obama to speak can't pick up phone	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_025119	iMessage	1/30/2015 4:11:01 PM	But can text	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_025120	iMessage	1/30/2015 4:11:05 PM	He asked for 3rd party fm.v. I will say no.	Sunny Balwani (	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_025122	iMessage	1/30/2015 4:11:11 PM	We haven't done this for any others	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_025123	iMessage	1/30/2015 4:11:21 PM	Focused on equal communications	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_025121	iMessage	1/30/2015 4:11:30 PM	After we buy back then disclosures	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_025124	iMessage	1/30/2015 4:11:54 PM	Right now the others could want to use as "cocktail party" conversation	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_025125	iMessage	1/30/2015 4:12:27 PM	He is not asking for disclosure here.	Sunny Balwani	Elizabeth Holmes	.	

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_025127	iMessage	1/30/2015 4:12:33 PM	Reason we're consolidating shareholder base is get to point can and want to engage and disclose with small select and/or group really want to be part of this	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_025128	iMessage	1/30/2015 4:12:36 PM	3rd party FMV	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_025126	iMessage	1/30/2015 4:12:47 PM	The report?	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_025129	iMessage	1/30/2015 4:12:48 PM	For redemption	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_025133	iMessage	1/30/2015 4:13:11 PM	Same comment on terms equal for all	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_025131	iMessage	1/30/2015 4:13:20 PM	And maintain control of colon at	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_025130	iMessage	1/30/2015 4:13:23 PM	Company	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_025132	iMessage	1/30/2015 4:13:34 PM	We are doing third party fmV now	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_025134	iMessage	1/30/2015 4:13:39 PM	And will adopt formula	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_025135	iMessage	1/30/2015 4:13:57 PM	Applied to all transactions	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_025136	iMessage	1/30/2015 4:14:37 PM	And second point we won't exercise redemption until we have exercised for all C2	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_025138	iMessage	1/30/2015 4:14:48 PM	Re: terms on redemption - protecting us ok situation where client is shareholder. Not using for this - why we want long term shareholders	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_025137	iMessage	1/30/2015 4:15:05 PM	Challenge is haven't agreed for others	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_025140	iMessage	1/30/2015 4:15:31 PM	Recall we already sent him side letter that we won't exercise redemption below 17	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_025142	iMessage	1/30/2015 4:15:56 PM	Second thing he wants is we won't exercise redemption unless on all ,2	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_025139	iMessage	1/30/2015 4:15:59 PM	C2	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_025141	iMessage	1/30/2015 4:16:47 PM	Tell him we want him in very long term which is why turned down all other monies. Just can't negate provisions we have that protect us in event we have to remove a corporate shareholder, and under Delaware law this could negate that enforceability	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_025143	iMessage	1/30/2015 4:16:52 PM	Phone off soon	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_025147	iMessage	1/30/2015 4:17:04 PM	I will deal with it. That's not the issue but never mind. I will deal with it the best I can.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_025146	iMessage	1/30/2015 4:50:05 PM	Can talk if need now	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_025145	iMessage	1/30/2015 5:06:42 PM	Out of White House	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_025144	iMessage	1/30/2015 5:06:46 PM	How did it go	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_025149	iMessage	1/30/2015 5:23:12 PM	Call when free. At office	Sunny Balwani	Elizabeth Holmes		

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Holmes_iPhone_iMessage-MMS-SMS_027753	iMessage	3/9/2015 10:54:12 PM	My life partner is invited to be with me for all horatio Alger proceedings. All awardees come with life partners	Elizabeth Holmes	Sunny Balwani		
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Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_027872	iMessage	3/10/2015 9:26:53 PM	We have an opportunity to put telemedicine in our contract with wag.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_027873	iMessage	3/10/2015 9:30:57 PM	We should nail that.	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_027871	iMessage	3/10/2015 9:31:10 PM	And actually kick it off in our meeting with mayo	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_027874	iMessage	3/10/2015 9:31:15 PM	And possibly Cleveland	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_027877	iMessage	3/10/2015 9:31:23 PM	And then build the team here as we hire	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_027876	iMessage	3/10/2015 9:31:33 PM	They won't be ready overnight anyway	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_027878	iMessage	3/10/2015 9:31:39 PM	Cleveland clinic.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_027875	iMessage	3/10/2015 9:32:07 PM	Yes	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_027879	iMessage	3/10/2015 9:32:10 PM	We will talk. We will bring this up and negotiate as last thin once all else is done.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_027883	iMessage	3/10/2015 9:32:16 PM	Yes	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_027882	iMessage	3/10/2015 9:32:19 PM	I opened the door.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_027881	iMessage	3/10/2015 9:32:27 PM	Great	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_027880	iMessage	3/10/2015 9:32:32 PM	Will tell u more in person.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_027886	iMessage	3/10/2015 9:32:36 PM	K	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_027884	iMessage	3/10/2015 9:32:48 PM	They were drooling over Cleveland clinic announcement	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_027885	iMessage	3/10/2015 9:32:48 PM	We did tester	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_027887	iMessage	3/10/2015 9:32:48 PM	Yesterday	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_027888	iMessage	3/10/2015 9:33:45 PM	Everyone is	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_027889	iMessage	3/10/2015 9:34:03 PM	Hopefully they're off peer review	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_027890	iMessage	3/10/2015 9:34:20 PM	Which is why we need to do good by Cleveland clinic	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_027891	iMessage	3/10/2015 9:34:26 PM	Yes. Off the table.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_027893	iMessage	3/10/2015 9:42:38 PM	Exactly	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_027895	iMessage	3/10/2015 9:42:48 PM	On Cleveland clinic	Elizabeth Holmes	Sunny Balwani		

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Holmes_iPhone_iMessage-MMS-SMS_028071	iMessage	3/12/2015 9:42:59 PM	I am blocking everyone involved with device in software all next week and I will only do this also. Nothing else. This is the only way to get this done	Sunny Balwani (	Elizabeth Holmes		
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Holmes_iPhone_iMessage-MMS-SMS_029744	iMessage	4/7/2015 3:02:15 AM	<p>Deep concern about sense we're getting that trying to manipulate to fail. Can assure not the case. Fix stores succeed. Theranos offered pay.</p> <p>Anytime ask don't respond. Signage. Logos. Can't find. Confuse hcc.</p> <p>4m now. Amendment done. Means Not succeed.</p> <p>Team not making any progress. Deliberately fail. Not - don't need exclusivity az.</p> <p>Can't spend \$ on marketing don't build out right. Patients complain.</p> <p>Dtc. Corporate told stand down do not help Theranos. Compounds. Manipulate - fail.</p>	Elizabeth Holmes	Sunny Balwani		
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Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_029814	iMessage	4/9/2015 2:52:48 AM	Going thru cvs contract. We can't work with wag or cvs. Both are same.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029816	iMessage	4/9/2015 2:52:48 AM	And swy	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029817	iMessage	4/9/2015 3:00:44 AM	Can't forget that	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_029818	iMessage	4/9/2015 3:01:11 AM	We need to think thru our discussion on this topic	Sunny Balwani (	) Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029819	iMessage	4/9/2015 3:03:11 AM	Meaning tomorrow's?	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_029821	iMessage	4/9/2015 3:03:28 AM	No. Our own stores.	Sunny Balwani	) Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029820	iMessage	4/9/2015 3:05:19 AM	Exactly.	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_029822	iMessage	4/9/2015 3:05:36 AM	I am thinking. It will depend on discussion tomorrow with wag	Sunny Balwani	Elizabeth Holmes		

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Holmes_iPhone_iMessage-MMS-SMS_029901	iMessage	4/9/2015 8:22:18 PM	If contract terms and we don't have 1000 stores. What happens to 50m remaining innovation payment	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029906	iMessage	4/9/2015 8:43:03 PM	Depends on why terms	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_029909	iMessage	4/9/2015 8:54:40 PM	Scale now if need	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_029908	iMessage	4/9/2015 8:59:21 PM	So force build 1000 stores? I don't think that's intelligent.	Sunny Balwani	) Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029911	iMessage	4/9/2015 9:00:00 PM	With contract expiring in August 2017 means building out 1000 by feb 2016. Not good for us	Sunny Balwani	) Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029912	iMessage	4/9/2015 9:08:22 PM	There are equal number of cvs and wag in Ny state btw.	Sunny Balwani	) Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_029913	iMessage	4/9/2015 9:08:58 PM	When we launch in NY we can launch with CVS and give them once we have 50 E done, we will be invincible	Sunny Balwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029910	iMessage	4/9/2015 9:12:30 PM	Agree	Elizabeth Holmes	Sunny Balwani		

Holmes_iPhone_iMessage-MMS-SMS_029917	iMessage	4/9/2015 9:14:22 PM	If terms because we term then we return. They term and we don't want to we keep.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_029918	iMessage	4/9/2015 9:14:45 PM	We don't want 1000 stores with ass holes.	Sunny Balwani i	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029920	iMessage	4/9/2015 9:15:03 PM	200 will be enough to prove our point.	Sunny Balwani i	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029922	iMessage	4/9/2015 9:15:06 PM	I know	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_029921	iMessage	4/9/2015 9:15:17 PM	I will say we keep 25 no matter what	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029919	iMessage	4/9/2015 9:15:19 PM	But then depending on who terms should work	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_029923	iMessage	4/9/2015 9:15:22 PM	Agree	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_029925	iMessage	4/9/2015 9:15:27 PM	Yes	Sunny Balwani	i) Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029924	iMessage	4/9/2015 9:15:44 PM	But if natural terms then we return 25	Sunny Balwani	i) Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029926	iMessage	4/9/2015 9:15:44 PM	If they don't build 500 we keep 25	Sunny Balwani	i) Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029929	iMessage	4/9/2015 9:17:52 PM	Correct	Sunny Balwani	i) Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029928	iMessage	4/9/2015 9:18:40 PM	Yes	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_029930	iMessage	4/9/2015 9:19:05 PM	Natural meaning we both decide not to renew? Also if we want Renew but they don't	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_029931	iMessage	4/9/2015 9:20:00 PM	I would like to keep simple. If they build minimum 500 they get all 50. If they don't we keep minimum 25. I can also say if they don't build 500 we keep all 50 since we banked on them.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029940	iMessage	4/9/2015 10:28:16 PM	Going into wag meeting.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029945	iMessage	4/10/2015 12:34:08 AM	Done. Call when u have 30 minutes	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029947	iMessage	4/10/2015 1:41:00 AM	Agree with above	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_029949	iMessage	4/10/2015 1:41:03 AM	Will call soon	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_029948	iMessage	4/10/2015 1:50:22 AM	Mostly terrible meeting but net net is what we want.	Sunny Balwani i	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029972	iMessage	4/10/2015 2:33:36 AM	Love you too	Sunny Balwani i	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029974	iMessage	4/10/2015 2:33:36 AM	The point about narrowing down menu to hit high fs % came to me like gift of God.	Sunny Balwani i	Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_029975	iMessage	4/10/2015 2:35:44 AM	I was meditating on this meeting all night and all day	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029976	iMessage	4/10/2015 2:35:44 AM	You nailed it	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_029979	iMessage	4/10/2015 2:35:44 AM	We must hit our volume goals now.	Sunny Balwani i	) Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029980	iMessage	4/10/2015 2:35:44 AM	We need to make it a matter of life and death.	Sunny Balwani i	) Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_029982	iMessage	4/10/2015 2:35:44 AM	Survival. We must not lose	Sunny Balwani i	) Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_030187	iMessage	4/11/2015 4:55:28 PM	I have extreme clarity on how we will win against quest and lab corp	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_030189	iMessage	4/11/2015 4:55:28 PM	Extreme hardwork but no short cuts on this one anyway	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_030192	iMessage	4/11/2015 4:55:28 PM	For next 3 years 2015-16-17 do only California NY az and central pen	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_030186	iMessage	4/11/2015 4:55:32 PM	I so agree	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_030188	iMessage	4/11/2015 4:56:13 PM	Can't wait to discuss	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_030191	iMessage	4/11/2015 4:56:35 PM	Have a lot of ideas on that btw from these last couple days	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_030190	iMessage	4/11/2015 4:56:39 PM	Exactly	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_030193	iMessage	4/11/2015 4:57:36 PM	Build incredible software d2c Socrates 100-200 fingersticks on 4.1	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_030194	iMessage	4/11/2015 4:57:36 PM	And capture 100% ca and my	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_030196	iMessage	4/11/2015 4:57:36 PM	My	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_030197	iMessage	4/11/2015 4:57:36 PM	Ny	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_030198	iMessage	4/11/2015 4:57:36 PM	We need to tie the two RX only thru 15-18 months and get out shit together get 510ks done.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_030195	iMessage	4/11/2015 4:58:08 PM	Exactly	Elizabeth Holmes	Sunny Balwani		



Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
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Holmes_iPhone_iMessage-MMS-SMS_030332	iMessage	4/11/2015 10:26:08 PM	You should revisit new .com copy in light of us doing ~50% finger sticks.	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_030333	iMessage	4/11/2015 10:26:08 PM	Unless u already did	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_030334	iMessage	4/11/2015 10:26:08 PM	Also need a Pennsylvania only .com if u think that's needed.	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_030337	iMessage	4/11/2015 10:30:24 PM	Taking off. Land at 5	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_030336	iMessage	4/11/2015 10:31:50 PM	Agree	Elizabeth Holmes	Sunny Balwani		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
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Holmes_iPhone_iMessage-MMS-SMS_030969	iMessage	4/20/2015 3:47:03 PM	We need to decide and then operationalize the strategy we were talking about re working with many	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_030972	iMessage	4/20/2015 3:47:12 PM	Yeah	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_030974	iMessage	4/20/2015 3:47:12 PM	Fs is our competitive advantage and price transparency	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_030975	iMessage	4/20/2015 3:47:12 PM	Lab corp basically will copy us	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_030977	iMessage	4/20/2015 3:47:12 PM	Absolutely	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_030981	iMessage	4/20/2015 3:47:12 PM	I will come to office now and get cvs done today and send out no will lock myself in office.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_030971	iMessage	4/20/2015 3:47:14 PM	And get FS live nmw	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_030973	iMessage	4/20/2015 3:47:46 PM	I know	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_030976	iMessage	4/20/2015 3:48:02 PM	And now the freedom not to be exclusive gives us big leverage	Elizabeth Holmes	Sunny Balwani		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_030979	iMessage	4/20/2015 3:48:37 PM	No retailer will want other (irrespective of whether we have exclusivity terms) when we have FS live	Elizabeth Holmes	Sunny Balwani (		

Holmes_iPhone_iMessage-MMS-SMS_030992	iMessage	4/20/2015 3:50:20 PM	You agree on national thought leadership now?	Elizabeth Holmes	Sunny Balwani (	[		
Holmes_iPhone_iMessage-MMS-SMS_030993	iMessage	4/20/2015 3:50:29 PM	Going to emphasize consumer today at BCBS	Elizabeth Holmes	Sunny Balwani (			

Holmes_iPhone_iMessage-MMS-SMS_031000	iMessage	4/20/2015 3:52:18 PM	Can also have roger do a piece on it now	Elizabeth Holmes	Sunny Balwani (	[		
Holmes_iPhone_iMessage-MMS-SMS_031002	iMessage	4/20/2015 3:52:54 PM	That's better. Time with July 4 launch	Sunny Balwani	Elizabeth Holmes			

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
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Holmes_iPhone_iMessage-MMS-SMS_031062	iMessage	4/20/2015 7:41:10 PM	Can we take FS lie tomorrow	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_031061	iMessage	4/20/2015 7:41:43 PM	?	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031064	iMessage	4/20/2015 7:41:52 PM	U mean Gc?	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031067	iMessage	4/20/2015 7:41:52 PM	Very risky. We need more software testing.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031065	iMessage	4/20/2015 7:43:05 PM	Yes	Elizabeth Holmes	Sunny Balwani (+		
Holmes_iPhone_iMessage-MMS-SMS_031066	iMessage	4/20/2015 7:44:00 PM	Checking but very risky	Sunny Balwani (+	Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_031158	iMessage	4/20/2015 10:03:15 PM	I am going to publish an op Ed in nyt. Team is working on it	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_031156	iMessage	4/20/2015 10:03:25 PM	We are owning this space.	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_031157	iMessage	4/20/2015 10:03:31 PM	Charlie rose likely early June	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_031159	iMessage	4/20/2015 10:03:31 PM	Good. Let do it	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031161	iMessage	4/20/2015 10:03:36 PM	Perfect	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031162	iMessage	4/20/2015 10:03:38 PM	Exactly	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_031160	iMessage	4/20/2015 10:03:43 PM	Roger in meantime	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_031163	iMessage	4/20/2015 10:03:51 PM	Consumer and price transparency and technology	Sunny Balwani (	Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
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Holmes_iPhone_iMessage-MMS-SMS_031252	iMessage	4/21/2015 3:40:31 AM	Re your email	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031254	iMessage	4/21/2015 3:40:42 AM	Wsj guy might show up tomorrow	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031253	iMessage	4/21/2015 3:40:47 AM	That is the thing	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031256	iMessage	4/21/2015 3:41:40 AM	We need tomorrow to test and then the team can push it in production tomorrow night.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031257	iMessage	4/21/2015 3:43:24 AM	Ok	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031259	iMessage	4/21/2015 3:43:35 AM	Could just do for him only if he shows up ...	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031262	iMessage	4/21/2015 3:44:15 AM	Hard to know who he is and what order he brings.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031261	iMessage	4/21/2015 3:44:46 AM	Better a perfect venipuncture than bad fingerstick	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031263	iMessage	4/21/2015 3:45:11 AM	Or miss a test.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031260	iMessage	4/21/2015 3:45:34 AM	It's possible he talks to docs first day and does draw second day	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031264	iMessage	4/21/2015 3:45:34 AM	Seems like this guy is looking to write something negative.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031265	iMessage	4/21/2015 3:45:50 AM	That's what he does	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031266	iMessage	4/21/2015 3:45:54 AM	Even then. We don't what tests he will do.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031268	iMessage	4/21/2015 3:46:12 AM	But we could turn it into piece about what sql doing.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031267	iMessage	4/21/2015 3:46:24 AM	Our oppo guy knows him well	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031269	iMessage	4/21/2015 3:46:31 AM	I know	Elizabeth Holmes	Sunny Balwani		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_031271	iMessage	4/21/2015 3:46:40 AM	My read is sooner the better generally	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031270	iMessage	4/21/2015 3:46:48 AM	Even if just docs happier sooner	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031272	iMessage	4/21/2015 3:46:54 AM	We will push it tomorrow	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031273	iMessage	4/21/2015 3:46:55 AM	Assuming confidence is there	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031276	iMessage	4/21/2015 3:47:09 AM	Night	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031275	iMessage	4/21/2015 3:47:17 AM	Makes sense	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031274	iMessage	4/21/2015 3:47:23 AM	Confidence there?	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031277	iMessage	4/21/2015 3:47:29 AM	So Wednesday it will trigger fs for gc18	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031278	iMessage	4/21/2015 3:47:41 AM	Yes	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031282	iMessage	4/21/2015 3:47:49 AM	So if he comes it may be 3 fs.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031279	iMessage	4/21/2015 3:48:14 AM	Are they doing multiple ctn from one stick in PHX	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031281	iMessage	4/21/2015 3:48:16 AM	Don't know.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031280	iMessage	4/21/2015 3:49:35 AM	I'll ask Tracy?	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_031285	iMessage	4/21/2015 3:49:48 AM	I will ask Ryan	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031283	iMessage	4/21/2015 3:49:58 AM	K	Elizabeth Holmes	Sunny Balwani (		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
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Holmes_iPhone_iMessage-MMS-SMS_031396	iMessage	4/21/2015 7:44:00 PM	The team is not confident about pushing out fingerstick tonite. What don't think.	Sunny Balwani (	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_031397	iMessage	4/21/2015 7:44:00 PM	Do u	Sunny Balwani (	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_031399	iMessage	4/21/2015 7:51:18 PM	What's ur confidences	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_031398	iMessage	4/21/2015 7:52:00 PM	Ideally Saturday night Nwe don't want to rush this. We went thru hell	Sunny Balwani (	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_031400	iMessage	4/21/2015 7:52:22 PM	Ok	Elizabeth Holmes	Sunny Balwani (	.	



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Holmes_iPhone_iMessage-MMS-SMS_031730	iMessage	4/25/2015 4:49:04 PM	Have a 10 am with fusiongps guys	Sunny Balwani (	Elizabeth Holmes		
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Holmes_iPhone_iMessage-MMS-SMS_031736	iMessage	4/25/2015 4:53:38 PM	We'll get killer package for when meet w carreyou to turn this into our story	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_031737	iMessage	4/25/2015 4:53:41 PM	Good	Elizabeth Holmes	Sunny Balwani (		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_031752	iMessage	4/25/2015 7:28:19 PM	Good meeting?	Elizabeth Holmes	Sunny Balwan		
Holmes_iPhone_iMessage-MMS-SMS_031753	iMessage	4/25/2015 7:28:22 PM	Wish I was doing that with you	Elizabeth Holmes	Sunny Balwan		
Holmes_iPhone_iMessage-MMS-SMS_031755	iMessage	4/25/2015 7:29:02 PM	It's hard for others to actually believe that we are doing the right thing. They kept looking for a catch	Sunny Balwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031756	iMessage	4/25/2015 7:29:04 PM	For example it took a while for them to see that we are billing Medicare at 50%	Sunny Balwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031757	iMessage	4/25/2015 7:29:04 PM	But good meeting	Sunny Balwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031758	iMessage	4/25/2015 7:38:55 PM	Peter (one of these 2 guys) met with Ron Conway today for bfast and Ron commented that there is too much hype around Theranos and you. FYI, I am worried about over exposure without solid substance which is lacking right now. We can talk tomorrow about over exposure.	Sunny Balwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031764	iMessage	4/25/2015 7:52:32 PM	Agree.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031765	iMessage	4/25/2015 7:52:32 PM	Good point also	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031760	iMessage	4/25/2015 7:53:04 PM	We can talk	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031762	iMessage	4/25/2015 7:53:13 PM	Has to be our thinking	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031761	iMessage	4/25/2015 7:53:18 PM	On outside they	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031763	iMessage	4/25/2015 7:53:23 PM	Are just jealous	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031767	iMessage	4/25/2015 7:53:52 PM	we to own the conversation	Sunny Balwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031766	iMessage	4/25/2015 7:54:00 PM	That media is why we're getting americare	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031768	iMessage	4/25/2015 7:54:07 PM	The	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031769	iMessage	4/25/2015 7:54:10 PM	True	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031770	iMessage	4/25/2015 7:54:15 PM	And we have enough new nees to do different each piece	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031771	iMessage	4/25/2015 7:54:23 PM	Ok	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031772	iMessage	4/25/2015 7:54:26 PM	And drown out and refute the crap	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_031773	iMessage	4/25/2015 7:54:40 PM	We need FDA clearance and ctn clearance b	Sunny Balwani	Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_031783	iMessage	4/25/2015 9:34:56 PM	And basically time it so it destroys peer review professor from Stanford	Sunny Balwani	Elizabeth Holmes		

Holmes_iPhone_iMessage-MMS-SMS_031794	iMessage	4/25/2015 10:19:43 PM	The professor from standard who wrote about peer reviews	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_031796	iMessage	4/25/2015 10:20:04 PM	Interesting. What did he say	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_031798	iMessage	4/25/2015 10:21:23 PM	That there is laughable little peer review about us	Sunny Balwani	Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_031958	iMessage	4/27/2015 7:34:33 PM	Phenomenal Cramer story. Daughter 2 and a half died. He said she gave up because of needle trauma. Says people who haven't been through it don't understand what big needles mean. Big supporter.	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_031959	iMessage	4/27/2015 7:35:00 PM	Wow	Sunny Balwani (	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_031961	iMessage	4/27/2015 7:35:17 PM	I know.	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_031962	iMessage	4/27/2015 7:35:28 PM	When u r on the path of righteousness the Lord walks besides us.	Sunny Balwani (	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_031963	iMessage	4/27/2015 7:35:28 PM	We can talk when u r back	Sunny Balwani (	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_031960	iMessage	4/27/2015 7:35:37 PM	Great voice for us. Lives near quest. Says they're terrified.	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_031965	iMessage	4/27/2015 7:36:00 PM	Literally.	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_031964	iMessage	4/27/2015 7:36:21 PM	Press strategy we talked about is Bulls eye. I can feel it. We are building a movement.	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_031968	iMessage	4/27/2015 11:00:09 PM	♡	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_031973	iMessage	4/27/2015 11:00:16 PM	Love u too	Sunny Balwani (	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_031977	iMessage	4/27/2015 11:12:57 PM	You were flawless in mad money. Just perfect.	Sunny Balwani (	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_031978	iMessage	4/27/2015 11:13:04 PM	If I was competing with you I would be scared.	Sunny Balwani (	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_031976	iMessage	4/27/2015 11:19:28 PM	Got to get more assays on fingerstick	Sunny Balwani (	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_031979	iMessage	4/27/2015 11:19:28 PM	You came across as a pure statesman.	Sunny Balwani (	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_031980	iMessage	4/28/2015 12:39:17 AM	Loved seeing this so much	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_031982	iMessage	4/28/2015 12:39:19 AM	Exactly	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_031983	iMessage	4/28/2015 12:39:30 AM	That is our key point now	Elizabeth Holmes	Sunny Balwani (	.	

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Holmes_iPhone_iMessage-MMS-SMS_031995	iMessage	4/28/2015 1:32:48 AM	Fingerstick is our key point now	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_031996	iMessage	4/28/2015 1:32:56 AM	Loved your texts so much	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_031998	iMessage	4/28/2015 1:33:03 AM	I know. Got to succeed in fs	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032001	iMessage	4/28/2015 1:33:30 AM	Exactly	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_032000	iMessage	4/28/2015 1:33:38 AM	Love	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032002	iMessage	4/28/2015 1:33:43 AM	So grateful to God for where we are now	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_031999	iMessage	4/28/2015 1:33:46 AM	More love	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_032003	iMessage	4/28/2015 1:33:50 AM	I know	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032005	iMessage	4/28/2015 1:33:52 AM	We will kill after that	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032007	iMessage	4/28/2015 1:33:52 AM	Got to get fs done. Gc20 and e40	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032006	iMessage	4/28/2015 1:34:17 AM	Exactly	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_032004	iMessage	4/28/2015 1:34:20 AM	That is the key	Elizabeth Holmes	Sunny Balwani (-		

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Holmes_iPhone_iMessage-MMS-SMS_032063	iMessage	4/28/2015 3:52:32 AM	It is most maddening there is no focus in any chem teams and no product coming out.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032062	iMessage	4/28/2015 3:53:45 AM	I know.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_032064	iMessage	4/28/2015 3:53:52 AM	Leadership.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_032065	iMessage	4/28/2015 3:54:30 AM	I am taking over all chem teams per discussion and will begin doing daily meetings.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032067	iMessage	4/28/2015 3:56:25 AM	Daily meetings really is the only way	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_032066	iMessage	4/28/2015 3:56:48 AM	Most disappointing how bad these people are.	Sunny Balwani	Elizabeth Holmes		

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Holmes_iPhone_iMessage-MMS-SMS_032068	iMessage	4/28/2015 4:02:06 AM	On us to change it b	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_032070	iMessage	4/28/2015 4:02:22 AM	Will do	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032069	iMessage	4/28/2015 4:03:03 AM	I know we will.	Elizabeth Holmes	Sunny Balwani		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_032169	iMessage	4/28/2015 10:21:03 PM	Should think about what access we give to reporter especially we never make you or our tech data available and shouldn't do it reactive	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_032171	iMessage	4/28/2015 10:21:22 PM	Agree	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032173	iMessage	4/28/2015 10:21:52 PM	I think we should walk him in detail over all data but also educate him on how tech in lab works. He is probably 100% ignorant and looks at 2 numbers from 2 labs and if they don't match assumes we r wrong.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032174	iMessage	4/28/2015 10:22:42 PM	I know	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_032175	iMessage	4/28/2015 10:23:02 PM	Need to do that without setting precedent of someone getting access just because they challenge is	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_032176	iMessage	4/28/2015 10:23:03 PM	Us	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_032177	iMessage	4/28/2015 10:23:17 PM	Yes	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032183	iMessage	4/28/2015 10:23:32 PM	Best would be to turn it around on others.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032185	iMessage	4/28/2015 10:24:00 PM	Also I think we should think about sharing we have a large reference lab. This will shock people. Chances are issues about false negative positive etc. is BS	Sunny Balwani (	Elizabeth Holmes		



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Holmes_iPhone_iMessage-MMS-SMS_032187	iMessage	4/28/2015 10:24:48 PM	It's quest	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_032189	iMessage	4/28/2015 10:24:54 PM	100%	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_032191	iMessage	4/28/2015 10:24:59 PM	Yeah	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_032193	iMessage	4/28/2015 10:25:37 PM	This is why even walking him thru JP under NDA destroys these attacks that we r only using our tech. We can talk about it.	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032192	iMessage	4/28/2015 10:26:07 PM	Yes have to assume it will all be public	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_032194	iMessage	4/28/2015 10:26:11 PM	But that may be ok	Elizabeth Holmes	Sunny Balwani		

Holmes_iPhone_iMessage-MMS-SMS_032244	iMessage	4/29/2015 3:37:25 PM	Interesting meeting. They're going to follow up. Will brief you on it.	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_032246	iMessage	4/29/2015 3:38:29 PM	We're they open and receptive or didn't think it can happen	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032247	iMessage	4/29/2015 3:39:40 PM	Open and receptive - tried to make point about the fact we're using Idts and funding but then reversed when I made comments about using FDA devices and our FDA position and work and that we don't want their money	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_032248	iMessage	4/29/2015 3:40:20 PM	Made comment about us needing to sharing more info faster is word they're hearing in Washington. I said with who and walked them through FDA in detail	Elizabeth Holmes	Sunny Balwani (+		
Holmes_iPhone_iMessage-MMS-SMS_032249	iMessage	4/29/2015 3:40:30 PM	I think this is quest lobbyist spreading	Elizabeth Holmes	Sunny Balwani (+		
Holmes_iPhone_iMessage-MMS-SMS_032250	iMessage	4/29/2015 3:40:49 PM	They thanked me multiple times at end of meeting for what we're doing again and again	Elizabeth Holmes	Sunny Balwani (+		
Holmes_iPhone_iMessage-MMS-SMS_032251	iMessage	4/29/2015 3:42:57 PM	Good. But as you can tell we have a terrible team doing our PR	Sunny Balwani (-	Elizabeth Holmes		

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Holmes_iPhone_iMessage-MMS-SMS_032275	iMessage	4/29/2015 3:50:29 PM	Did cms tell u why they think we are not sharing info? Once u explained they must have reacted at the foolishness.	Sunny Balwani	Elizabeth Holmes	4	
Holmes_iPhone_iMessage-MMS-SMS_032276	iMessage	4/29/2015 3:50:48 PM	Yes	Elizabeth Holmes	Sunny Balwani (	4	

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Holmes_iPhone_iMessage-MMS-SMS_032305	iMessage	4/29/2015 4:09:56 PM	Carreyou is French	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_032306	iMessage	4/29/2015 4:10:35 PM	Very funny. Explain everything	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032309	iMessage	4/29/2015 4:10:40 PM	He is proud of being French?	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032308	iMessage	4/29/2015 4:10:43 PM	I know	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_032307	iMessage	4/29/2015 4:10:46 PM	And proud of it	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_032312	iMessage	4/29/2015 4:12:42 PM	Proud cynic	Elizabeth Holmes	Sunny Balwani		

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Holmes_iPhone_iMessage-MMS-SMS_032332	iMessage	4/29/2015 4:34:08 PM	I don't believe in movements. They take too long. I would like to use money and influence and PR	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032331	iMessage	4/29/2015 4:34:26 PM	This is what you once said to me about standing for non negotiables and prophets	Elizabeth Holmes	Sunny Balwani (+		
Holmes_iPhone_iMessage-MMS-SMS_032333	iMessage	4/29/2015 4:35:34 PM	100%	Elizabeth Holmes	Sunny Balwani (+		
Holmes_iPhone_iMessage-MMS-SMS_032335	iMessage	4/29/2015 4:35:38 PM	And leverage	Elizabeth Holmes	Sunny Balwani (+		
Holmes_iPhone_iMessage-MMS-SMS_032334	iMessage	4/29/2015 4:36:06 PM	Like embarrassing them if they don't move and get this done in 3 months. Hence my comment about 3 months.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032338	iMessage	4/29/2015 4:36:16 PM	When u r here. We should talk about our using FDA devices and communicating	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032336	iMessage	4/29/2015 4:36:17 PM	Exactly	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_032337	iMessage	4/29/2015 4:36:26 PM	That's what I was saying above too	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_032340	iMessage	4/29/2015 4:37:10 PM	I know. Key is how to not put others on path	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_032339	iMessage	4/29/2015 4:37:35 PM	I think angle is to say we've opened full reference lab	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_032341	iMessage	4/29/2015 4:37:48 PM	Ourselves	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_032342	iMessage	4/29/2015 4:37:57 PM	Not wait for cc or other deal	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_032343	iMessage	4/29/2015 4:37:58 PM	Yeah. We will think	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032344	iMessage	4/29/2015 4:38:02 PM	That will be additive	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_032345	iMessage	4/29/2015 4:38:18 PM	Then we can say are doing huge number of tests on existing platforms	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_032349	iMessage	4/29/2015 4:38:24 PM	Yep	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032346	iMessage	4/29/2015 4:38:28 PM	Also serves as red herring for device cos	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_032347	iMessage	4/29/2015 4:38:46 PM	That we're just a "cheaper" lab	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_032348	iMessage	4/29/2015 4:40:22 PM	I've been thinking we could do a press release on it.	Elizabeth Holmes	Sunny Balwani (-		

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Holmes_iPhone_iMessage-MMS-SMS_032380	iMessage	4/29/2015 7:33:14 PM	Btw I sent CVS document to heather and chris on Saturday and haven't received any feedback from them.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032383	iMessage	4/29/2015 7:35:23 PM	Ok I will be there (landing in 2 hours 10 mins) and can meet with any candidates we think make sense. Nothing is on my calendar. Do you want me to email heather chris on turning the cvs document	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_032382	iMessage	4/29/2015 7:35:28 PM	No	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032381	iMessage	4/29/2015 7:36:39 PM	Are they helping you on wag contract	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_032384	iMessage	4/29/2015 7:37:23 PM	No one on wag contract being want anyone on wag contract. This u and I need close our chests.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_032385	iMessage	4/29/2015 7:37:32 PM	Don't want	Sunny Balwani (	Elizabeth Holmes		

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Holmes_iPhone_iMessage-MMS-SMS_033067	iMessage	5/6/2015 4:12:39 AM	FYI. There was a tweet from some lab guy from war college that there was consensus at conference that Theranos has flawed tech and flawed business model.	Sunny Balwani	Elizabeth Holmes
Holmes_iPhone_iMessage-MMS-SMS_033068	iMessage	5/6/2015 4:12:54 AM	I saw it.	Elizabeth Holmes	Sunny Balwani
Holmes_iPhone_iMessage-MMS-SMS_033070	iMessage	5/6/2015 4:13:41 AM	We need to get our content out	Elizabeth Holmes	Sunny Balwani
Holmes_iPhone_iMessage-MMS-SMS_033071	iMessage	5/6/2015 4:14:44 AM	No but there is something good about lab guys under. Estimating us.	Sunny Balwani	Elizabeth Holmes
Holmes_iPhone_iMessage-MMS-SMS_033076	iMessage	5/6/2015 4:15:07 AM	We should correct attacks but not eager to tell others we are dangerous.	Sunny Balwani	Elizabeth Holmes
Holmes_iPhone_iMessage-MMS-SMS_033073	iMessage	5/6/2015 4:15:10 AM	For sure	Elizabeth Holmes	Sunny Balwani
Holmes_iPhone_iMessage-MMS-SMS_033074	iMessage	5/6/2015 4:15:18 AM	Totally agree	Elizabeth Holmes	Sunny Balwani


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Holmes_iPhone_iMessage-MMS-SMS_033094	iMessage	5/6/2015 4:19:20 AM	We need our heads down and execute. Bring billion equity and billion revenue	Sunny Balwani	Elizabeth Holmes	-	
Holmes_iPhone_iMessage-MMS-SMS_033091	iMessage	5/6/2015 4:19:43 AM	I know. Thinking same	Elizabeth Holmes	Sunny Balwani	-	
Holmes_iPhone_iMessage-MMS-SMS_033095	iMessage	5/6/2015 4:20:14 AM	Revenue most important of all. Buying ref lab locks it in	Elizabeth Holmes	Sunny Balwani	-	
Holmes_iPhone_iMessage-MMS-SMS_033099	iMessage	5/6/2015 4:20:16 AM	Yes red lab is critical.	Sunny Balwani (	Elizabeth Holmes	-	



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Holmes_iPhone_iMessage-MMS-SMS_033237	iMessage	5/6/2015 10:25:58 PM	How was the talk etc	Sunny Balwani	Elizabeth Holmes		

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Holmes_iPhone_iMessage-MMS-SMS_033238	iMessage	5/6/2015 10:26:08 PM	Good	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033240	iMessage	5/6/2015 10:26:44 PM	All the questions from the articles	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_033241	iMessage	5/6/2015 10:28:12 PM	Yeah at least I'm on record addressing	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_033245	iMessage	5/6/2015 10:28:16 PM	U mean peer review, data, venipuncture?	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033244	iMessage	5/6/2015 10:29:23 PM	Peer review, danger of consumer access, not publishing	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_033242	iMessage	5/6/2015 10:34:14 PM	Good. We should send a stern and detailed letter to Alberto btw	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033243	iMessage	5/6/2015 10:34:27 PM	What did he say?	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_033247	iMessage	5/6/2015 10:34:40 PM	Nothing too bad but he made a comment that he hasn't seen any data from us and don't know if tests work or not	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033250	iMessage	5/6/2015 10:34:40 PM	As a reason of regulating LdTs. Which is why we need to send him a what the fuck letter.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033251	iMessage	5/6/2015 10:34:40 PM	Yes	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033253	iMessage	5/6/2015 10:34:40 PM	In ur email.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033246	iMessage	5/6/2015 10:34:49 PM	He never called me back	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_033248	iMessage	5/6/2015 10:35:14 PM	Odd	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_033249	iMessage	5/6/2015 10:35:32 PM	We should listen to it to be sure	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_033252	iMessage	5/6/2015 10:35:58 PM	Do we have the audio	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_033254	iMessage	5/6/2015 10:36:18 PM	Listen and text me?	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_033255	iMessage	5/6/2015 10:36:26 PM	I did	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033256	iMessage	5/6/2015 10:36:35 PM	That's what I just said and text u. See above	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033257	iMessage	5/6/2015 10:36:39 PM	Oh	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_033258	iMessage	5/6/2015 10:36:48 PM	So he said that for sure. Amazing	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_033259	iMessage	5/6/2015 10:36:48 PM	Yes	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033261	iMessage	5/6/2015 10:36:48 PM	Good. We should send a stern and detailed letter to Alberto btw	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033264	iMessage	5/6/2015 10:36:48 PM	Absolutely	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033265	iMessage	5/6/2015 10:36:48 PM	We need to send a wtf letter to him	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033266	iMessage	5/6/2015 10:36:48 PM	He didn't mentio other labs but us By name	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033269	iMessage	5/6/2015 10:36:48 PM	That's why	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033270	iMessage	5/6/2015 10:36:48 PM	Yep	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033273	iMessage	5/6/2015 10:36:48 PM	Nothing too negative but he picked us vs other labs	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033260	iMessage	5/6/2015 10:37:15 PM	Ok let's talk about that.	Elizabeth Holmes	Sunny Balwani (		

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Holmes_iPhone_iMessage-MMS-SMS_033279	iMessage	5/6/2015 11:06:53 PM	Many many said how honored and inspired by me including profs	Elizabeth Holmes	Sunny Balwani (		
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Holmes_iPhone_iMessage-MMS-SMS_033281	iMessage	5/6/2015 11:07:55 PM	Did dpecial women in engr meeting	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_033282	iMessage	5/6/2015 11:08:01 PM	They were all so honored	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_033288	iMessage	5/6/2015 11:08:11 PM	Makes my heart soar to read that	Elizabeth Holmes	Sunny Balwani (		

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Holmes_iPhone_iMessage-MMS-SMS_033334	iMessage	5/7/2015 4:13:23 AM	Tomorrow Rogers piece and bloomberg piece on heather come out, as well as our press release. I spoke to bloomberg	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_033332	iMessage	5/7/2015 4:13:52 AM	What is roger saying	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033333	iMessage	5/7/2015 4:13:52 AM	I didn't know that	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033336	iMessage	5/7/2015 4:13:52 AM	Ok	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033331	iMessage	5/7/2015 4:14:14 AM	Magazine	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_033335	iMessage	5/7/2015 4:14:36 AM	Should be good but of course we don't see it before - focus is dtc	Elizabeth Holmes	Sunny Balwani (		



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Holmes_iPhone_iMessage-MMS-SMS_033943	iMessage	5/12/2015 4:51:12 PM	Cvs won't happen for another year	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033944	iMessage	5/12/2015 4:51:12 PM	So if they want then we will move without them.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033945	iMessage	5/12/2015 4:51:12 PM	We will talk about wag when u r back n	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033946	iMessage	5/12/2015 4:51:12 PM	I sent u contract and cover note. Please spend time on that so I can send out	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033939	iMessage	5/12/2015 4:51:29 PM	Hmm	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_033942	iMessage	5/12/2015 4:51:50 PM	Yeah	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_033948	iMessage	5/12/2015 4:54:44 PM	K	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_033947	iMessage	5/12/2015 4:54:54 PM	What's your sense on why 12 mo for cvs	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_033949	iMessage	5/12/2015 5:00:21 PM	/ where did u leave it w him	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_033950	iMessage	5/12/2015 5:02:18 PM	They don't know the upside or downside of not having this.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033951	iMessage	5/12/2015 5:02:29 PM	Yeah	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_033954	iMessage	5/12/2015 5:02:42 PM	Was he upset abt missing pa	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_033953	iMessage	5/12/2015 5:02:48 PM	And the fact we r not growing with wag is something they are trying to understand	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033952	iMessage	5/12/2015 5:04:41 PM	They are all lemmings. They only want if others want it	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033955	iMessage	5/12/2015 5:04:58 PM	Thinking	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_033958	iMessage	5/12/2015 5:05:08 PM	The minute I said California his question was why cvs why not walgreens.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033959	iMessage	5/12/2015 5:05:14 PM	I know	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_033957	iMessage	5/12/2015 5:05:31 PM	Instead if Theranos was strategic to them he would have jumped on it	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033956	iMessage	5/12/2015 5:06:00 PM	Seeing our locations in pa will be the same reaction	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_033960	iMessage	5/12/2015 5:06:08 PM	They don't think of us as strategic. Every conversation I have with him he spends at least half of it in when can we put devices in minute clinics.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_033962	iMessage	5/12/2015 5:06:08 PM	Just like 3 years ago	Sunny Balwani (	Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_034012	iMessage	5/12/2015 8:47:56 PM	Had to explain PT in detail. Also Jurassic park. That we have a full ref lab in house	Sunny Balwani	) Elizabeth Holmes	+	

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
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Holmes_iPhone_iMessage-MMS-SMS_034114	iMessage	5/13/2015 12:36:16 AM	CCed on you terrible negative review from someone from Newark lab probably bugs lab. Working on getting that removed.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034121	iMessage	5/13/2015 12:39:12 AM	I saw it. We'll get them	Elizabeth Holmes	Sunny Balwani		

Holmes_iPhone_iMessage-MMS-SMS_034128	iMessage	5/13/2015 1:15:32 AM	I am narrowing this down in CLIA. Down to 5 people. Will nail this mother fucker	Sunny Balwani	Elizabeth Holmes		
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Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_034127	iMessage	5/13/2015 1:15:43 AM	Who do u think	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_034130	iMessage	5/13/2015 1:15:49 AM	Now we have legal grounds	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_034129	iMessage	5/13/2015 1:15:58 AM	Yes	Sunny Balwani	Elizabeth Holmes		

Holmes_iPhone_iMessage-MMS-SMS_034229	iMessage	5/13/2015 10:34:59 PM	If Tyler thinking abt George fyi at right time	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_034228	iMessage	5/13/2015 10:35:11 PM	But also lots of legal elements here	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_034230	iMessage	5/13/2015 10:35:24 PM	Need to get ahead of all of it	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_034231	iMessage	5/13/2015 10:35:40 PM	Out of al challenges are greatest opportunities	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_034235	iMessage	5/13/2015 10:40:08 PM	Absolutely. This one is fairly easy to get ahead of. This entire email is based on Tyler and and may be Adam	Sunny Balwani	Elizabeth Holm		
Holmes_iPhone_iMessage-MMS-SMS_034234	iMessage	5/13/2015 10:40:18 PM	I know	Elizabeth Holmes	Sunny Balwani		

Holmes_iPhone_iMessage-MMS-SMS_034237	iMessage	5/13/2015 10:53:52 PM	Extremely serious legal implications. He basically violated and shared our trade secrets down to machine names.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034239	iMessage	5/13/2015 10:53:52 PM	And assays in what device	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034242	iMessage	5/13/2015 10:53:52 PM	It is Tyler Erika and Adam.	Sunny Balwani	Elizabeth Holmes		

Holmes_iPhone_iMessage-MMS-SMS_034249	iMessage	5/13/2015 11:14:29 PM	Yeah. And we will also take legal action once this is behind us. Violating trade secrets is not ok.	Sunny Balwani	Elizabeth Holmes		
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Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_034250	iMessage	5/13/2015 11:15:07 PM	Secondly. We need a better strategy for Normandy. For a long time to come we will have hybrid solutions.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034252	iMessage	5/13/2015 11:15:12 PM	Yes. We will think together. But we know it's these 4 people.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034251	iMessage	5/13/2015 11:15:47 PM	Without question. Legal likely as part of it.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_034253	iMessage	5/13/2015 11:15:59 PM	That we have to talk abt too	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_034254	iMessage	5/13/2015 11:16:46 PM	For sure	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_034256	iMessage	5/13/2015 11:16:47 PM	Most likely 2 + we need to sue for defamation	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034258	iMessage	5/13/2015 11:16:56 PM	I Meant Normandy	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_034257	iMessage	5/13/2015 11:17:01 PM	I agree.	Elizabeth Holmes	Sunny Balwani		

Holmes_iPhone_iMessage-MMS-SMS_034268	iMessage	5/13/2015 11:21:36 PM	Which is why knocking the legs off one at a time is best way. For instance he doesn't understand AAP and made the comment. That was Tyler as you know. Adam actually understood it and both Adam and mark Pandori created a PowerPoint to educate the lab on AAP aftr this stupidity	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034271	iMessage	5/13/2015 11:21:36 PM	Adam understood it ultimately	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034273	iMessage	5/13/2015 11:21:36 PM	But Tyler never did. So this is why it is him	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034275	iMessage	5/13/2015 11:21:36 PM	Also comment about vitaminD and cv. The cv calculations we actually have now submitted to FDA so that's another leg chopped off carryrou	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034272	iMessage	5/13/2015 11:21:58 PM	I know	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_034270	iMessage	5/13/2015 11:22:00 PM	Agree	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_034269	iMessage	5/13/2015 11:22:16 PM	I know	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_034274	iMessage	5/13/2015 11:22:34 PM	We need to send legal letter to him	Elizabeth Holmes	Sunny Balwani		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_034276	iMessage	5/13/2015 11:22:49 PM	Because we never sent the one on his comment about confidentiality	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_034277	iMessage	5/13/2015 11:23:43 PM	Yes. But this time it should go beyond letter. First letter should be cease and desist and then from there	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034279	iMessage	5/13/2015 11:23:44 PM	We will analyze more and then reach out to him.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034280	iMessage	5/13/2015 11:23:44 PM	He is probably burning in coals because George talks about you and his parents are on coals and he is on coals.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034281	iMessage	5/13/2015 11:24:53 PM	I thought the exact same	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_034278	iMessage	5/13/2015 11:25:28 PM	Agree	Elizabeth Holmes	Sunny Balwani		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_034368	iMessage	5/14/2015 8:03:12 PM	At Newark doing reviews and terminations.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034369	iMessage	5/14/2015 8:04:57 PM	How's it going	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_034372	iMessage	5/14/2015 8:05:07 PM	Good.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034373	iMessage	5/14/2015 8:05:20 PM	3 bad ones I get rid of	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034374	iMessage	5/14/2015 8:05:20 PM	Lot of good people	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034375	iMessage	5/14/2015 8:05:23 PM	Good	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_034376	iMessage	5/14/2015 8:05:49 PM	Should meet with full team that people were in that we're terming after terms done.	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_034377	iMessage	5/14/2015 8:06:12 PM	Also consider severance with separation and release agreement. Very useful need to start having these.	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_034381	iMessage	5/14/2015 8:38:16 PM	Especially in that area	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_034382	iMessage	5/14/2015 9:00:48 PM	Severance and release has no effect and useless but will Do	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034395	iMessage	5/14/2015 9:46:45 PM	There is strong opinion in CLIA and most say people were personally hurt and insulted by the GD review The review was a lie and false and they work hard	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034392	iMessage	5/14/2015 9:47:09 PM	Awesome	Elizabeth Holmes	Sunny Balwani		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_034393	iMessage	5/14/2015 9:47:13 PM	Our problem here is lack of management not people.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_034396	iMessage	5/14/2015 9:47:14 PM	I hope they post	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_034397	iMessage	5/14/2015 9:47:18 PM	I know	Elizabeth Holmes	Sunny Balwani		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
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Holmes_iPhone_iMessage-MMS-SMS_035316	iMessage	5/31/2015 10:53:12 PM	You not calling George back also sends a message that we are about to suit	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_035314	iMessage	5/31/2015 10:53:25 PM	Exactly was thinking same	Elizabeth Holmes	Sunny Balwani (		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
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Holmes_iPhone_iMessage-MMS-SMS_035724	iMessage	6/3/2015 4:17:04 PM	We need to focus on being a technology company. We spend all our time with CLIA morons.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_035726	iMessage	6/3/2015 4:19:12 PM	Yes	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_035729	iMessage	6/3/2015 4:19:12 PM	I deal with CLIA everyday and I hate the low quality of people in lab including what you saw yesterday in Mayo CEO	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_035723	iMessage	6/3/2015 4:19:38 PM	I was thinking about the exact same. In the same way I called you from ny couple yrs ago on consumer. This is that time now on tech.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_035725	iMessage	6/3/2015 4:19:59 PM	We need explicit plan and timeline to being 100% tech.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_035727	iMessage	6/3/2015 4:21:04 PM	I know. That is our opportunity.	Elizabeth Holmes	Sunny Balwani		

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Holmes_iPhone_iMessage-MMS-SMS_035981	iMessage	6/5/2015 7:12:00 PM	Don't talk in this meeting. U Shd talk to David first	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_035980	iMessage	6/5/2015 7:12:12 PM	George wants to know what Tyler has done. Would you ask David if I should say or tell him we'll let him know later and txt me back	Elizabeth Holmes	Sunny Balwani		



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Holmes_iPhone_iMessage-MMS-SMS_037223	iMessage	6/26/2015 6:03:23 PM	I am ok sending letter to Erika as in heathers email.	Sunny Balwani	Elizabeth Holmes		
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Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
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Holmes_iPhone_iMessage-MMS-SMS_038044	iMessage	7/8/2015 12:52:16 PM	The home page announcement for cbc is too dramatic. "Change the face of healthcare in Pennsylvania ". Can u change it once in office. Something more humble and accurate.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_038045	iMessage	7/8/2015 12:54:07 PM	Taking off. Will be online on email.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_038061	iMessage	7/8/2015 2:09:54 PM	Changed it	Elizabeth Holmes	Sunny Balwani (		

Holmes_iPhone_iMessage-MMS-SMS_038101	iMessage	7/8/2015 9:52:00 PM	Adam 100% the source to JC	Sunny Balwani	) Elizabeth Holmes		
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Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
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Holmes_iPhone_iMessage-MMS-SMS_038539	iMessage	7/14/2015 11:57:15 PM	Board meeting ok?	Sunny Balwani	Elizabeth Holmes	-	
Holmes_iPhone_iMessage-MMS-SMS_038540	iMessage	7/14/2015 11:57:22 PM	We'll catch up	Elizabeth Holmes	Sunny Balwani	-	

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_038569	iMessage	7/15/2015 12:56:32 PM	Love you. Be strong today. My advise. Don't talk to heather about yesterday Meeting. Make this something above her role.	Sunny Balwan	Elizabeth Holmes		

Holmes_iPhone_iMessage-MMS-SMS_038582	iMessage	7/15/2015 4:44:48 PM	I worked for 6 years day and night to help you. I am sad at where you and I are. I thought it would be better. I know u r angry in ur way. And upset with me for not doing everything you wanted me to do.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_038583	iMessage	7/15/2015 4:46:02 PM	???	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_038584	iMessage	7/15/2015 4:46:18 PM	I was just think about texting you in that minute by the way	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_038585	iMessage	7/15/2015 4:46:27 PM	It's just hard to transition	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_038586	iMessage	7/15/2015 4:46:31 PM	I am responsible for everything at Theranos. All have been my decisions too.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_038587	iMessage	7/15/2015 4:46:47 PM	But getting through yesterday will make it easier to do so now	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_038588	iMessage	7/15/2015 4:46:56 PM	I won't transition until u r in a perfect place. U know that.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_038591	iMessage	7/15/2015 4:46:56 PM	U r underestimating the challenges and being childish. I have been telling u for months.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_038589	iMessage	7/15/2015 4:47:26 PM	No such thing ... That was the point we talked abt	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_038590	iMessage	7/15/2015 4:47:44 PM	It's ok - just was emotional but am ready	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_038592	iMessage	7/15/2015 4:47:49 PM	And i completely get it	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_038593	iMessage	7/15/2015 4:47:55 PM	On the challenges	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_038595	iMessage	7/15/2015 4:48:17 PM	Unfortunately u don't and brakes my heart to see u like this.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_038594	iMessage	7/15/2015 4:48:40 PM	?	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_038596	iMessage	7/15/2015 4:49:04 PM	I am not leaving until we break even. We will do this together and i will be by yourself until then. Can't leave like this.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_038598	iMessage	7/15/2015 4:49:04 PM	U r wrong that yesterdays meeting makes it easier. It didn't.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_038597	iMessage	7/15/2015 4:50:40 PM	For me to emotionally handle it	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_038599	iMessage	7/15/2015 4:51:06 PM	The transition	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_038600	iMessage	7/15/2015 4:51:08 PM	No. U r underestimating	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_038601	iMessage	7/15/2015 4:51:12 PM	I can leave if that gives u emotional peace but u know we have to sacrifice	Sunny Balwani	Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	Attachments
Holmes_iPhone_iMessage-MMS-SMS_038602	iMessage	7/15/2015 4:51:12 PM	And yes. I do dislike the direction u have taken with all this PR and all legal work and a lot of other things but hopefully we can talk and find perfect focus and perfect plan and execute heads down and build product and break even	Sunny Balwani	Elizabeth Holmes	
Holmes_iPhone_iMessage-MMS-SMS_038603	iMessage	7/15/2015 4:51:12 PM	I can leave then.	Sunny Balwani	Elizabeth Holmes	
Holmes_iPhone_iMessage-MMS-SMS_038604	iMessage	7/15/2015 4:52:55 PM	Until then u need me. Whether ideal or not, we need to get out of this together.	Sunny Balwani	Elizabeth Holmes	
Holmes_iPhone_iMessage-MMS-SMS_038607	iMessage	7/15/2015 4:53:20 PM	Things are different now. We need to get the business to break even and then I will leave. We r different when it comes to business. We will be happier that way. But for now, u and I both are on same page because of yesterday that we need to break even.	Sunny Balwani	Elizabeth Holmes	
Holmes_iPhone_iMessage-MMS-SMS_038605	iMessage	7/15/2015 4:53:34 PM	I thought the thing was if we did that then you wouldn't want to leave	Elizabeth Holmes	Sunny Balwani	
Holmes_iPhone_iMessage-MMS-SMS_038606	iMessage	7/15/2015 4:55:28 PM	Stay internally focused and only meet with people who have deals in hand. The PR strategy is wrong and I have been saying that. We need to go on offense and not be defensive.	Sunny Balwani	Elizabeth Holmes	
Holmes_iPhone_iMessage-MMS-SMS_038610	iMessage	7/15/2015 4:59:44 PM	But I can't leave. I will try to fix this	Sunny Balwani	Elizabeth Holmes	
Holmes_iPhone_iMessage-MMS-SMS_038611	iMessage	7/15/2015 4:59:44 PM	I am very unhappy because my work sucks.	Sunny Balwani	Elizabeth Holmes	
Holmes_iPhone_iMessage-MMS-SMS_038609	iMessage	7/15/2015 4:59:51 PM	We can talk about the first text. I agree with the second. If you are as unhappy as you are working w me / at Theranos, that was the thing ---	Elizabeth Holmes	Sunny Balwani	
Holmes_iPhone_iMessage-MMS-SMS_038612	iMessage	7/15/2015 5:00:55 PM	I know but ur saying even if we fix don't want be here	Elizabeth Holmes	Sunny Balwani	
Holmes_iPhone_iMessage-MMS-SMS_038618	iMessage	7/15/2015 5:02:38 PM	Correct. Only "fix" is cash and break even. Once we have that u won't need me. U can then run this ur way and I won't have to convince u. But leaving u now like this doesn't help me unfortunately. I will just be making u miserable. Yesterday was just a preview. Trust me. World is a mean place. Everyone has only been nice to us because of greed.	Sunny Balwani	Elizabeth Holmes	

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Holmes_iPhone_iMessage-MMS-SMS_039427	iMessage	7/28/2015 6:37:52 PM	We need to commit to each other and get out of this hell so we can live in paradise we both have.	Sunny Balwani	Elizabeth Holmes		
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Holmes_iPhone_iMessage-MMS-SMS_039431	iMessage	7/28/2015 6:39:08 PM	I have literally been meditating on exact same. Whole time I was running was thinking that.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_039432	iMessage	7/28/2015 6:39:14 PM	At least every quarter	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_039433	iMessage	7/28/2015 6:39:43 PM	We need to commit to focusing and getting in paradise.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_039434	iMessage	7/28/2015 6:39:59 PM	Product company. Winning.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_039436	iMessage	7/28/2015 6:40:00 PM	Focus	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_039438	iMessage	7/28/2015 6:40:00 PM	And getting everyone focused and responsible	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_039435	iMessage	7/28/2015 6:40:07 PM	I commit.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_039437	iMessage	7/28/2015 6:40:13 PM	Focus	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_039439	iMessage	7/28/2015 6:40:28 PM	Completely.	Elizabeth Holmes	Sunny Balwani		

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Holmes_iPhone_iMessage-MMS-SMS_039927	iMessage	8/1/2015 3:22:40 AM	Highest volume day today. 547 in wag.	Sunny Balwani	Elizabeth Holmes		
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Holmes_iPhone_iMessage-MMS-SMS_040813	iMessage	8/20/2015 11:42:42 PM	We need to eliminate mediocrity around us. We could be so far ahead if we just had 20 outstanding people around us.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_040814	iMessage	8/20/2015 11:43:58 PM	You literally just read my mind in this minute.	Elizabeth Holmes	Sunny Balwani		



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Holmes_iPhone_iMessage-MMS-SMS_041111	iMessage	8/25/2015 5:18:42 PM	Nb tell team only thing manufacture in Newark is ctn	Elizabeth Holmes	Sunny Balwani		
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Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_041126	iMessage	8/25/2015 8:42:36 PM	Also note on what you just called about the ctns that the ctns are not 510k yet or in commercial distribution, which is when the quality systems are required	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_041128	iMessage	8/25/2015 8:44:55 PM	If have time to call us to have Jim go through what else they've asked for so we can comment do now or anytime convenient after documents are ready	Elizabeth Holmes	Sunny Balwani (		

Holmes_iPhone_iMessage-MMS-SMS_041135	iMessage	8/25/2015 9:11:12 PM	We use our reagents	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041134	iMessage	8/25/2015 9:11:28 PM	R u sure?	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041137	iMessage	8/25/2015 9:11:36 PM	Yes	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041138	iMessage	8/25/2015 9:12:25 PM	Then tell them only for one assay on an open platform as LDT developed and validated in CLIA lab	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041141	iMessage	8/25/2015 9:12:33 PM	But triple check I was told we don't	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041140	iMessage	8/25/2015 9:14:09 PM	Some commercial	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041142	iMessage	8/25/2015 9:14:15 PM	In CBC	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041139	iMessage	8/25/2015 9:14:43 PM	Theranos reagents are only some of the reagents	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041143	iMessage	8/25/2015 9:14:51 PM	Majority are commercial	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041146	iMessage	8/25/2015 9:14:58 PM	Confirmed with Chinmay	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041145	iMessage	8/25/2015 9:15:09 PM	Correct. They want I to know which ones.	Sunny Balwani	Elizabeth Holmes		

Holmes_iPhone_iMessage-MMS-SMS_041148	iMessage	8/25/2015 9:49:18 PM	All three sites today got an inspector and one of Courtney's deputies	Elizabeth Holmes	Sunny Balwani		
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Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_041217	iMessage	8/26/2015 10:22:48 PM	Remember tspu not listed or in use	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_041220	iMessage	8/26/2015 11:10:01 PM	Yes.	Sunny Balwani (	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_041222	iMessage	8/26/2015 11:10:09 PM	They got that point.	Sunny Balwani (	Elizabeth Holmes	.	

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Holmes_iPhone_iMessage-MMS-SMS_041318	iMessage	8/27/2015 11:54:38 PM	Good time for me to call Daniel or Sam on something?	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041317	iMessage	8/27/2015 11:55:04 PM	Yes. We r done	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041319	iMessage	8/27/2015 11:55:17 PM	Call me	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_041316	iMessage	8/27/2015 11:55:19 PM	With them	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_041320	iMessage	8/27/2015 11:55:20 PM	Incredible day to be honest.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041323	iMessage	8/27/2015 11:56:21 PM	Meaning very good	Sunny Balwani (	Elizabeth Holmes		

Holmes_iPhone_iMessage-MMS-SMS_041362	iMessage	8/28/2015 4:12:50 PM	CBC LDT validation report were sending has good data on nanotainers	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_041363	iMessage	8/28/2015 4:29:40 PM	We also have more data which we can cover in the design session we call them into	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_041366	iMessage	8/28/2015 4:38:43 PM	Potassium data on 4.1 is FS nanotainers on 4.1 and FS nanotainers on advia	Elizabeth Holmes	Sunny Balwani (		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_041376	iMessage	8/28/2015 5:57:39 PM	They are asking if in our ideal world for CTN 510K if we used our LDT as method versus predicate would we like that and not have to do what they have asked us to do (pool 8 CTNs and run on advia instead just 1-2CTN and run in CLIA as LDT)	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041378	iMessage	8/28/2015 5:58:08 PM	And they will promise to protect trade secret of modified advia as predicate	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041382	iMessage	8/28/2015 6:12:18 PM	Daniel is on his way. Let me know when we will be ready for video call.	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041380	iMessage	8/28/2015 6:12:47 PM	I want to be Not on video call so I can be with Mary and Brian as that's not going we'll	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041381	iMessage	8/28/2015 6:12:49 PM	Well	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041383	iMessage	8/28/2015 6:12:55 PM	According to Lisa	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041384	iMessage	8/28/2015 6:15:16 PM	K	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_041388	iMessage	8/28/2015 6:17:35 PM	They want date of when we first shipped nanotubes from Arizona. Can unsay end of November 2013	Sunny Balwani (+	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041386	iMessage	8/28/2015 6:17:45 PM	Can I say	Sunny Balwani (+	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041385	iMessage	8/28/2015 6:18:26 PM	Yes. First CLIA nov 13	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_041390	iMessage	8/28/2015 6:18:56 PM	Yes on 510k. Ideal is our device ---	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_041389	iMessage	8/28/2015 6:19:11 PM	Not mod advia	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_041392	iMessage	8/28/2015 6:19:18 PM	We don't have our device ready for Chen 14.	Sunny Balwani (	) Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041391	iMessage	8/28/2015 6:27:29 PM	Their argument is submit for ctn what is ur real life patient scenario if you want general clearance. They said given u will never sell CTN to anyone this makes more sense.	Sunny Balwani (	) Elizabeth Holmes		

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Holmes_iPhone_iMessage-MMS-SMS_041722	iMessage	9/1/2015 4:25:25 PM	Class I important point - that is what our predicate is	Elizabeth Holmes	Sunny Balwani (		
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Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_041737	iMessage	9/1/2015 8:06:18 PM	We are preparing for Dan to call someone he knows at very top of Fda because he knows him. May ruffle feathers but we think he will get that 483 will be bad for Fda are also drafting email to Alberto to let him know we're following up with counsel on this (leave door open for Dan)	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_041738	iMessage	9/1/2015 8:31:04 PM	Ok	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041739	iMessage	9/1/2015 8:31:23 PM	I think this is now outrageous what they are doing.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041740	iMessage	9/1/2015 8:33:21 PM	Agree	Elizabeth Holmes	Sunny Balwani (		

Holmes_iPhone_iMessage-MMS-SMS_041757	iMessage	9/1/2015 9:50:18 PM	We need to change .com provider section. It talks about micro samples and reflect testing on micro samples.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041758	iMessage	9/1/2015 9:54:09 PM	Is that from audit?	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041759	iMessage	9/1/2015 9:54:23 PM	No	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041760	iMessage	9/1/2015 9:54:35 PM	Just saying it is a disaster.	Sunny Balwani	Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_041830	iMessage	9/2/2015 5:33:10 PM	Daniel included advia numbers of tests run since 2013 but technically those were different Idts than the advia ones run now. Let me know your thoughts on whether you'd use the bigger number	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_041832	iMessage	9/2/2015 5:33:36 PM	Going to pull % venous as of right now to make a point too	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_041833	iMessage	9/2/2015 5:33:38 PM	You can specify over last 2 years.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041834	iMessage	9/2/2015 5:33:54 PM	So total including old Idts like he had it. Ok	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_041835	iMessage	9/2/2015 5:34:39 PM	Ok. Just make it VRY VERY EXPLICIT IT is for 20+ months	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041837	iMessage	9/2/2015 5:34:54 PM	Exactly	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_041836	iMessage	9/2/2015 6:10:40 PM	Went thru all points on retroactivity and transition points with her. She wants time to send an email about them.	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_041838	iMessage	9/2/2015 6:22:48 PM	She got it - we'll see what she does with it	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_041842	iMessage	9/2/2015 6:38:26 PM	I think we should show them the first ad that's going to run in az. It doesn't mention nanotainers or finger stick. Just less blood which I will make a big deal about being about butterfly and smaller needles. Better for us to show than not	Elizabeth Holmes	Sunny Balwani (		



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Holmes_iPhone_iMessage-MMS-SMS_041871	iMessage	9/2/2015 8:47:46 PM	We should discuss tonite turning CTN off.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041870	iMessage	9/2/2015 8:48:17 PM	Been thinking about it.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041872	iMessage	9/2/2015 8:48:22 PM	We don't want them to say we are marketing LDTs. At least we can stop CTN for direct access	Sunny Balwani	Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_041889	iMessage	9/2/2015 8:50:25 PM	I'm just sitting here trying to stay focused on every detail of this.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041890	iMessage	9/2/2015 8:50:37 PM	Good. Stay focused.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041891	iMessage	9/2/2015 8:50:39 PM	Not letting myself get involved in anything else.	Elizabeth Holmes	Sunny Balwani		

Holmes_iPhone_iMessage-MMS-SMS_041896	iMessage	9/2/2015 8:54:39 PM	We can build this business they software and JP and run circles around others and fda by manipulating their game.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041900	iMessage	9/2/2015 8:55:23 PM	We just need a fresh start and a giant step back. Like we discussed lay night. Do CTN PMA on our terms and then go intelligent on marketing. Intelligent.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041901	iMessage	9/2/2015 8:55:40 PM	We can definitely run circles.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041902	iMessage	9/2/2015 8:55:53 PM	This isn't even a game. It's straight out harassment.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041903	iMessage	9/2/2015 8:56:02 PM	Yes	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041904	iMessage	9/2/2015 8:56:08 PM	With pma you can market whatever you want.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041906	iMessage	9/2/2015 8:56:18 PM	Not LdTs	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041908	iMessage	9/2/2015 8:56:25 PM	But all our marketing now is for our lab.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041905	iMessage	9/2/2015 8:56:27 PM	Yes	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041907	iMessage	9/2/2015 8:56:33 PM	(Agree)	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041909	iMessage	9/2/2015 8:56:38 PM	That's the intelligent part.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041910	iMessage	9/2/2015 8:57:05 PM	We can market our lab and everything and people will talk about our fingerstick. Without us talking about it.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041911	iMessage	9/2/2015 8:57:15 PM	Yea	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_041912	iMessage	9/2/2015 8:57:25 PM	Once we have 70% fs	Sunny Balwani	Elizabeth Holmes		

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Holmes_iPhone_iMessage-MMS-SMS_041926	iMessage	9/2/2015 9:52:54 PM	We need to also put ALL resources on CTN submission and potassium submission.	Sunny Balwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_041924	iMessage	9/2/2015 9:53:03 PM	Agree	Elizabeth Holmes	Sunny Balwani (		

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Holmes_iPhone_iMessage-MMS-SMS_042044	iMessage	9/3/2015 11:38:12 PM	Some of the data we sent on Sunday were these validation studies.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_042043	iMessage	9/3/2015 11:38:38 PM	Great	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_042042	iMessage	9/3/2015 11:42:09 PM	Why do the 2013 validation documents have current dates	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_042046	iMessage	9/3/2015 11:42:26 PM	Do we have those original documents as they existed in 2013	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_042047	iMessage	9/3/2015 11:43:12 PM	Daniel "DT reports were released and signed of in 2013. "	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_042048	iMessage	9/3/2015 11:43:25 PM	Is she asking about report from the weekend?	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_042049	iMessage	9/3/2015 11:44:05 PM	Daniel says we have her copies of original signed ones from 2013	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_042050	iMessage	9/3/2015 11:44:16 PM	Last week or Sunday?	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_042052	iMessage	9/3/2015 11:44:23 PM	Last week	Sunny Balwani	Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_042055	iMessage	9/3/2015 11:50:34 PM	We did redo Gc assays in April this year but probably don't want to go that deep. They r already lost and scrambling.	Sunny Balwani (	Elizabeth Holmes		

Holmes_iPhone_iMessage-MMS-SMS_042074	iMessage	9/4/2015 12:17:56 AM	How can we show exact same critena were applied for 2013 and 14 and 15 validations	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_042077	iMessage	9/4/2015 12:18:00 AM	Including in CLIA lab	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_042078	iMessage	9/4/2015 12:24:45 AM	Need timeline of validations we've done for tomorrow also	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_042079	iMessage	9/4/2015 12:24:54 AM	Including CLIA	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_042082	iMessage	9/4/2015 12:26:11 AM	Assume u need these for tomorrow and not today?	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_042081	iMessage	9/4/2015 12:26:27 AM	Correct	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_042080	iMessage	9/4/2015 12:26:48 AM	Also show how we did document control in 2013. Could be thru CLIA	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_042083	iMessage	9/4/2015 12:26:57 AM	Ok	Sunny Balwani (	Elizabeth Holmes		

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Holmes_iPhone_iMessage-MMS-SMS_043128	iMessage	9/22/2015 4:35:46 PM	Very hostile so far. They say have complaints.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_043130	iMessage	9/22/2015 4:37:19 PM	They should know the entire lab industry is and will be seeding everyone they can get at to file complaints.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_043131	iMessage	9/22/2015 4:38:54 PM	I'm sure Tyler is one as they prob got from ny. Adam is the other - from ca. and those exactly play to lab industry commentary to hurt us.	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_043134	iMessage	9/22/2015 4:43:24 PM	JC himself playing literally off lab comments is likely the other	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_043133	iMessage	9/22/2015 6:00:32 PM	Gary is trying to be pro Theranos.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_043132	iMessage	9/22/2015 6:00:53 PM	Hmfr	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_043135	iMessage	9/22/2015 6:01:10 PM	Praying literally non stop	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_043142	iMessage	9/22/2015 7:23:54 PM	Do you want me to step out of Fda call?	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_043143	iMessage	9/22/2015 7:24:09 PM	No	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_043145	iMessage	9/22/2015 7:52:28 PM	Off can talk any time	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_043148	iMessage	9/22/2015 7:52:55 PM	Don't worry. We will resume at 1. Lunch break now	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_043146	iMessage	9/22/2015 7:53:15 PM	Call if you want to talk	Elizabeth Holmes	Sunny Balwani		



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Holmes_iPhone_iMessage-MMS-SMS_043263	iMessage	9/23/2015 7:39:52 PM	Praying continually	Elizabeth Holmes	Sunny Balwani		



Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_045883	iMessage	10/13/2015 1:47:19 AM	K can you glance at bod deck and I will work it as soon as back	Elizabeth Holmes	Sunny Balwani		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_045902	iMessage	10/15/2015 4:21:37 AM	Jc article is out.	Sunny Balwani (	Elizabeth Holmes		

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Holmes_iPhone_iMessage-MMS-SMS_045965	iMessage	10/15/2015 10:30:12 AM	I am ok with less blood and discomfort in holding statement	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_045966	iMessage	10/15/2015 10:30:20 AM	Almost odd if not there	Elizabeth Holmes	Sunny Balwani (		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_045967	iMessage	10/15/2015 10:30:25 AM	Ok	Sunny Balwani	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_045968	iMessage	10/15/2015 10:30:37 AM	Just worried about FDA and cms	Sunny Balwani	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_045970	iMessage	10/15/2015 10:30:42 AM	But ok.	Sunny Balwani	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_045969	iMessage	10/15/2015 10:30:47 AM	Have to take this risk	Sunny Balwani	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_045971	iMessage	10/15/2015 10:32:12 AM	We made such big deal when they were here about venipuncture being less blood I am comfortable with it	Elizabeth Holmes	Sunny Balwani	.	

Holmes_iPhone_iMessage-MMS-SMS_045981	iMessage	10/15/2015 11:44:52 AM	Cramer wants exclusive	Elizabeth Holmes	Sunny Balwani	.	
Holmes_iPhone_iMessage-MMS-SMS_045982	iMessage	10/15/2015 11:44:55 AM	No other tv	Elizabeth Holmes	Sunny Balwani	.	
Holmes_iPhone_iMessage-MMS-SMS_045985	iMessage	10/15/2015 12:11:44 PM	Wait for David	Sunny Balwani	Elizabeth Holmes	.	

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_046001	iMessage	10/16/2015 5:09:23 PM	Sending draft Rupert email. The language about what JC said is David's language dying	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_046002	iMessage	10/16/2015 5:09:24 PM	Fyi	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_046003	iMessage	10/16/2015 5:09:48 PM	Ok	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046004	iMessage	10/16/2015 5:12:32 PM	Which part is David language	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046007	iMessage	10/16/2015 5:23:56 PM	The part about why I didn't want to talk to JC (his accusations) as well as the other paragraphs that weren't there before. Everything new except the one sentence I added on the new article	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_046006	iMessage	10/16/2015 5:28:27 PM	I am comfortable with saying the death and sex thing to Rupert BC it makes the point	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_046008	iMessage	10/16/2015 5:28:45 PM	Don't.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046005	iMessage	10/16/2015 5:28:54 PM	Don't what	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_046009	iMessage	10/16/2015 5:29:11 PM	Don't make the death and sex point. Not ok	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046010	iMessage	10/16/2015 5:29:55 PM	Challenge is you saw how everyone reacted in press to me not meeting with him	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_046012	iMessage	10/16/2015 5:30:19 PM	They didn't think him challenging me on patents was remotely a good reason not to meet w him	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_046013	iMessage	10/16/2015 5:31:29 PM	But we have enuff points to say I didn't meet with him because of his false accusations and didn't have to meet with someone who was attacking me without even meeting with me. For example patents.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046011	iMessage	10/16/2015 5:31:44 PM	I wouldn't open up use personal life or murder because enough people on Twitter will assume there is something there.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046016	iMessage	10/16/2015 5:31:44 PM	It's filth	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046017	iMessage	10/16/2015 5:31:44 PM	And we need to get out of flirty	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046015	iMessage	10/16/2015 5:32:22 PM	Filth	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046014	iMessage	10/16/2015 5:32:46 PM	Agree for sure on outside world. Even w Rupert to make point?	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_046018	iMessage	10/16/2015 5:33:29 PM	If u feel strongly about murder. But not personal life.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046020	iMessage	10/16/2015 5:35:55 PM	I think it is important to send this email but doesn't help with public beating. All our partners are bailing one at a time and same with investors.	Sunny Balwani (	Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_046025	iMessage	10/16/2015 5:37:57 PM	Dignity wag everyone is posturing to walk away. We r losing leverage fast	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046023	iMessage	10/16/2015 5:38:45 PM	Have you talked to wag	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_046028	iMessage	10/16/2015 5:39:17 PM	They r not talking for now until their lawyers say so	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046029	iMessage	10/16/2015 5:39:28 PM	To us?	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_046031	iMessage	10/16/2015 5:39:33 PM	Yes	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046030	iMessage	10/16/2015 5:39:38 PM	At c level	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046032	iMessage	10/16/2015 5:39:49 PM	Their lawyers told them not to talk to us?	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_046033	iMessage	10/16/2015 5:39:53 PM	Yes	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046034	iMessage	10/16/2015 5:39:57 PM	Wow	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_046035	iMessage	10/16/2015 5:40:01 PM	In so many words	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046036	iMessage	10/16/2015 5:40:16 PM	Not exactly but they will bring all this up about finger sticks etc in contract negotiations	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046044	iMessage	10/16/2015 5:41:47 PM	It is going to be very difficult 12 months.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046043	iMessage	10/16/2015 5:42:24 PM	Our CLIA lab failed mpv pt all 5 levels. Just found out. Dealing with it.	Sunny Balwani (	Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_046058	iMessage	10/16/2015 5:48:48 PM	Miss old days. These days are not worth whatever we r trying to do here	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046061	iMessage	10/16/2015 5:53:04 PM	Nim just texted me. Wants to talk urgently	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046066	iMessage	10/16/2015 6:00:38 PM	U calling nim?	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_046068	iMessage	10/16/2015 6:00:54 PM	He will call me when ready	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046067	iMessage	10/16/2015 6:01:22 PM	Let me know how it goes. The facts are on our side.	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_046071	iMessage	10/16/2015 6:01:36 PM	I know. I am strong on facts. They always react to anything but I will be strong.	Sunny Balwani	Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_046098	iMessage	10/16/2015 7:26:56 PM	Ok. Wag freaking out. Lack of transparency	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046099	iMessage	10/16/2015 7:26:56 PM	Why they found this all out thru media and not thru us	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046096	iMessage	10/16/2015 7:28:11 PM	K that's what we'll do	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_046097	iMessage	10/16/2015 7:28:18 PM	How was Nim	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_046100	iMessage	10/16/2015 7:29:20 PM	Why we didn't tel them about turning off nanotainer a	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046101	iMessage	10/16/2015 7:29:28 PM	Did you tell him it literally just happened	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_046103	iMessage	10/16/2015 7:29:32 PM	Yes	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046104	iMessage	10/16/2015 7:29:40 PM	And we hadn't finalized plan w Fda yet and still haven't	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_046102	iMessage	10/16/2015 7:29:53 PM	I told him we were surprised by the article as much as they r	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046105	iMessage	10/16/2015 7:30:00 PM	Yes	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046109	iMessage	10/16/2015 7:30:29 PM	But it was matter of communication. I had actually thought about it but got too busy to chat with u	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046107	iMessage	10/16/2015 7:31:12 PM	Then let's show them that this literally is still up in air so we literally just decided since the discussion is getting aired out in press	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_046108	iMessage	10/16/2015 7:32:09 PM	Ok	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046106	iMessage	10/16/2015 7:32:31 PM	However issue is we didn't tel them in advance about switching	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046110	iMessage	10/16/2015 7:32:56 PM	We'll have to present well that we hadn't decided to	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_046113	iMessage	10/16/2015 7:33:20 PM	Bad idea. At this point they know. So need to be transparent.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046114	iMessage	10/16/2015 7:35:27 PM	How long has it been that we didn't tell them	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_046112	iMessage	10/16/2015 7:35:28 PM	3-4weeks.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046111	iMessage	10/16/2015 7:42:33 PM	I'm trying to remember what our thinking was on that	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_046115	iMessage	10/16/2015 7:43:03 PM	None. We just didn't tell them thinking under new model this doesn't matter.	Sunny Balwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046117	iMessage	10/16/2015 7:43:23 PM	But attacks like this scare them as they scare everyone.	Sunny Balwan	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_046118	iMessage	10/16/2015 7:46:32 PM	Yeah.	Elizabeth Holmes	Sunny Balwani		



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Holmes_iPhone_iMessage-MMS-SMS_046185	iMessage	10/21/2015 5:50:56 PM	Worried about your "all fingersticks on our technology" comment. Sent an email. The web document is fine.	Sunny Balwani	Elizabeth Holmes		
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Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
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Holmes_iPhone_iMessage-MMS-SMS_048125	iMessage	11/19/2015 8:01:45 PM	Going not well. These guys didn't keep most calibration information. Even a machine from 3 weeks ago	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_048124	iMessage	11/19/2015 8:02:07 PM	Going ok to pretty well in here	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_048126	iMessage	11/19/2015 8:02:20 PM	Tell team if we can support with documents	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_048127	iMessage	11/19/2015 8:02:29 PM	Or if you want Daniel don't need him here	Elizabeth Holmes	Sunny Balwani		

Holmes_iPhone_iMessage-MMS-SMS_048134	iMessage	11/20/2015 12:15:45 AM	Who is best person to answer 1800 questions	Elizabeth Holmes	Sunny Balwani		
Holmes_iPhone_iMessage-MMS-SMS_048133	iMessage	11/20/2015 12:16:23 AM	Tina, Melissa on operating it.	Sunny Balwani	Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_048143	iMessage	11/20/2015 6:20:38 PM	Should I pull Suraj when she gets to proprietary machines	Elizabeth Holmes	Sunny Balwani	.	
Holmes_iPhone_iMessage-MMS-SMS_048144	iMessage	11/20/2015 6:20:48 PM	I can send him when u need him	Sunny Balwani	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_048141	iMessage	11/20/2015 6:21:27 PM	I will let you know	Elizabeth Holmes	Sunny Balwani	.	
Holmes_iPhone_iMessage-MMS-SMS_048145	iMessage	11/20/2015 6:24:51 PM	Hoda not w me so take her if she can help you	Elizabeth Holmes	Sunny Balwani	.	
Holmes_iPhone_iMessage-MMS-SMS_048146	iMessage	11/20/2015 6:37:35 PM	Both Suraj and Hoda not needed here	Elizabeth Holmes	Sunny Balwani	.	
Holmes_iPhone_iMessage-MMS-SMS_048149	iMessage	11/20/2015 6:37:39 PM	If you need	Elizabeth Holmes	Sunny Balwani	.	
Holmes_iPhone_iMessage-MMS-SMS_048147	iMessage	11/20/2015 6:37:52 PM	Don't need here	Sunny Balwani	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_048152	iMessage	11/20/2015 6:37:52 PM	Ok	Sunny Balwani	Elizabeth Holmes	.	
Holmes_iPhone_iMessage-MMS-SMS_048148	iMessage	11/20/2015 6:38:07 PM	Can you ask Karen if she picked up some of Sarah's paper - pile of papers with clip on them about an inch thick	Elizabeth Holmes	Sunny Balwani	.	
Holmes_iPhone_iMessage-MMS-SMS_048150	iMessage	11/20/2015 6:39:05 PM	We found them	Elizabeth Holmes	Sunny Balwani	.	
Holmes_iPhone_iMessage-MMS-SMS_048153	iMessage	11/20/2015 7:40:39 PM	Sam said to her technicians could see levels and rerun controls on Theranos systems after QC failure?	Elizabeth Holmes	Sunny Balwani		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_048378	iMessage	12/10/2015 2:04:48 PM	I am thinking 100% right now only about product and Nanotainer from venipuncture for GC assays	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_048377	iMessage	12/10/2015 2:05:06 PM	Perfect	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_048380	iMessage	12/10/2015 2:05:53 PM	Get Nanotainer and device cleared for venipuncture and then use our own cleared system as predicate for fingerstick	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_048381	iMessage	12/10/2015 2:06:04 PM	Yes	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_048383	iMessage	12/10/2015 2:06:05 PM	For Gc assays	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_048382	iMessage	12/10/2015 2:06:07 PM	Exactly	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_048384	iMessage	12/10/2015 2:06:09 PM	100%	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_048385	iMessage	12/10/2015 2:06:14 PM	Dead on	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_048388	iMessage	12/10/2015 2:06:56 PM	For hematology there are enough fingerstick devices cleared so shouldn't be issue doing fingerstick submission directly	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_048386	iMessage	12/10/2015 2:08:37 PM	And for Elisa the CVs are not so tight so there too doing direct fingerstick submissions shouldn't be issues. Perhaps only for Immunoassays where CB is very tight but I can't think of any except for Tsh and there we r already solid.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_048387	iMessage	12/10/2015 2:08:51 PM	Meant CV requirements.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_048389	iMessage	12/10/2015 2:09:41 PM	Yes	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_048390	iMessage	12/10/2015 2:10:08 PM	So for Gc we should do venipuncture submission first. Ideally if we can do Nanotainers with butterfly adapter for lihep only Nanotainers	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_048392	iMessage	12/10/2015 2:10:52 PM	And vacutainers aliquoted into cart or Nanotainers - however we r doing this now for our submission next week	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_048393	iMessage	12/10/2015 2:11:12 PM	Once we have chem14 cleared on venipuncture we can immediately file for fs and in parallel keep doing Immunoassays and hematology directly on fs.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_048391	iMessage	12/10/2015 2:11:16 PM	Exactly	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_048394	iMessage	12/10/2015 2:12:08 PM	Yes	Elizabeth Holmes	Sunny Balwani (		
Holmes_iPhone_iMessage-MMS-SMS_048396	iMessage	12/10/2015 2:12:43 PM	I am going to spend time on this today and take over all product dev and get everyone focused and do regular team meetings even with all Chem and hardware teams.	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_048395	iMessage	12/10/2015 2:13:15 PM	Awesome	Elizabeth Holmes	Sunny Balwani (		

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Holmes_iPhone_iMessage-MMS-SMS_048686	iMessage	1/29/2016 7:39:44 PM	Looking at all the tv and Print ads. We should push them Out for few weeks. Not a good idea to talk about pricing and affordability given focus on our quality.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_048687	iMessage	1/29/2016 7:41:51 PM	Everyone including me thinks this is the right approach. Talking to Patric and Carissa and Brooke and Heather.	Sunny Balwani (-	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_048688	iMessage	1/29/2016 7:49:18 PM	Done	Elizabeth Holmes	Sunny Balwani (-		
Holmes_iPhone_iMessage-MMS-SMS_048689	iMessage	1/29/2016 7:49:22 PM	Tell them	Elizabeth Holmes	Sunny Balwani (-		

Holmes_iPhone_iMessage-MMS-SMS_048692	iMessage	1/29/2016 8:05:20 PM	Have pushed radio and tv out to April. Unfortunately the paper ad u approved is too late to pull. They already went to presses.	Sunny Balwani (	Elizabeth Holmes		
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Holmes_iPhone_iMessage-MMS-SMS_048697	iMessage	1/29/2016 8:17:52 PM	We need the right content which is not ready. We can do radio this quarter	Sunny Balwani	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_048698	iMessage	1/29/2016 8:18:28 PM	But we should pause tv for couple of months and radio for 1 month	Sunny Balwani	Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_048719	iMessage	1/31/2016 6:32:26 PM	You should go home. Do appointments earlier. I am going to Newark and will be back when ur appointments are done. If u do appointments in evening then I will come home by 130-2	Sunny Balwani (	Elizabeth Holmes		

Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
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Holmes_iPhone_iMessage-MMS-SMS_049989	iMessage	5/25/2016 11:58:56 AM	We need more people owning the publications, start putting together ctn submissions, and keep publishing more fs versus vp assay data after first publication	Sunny Balwani	Elizabeth Holmes
Holmes_iPhone_iMessage-MMS-SMS_049990	iMessage	5/25/2016 11:58:56 AM	And deploy zika and triplex fs in latam and Mexico.	Sunny Balwani	Elizabeth Holmes
Holmes_iPhone_iMessage-MMS-SMS_049991	iMessage	5/25/2016 11:59:53 AM	Completely agree. Changing publication owners.	Elizabeth Holmes	Sunny Balwani
Holmes_iPhone_iMessage-MMS-SMS_049992	iMessage	5/25/2016 12:01:04 PM	I had already suggested putting different/additional people on pubs. We need more people but have very very clear project plan and team structure.	Sunny Balwani	Elizabeth Holmes


Record	Type	Message Sent Date/Time	Message	Sender / Author	Recipient(s)	ChatID	Attachments
Holmes_iPhone_iMessage-MMS-SMS_049994	iMessage	5/25/2016 12:01:04 PM	A zika and then triplex fs publication along with our key fs and vp pub will be amazing. Let's get these done. And then ctn clearance. People will be dumb founded after our ctn clearance.	Sunny Balwani (	Elizabeth Holmes		
Holmes_iPhone_iMessage-MMS-SMS_049993	iMessage	5/25/2016 12:01:30 PM	Agree	Elizabeth Holmes	Sunny Balwani (	.	
Holmes_iPhone_iMessage-MMS-SMS_049995	iMessage	5/25/2016 12:05:05 PM	Completely completely agree	Elizabeth Holmes	Sunny Balwani (	.	