

**To:** Jeffrey Epstein[jeevacation@gmail.com]  
**From:** lunatique jacobs  
**Sent:** Sun 1/3/2010 4:10:15 PM  
**Subject:** Re:

“the mess”

In my case meaning that my life is unoptimized. I am not getting enough time to spend on things that matter (enjoying life and the people I want to enjoy life with) and am spending 90% of my time running around like a crazy person doing things that are required of me based on my current “mess” but that are not the best use of me or my time.

I know everyone is blaming the economic meltdown for their financial woes but in my case its been particularly shitty. And for fun, throw on top of that the health reform shitfest that is going on. Change and uncertainty make investors, CEO's, biz dev folks and customers rather gun shy. And we got hit from every angle possible. Our investors who have supported us through all of our development efforts have either come in with less or not at all in 2009. And if you want to lead a stressful life try running an undercapitalized business. No matter how promising the business is it's as if I'm trying to run with my feet stuck in cement. And then there are the CEO's of all of the companies that we thought might partner or potentially buy us in 2009-2010 whose share prices halved this year. And I watched all of the top CEO's in my industry having to hit the road and beg investors to hold on to their stock. And then there are the biz dev folks who manage the nuts and bolts of deal-making. With a major portion of startups either running on fumes or turning belly up, these guys sat patiently like vultures and waited until the end of the year to scoop up all the bargains. It was like shopping at Walmart. And when you're buying things at a 75% discount, who cares about quality. And then there are the customers who will dance to the tune of anyone who is able to pay for their time and fancy dinners to get them to consider you. (I don't mind this part)

My options include, shutting the company down or hacking together a solution to not only keep the lights on but to build a business that will produce an exit.

I can't simply shut the company down – there are layers and layers of complexity here. I care share by phone. Unfortunately its not just about me. (I have considered running away and becoming a yoga instructor in Hawaii!) It is about all of the people who took a risk on me.

And if I run away right now the consequences would be extremely grave and not just in the financial sense.

So what are the alternatives?

I have solved part of the problem already. I am actively working with attorneys to re-structure the business so that I am able to take on additional capital from institutional sources. I have met with multiple VC firms who are very excited about the possibility of investing \$15-\$20M in the company on different terms than are being offered. They want to make sure they have room to share in the upside. I feel confident that within 3-4 months we could be well capitalized again and then I can decide whether I want to continue in my

current role or some other role that gives me more freedom. I have a strong management team that doesn't require much oversight anymore which helps.

My nightmare is surviving the next 3, 4, 5 months to get us there. I went in to the holidays with 8 different sources promising me checks and each and every one of them disappearing despite making every effort to get them to honor their commitments. In the end I know it will all come together. There are too many wealthy people invested to let us fail. Its just shameful for me to have to go back to them yet again with a far more conservative business plan (in terms of timeline – downstream the plan supports a lot more upside.) But in the current environment everyone wants to cash out. And I don't see that happening until we can get our arsenal of products launched end of 2010.

We have developed a pipeline of high quality, competitively differentiated, low cost, adaptable products that can be used in a range of medical settings. We have an incredible relationship with the FDA and they are simply waiting for us to funnel through our products. But instead of focusing on getting these cool products through FDA I am scrambling around trying to squeeze blood out of rocks.

Anyway the thing I need the most right now is a bridge to get me over this troubled water.

From what I can read of Nathan Wolfe, he has done a phenomenal job of not only working on interesting projects but building bridges to the right resources to allow him to develop a reputation of significance on a topic he cares deeply about. I have A LOT to learn from Nathan. I care deeply about the topic of infectious diseases. I am particularly interested in the interplay between infection and chronic disease. I would love to talk to Nathan about XMRV and its potential role in prostate cancer and chronic fatigue syndrome.

Jeff Bezos divides leaders up into visionaries, missionaries and mercenaries. As much as I am sweating it out trying to be a good missionary and sometimes even a mercenary, I am likely to be happiest as a visionary primarily enjoying life and the people I want to enjoy life (going to more raves!) The path forward will be dependent on how to architect the bridge to cross over to the other side.

These are my thoughts I am all ears and happy to listen to any of yours or Nathan's. I can also answer the questions you posed to Boris re: my business if we speak over the phone.

On Sun, Jan 3, 2010 at 3:21 AM, Jeffrey Epstein <[jeevacation@gmail.com](mailto:jeevacation@gmail.com)> wrote:

I have Nathna Wolfe the virologist here for my lessons tomorrow. I would like him to hear , your biz summary, maybe I can help get you out of this mess.

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Jeffrey Epstein

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