

From: "jeffrey E." <jeevacation@gmail.com>
To: Jeffrey Epstein <jeevacation@gmail.com>
Subject: Fwd:
Date: Wed, 09 Dec 2015 09:02:34 +0000

----- Forwarded message -----

From: jeffrey E. <jeevacation@gmail.com>
Date: Mon, Nov 10, 2014 at 7:55 PM
Subject: Fwd:
To: Melanie Spinella <[REDACTED]>

the march memo. . eileen an question and ada should be admin re to grats. just a reminder

----- Forwarded message -----

From: Jeffrey Epstein <jeevacation@gmail.com>
Date: Thu, Mar 6, 2014 at 9:12 AM
Subject:
To: Melanie Spinella <[REDACTED]>

Leon,

As you are well aware, There is little I won't do for you, or at least try to do as a friend, and a great deal that I have already done (both known and some things that will need to remain unknown.) Our arrangement was for me to architect sophisticated structures that would be beneficial to you. that is what I have done and will continue do in order to fulfill my obligations under our agreement. The discovered fact that you in reality need an entire family office built from scratch has been trying I have already agreed de- facto to try to help. I would suggest that Phaidons payroll and attention pales in importance to your personal structure, which has taken a back seat, Some of my suggestions regarding the Eysium office are as follows you will need a budget of 3- 5 million per year. CEO 1 million, new tax person to work with rich, 250. new bookkeeper ,200 new paralegal to work with ADA ALan etc , coordinating with Apollo, Akin , paul weiss , new acct openings , sec filings , sales tax review, etc. \$150 . art point person. loan , inventory, purchasing support, \$?? software servers. video conferencing, tax oversight.

I believe You should rapidly address trustees , gift trust, succession, wills of debra and children, , monetization events , cash flow. etc I can of course share my experiences with you on each issue.

With regard the more pressing issue I am uncertain of just how to proceed. I am torn, as my very strong inclination is not to be involved at all . It is extremely time consuming, delicate, fraught with many pitfall many that will make you very upset and a major pain in the ass. I wrote you months ago that the quality of the people involved need to be upgraded. (lucky for me these last issues arose way before the begining of my involvement) I am also aware however of my overarching friendship obligations of ok, -given all the complexities who else can do it? problem.

Your family office needs a daddy. children with good intentions are running around , sniping , nitpicking with little direction. As a stopgap measure I am suggesting , we put in Larry Delson to take charge Everyone would report to him. eileen included. He would however work for me. this is not, by a long shot my first choice as I prefer only being responsible and standing behind my own personal work (ie the word DONE will no longer be transmitted to reflect status stated by others)

With no commitment on my part whatsoever, to do it. So far as I have failed in my attempt in trying to think through the problem creatively . My organizations handling of the more complex issuses I believe you might find very costly, very ! (however many structures available some risk sharing, maybe risk caps ,etc) but would require my teams doing the work , not yours. Ada should be only a trust, grat administrator. not sure what role you prefer for Eileen as you hired her initially to oversee investments. whether Rich your controller stays or

not, is not urgent. having Tom report to a new person,- is. coordination with Suydam Kathy gregory, I would suggest limiting to one person. The increasing public profile needs to be taken into consideration.
talk later..

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Jeffrey Epstein

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