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To: Boris Nikolic <[REDACTED]>

Subject:

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The situation is difficult. I know how devoted you have been to Bill ,and, for how long, . however, He is in a very tough spot. More typical in the arab world where wife 1 wants to execute wife 2. The first goal should be for us to figure a way for you and he to stay married. There are many alternatives. (none for e-mail) I feel terrible for you both. I am sympathetic to the pain..but we should hope for the best and plan for the worst. The three of us I'm confident can find a unique solution. that being said - Larry s involmnet should be minimal, He is press savvy .but it cuts both ways.

Taking a stand back , Melinda threatening to fire you, is similar tot he story of the polish guy that unexpectedly walks in on his wife making love to his best friend. He runs over to the the cabinet opposite the bed, reaches in the top draw, and pulls out a pistol - he puts the gun against his own head and screams ,I am soooo upset - " after I shoot myself , I will shoot you "

To effectively manage this crisis. I suggest :

1. The purpose , strategy and then and only then ,the tactics , need to be well defined.
2. The public relations for both of you are paramount as the terms and conditions really are in our control (not including MGs view) , Hopefully none of this will be needed but if so , the pr is critical . questions will last for a very long time, why , what, what really happened. why did Boris leave?
3. In that regard a multi year severance pay is definitely a non starter. too many people involved. too unique, it will raise too many questions.
4. A third party payor or entity might provide a layer of protection . a) insurance,(annuity) b, related party, c) an investment entity (we might consider buying the Foundation Medicine position in its entirety, from Bill) . continued investment vehicle/fund -khosla, tax consierations ie capital gains etc. keeping in mind that even as of today there is no current written agreement that describes the Bill/ Boris partnership deal
5. lets try to find a lateral or step aside then up, -- craft a new position, science? , giving?, seed a new program,
6. Health leave, maybe good but for only for a very very short time, I prefer a leave but for positive reasons . can;t force boris on others. no winks or nods.- again ,delicate ,surgical. . not sure larry is the right guy, but we can discuss.
7. This will follow Boris for a very long time,
- 8 . I think no matter what, Melinda needs a serious amount of time to digest the events . if still necessary , the first move should be seen as temporary, overseeing a new science initiative program health leave , try out, training , Boris is taking an intensive course in blah blah ... for three months
- 9 . knowing Bills high degree of loyalty Im sure we can together figure something out. Balmers a good example. I think Bills loyalty factor is admirable. In hindsight its a shame that melinda didn't choose Steve to focus on. winkwink
10. Fairness ,will i believe dictate the right solution.

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