



## Thank You

Divy Chandra,

Thank you for your quick assessments and decision-making regarding our difficulties with the introduction of the GlucoGauge.

First, you examined the background information and available evidence provided by Nick Bay, SVP of Marketing, and determined that the problems associated with inaccurate readings using the monitor were due to **consumers misusing the device in the field**.

Next, you worked with Nick Bay, VP of Marketing, on how to allocate the emergency marketing expenditure authorized by the Board. You determined spending amounts for updating packaging instructions and initiating a communication campaign with our doctors. In total, you spent **\$300,000.00 on packaging and \$350,000.00 on communication campaigns** across initiatives.

Then, you worked directly with myself and the VPs of Marketing and Operations to prevent layoffs by **shipping a replacement device to users**.

Finally, you worked with Rich Montella, Engineering Manager, to investigate customers' problems syncing their glucose meters to their smartphones. You helped identify that approximately **12%** of smartphone-using customers wait a month between syncing their readings.

At this point, we need to hold a press conference and address mounting questions about this unfolding situation. The public wants some answers. I have communicated to the press several times during this crisis, but the time has come for another significant push in terms of external communication.

What should we tell the media? How can we avoid a public relations fiasco, given the fact that much time has transpired without full resolution? Think about our many constituents (customers, healthcare professionals, insurers, government regulators, and shareholders), and craft an opening statement for the press conference. I would like your recommendations on what I should say to the public. I would like to hold this press conference tomorrow morning. Please send me a draft of these opening comments as soon as possible.

A handwritten signature in black ink that reads "Patricia Simmons".

Patricia Simmons  
CEO

Prepare Draft

As all of you are aware, there have been more than usual reports over the past few months about inaccurate readings of our GlucoGauge Device. Over the course of this time, we have tried a number of things to help mitigate this issue.

Initially, we believed that the issue arose due to consumer misuse, and thus we updated and reprinted the instructions on our packaging. Next, we also provided images with the instructions, provided translated instructions in two additional languages, and also carried out a communication campaign with physicians to help them teach their patients how to use the device correctly.

Whilst we hoped that this would solve the issue, this was not the case. We later discovered that there was a possible error in the microcontroller of the device. We addressed this issue by shipping out a new device to all the people who had purchased our GlucoGauge Device.

Despite all that has been done, we still continue to closely monitor the situation for developments and hope to fully resolve this issue as soon as possible.