

DCO Bernard.

For your review/approval by HP's Office.

I have no adjustments

Natasha

Powell, Natasha (Lyn)

From: Powell, Natasha (Lyn)
Sent: Monday, April 25, 2016 10:04 AM
To: 'Renaud Lacroix'
Cc: Petrie, William; Glen Slade
Subject: RE: Oxitec Cayman Press Release 22 March 2016

Tracking:	Recipient	Delivery
	'Renaud Lacroix'	
	Petrie, William	Delivered: 4/25/2016 10:04 AM
	Glen Slade	

Good morning,

I don't expect that there will be major adjustments, but I still need to get final approval before dissemination. I will advise you as soon as possible.

Natasha L Powell

Telephone: [345-244-2369](tel:345-244-2369) | Mobile: [345-936-2369](tel:345-936-2369) |



MINISTRY OF
HEALTH & CULTURE
CAYMAN ISLANDS GOVERNMENT

From: Renaud Lacroix [<mailto:Renaud.Lacroix@oxitec.com>]
Sent: Monday, April 25, 2016 8:58 AM
To: Powell, Natasha (Lyn)
Cc: Petrie, William; Glen Slade
Subject: FW: Oxitec Cayman Press Release 22 March 2016

Good morning Natasha,

Attached is the press release as edited by Mona last week. I attach clean and highlighted versions. Do you think this will go through a review process within the ministry or can we consider this a final version? As we need to send it back to our own Communication department, I want to send them the final version for efficiency.

Many thanks,
Renaud

=====
Dr. Renaud Lacroix
Field Operations Manager
Oxitec Ltd.
=====

Ross, Christina

From: Barnard, Nancy
Sent: Tuesday, April 26, 2016 5:59 PM
To: Ahearn, Jennifer
Cc: Petrie, William; Renaud Lacroix; Powell, Natasha (Lyn)
Subject: Oxitec announcement roll-out - logistics
Attachments: Announcement roll out - MRCU - Oxitec V2.docx

Dear Jennifer

Please see the attached; grateful if you can advise if you wish for 1) me to proceed with liaising with Hon Premier's office etc. to organise the press conference on your behalf and for 2) Natasha to proceed with assisting MRCU with the MLAs' meeting. The remaining aspects on the roll-out are for MRCU to organise.

Many thanks.

With kind regards

Nancy Barnard, M.A., DipEd
Deputy Chief Officer (Policy & Planning) Health & Culture
Ministry of Home Affairs, Health & Culture, Cayman Islands Government

Desk: +1 (345) 244-2342 **Mobile:** +1 (345) 916-7917 **E:** nancy.barnard@gov.ky

From: Renaud Lacroix [<mailto:Renaud.Lacroix@oxitec.com>]
Sent: Tuesday, April 26, 2016 2:44 PM
To: Barnard, Nancy; Petrie, William; Powell, Natasha (Lyn)
Subject: RE: Morning Bill, Renaud - can you have a telephone call with Ministry re Oxitec roll-out this morning 9:30am?

Dear Nancy,

As discussed this morning, attached are the details of the announcement roll-out.

Please let me know if you have any comments about it.

Kind regards,
Renaud

=====
Dr. Renaud Lacroix
Field Operations Manager
Oxitec Ltd.
=====

From: Barnard, Nancy [<mailto:Nancy.Barnard@gov.ky>]

Sent: 26 April 2016 09:04

To: Petrie, William <William.Petrie@gov.ky>; Renaud Lacroix <Renaud.Lacroix@oxitec.com>; Powell, Natasha (Lyn) <Natasha.Powell@gov.ky>

Subject: Morning Bill, Renaud - can you have a telephone call with Ministry re Oxtitec roll-out this morning 9:30am?

With kind regards

Nancy Barnard, M.A., DipEd
Deputy Chief Officer (Policy & Planning) Health & Culture
Ministry of Home Affairs, Health & Culture, Cayman Islands Government

Desk: +1 (345) 244-2342 **Mobile:** +1 (345) 916-7917 **E:** nancy.barnard@gov.ky

MRCU/Oxitec announcement roll-out

Wednesday 4th May

- **Meet the West Bay Members of Legislative Assembly (MLA)**
 - o Natasha to organise a meeting during lunch break (1pm), do not mention Oxitec in meeting request (Focus on Zika and aegypti control)
 - o Attendees:
 - MRCU: Dr. Bill Petrie (Director of MRCU)
 - Oxitec: Mr. Glen Slade (Head of Business Development), Dr. Renaud Lacroix (Project Manager)
 - West Bay MLA: Hon Mckeeva Bush, Hon Tara Rivers, Mr. Bernie Bush, Capt. Eugene Ebanks
 - o Ask them to keep it confidential until 9am next day
- **Submit press release to media (embargoed until 9am Thursday 5th May)**
 - o Government Information Services (GIS) to distribute press release

Thursday 5th May

- **Press conference (9am, government conference room)**
 - o GIS to organise
 - o Attendees:
 - Hon Alden McLaughlin (Premier) (in his absence Mr. Roy McTaggart, Councillor of H&C)
 - Ms. Jennifer Ahearn (Chief Officer of H&C)
 - Dr. Bill Petrie (Director of MRCU)
 - Mr. Glen Slade (Head of Business Development, Oxitec)
 - Dr. Renaud Lacroix (Project Manager, Oxitec Cayman Limited)
- **West bay booth (10am, West Bay Foster's)**
 - o MRCU to organise with Foster's
 - o Oxitec to prepare all materials
 - o MRCU and Oxitec staff to setup and animate the booth
 - o MRCU/Ministry/Oxitec senior staff joining when available
- **House to House visits in pilot area (all day and evening)**
 - o Roughly between Watercourse rd, Hell rd, Reverend Blackman rd and Powell Smith rd.
 - o MRCU/Oxitec staff going around all the houses to talk to population and distribute flyers and brochures

Friday 6th May to Saturday 7th (extended further if all houses are not covered)

- **West Bay booth continued**
- **House to House visits in pilot area continued**

Thursday 12th May

- **TownHall meeting with West Bay residents (6pm, JC primary school)**
 - o MRCU to organise booking

- MRCU/Oxitec to organise setup
- Attendees:
 - Dr. Renaud Lacroix (presentation + questions)
 - Another Oxitec staff (To be determined)
 - Dr Bill Petrie
 - Ministry of H&C

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Tuesday, May 02, 2017 12:43 PM
To: Ahearn, Jennifer
Cc: Petrie, William
Subject: West Bay extension
Attachments: image001.jpg; Cayman Islands Government-Oxitec Implementation Agreement Amendment RA M....doc

*attachment exempt under
Section 21(1)b*

Dear Jennifer,

West Bay

I was delighted to hear in our meeting of April 27th that the funding is available from Government to keep this project going until end December. Could I request that we formalize this with the attached First Amendment to the Implementation Agreement, which has been forwarded previously? Dates have been amended in the attached version to bring it up to date.

With thanks and kind regards,

Richard

Richard Adey

Regional Manager Caribbean

+ 43 699 10284232

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Friday, June 16, 2017 10:25 AM
To: Ahearn, Jennifer
Cc: Petrie, William
Subject: FW: Contingency Agreement for Grand Cayman and Amendment (extension) to West Bay

Dear Jennifer,

I hope all is well. There has been a change of CEO at Oxitec, and I am requested to brief him on our ongoing projects next week.

My concern is that I may be requested to stop ongoing project activities, and to avoid that I am seeking your assistance. Could we schedule a call in the short-term, if possible early next week?

In preparation:

West Bay

We have been continuing project activities since the existing Agreement expired at the end of April, having been informed that Government will pay the period May to December 2017. Our draft Amendment (extension) remains unsigned, and so I am very much hoping you can provide some reassurance regarding the first payment instalment. The payment schedule requested in the draft Amendment was \$200k at the end of June 2017, with the balance of \$200k at years end. I would like to submit our first invoice at this stage.

Grand Cayman

The terms we requested in our proposal/Heads of Terms were for the the first payment instalment on July 1st 2017. There is a request from MRCU to delay full commitment to this project for the time being, and so we had requested a Contingency Agreement in the meantime, to cover our ongoing set-up costs. These costs are obviously accumulating. As the Contingency Agreement itself is also not signed at this stage, I am hoping you could also provide some form of reassurance in the short-term.

I fully understand that the election has brought inevitable delays in finalizing Agreements. But hope you can appreciate the need for reassurance at this time.

Looking forward to discussing. Please let me know when would be convenient to call.

Kind regards

Richard



OXITEC

Richard Adey

Regional Manager Caribbean
+ 43 699 10284232

From: Richard Adey
Sent: 07 June 2017 19:27
To: Ahearn, Jennifer (Jennifer.Ahearn@gov.ky)
Cc: Petrie, William
Subject: FW: Contingency Agreement for Grand Cayman and Amendment (extension) to West Bay

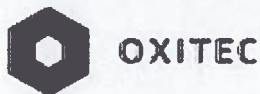
Dear Jennifer,

I hope all is well!

I have been holding back on contacting you until there was some clarity following the election, which I now understand there is. Would it be possible for us to schedule a brief call to touch base on the latest status and the next steps?

Thanks and kind regards,

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

From: Richard Adey
Sent: 17 May 2017 22:19
To: Ahearn, Jennifer (Jennifer.Ahearn@gov.ky) <Jennifer.Ahearn@gov.ky>; Petrie, William <William.Petrie@gov.ky>
Subject: FW: Contingency Agreement for Grand Cayman and Amendment (extension) to West Bay

Dear Jennifer, Bill,

Just to let you know that I will be in Cayman for the full days of Friday this week (19th) plus the following Monday and Tuesday 22nd and 23rd.

Happy to make myself available as needed.

With best regards,

Richard

From: Richard Adey
Sent: 12 May 2017 23:01
To: Ahearn, Jennifer (Jennifer.Ahearn@gov.ky) <Jennifer.Ahearn@gov.ky>
Cc: Petrie, William <William.Petrie@gov.ky>
Subject: Contingency Agreement for Grand Cayman and Amendment (extension) to West Bay

Dear Jennifer,

I hope all is well.

Just to ask whether it would be helpful if I make myself available in Cayman in the short-term? (sometime between 19th and 24th May would be possible if needed).

We discussed at our last meeting about having the Contingency Agreement signed in the short term, and I just wondered whether that is on-track as we have not yet received feedback from your lawyers (I do realize that time has been very short!)

The addendum to the Contingency Agreement which we discussed (which defines the targets to be met) has also now been drafted by us following initial discussion with MRCU. I fully anticipate we will reach agreement on those targets early next week. As we discussed, the addendum can be signed separately from the Contingency Agreement itself.

In West Bay we are continuing the mosquito releases, pending an extension to our existing Implementation Agreement. We would obviously like to formalize that as soon as is feasible. Am I correct that signatures would also best be achieved in the short term?

Renaud Lacroix is actually authorized to sign Agreements for Oxitec Cayman, so I do not have to be physically on hand for that purpose.

Happy to discuss any aspect either in Cayman or by telephone.

With kind regards,

Richard

P.S. The attached e mails from 2nd May are just for your reference



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

Ross, Christina

From: Alvarez, Sheila
Sent: Monday, June 22, 2015 10:38 AM
To: Ahearn, Jennifer; McTaggart, Roy
Cc: Barnard, Nancy
Subject: FW: Meeting with Oxitec this morning

Good morning Chief & Councillor McTaggart,

'FYI', this email just came in from Oxitec re the explanation as to why an area of West Bay was selected for the Oxitec project. It may be too late to add this information to the draft CP now, but it may be worth noting for Caucus' information.

Kind regards,

Sheila

From: Renaud Lacroix [mailto:Renaud.Lacroix@oxitec.com]
Sent: Monday, June 22, 2015 10:12 AM
To: Alvarez, Sheila
Cc: Barnard, Nancy; Allen, Fraser
Subject: RE: Meeting with Oxitec this morning

Hi Sheila,

Hope you had a good week-end.

I had a discussion with Bill before going back to the UK and we thought that you might want some information on why the project is conducted in West Bay (or that it might be a question that comes out quickly). So here is a short explanation of why we are locating the project in WB:

West Bay and Georgetown are the areas with the highest risk of dengue, chikungunya and zika virus transmission and concentrate MRCU efforts for *Aedes aegypti* control. As this project is designed to be the first step to an island wide roll-out operation, it was more sensible to start at one end of the island from which to expand, West Bay fits perfectly in that regard.

In order to obtain the most efficient suppression in the shortest time, the area treated would have to be as isolated as possible from adjacent residential areas from where *Ae. aegypti* could reinvade the suppressed area. The area chosen is the best match for this criteria in West Bay as it has ~100m vegetation barriers on the western (outside the treated area) and northern borders (at the border of the treated area) which will limit immigration from adjacent areas not treated with the friendly *Ae. aegypti*. Moreover, this area has sheltered a high population of *Ae. aegypti* according to MRCU's surveys. Consequently, the highlighted area was a perfect ground for conducting a pilot project with the friendly mosquitoes.

I hope this helps,

Kind regards,
Renaud

=====

Ross, Christina

From: Renaud Lacroix <Renaud.Lacroix@oxitec.com>
Sent: Monday, June 22, 2015 10:12 AM
To: Alvarez, Sheila
Cc: Barnard, Nancy; Allen, Fraser
Subject: Oxitec West Bay District Explanation

Hi Sheila,

Hope you had a good week-end.

I had a discussion with Bill before going back to the UK and we thought that you might want some information on why the project is conducted in West Bay (or that it might be a question that comes out quickly). So here is a short explanation of why we are locating the project in WB:

West Bay and Georgetown are the areas with the highest risk of dengue, chikungunya and zika virus transmission and concentrate MRCU efforts for *Aedes aegypti* control. As this project is designed to be the first step to an island wide roll-out operation, it was more sensible to start at one end of the island from which to expand, West Bay fits perfectly in that regard.

In order to obtain the most efficient suppression in the shortest time, the area treated would have to be as isolated as possible from adjacent residential areas from where *Ae. aegypti* could reinvade the suppressed area. The area chosen is the best match for this criteria in West Bay as it has ~100m vegetation barriers on the western (outside the treated area) and northern borders (at the border of the treated area) which will limit immigration from adjacent areas not treated with the friendly *Ae. aegypti*. Moreover, this area has sheltered a high population of *Ae. aegypti* according to MRCU's surveys. Consequently, the highlighted area was a perfect ground for conducting a pilot project with the friendly mosquitoes.

I hope this helps,

Kind regards,
Renaud

=====
Dr. Renaud Lacroix
Field Operations Manager
Oxitec Ltd.
=====

From: Alvarez, Sheila [mailto:Sheila.Alvarez@gov.ky]
Sent: 19 June 2015 18:01
To: Renaud Lacroix
Cc: Barnard, Nancy; Allen, Fraser
Subject: FW: Meeting with Oxitec this morning

Hi Renaud,

That's excellent. Many thanks for the information.

Kind regards,

Sheila

From: Renaud Lacroix [<mailto:Renaud.Lacroix@oxitec.com>]
Sent: Friday, June 19, 2015 11:59 AM
To: Alvarez, Sheila; Allen, Fraser
Subject: RE: Meeting with Oxitec this morning

Good morning Sheila,

Attached is a map of the treated area in West Bay. It is the area between Watercourse Rd, Hell Rd and Powell Smith Rd highlighted in red. The borders might change slightly but the project will be conducted within this area.

Cheers,
Renaud

=====
Dr. Renaud Lacroix
Field Operations Manager
Oxitec Ltd.
=====

From: Alvarez, Sheila [<mailto:Sheila.Alvarez@gov.ky>]
Sent: 19 June 2015 11:50
To: Renaud Lacroix; Allen, Fraser
Subject: RE: Meeting with Oxitec this morning

Good morning Renaud & Fraser,

Are you able to advise of the exact area in West Bay that the Oxitec trial will take place?

Cheers,

Sheila

From: Alvarez, Sheila
Sent: Thursday, June 18, 2015 11:43 AM
To: 'Glen Slade'; Ahearn, Jennifer; McTaggart, Roy
Cc: Barnard, Nancy; Petrie, William; Allen, Fraser; Wheeler, Alan; Renaud Lacroix
Subject: RE: Meeting with Oxitec this morning

Dear Mr Slade,

On behalf of the Ministry of Health and Culture, thanks for your very informative presentation yesterday on Oxitec's proposal on the release of the friendly *Aedes aegypti* mosquito to fight the dengue and chikungunya mosquito.

I acknowledge receipt of the presentation and will be in touch with Dr. Lacroix if we require any additional information for the Cabinet Paper.

Take care for now.

Kindest regards,

Sheila J. L. Alvarez, MPA, BA (HONS)
Policy Advisor (Environmental Health)
Ministry of Home Affairs, Health & Culture
5th Floor, Government Administration Building
Grand Cayman, KY1-9000
CAYMAN ISLANDS
Direct Extension: 1-345-244-3161

From: Glen Slade [<mailto:Glen.Slade@oxitec.com>]
Sent: Wednesday, June 17, 2015 3:31 PM
To: Ahearn, Jennifer; McTaggart, Roy
Cc: Alvarez, Sheila; Barnard, Nancy; Petrie, William; Allen, Fraser; Wheeler, Alan; Renaud Lacroix
Subject: Meeting with Oxitec this morning

Dear Chief Officer and Councillor McTaggart

Thank you again for your time this morning. It was a pleasure to meet you both and I really appreciated your supportive stance and very helpful suggestions about how to expedite progress with the proposed project. I attach a copy of my presentation for your reference.

A key action arising from our discussion was for Ms Sheila Alvarez to prepare a Cabinet Paper on the proposed project. I would like to take this opportunity to point out that Renaud Lacroix (in copy) will be in Grand Cayman for the rest of this week should it be necessary to clarify any points about the project; his number here is 345 925 8728. I can also be reached on the numbers below if needed. From MRCU side, Fraser Allen (also copied) is the first point of contact.

I will take the lead regarding Oxitec establishing a local legal entity and so would be grateful for the contact details of Ryan in the Department of Commerce, as mentioned during the meeting.

Thank you once more for your help and support. I hope we will be able to go forwards with this project in partnership with MRCU to help protect the health of Cayman's residents and visitors.

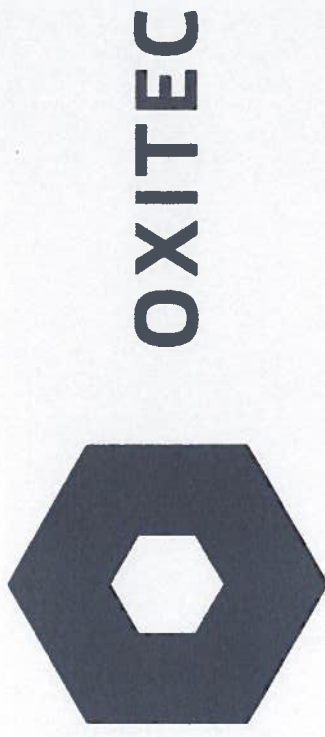
Kind regards
Glen



Glen Slade

Head of Business Development
Diretor da Oxitec do Brasil

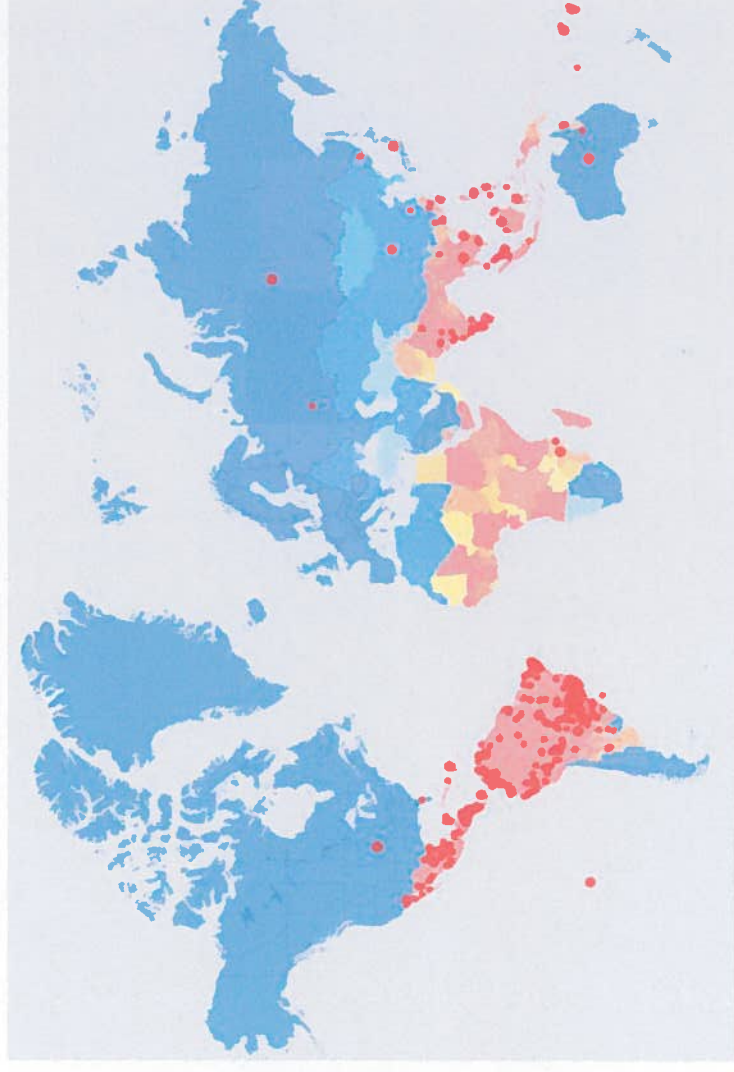
UK: T +44 (1235) 832393 M +44 7967 681825
BR: T +55 (19) 3783 9760 M +55 (19) 99899 2325



MRCU Cayman Islands and Oxitec: Building towards island-wide protection from *Aedes aegypti*

Glen Slade
June 2015

Dengue map 2015



- 50 -100 million dengue cases/year (WHO)
- Same mosquito also transmits chikungunya and zika
- No treatment or vaccine for these 3 viruses

Current tools



Remove breeding sites



Insecticides

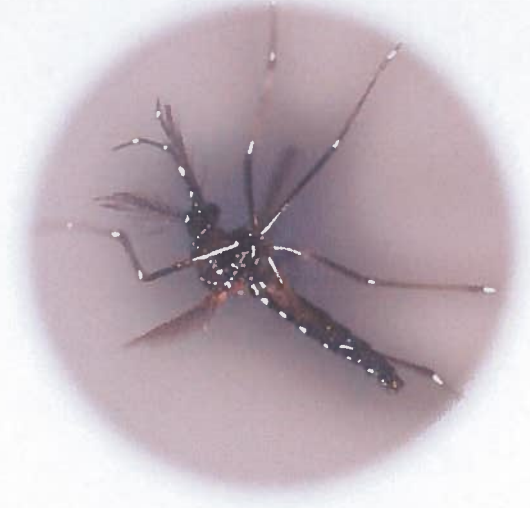


Hard to find all of them
Labour intensive

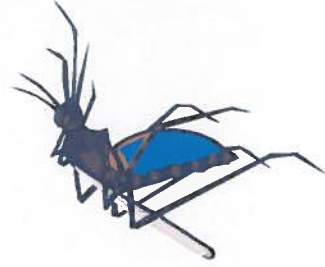
Do not reach everywhere
Insecticide resistance

Friendly *Aedes aegypti*

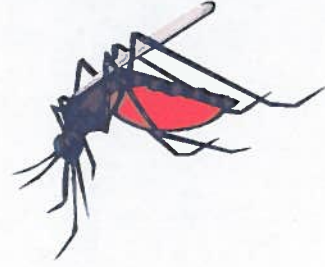
A genetically modified strain of *Aedes aegypti*
developed to fight
the dengue and chikungunya mosquito



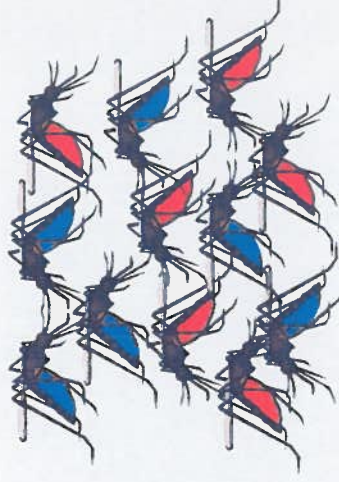
How it works



**Wild
male**

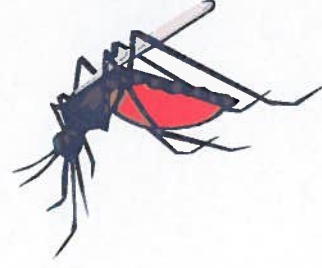
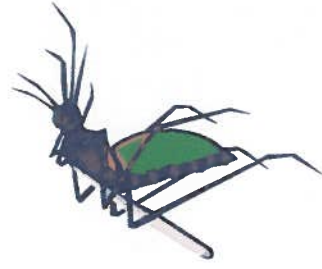


**Wild
female**



**Hundreds of
offspring**

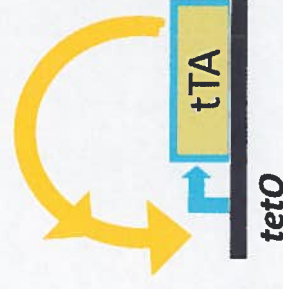
How it works



**Friendly
*Aedes aegypti***

**Wild
female**

**Offspring inherit two
additional genes**

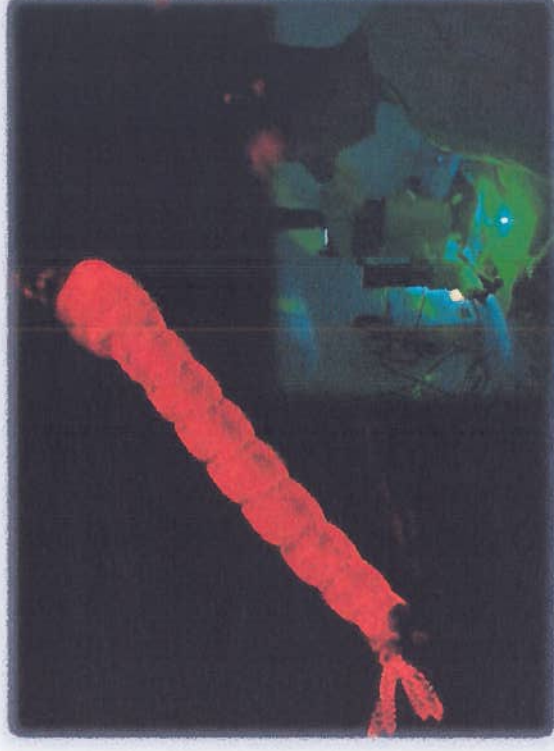


Lethality



Fluorescence

Monitoring assures success



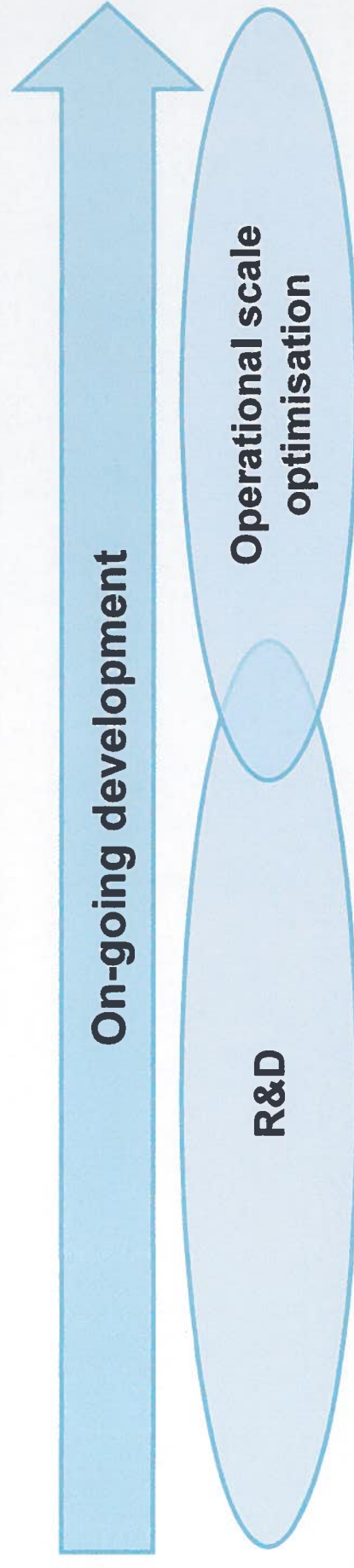
- Ovitrap placed in treated and untreated (control) areas
- Contents are collected and analysed each week
- Eggs reared to larvae to look for fluorescence and identify species
- Database used to track and map results
- Release rate increased if mating fraction is too low

Field projects evolution



Oxitec spun out from Oxford University in 2002

Cayman	Malaysia	Cayman	Panama	Brazil	Brazil	Brazil
East End	Bentong	East End	Nuevo Chorrillo	Itaberaba	Mandacaru	Jacobina
2009	2010	2010	2014	2011-12	2012-13	2013->
1 st open release MRR	Open release MRR	Suppression	Suppression	Suppression	Suppression and maintenance	Suppression roll out
NA	NA	2-300 inhabitants	1000 inhabitants	1800 inhabitants	2800 inhabitants	50,000 inhabitants
						5,000 inhabitants
						Operational project



Results summary



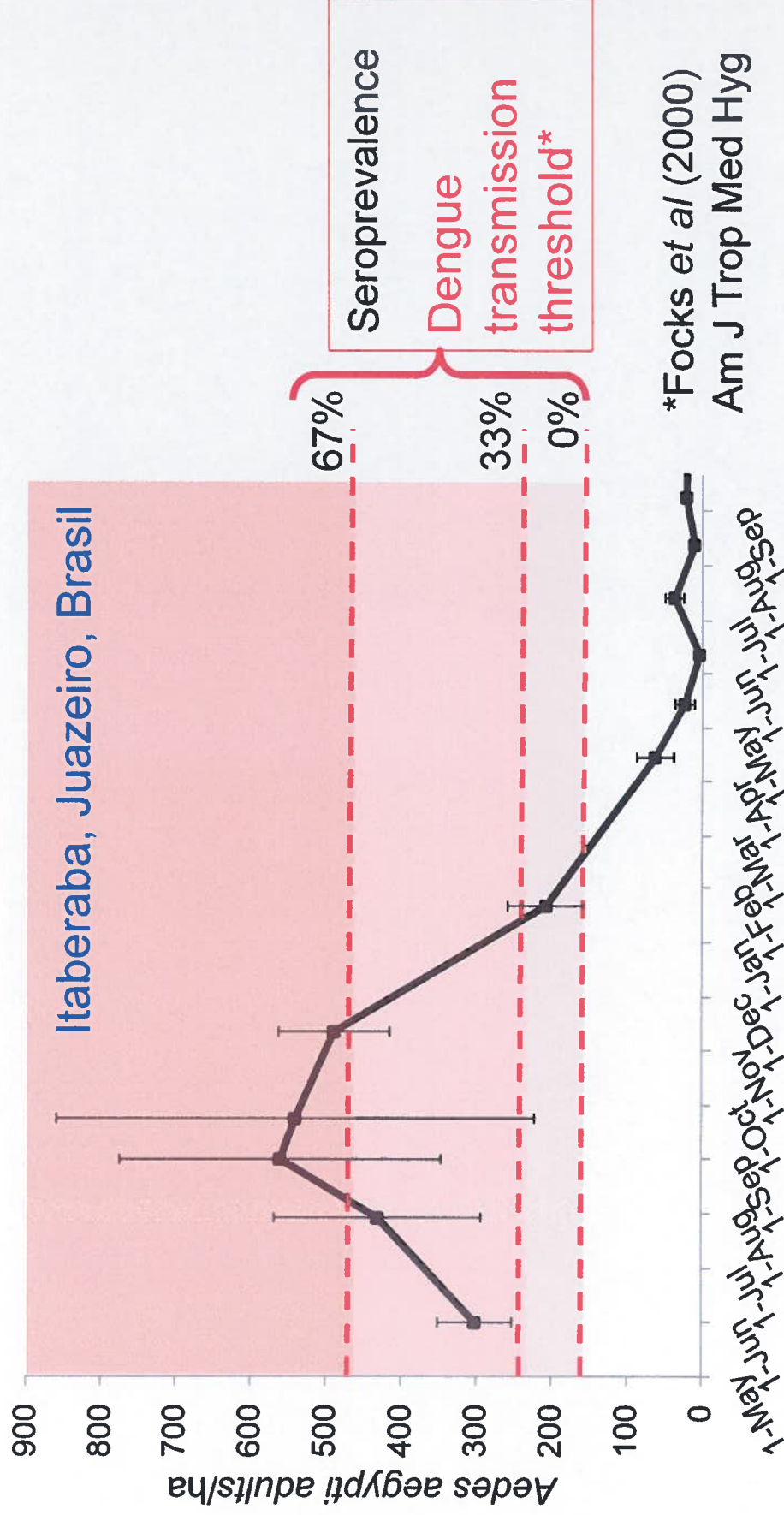
Location	Start date	Reduction in <i>Aedes aegypti</i>	Below epidemic threshold?
East End, Cayman Islands	May 2010	96%	No
Itaberaba, Juazeiro, Brazil	January 2012	94%	Yes
Mandacaru, Juazeiro, Brazil	March 2012	99%	Yes
Pedra Branca, Jacobina, Brazil	June 2013	92%	Yes
Nuevo Chorrillo, Panama	April 2014	93%	Yes

Level of control significantly better than current tools
WHO VCAG approved progress to stage 3: large scale trials

Potential health impact



Significant potential to prevent dengue epidemics

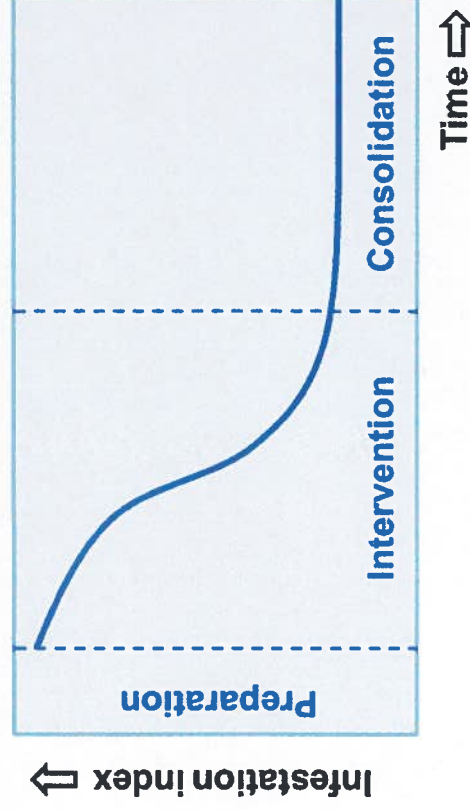


In collaboration with the University of São Paulo and Moscamed

Control programme format



First 12 months: Suppression



Thereafter: Maintenance

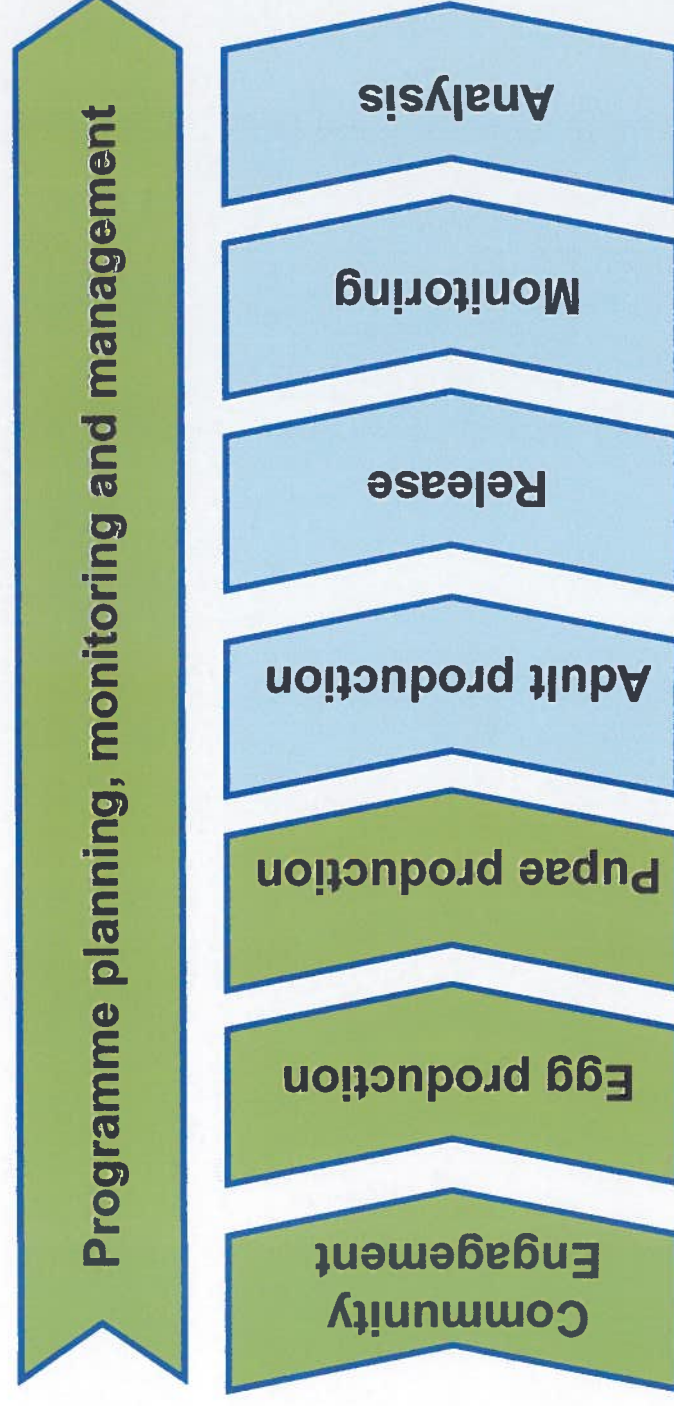


- The 12 month suppression programme delivers the key results
- Mandacaru trial showed maintenance stops rebound in rainy season
- Maintenance uses fewer mosquitoes so is cheaper than suppression
- Hence a multi-year perspective reduces average cost/person/year

Business model



OXITEC



- Oxitec will produce male pupae to assure quality
- Oxitec will receive all field data to adjust release rates
- Activities in blue can be done by Oxitec or trained third parties

Business Development in Brazil



- Oxitec do Brasil is based in Campinas, SP
 - 20 headcount and growing
 - production capacity 2 million+ males/week
- National biosafety approval April 2014
- Next step is sale permit from Anvisa
- Seeking projects to optimise execution:
 - transportability of pupae and adults
 - monitoring and release tools
 - integrated vector management
- Many municipalities strongly interested
- Piracicaba signed March 2015
 - 5,000 inhabitants to be protected
 - first release 30th April
 - on track for early suppression





OXITEC Projeto *Aedes aegypti* do Bem

Conscientização e monitoramento da população sobre a importância de evitar a proliferação do mosquito.

O que é o Projeto *Aedes aegypti* do Bem?

O Projeto *Aedes aegypti* do Bem é uma iniciativa do OXITEC em parceria com o Poder Judiciário e a Prefeitura Municipal de Piracicaba, visando a conscientização da população sobre a importância de evitar a proliferação do mosquito.

Por que o *Aedes aegypti* do Bem é importante?

O *Aedes aegypti* do Bem é importante porque ele é o principal vetor da dengue, zika e chikungunya. A conscientização da população sobre a importância de evitar a proliferação do mosquito é fundamental para a prevenção dessas doenças.

Como funciona o *Aedes aegypti* do Bem?

O Projeto *Aedes aegypti* do Bem funciona através da conscientização da população sobre a importância de evitar a proliferação do mosquito. Isso é feito através de campanhas de conscientização, distribuição de materiais educativos e monitoramento da população.



O diagrama mostra o fluxo do projeto, desde a conscientização da população até o monitoramento da população e a distribuição de materiais educativos.

Onde será feita a liberação dos *Aedes aegypti* do Bem?

A liberação dos *Aedes aegypti* do Bem será feita em locais estratégicos da cidade, como parques, praças e áreas de lazer.

Quando irá começar a liberação do *Aedes aegypti* do Bem?

A liberação dos *Aedes aegypti* do Bem irá começar em breve, após a conclusão das etapas de planejamento e preparação.

Quais locais já foram tratados com o *Aedes aegypti* do Bem?

Os locais já tratados com o *Aedes aegypti* do Bem são: Parque Municipal, Praça da Liberdade, Praça do Comércio e Praça da Paz.

Qual o objetivo do Projeto *Aedes aegypti* do Bem?

O objetivo do Projeto *Aedes aegypti* do Bem é reduzir a população do mosquito e, consequentemente, a incidência das doenças transmitidas por ele.

OXITEC

Projeto *Aedes aegypti* do Bem

Conscientização e monitoramento da população sobre a importância de evitar a proliferação do mosquito.



O cartão de divulgação apresenta o Projeto *Aedes aegypti* do Bem e os resultados alcançados. Ele destaca a importância de evitar a proliferação do mosquito e a redução da incidência das doenças transmitidas por ele.



O cartão de divulgação apresenta o Projeto *Aedes aegypti* do Bem e os resultados alcançados. Ele destaca a importância de evitar a proliferação do mosquito e a redução da incidência das doenças transmitidas por ele.

Piracicaba opinion survey: results



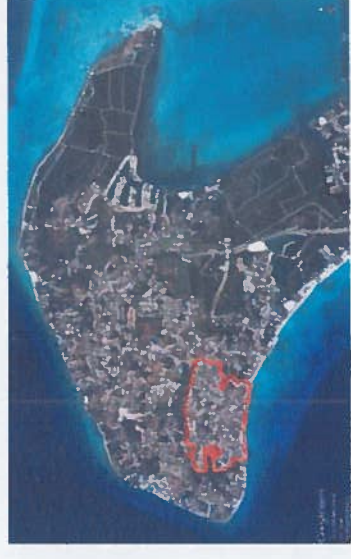
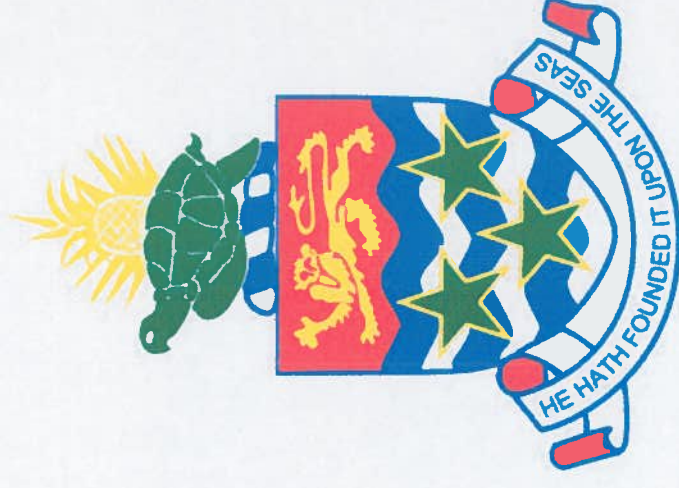
Topic	City-wide	Release area
Worried about dengue	88.6%	81.0%
Importance of using new tools in the fight against dengue	92.7%	93.0%
Awareness of Oxitec solution <ul style="list-style-type: none">• Heard of 'Aedes aegypti do Bem'• If not, heard of GM mosquito	80.3% <ul style="list-style-type: none">• 69.5%• 10.8%	89.0% <ul style="list-style-type: none">• 85.0%• 4.0%
Support project in Piracicaba	88.5%	96.0%

Note: Total population of Piracicaba is 390k. Treated area has 5k residents.

Cayman project: objectives



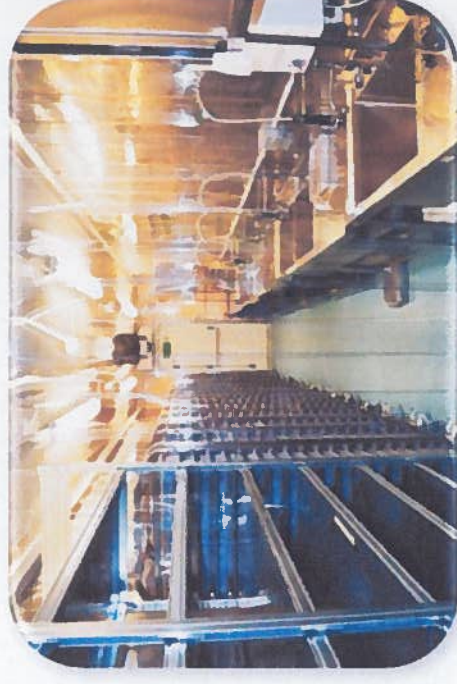
- Initiate operational use of tool
 - foundation for wider roll-out
 - demonstrate local acceptance
- Massive reduction in *Aedes aegypti*
 - target over 90% relative to control
 - target below modelled epidemic threshold
- Create momentum for island-wide project
 - start in area of West Bay
 - later seek private sector funding
 - roll-out subject to results and acceptance
- Highlight leadership of MRCU internationally
- Potential to act as hub for Oxitec in Caribbean



Cayman project: logistics



- Regulatory approval:
 - research permit obtained by MRCU
 - egg import permit granted
- Cabin production system:
 - optimised with MRCU/BCU
 - construction being finalised
- Public engagement:
 - materials tailored to local situation, based on success in Brazil
 - targeted to different audiences
 - run for 8-12 weeks from announcement to first release
- Release area (first 9 months):
 - initially ~1,700 people in West Bay
 - aim to expand to ~4,000 people



Cayman project: resources



- Oxitec will provide human resources and key equipment for all operational elements of project
 - hiring 3+ Caymanians
 - full time Oxitec project manager on site
 - production materials, including cabin, eggs and diet
 - release and monitoring, including truck/van and traps
 - management and reporting
- Cayman will provide access as before
 - public support for project to underpin community engagement
 - space for cabin plus utilities
 - space for field sample processing plus fluorescent microscope
 - steering and oversight

Ready to go!



Contact information



Glen Slade
Head of Business Development

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Mobile: +44 7967 681825 or +55 19 99899 2325
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[oxitec](https://facebook.com/oxitec)



Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Friday, June 30, 2017 4:14 PM
To: Ahearn, Jennifer
Subject: West Bay

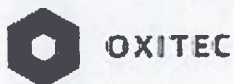
Dear Jennifer

Just to let you know that in line with my earlier information below, I shall today be invoicing for the first instalment of the West Bay extension. We foresee the second and final instalment of West Bay in December.

I hope you can appreciate the need for this at this stage.

With very best regards,

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

From: Richard Adey
Sent: 16 June 2017 17:25
To: Ahearn, Jennifer (Jennifer.Ahearn@gov.ky)
Cc: 'Petrie, William'
Subject: FW: Contingency Agreement for Grand Cayman and Amendment (extension) to West Bay

Dear Jennifer,

I hope all is well. There has been a change of CEO at Oxitec, and I am requested to brief him on our ongoing projects next week.

My concern is that I may be requested to stop ongoing project activities, and to avoid that I am seeking your assistance. Could we schedule a call in the short-term, if possible early next week?

In preparation:

West Bay

We have been continuing project activities since the existing Agreement expired at the end of April, having been informed that Government will pay the period May to December 2017. Our draft Amendment (extension) remains unsigned, and so I am very much hoping you can provide some reassurance regarding the first payment instalment. The payment schedule requested in the draft Amendment was \$200k at the end of June 2017, with the balance of \$200k at years end. I would like to submit our first invoice at this stage.

Grand Cayman

The terms we requested in our proposal/Heads of Terms were for the the first payment instalment on July 1st 2017. There is a request from MRCU to delay full commitment to this project for the time being, and so we had requested a Contingency Agreement in the meantime, to cover our ongoing set-up costs. These costs are obviously accumulating. As the Contingency Agreement itself is also not signed at this stage, I am hoping you could also provide some form of reassurance in the short-term.

I fully understand that the election has brought inevitable delays in finalizing Agreements. But hope you can appreciate the need for reassurance at this time.

Looking forward to discussing. Please let me know when would be convenient to call.

Kind regards

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

From: Richard Adey
Sent: 07 June 2017 19:27
To: Ahearn, Jennifer (Jennifer.Ahearn@gov.ky) <Jennifer.Ahearn@gov.ky>
Cc: Petrie, William <William.Petrie@gov.ky>
Subject: FW: Contingency Agreement for Grand Cayman and Amendment (extension) to West Bay

Dear Jennifer,

I hope all is well!

I have been holding back on contacting you until there was some clarity following the election, which I now understand there is. Would it be possible for us to schedule a brief call to touch base on the latest status and the next steps?

Thanks and kind regards,

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

From: Richard Adey
Sent: 17 May 2017 22:19
To: Ahearn, Jennifer (Jennifer.Ahearn@gov.ky) <Jennifer.Ahearn@gov.ky>; Petrie, William <William.Petrie@gov.ky>
Subject: FW: Contingency Agreement for Grand Cayman and Amendment (extension) to West Bay

Dear Jennifer, Bill,

Just to let you know that I will be in Cayman for the full days of Friday this week (19th) plus the following Monday and Tuesday 22nd and 23rd.

Happy to make myself available as needed.

With best regards,

Richard

From: Richard Adey
Sent: 12 May 2017 23:01
To: Ahearn, Jennifer (Jennifer.Ahearn@gov.ky) <Jennifer.Ahearn@gov.ky>
Cc: Petrie, William <William.Petrie@gov.ky>
Subject: Contingency Agreement for Grand Cayman and Amendment (extension) to West Bay

Dear Jennifer,

I hope all is well.

Just to ask whether it would be helpful if I make myself available in Cayman in the short-term? (sometime between 19th and 24th May would be possible if needed).

We discussed at our last meeting about having the Contingency Agreement signed in the short term, and I just wondered whether that is on-track as we have not yet received feedback from your lawyers (I do realize that time has been very short!)

The addendum to the Contingency Agreement which we discussed (which defines the targets to be met) has also now been drafted by us following initial discussion with MRCU. I fully anticipate we will reach agreement on those targets early next week. As we discussed, the addendum can be signed separately from the Contingency Agreement itself.

In West Bay we are continuing the mosquito releases, pending an extension to our existing Implementation Agreement. We would obviously like to formalize that as soon as is feasible. Am I correct that signatures would also best be achieved in the short term?

Renaud Lacroix is actually authorized to sign Agreements for Oxitec Cayman, so I do not have to be physically on hand for that purpose.

Happy to discuss any aspect either in Cayman or by telephone.

With kind regards,

Richard

P.S. The attached e mails from 2nd May are just for your reference



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Friday, June 30, 2017 4:42 PM
To: Ahearn, Jennifer
Cc: Petrie, William
Subject: West Bay invoice
Attachments: 2017-007 Cayman (002).pdf

*attachment included as
attachment in later email*

To: Ms. Jennifer Ahearn
HECH

Copy: Dr. William Petrie
MRCU

30th June 2017

West Bay Invoice

Dear Ms. Ahearn,

Kindly find our attached invoice for the first instalment of the Extension to West Bay.

With best regards,

Richard Adey



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

Ross, Christina

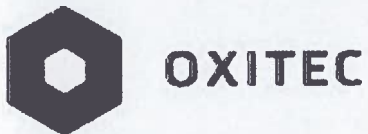
From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Wednesday, July 12, 2017 7:37 AM
To: MacGillivray, Catherine; Petrie, William; Ahearn, Jennifer
Cc: Renaud Lacroix
Subject: Further Oxitec project announced in Brazil

Dear all,

please see the link to a new Oxitec project in Minas Gerais State in Brazil.
<http://www.oxitec.com/oxitec-launching-friendly-aedes-project-juiz-de-fora-brazil/>

Kind regards,

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Wednesday, August 02, 2017 11:39 AM
To: Barnard, Nancy
Cc: Petrie, William
Subject: FW: Contingency Agreement - supporting arguments

Dear Nancy,

Below is the e mail which we briefly discussed yesterday, which Jennifer had requested at our meeting of April 27th, which gave supportive arguments for a contingency agreement at that time.

We discussed yesterday the results since that meeting. The MRCU report includes data up until June 22nd. As discussed, during those intervening weeks substantial suppression was demonstrated during the rainy season, peaking at * at the last data point. This means a * reduction of *Aedes aegypti* (measured as eggs per ovitrap) in the treated area compared to the untreated area. The suppression was on a positive trend, but at that stage we had not received our new import permit for eggs for local production of our mosquitoes. This meant we were unable to respond to the need to substantially increase the numbers at that time.

Looking forward to the meeting tomorrow.

* section 21(1)b

Kind regards,

Richard

From: Richard Adey
Sent: 02 May 2017 19:43
To: Ahearn, Jennifer (Jennifer.Ahearn@gov.ky)
Cc: Petrie, William
Subject: Contingency Agreement - supporting arguments

Dear Jennifer,

As mentioned, here are some supporting arguments for the Contingency Agreement, which may be useful.

General supporting arguments

Oxitec and MRCU have a good partnership and there is goodwill on both sides.
Oxitec is willing to discuss in good faith the future transfer of its lease rights in the production facility to the Cayman Government/MRCU, following completion of the project in Grand Cayman

Claim

Oxitec needs this project for the further global development of its technique.

Response

Oxitec's technique is in operational use in Brazil at a scale of approximately 65,000 population in Piracicaba, Sao Paulo State.

An MOU has been signed with the Government of Colombia for an operational rollout covering over 100,000 people in Cali.

Additional projects are in planning stage.

The Cayman Islands rollout is therefore in line with elsewhere, in terms of scale. The Cayman Islands is amongst the 'early adopters' of the technique, but this is not the 'lead project' in terms of timing or scale.

Five field trials with independent collaborators have confirmed that this technique works very well. The start of the rollout, in West Bay, is on-track, and will continue in parallel to preparations being made for the wider rollout in Grand Cayman. West Bay will continue to deliver further field data in the coming months.

Claim

West Bay has not delivered convincing field data. If there is not yet evidence that this works, then Oxitec should pay all costs until that data is available.

Response

The West Bay project is delivering data which is fully as anticipated at this time in the *Aedes aegypti* seasonal cycle. The West Bay project was due to start early in the year of 2016, in the dry season. Due to administrative delays, the first releases could not be made prior to the end of July 2016. As this technique takes some months to deliver mosquito population suppression, this suppression has been seen since the beginning of 2017 (in addition to a key proxy index of success: high mating fraction). As the *Aedes aegypti* population is naturally low in the dry season, the impact of the Oxitec technique is however less easily visible at this time. A more visible impact is fully anticipated with the onset of the coming rainy season. Oxitec has funded the West Bay implementation from its beginning until the end of April 2017, including costs associated with the administrative delays. Prior to the start of the project, the funding of the extension to West Bay was originally foreseen by both Oxitec and MRCU to come from Government.

Claim

Cayman Islanders are being used as Guinea pigs in an experiment.

Response

This is not the case. Oxitec's technique targets mosquitoes. The human population cannot be considered as experimental human subjects. This technique targets the *Aedes aegypti* population and male non-biting mosquitoes are released.

The human and environmental safety of Oxitec's technique is recognized by key regulatory bodies. The use of Oxitec mosquitoes has also been carefully regulated by the Cayman Government. Other countries whose regulatory organizations have examined the safety and environmental data and carried out environmental assessments, have overwhelmingly concluded that the approach does not constitute any meaningful risk. The WHO and the US Government (FDA/EPA/CDC) have also come to positive conclusions with respect to the appropriateness of this method. WHO actively recommends countries to evaluate Oxitec's technique. In the US, a multi-agency group led by FDA concluded positively, and issued a Finding of No Significant Impact (FONSI) and published their Environmental Assessment.

I hope this is helpful. Please let me know if there are any additional points which might benefit from some further thought at this stage.

Kind regards

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Tuesday, August 22, 2017 7:24 AM
To: Barnard, Nancy
Subject: Additional cost of warehouse

Dear Nancy,

Please find below a copy of an e mail which I sent to Jennifer in March formally informing her of the cost increase due to the production changes, as previously discussed together with Jennifer and Bill.

Kind regards,

Richard

From: Richard Adey
Sent: 25 March 2017 03:26
To: Ahearn, Jennifer (Jennifer.Ahearn@gov.ky) <Jennifer.Ahearn@gov.ky>
Cc: Petrie, William <William.Petrie@gov.ky>
Subject: Summary and suggested way forward

Dear Jennifer,

I hope all is well. I thought it might be useful at this stage to summarize the main points for you regarding the Grand Cayman and West Bay programs, from our perspective.

Grand Cayman

The program has been designed to start releases in February 2018 and that timing is critical because of mosquito sesonality.

We are fully on-track with respect to our various preparations, and if there is a positive decision on funding in April, we will be able to keep to the timeline.

The mosquito production facility is the most time-critical priority. Oxitec has been okay until now with carrying the ongoing associated costs (as part of the total costs communicated). At the end of April we need to make quite significant financial commitments with external parties, and would need reassurance from the Cayman Government before doing so. We need to make a full commitment regarding our production premises by the end of April, and failure to do this may result in us losing the current lease-option we have on the warehouse we have identified for production. If that happens, it would be a major setback to the timeline as our ongoing engineering work is focussed specifically on that warehouse. This would almost certainly mean we are unable to keep to the agreed timing, and at worst, a whole year could be lost.

Assuming funding is approved within April, there will nevertheless be a time lag before a definitive contract between us is signed. It is during this interim period (and beyond) that we need to be spending quite heavily on the production premises. To cover this period of uncertainty, one possibility might be some sort of interim contingency agreement, guaranteeing reimbursement of our costs by Government in the unlikely event that we do not go on to sign a contract, although such an interim contract adds additional work for lawyers. Perhaps a letter from MOH informing us of a positive funding decision and a copy of the minuted cabinet decision could be a way forward?

The cost of the warehouse which we have identified (and reserved) amounts to 210k which is not included in the communicated program cost. This effectively increases the US\$7.5m cost by that amount.

West Bay

Separate to this is West Bay. Oxitec has provided its resources to the West Bay program free of charge as agreed, and we will continue to do so until its scheduled termination date at the end of April. MRCU would like the West Bay activities to continue after that date. We have previously supplied a draft amendment to the existing contract which prolongs activities to the end of December 2017 with a payment of US\$400k. As the current phase is nearing completion, we need agreement on the way forward very soon, especially as we have local staff to consider.

Production cabin

We previously offered MRCU the option to purchase Oxitec's production cabin which is sited at MRCU at the end of the current West Bay phase. But from our perspective there is no urgency on this at all, as we have no plans to remove this cabin at this time and can leave it in place at no cost, to enable the next phase of West Bay to continue. An eventual decision to purchase by MRCU can be deferred by another year or more..

I hope that you will appreciate the need to bring this to your attention at this stage. We are always open to discuss any alternative way forward of course, but the timing is becoming very tight.

With kind regards,

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Thursday, August 24, 2017 9:47 AM
To: Barnard, Nancy
Cc: Ahearn, Jennifer; Pouchie, Nellie
Subject: FW: Summary and next steps (Oxitec)

Dear Nancy,

Thank you for your e mail. I think we would probably benefit at this stage from a fuller discussion by telephone. In addition, I would also be happy to join a call with others at MRCU as suggested. I fully appreciate that the situation at MRCU has now changed and we will continue to strive to fulfil evolving needs.

However, I would like to respond at this stage on one point because a critical difference in understanding is arising. This has to do with targets.

Individual opinions at MRCU have been aired in the past regarding linking 2018 rollout to prior target achievement, but this was not communicated to us previously as the agreed position of MRCU/MOH. Specifically, targets were not originally conceived as a response to setback. Targets were discussed in May 2017 as pointed out, but the setback had not yet occurred by that time (becoming apparent several weeks later). There was no clause in the previously-suggested contingency agreement (to which the targets were to be appended) that specifically linked the project decision to achievement of targets.

Our original internal expectation was to have reached full control within August but the setback came in between and we are now tackling a re-established infestation in the high season, whereas control should be initiated in the low season and built upon into the high season without interruption. It is of course highly unfortunate, but the setback was due to several weeks of low mosquito releases. We could not import the needed mosquito egg quantities when required, because our new regulatory permit had not yet been issued. We fully welcomed the decision that was taken by DOE requiring a full Environmental Assessment as a condition for that new permit, but it did add several weeks to the approval process. At that time, no need was foreseen for an earlier approval.

I am afraid there is simply no more time buffer for delaying project preparations and still reaching the target dates for February 2018 areawide releases.. Delaying those dates by two or three months, for example, has been re-discussed here today, and is not something we see as realistic, due to the critical seasonality of the wild *aegypti* populations. Our offer for 2018 rollout is contingent upon starting releases at optimal timing, which I think this is understood within your team.

I would like to suggest we explore together as soon as possible how best to mitigate against any lingering uncertainties and perceived risk, by clauses within the future definitive contract, to find a way forward that is fully acceptable to all.

Assuring you of our best intentions.

Kind regards,

Richard.



OXITEC

Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

From: Barnard, Nancy [mailto:Nancy.Barnard@gov.ky]
Sent: 23 August 2017 23:18
To: Richard Adey
Cc: Ahearn, Jennifer ; Pouchie, Nellie
Subject: RE: Summary and next steps (Oxitec)

Dear Richard

I trust you had an enjoyable holiday, and appreciate your response.

As you have noted, the dialogue that we had on 3rd August Ministry-led meeting underscored the decision on the Grand Cayman roll out, with the outgoing Director formalising his recommendation in his memorandum of 4th August to proceed with the Grand Cayman roll out. Neither the memorandum nor the meeting, however, covered the finer details which we now need in order to proceed to the Central Tenders Committee (CTC), including the steps the MRCU must take to ensure best value for public funds and to minimise risks and repeats of difficulties faced during the West Bay operational roll out. It is also in the best interests of both MRCU and Oxitec to iron out the risks and difficulties faced at this point, rather than having to do this during the larger scale roll out. There has been one public questioning on social media, as to where we are at with the Grand Cayman roll out. Demonstrating MRCU's intent to the public will be useful, but it must be within the framework of MRCU having satisfied its due diligence for the way forward.

As interim Director, I must weigh up the recommendation of Dr Petrie with the input from the scientists remaining with the department. We have had three meetings to-date within MRCU on the Oxitec Grand Cayman roll-out, subsequent to the 3rd August meeting. I am pleased to note that we now also have a standing weekly meeting to keep open the lines of communication between the MRCU scientists and the project manager for Oxitec, and have had one to date prior to Dr Lacroix's going off on his vacation leave.

Notwithstanding the setback of the West Bay roll out being acknowledged to be unrelated to the effectiveness of Oxitec's technique, and while I acknowledge the demonstrated positive trend of suppression in the rainy season, the setback meant that MRCU has been unable to see consistent results, particularly through to the main part of the season (September/October) in the West Bay operation. The positive trend does not equate to the "achieving and sustaining the suppression of the wild population of *Aedes aegypti* mosquitoes within a specified area of Grand Cayman" as required by the implementation contract of 18th April 2016. Apparently dialogue ensued as to how to remedy this setback, and on May 16th 2017 Renaud sent the proposed target levels (that were to have progressed to the West Bay "contract addendum") to Drs Petrie and Wheeler, and to Fraser Allen, copying you. It is unfortunate that the "contract addendum" or "interim contract" was not signed off on and not put into place at that point. It seems that even if we had put the addendum/interim contract in place with the conditional targets, we would be in the same position as we are now, which is still wanting to see the sustained suppression of *Aedes aegypti* in that area of West Bay. MRCU is now putting forward a compromise to get Oxitec back on track, to a point where Oxitec would have been if production issues

had not been a problem. MRCU will be able to assure itself and members of the public that Oxitec can indeed maintain required suppression levels of *Aedes aegypti* through to the end of the season, as was the clear spirit of the initial West Bay contract. Oxitec should be confident of being able to do that, with the assistance of the MRCU Bti treatments.

I recognise that the suppression targets (in what will become the "new contract" as with the expiration of the original contract in April 2017, we will be looking at a new contract rather than an amendment) in West Bay cannot be achieved in Oxitec's original timeframe for the future preparation work for the Grand Cayman roll out, and that the timeframe will have to be amended accordingly. I do not think we are looking at a one-year delay, as the new contract would aim for the sustained control over an eight-week period, allowing until the end of December 2017 for this to happen. Therefore, it is likely to result in a shift of a month or two for the time frame (we should be able to get the eight-week suppression by the end of October), rather than a full year.

The CTC meets bi-monthly. We can aim to submit for the Grand Cayman roll out to the September 6th meeting, and failing that, the September 20th meeting. We need time to have both Oxitec's and the Cayman Islands Government's legal departments respectively review the new contract prior to submitting to CTC, as the full Grand Cayman roll-out will be conditional upon the new contract meeting its markers. Given that MRCU will be assisting with Bti treatments, we want a high standard of retaining three quality markers consistently during the eight-week period, retaining the same area as per initial agreement. I will write to you separately as regards the parameters of the new contract. In a recent meeting since I have been at MRCU, Renaud, Alan and Fraser were in agreement that the markers were reasonable in principle to all parties (with Renaud explaining he would have to have approvals from you and others at Oxitec).

Thank you for the clarification around the increase in cost for the Grand Cayman roll out, and for the resubmitted invoice for the first West Bay instalment which I have subsequently received from you and will process this week.

The department, with the full support of Chief Officer Ahearn, is of the view that at this juncture we must take the time to demonstrate reasonable care by moving forward with the new West Bay contract, and to have the award of the full Grand Cayman roll out contingent upon the successful completion of the new West Bay contract.

Kind regards

Nancy Barnard

Director (Acting)

Mosquito Research & Control Unit (MRCU)

99|Red Gate Rd.|P.O. Box 486|Grand Cayman KY1-1106|CAYMAN ISLANDS

Office: 1 (345) 949-2557 |Direct: 1 (345) 244-4118 | Mobile: 1 (345) 916-7917 Fax: 1 (345) 949-8912

MRCU Website: www.mrcu.ky



From: Richard Adey [<mailto:Richard.Adey@oxitec.com>]

Sent: Sunday, August 20, 2017 7:19 PM

To: Barnard, Nancy

Cc: Ahearn, Jennifer; Pouchie, Nellie

Subject: RE: Summary and next steps (Oxitec)

Dear Nancy,

Thank you for your e mail and please accept my apologies for the delay in responding due to my vacation last week.

I would like to raise the point about the Grand Cayman rollout being contingent upon attainment of targets in West Bay this year, as this differs from my understanding from the MOH/MRCU/Oxitec meeting in Cayman of August 3rd.

My understanding was that there was mutual agreement that a firm decision on Grand Cayman rollout in 2018/19 needed to be taken at that stage, due to the significantly changed situation. The changed situation is partly connected to the setback in West Bay, which was acknowledged to be unrelated to the effectiveness of our technique. Other good reasons were considered by MOH as I recall, including wanting to demonstrate its intent to the public now, which is starting to be questioned in social media. The changes at MRCU may have also been relevant. I understood that the firm decision was taken at the meeting to proceed, based on the already demonstrated positive trend of suppression in the rainy season as noted in the MRCU report to MOH of late June, plus the additional recommendation of Dr. Petrie, which was then formalized in his memo. Specifically this decision was, according to my understanding, not linked to suppression targets in West Bay, as it is unrealistic to anticipate that these will be achieved and sustained within the timeframe that all the future preparation work for Grand Cayman needs to be concluded. If a definitive decision on Grand Cayman is still in doubt pending further field data, then Oxitec cannot realistically resume its ongoing urgent preparations for 2018 rollout.

Oxitec has certainly not been averse to targets – actually it was us who originally suggested the principle of targets as a creative mechanism to keep options open at that time for MOH/MRCU. That idea was put forward to enable Oxitec to continue spending on the preparations for Grand Cayman, at the same time giving MOH more time to decide whether to proceed in Grand Cayman or otherwise. Oxitec put forward a draft *Contingency Agreement* covering this, for consideration. MOH/MRCU was under no obligation to proceed with Grand Cayman as a result of any targets being achieved. Formal agreement on targets and the signing of the Contingency Agreement was not pursued, and from our perspective, the usefulness of the Contingency Agreement approach which we suggested has now been fully overtaken by events, and by the need for a firm decision at this stage.

There is high urgency to resume the extensive Grand Cayman preparations. Grand Cayman requires just over 2.1m to be spent before years end, as the factory needs to be operationally ready in November/December with associated permits to be obtained. Additional Oxitec staff need to be locally recruited and trained, extensive field monitoring needs to be set-up, community engagement and Govt communications need to be in place, and so on. Our best people remain on standby to implement all this, but timing is now critically squeezed and we will be unable to make-up for any additional lost time. Due to the seasonality of the mosquito, a one year delay would almost certainly be the outcome if we do not resume our preparations at this stage, as we need to be on-track to start the large-scale mosquito releases early next year. One year delay would involve a break in continuity with significant financial and operational consequences for a later re-start. We would almost certainly need to terminate the current lease on the factory premises (losing several months premises-specific engineering work), and would need to lay-off our experienced Oxitec Cayman staff who are earmarked for training and supervising new recruits. Also, the availability of Renaud Lacroix as Project Manager could not be guaranteed for 2019/20, although of course I would strive for that!

According to my understanding, Dr. Petrie's memo plus the amended Oxitec offer were the two documents that were requested by Jennifer Ahearn for an imminent approach to the Central Tendering Committee. The Grand Cayman preparations require commitments to our contractors of 211k per month going forwards, and so we urgently need and request that CTC process to be concluded soonest to keep timing on track. A firm agreement on the West Bay payments in the meantime would help bridge that gap as indicated. I had understood that the CTC process might take around one month, but if CTC requires additional time then I would need to seek further assurances within the next month to cover ongoing Grand Cayman expenditure, which obviously I would like to avoid.

Regarding the other points raised in your e mail...

Thanks for clarity that everything should be in CI\$. I will re-send the West Bay first invoice, and the Grand Cayman offer by separate e mail.

You also raised the point about the increase from US\$7.5m to US\$8m. This was flagged in e mails and also discussed with Jennifer Ahearn and Bill Petrie together. I will find and forward the relevant e mails in the next day or two. Basically, our original lower offer was based on Govt supplying to Oxitec free-of-charge a large parcel of suitably-prepared land including connection to utilities. On this land we had originally planned to site a large number of production cabins (similar to that which is located at MRCU). For various reasons, including the probable unavailability of a suitable site, we revised this production strategy to a single fixed facility. The costs of leasing a warehouse (for conversion to our production premises) in 2017, 2018, 2019 is just over 210b which was not contained in our original calculations/offer. We did signal this adjustment in good time although I believe from discussions with Dr Petrie that this was overseen and therefore omitted in his preparation of the business case.

I am of course ready to discuss any aspect, and in any case would welcome the chance for a call with you this week if you can fit that in?

With kind regards,

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

From: Barnard, Nancy [<mailto:Nancy.Barnard@gov.ky>]
Sent: 14 August 2017 19:23
To: Richard Adey <Richard.Adey@oxitec.com>
Cc: Ahearn, Jennifer <Jennifer.Ahearn@gov.ky>; Pouchie, Nellie <Nellie.Pouchie@gov.ky>
Subject: RE: Summary and next steps (Oxitec)

Dear Richard

Thanks for your e-mail.

I will address each of the points which you noted from our meeting of August 3rd. I have included CO Ahearn, and CFO Pouchie of the Ministry.

1. Correct – through until the end of December 2017 – and this will include key performance indicators from a near date to be agreed, through to end of December 2017, as are to be agreed upon by MRCU and Oxitec. (In meetings with Alan Wheeler, Fraser Allan and Renaud Lacroix this week, I understand that these performance indicators were previously discussed at a steering committee meeting. I gather that subsequent to that steering committee meeting, a proposal for the indicators was put forth by Oxitec in the form of a contract addendum. At that time - in around April 2017 - this would have been for the remainder of the West Bay project. I understand that MRCU was happy with the indicators and addendum set forth by Oxitec. Unfortunately, the

addendum was never signed off on. Renaud is to discuss this with you and revert to MRCU as regards finalising this addendum).

2. Correct - we will proceed with the roll-out for 2018 and 2019 budget years, concurrent with developing the addendum for the West Bay project for the remainder of this year. As you are aware, we have duly submitted for the funding for the Grand Cayman roll-out; the budget allocations will be debated and finalised by November this year. The Grand Cayman roll-out will be contingent upon the remainder of the West Bay project meeting the performance indicators in the addendum noted in point 1.
3. Thank you - the updated offer/proposal for Grand Cayman which now includes the get-out clause and the amended total US\$8m was safely received on 8th August.
4. Correct - Dr Petrie prepared this memo giving his recommendation for Grand Cayman rollout in 2018/19, which I have shared with the management team at MRCU. I have asked for the team's full support and that we go forward as a department with clarity of this approach, notwithstanding remaining MRCU scientists' concern with some of the aspects of the West Bay operational roll-out to do with data and performance indicators. I am confident that these will be eradicated, or at least assuaged once the West Bay KPIs are fulfilled as in point 1.
5. Correct – re the US\$1.5m already being allocated in total for 2017.
6. I need to review the invoice with MRCU Finance against the original West Bay contract, along with the Ministry's CFO – I have not had the opportunity to do so yet. I am prioritising that early this week, so that we can move ahead with West Bay.

Regarding your points 7 and 8 – as discussed in our meeting on 3rd August, the Cabinet was made to understand that the roll-out of the Oxitec programme island-wide on Grand Cayman would cost US\$7.5m. While the Ministry reflected the higher amounts (to meet the US\$8m) in its Strategic Policy Statement towards those years' budgets, we will need to review the explanation/justification for the increase from the US\$7.5 to the US\$8m - I realise you may have sent it through before to Dr Petrie or others but I haven't seen it.

For ease of budgeting purposes on this end both at MRCU and at the Ministry and Cabinet – can you please use CI\$ from now on – the CFO of the Ministry has advised this should be at an exchange rate of .84. Grateful if you can resend the contract draft accordingly.

I've set up a weekly more informal catch-up meeting for the scientists at MRCU, and me, with Renaud, to keep open the communication, and I too look forward to intensifying this work with Oxitec to fulfil our mission.

Kind regards

Nancy Barnard
Director (Acting)

Mosquito Research & Control Unit (MRCU)

99|Red Gate Rd.|P.O. Box 486|Grand Cayman KY1-1106|CAYMAN ISLANDS

Office: 1 (345) 949-2557 | Direct: 1 (345) 244-4118 | Mobile: 1 (345) 916-7917 Fax: 1 (345) 949-8912

MRCU Website: www.mrcu.ky



From: Richard Adey [<mailto:Richard.Adey@oxitec.com>]
Sent: Monday, August 07, 2017 5:31 AM
To: Barnard, Nancy
Cc: Ahearn, Jennifer
Subject: Summary and next steps

Dear Nancy,

Thanks very much to all for the meeting of August 3rd.

I would just like to briefly recap the main conclusions/decisions of the meeting as I understand them. Please let me know if I have misinterpreted or missed anything.

1. We should continue the West Bay project throughout 2017.
2. The Grand Cayman project will be rolled-out in 2018/19.
3. I will supply you soon with an updated offer/proposal for Grand Cayman to include the get-out clause as discussed, and to amend the total to US\$8m.
4. I understand that Dr Petrie has prepared a memo to you giving his recommendation for Grand Cayman rollout in 2018/19 to support your approach to CTC for awarding of the Grand Cayman contract.
5. US\$1.5m is already allocated in total for 2017.
6. US\$400k of this will be paid in 2017 for West Bay extension. I will re-send the invoice for \$200k addressed to MRCU for payment at this stage. The remaining \$200k will be invoiced for payment at year's end.
7. US\$1.1m will be invoiced in due course for year-end payment towards Grand Cayman rollout.
8. \$6.9m (the balance of the US\$8m for Grand Cayman) has been put into your 2018/19 budget. This is anticipated to be invoiced \$3.65m in 2018. \$3.25m in 2019. Payment schedule within those years for later agreement.

If you could kindly send me an e mail confirming that we can anticipate these 2018 West Bay payments (or if possible a signature on the West Bay contract extension would be appreciated). I can then arrange for us to immediately re-start our preparations for Grand Cayman rollout (factory readiness).

Needless to say we are delighted to be intensifying our work with MRCU, and you have our fullest assurance regarding the commitment and priority that will be given.

Kind regards,

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Monday, September 04, 2017 7:03 AM
To: Barnard, Nancy
Cc: Ahearn, Jennifer
Subject: 2018 v 2019 rollout

Importance: High

Dear Nancy,

The weekly data for 2017 is below. Percentages are a measure of the reduction in the aegypti population in the treated area compared to the untreated area (eggs per trap is the basis – Oxitec’s standard for *all* its projects).

In the dry season we had reduced the populations by an average of *. In the more critical wet season this had increased to * and was on a positive trend as reported by Dr. Petrie. The setback then occurred in July which is acknowledged as due to logistical/operational reasons unrelated to the effectiveness of the technique.

Any alternative interpretation of these basic facts is, we suggest, quite misleading.

13.01	↑	Average suppression achieved in 2017 dry season January to April 21(1)b	21.04	↑	Average suppression achieved in 2017 wet season April to mid July 2017 21(1)b
20.01			27.04		
27.01			5.05		
3.02			12.05		
10.02			19.05		
17.02			26.05		
24.02			2.06		
3.03			9.06		
10.03			16.06		
17.03			23.06		
24.03			30.06		
31.03			7.07		
7.04	↓		14.07	↓	

* section 21(1)b

To help MRCU with perceived risk, we have last week offered to accept suppression targets in parallel with 2018 operational rollout. This gives MRCU the option to stop the rollout after the first 6 months of releases in 2018 and pay less than 21(1)b if the data is disappointing. The alternative is to defer the decision pending further data, with rollout earliest 2019. This later rollout would incur additional costs up to 21(1)b. Therefore the incremental ‘financial risk’ in going with 2018 rather than 2019 is broadly around 21(1)b. This is a financial risk only - there is no technical risk. This technique will not add to the mosquito population, only reduce it. The data clearly suggests that you can anticipate promising results. The rationale for going with 2018 is that protection is implemented one year early.

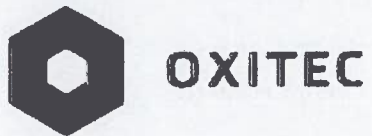
A possible regional outbreak of dengue in 2018 has been flagged by Cayman’s Acting Medical Officer of Health.

<https://cayman27.ky/2017/08/caribbean-braces-for-2018-dengue-outbreak/>

Oxitec's technique can be integrated with other tools as MRCU sees fit, which is the basis of Integrated Vector Management. The *Aedes aegypti* levels encountered in West Bay have, frankly, been extraordinarily high, and we would like to suggest that we can have a considerable impact on that in 2018.

Best regards,

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Tuesday, September 05, 2017 7:58 AM
To: Barnard, Nancy
Cc: Ahearn, Jennifer; MacGillivray, Catherine
Subject: FW: West Bay data published!
Attachments: Cayman & Oxitec Signed Contract - April 2016.pdf

Importance: High

Dear Nancy

Further to my earlier e mail..

My own interpretation of the attached Agreement between Oxitec and the Cayman Govt is that this data should not have been given out without Oxitec consent, even in response to an FOI request.

Can you help me to better understand how this has come about, as we would have hoped to be informed/consulted on the intention to supply this information.

Thanks and best regards,

Richard

From: Richard Adey
Sent: 05 September 2017 13:22
To: 'Barnard, Nancy'
Cc: Renaud Lacroix ; 'MacGillivray, Catherine' ; Ahearn, Jennifer (Jennifer.Ahearn@gov.ky)
Subject: West Bay data published!
Importance: High

Dear Nancy

This document appears on the website of Genewatch UK, an anti GM pressure group. It is claimed by Genewatch that the MRCU report was obtained under a Freedom of Information request.

http://www.genewatch.org/uploads/f03c6d66a9b354535738483c1c3d49e4/MRCU_annual_report_Oxitec_project_June_2017.pdf

We had no prior information on this. Could you please let me know when this report was requested and by whom?

Thank you.

Best regards,

Richard



OXITEC

Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Monday, September 11, 2017 8:59 AM
To: Barnard, Nancy; Ahearn, Jennifer
Subject: Meeting request

Dear Nancy,
Dear Jennifer,

Just to let you know that Oxitec's CEO, Mark Carnegie-Brown, has indicated to me that he would like to accompany me on my next visit to Cayman. He would be interested to meet with you if that would be convenient?

The dates he has in mind are 21st or 22nd September.

Could you let me know if this timing looks suitable?

Many thanks and best regards,

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Tuesday, September 12, 2017 3:42 PM
To: Barnard, Nancy
Cc: Ahearn, Jennifer
Subject: Our offers for Grand Cayman
Attachments: Cayman HOT (12-Sep-2017)(2 Year Plan)(FINAL).pdf; Cayman HOT (12-Sep-2017)(3 Year Plan)(FINAL).pdf; Friendly Aedes aegypti target metrics for September 2017 offer FINAL (12-Sep-2017)(CLEAN).pdf

attachments exempt under
section 21(1)b

Dear Nancy,

I am pleased to submit two offers for Grand Cayman, each commencing releases early in 2018. The first is a rollout within 2 years as previously discussed, and the second is a rollout within 3 years. The Addendum on targets is relevant for each of the offers.

Two year

The 2 year rollout offers the best value, as everything has been optimized for this scenario. We understand that this offer does not currently match the budget on offer.

21(1)b total cost.

Three year

We have designed this rollout to fit with your budget availability as communicated to me below:

2017 21(1)b for Grand Cayman. 21(1)b for West Bay. Total 21(1)b
2018 21(1)b
2019

This 3 year rollout requires a commitment early in 2019 for extra funding in 2020, to allow for continuation. This additional funding requirement for payment in 2020 is 21(1)b

The total cost of the 3 year scenario is therefore 21(1)b

The 3 year rollout has higher costs compared to the 2 year rollout because the facility and key staff are required for an extra year, and the factory will be operating at below capacity for some of the time, due to the increased total rollout time.

Each of these programs can be stopped subject to the clause on early termination.

Also, we have included performance targets to be achieved within six months of the commencement of 2018 releases. Government has the option to terminate at that stage with cost savings, if targets have not been achieved. The addendum on performance targets clarifies that we are prepared to sign-up to achievement of 2 from 3 targets which I hope you will agree is reasonable.

I trust these offers are of interest and am of course available to discuss any aspect by telephone. We would like to request a response on these offers this week. A visit to Cayman is possible next week within the timeframe 21st/22nd September if convenient.

With best regards,

Richard



OXITEC

Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Wednesday, September 27, 2017 7:28 PM
To: Ahearn, Jennifer
Cc: Barnard, Nancy; Mark Carnegie-Brown
Subject: Oxitec involvement in the Cayman Islands
Attachments: Cayman CO 20170927.pdf

Dear Jennifer,

I hope all is well with you?

It was unfortunate that it was not possible to meet you last week together with Nancy Barnard and Mark Carnegie-Brown, but of course we fully understand the reasons for that. Please find attached our letter relating to the visit, highlighting the most important points for Oxitec at this stage.

We are committed to finding a mutually positive outcome!

With best regards,

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232



OXITEC

Jennifer Ahearn,
Chief Officer and Permanent Secretary,
Ministry of Health, Environment, Culture and Housing,
Cayman Islands.

27th September 2017

Oxitec involvement in the Cayman Islands

Dear Jennifer,

We were surprised to learn on September 21st that the decision to expand our technique throughout Grand Cayman appears to have been revised and seek clarity on the underlying reasons for this change.

We believed the decision taken on August 3rd gave the green light for implementation of this program, in accordance with Cabinet approval. This was in line with our discussions and planned preparations, and in line with the Government communications to the public. The decision in August was taken in light of the imminent departure of Dr. Petrie, taking account of less senior MRCU staff.

We also seek an improved understanding of the budgeting process to determine potential constraints on multi-year plans. Our two-year rollout solution was optimized for most cost-efficient use of Government funds, and we had understood the Cabinet approval paved the way for implementation of the plan within that proposed timing. We were recently informed that the ongoing 2018/19 budgeting process is not allocating the required funding, and as a result we adapted the plan to a three-year rollout as requested. We learned last week that the budget allocation for 2018/19 is now further cut, making even a three-year rollout impossible. There is understandably uncertainty now at Oxitec regarding how Government can commit to funding multi-year programs, and we would be grateful for clarity on this.

The visit of myself and Dr. Mark Carnegie-Brown, Oxitec CEO, to MRCU last week left us concerned by the lack of scientific rationale and clear messaging emerging from MRCU since the departure of Dr. Petrie. This collaborative co-operation appears somewhat diminished, and there is a lack of consistency and objectivity emerging. Our perception is

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that the positioning of our technology, and its deployment in Grand Cayman appears to be changing, and the technical goal posts moved without good scientific rationale. We will work constructively with MRCU to try and find agreement on a way forward with West Bay and beyond, that is sensible also from our standpoint.

We have requested a written assurance from MRCU that the US\$1.5m funding allocated for 2017 will be ring-fenced to cover West Bay contributions previously agreed and a repeat of the West Bay project in 2018. Oxitec has thus far spent close to this amount for Cayman in 2016/17.

We appreciate the constructive approach from the MRCU Acting Director, and hope that the current challenges within MRCU do not damage the relationship with Oxitec. We would be grateful for your clarifications and assurances on the above points

Yours sincerely,



Richard Adey

Regional Manager Caribbean

Oxitec

Copy: Nancy Barnard. Acting Director MRCU

Mark Carnegie-Brown. CEO Oxitec.

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Thursday, October 05, 2017 12:44 PM
To: Barnard, Nancy
Cc: Ahearn, Jennifer; Pouchie, Nellie; Powell, Natasha (Lyn)
Subject: RE: CIG tentative budgeted amounts 2018 and 2019 for Oxitec

Dear Nancy,

Thank you for this information as well as your other e mail of today's date.

I am unable to call later today, so would be pleased if we could set-up a call for as early as possible next week?

We will be examining how we can best respond to your budget availability which is still uncertain at this time. In the meantime could I ask you to clarify whether the 2017 allocated amount of CI\$1.26m is additional to the figures below, and available for West Bay 2017/18 as discussed?

The lead-time, construction costs and fixed costs associated with a production facility are significant and I hope you can appreciate why there is a need for us to formulate a clear plan going forward – even if that is contingent at this stage on West Bay 2018.

Looking forward to speaking on Monday if that would suit?

Thanks and best regards

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

From: Barnard, Nancy [<mailto:Nancy.Barnard@gov.ky>]
Sent: 05 October 2017 16:24
To: Richard Adey
Cc: Ahearn, Jennifer ; Pouchie, Nellie ; Powell, Natasha (Lyn)
Subject: CIG tentative budgeted amounts 2018 and 2019 for Oxitec
Importance: High

Dear Richard

When we met in September, I had advised you of the reduction in the budget for the 2018 and 2019 fiscal years for the Oxitec programme. I mentioned at that time that the budgeting exercise is still very active, and further changes may be forthcoming.

Further to that, I have received notification that the latest budget figures allocated to the further deployment of GM mosquitoes are now tentatively as follows:

2018: \$.940m

2019: \$.730m

These figures are subject to change, up until mid-November, when the final budget will be debated and accepted by the Legislative Assembly.

I am available after midday Cayman-time to discuss further if you would like today, and not available Friday. Alternatively we can schedule a call for early next week.

Kind regards

Nancy Barnard
Director (Acting)

Mosquito Research & Control Unit (MRCU)

99|Red Gate Rd.|P.O. Box 486|Grand Cayman KY1-1106|CAYMAN ISLANDS

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MRCU Website: www.mrcu.ky



Ross, Christina

From: Barnard, Nancy
Sent: Monday, October 16, 2017 8:51 AM
To: Richard Adey (Richard.Adey@oxitec.com)
Cc: Pouchie, Nellie; Whitaker, Ligia
Subject: FW: Overdue invoice (Oxitec)
Attachments: 2017-007 Cayman (006).pdf; 2017-016Cayman.pdf

Dear Richard

Can you please submit the supporting documentation for these invoices – what work was done over each time period for each invoice by Oxitec, with expenditure included.

You note the agreement dated 30 April 2017. As we discussed on our Friday telephone call, there was no signed agreement to this deployment extension by either party.

I understand the deployment continuation did proceed notwithstanding the lack of a signed agreement, from May to August 2017 at which point (end of August) the deployment of the GM mosquitoes into the field ceased. Accordingly, the Ministry / MRCU will have to gain a better understanding via supporting documentation and costs, for both invoices, in particular the second invoice as it is my understanding that there has been no deployment since the end of August.

Many thanks.

Kind regards

Nancy Barnard
Director (Acting)
Mosquito Research & Control Unit (MRCU)
99|Red Gate Rd.|P.O. Box 486|Grand Cayman KY1-1106|CAYMAN ISLANDS
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MRCU Website: www.mrcu.ky



From: Richard Adey [mailto:Richard.Adey@oxitec.com]
Sent: Monday, October 16, 2017 5:31 AM
To: Pouchie, Nellie
Cc: Barnard, Nancy
Subject: FW: Overdue invoice (Oxitec)

Dear Ms. Pouchie,

I have been asked to make contact by Nancy Barnard regarding invoice payments. The two attached invoices relate to the commitments Oxitec received from HECH/MRCU.

Please let me know if and how I can help further in providing any information. I would be happy to call you.

I trust these payments can be settled in short.

Thank you.

Sincerely,

Richard Adey



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

From: Whitaker, Ligia [<mailto:Ligia.Whitaker2@gov.ky>]
Sent: 11 October 2017 16:48
To: Barnard, Nancy <Nancy.Barnard@gov.ky>
Cc: Richard Adey <Richard.Adey@oxitec.com>; Wheeler, Alan <Alan.Wheeler@gov.ky>; Vicki Reiber <Vicki.Reiber@oxitec.com>
Subject: RE: Overdue invoice (Oxitec)

Noted, thank you.

Ligia Whitaker
Finance and Administrative Manager
MRCU 99 | Red Gate Rd. | P.O. Box 486 | Grand Cayman KY1-1106 | CAYMAN ISLANDS
Office: | (345) 949-2557 | **Direct:** | (345) 244-4116 | **Fax:** | (345) 949-8912
MRCU Website: www.mrcu.ky



From: Barnard, Nancy
Sent: Wednesday, October 11, 2017 9:47 AM
To: Whitaker, Ligia

Cc: Richard Adey (Richard.Adey@oxitec.com); Wheeler, Alan; Vicki.Reiber@oxitec.com

Subject: FW: Overdue invoice (Oxitec)

Dear Ligia

There is no signed agreement for this invoice to be paid against.

I am meeting with CFO Pouchie and others today to discuss, after which I will be having a telephone meeting tomorrow, Thursday, with Richard (Adey) to discuss this invoice amongst several other Oxitec matters.

Kind regards

Nancy Barnard

Director (Acting)

Mosquito Research & Control Unit (MRCU)

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MRCU Website: www.mrcu.ky



From: Whitaker, Ligia

Sent: Wednesday, October 11, 2017 9:37 AM

To: Wheeler, Alan; Barnard, Nancy

Subject: FW: Overdue invoice

Hi guys,

This is the first time I am seeing an invoice.

I didn't know we were paying invoices for Oxitec.

Ligia Whitaker

Finance and Administrative Manager

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Office: | (345) 949-2557 | Direct: | (345) 244-4116 | Fax: | (345) 949-8912

MRCU Website: www.mrcu.ky



From: Vicki Reiber [<mailto:Vicki.Reiber@oxitec.com>]

Sent: Wednesday, October 11, 2017 8:55 AM

To: Whitaker, Ligia

Subject: Overdue invoice

Dear Sirs,

Re: Invoice No. 2017-007

Date: 29th June 2017

Outstanding balance: C£168,000.00

Our records show that the above amount is overdue and I would be grateful to receive your payment by return please. I attach a copy of the invoice for your records.

Our banking details can be found on the attached invoice.

If you have any queries please do not hesitate to contact me.

Kind regards

Vicki Reiber
Finance Assistant
Oxitec Limited
71 Innovation Drive
Milton Park
Abingdon
Oxon
OX14 4RQ
Tel: +44 1865 959299
www.oxitec.com
Twitter: [@oxitec](https://twitter.com/oxitec)
Facebook www.facebook.com/oxitec
Website www.oxitec.com



OXITEC



OXITEC

INVOICE

Finance Department
The Mosquito Research and Control Unit
PO Box 486
Grand Cayman KY1-1106
The Cayman Islands
KY1-9000 Cayman Islands

Invoice date: 29th June 2017
Invoice Number: 2017/006
Terms: 30 days from invoice date

Implementation Agreement

First payment under agreement dated
30th April 2017 "Deployment extension"

CI\$168,000.00

Total: CI\$168,000.00

Bank details:

Account name:

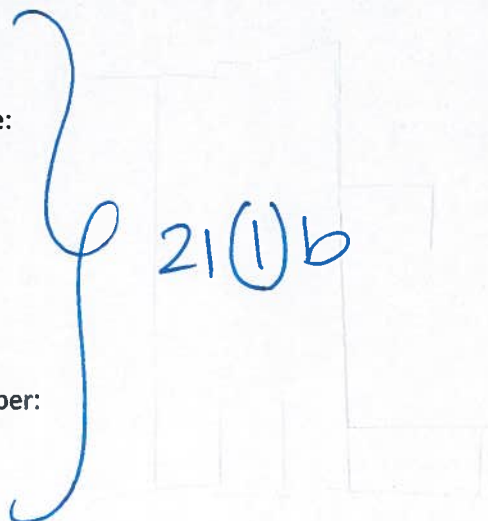
Bank name:

Bank address:

Account number:

Sort code:

IBAN:





OXITEC

INVOICE

Finance Department
The Mosquito Research and Control Unit
PO Box 486
Grand Cayman KY1-1106
The Cayman Islands
KY1-9000 Cayman Islands

Invoice date: 12th October 2017

Invoice Number: 2017/016

Terms: In full by 30th November 2017

Implementation Agreement

Second payment under agreement dated
30th April 2017 "Deployment extension"

CI\$168,000.00

Total: CI\$168,000.00

Bank details:

Account name:

Bank name:

Bank address:

Account number:

Sort code:

IBAN:

21(1)b

Oxitec Cayman Limited, PO Box 309, Ugland House, Grand Cayman, KY1-1104, Cayman Islands

Email: info@oxitec.com Web: www.oxitec.com

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Tuesday, October 24, 2017 5:52 AM
To: Pouchie, Nellie
Cc: Barnard, Nancy
Subject: FW: Overdue invoice (Oxitec)

Dear Ms. Pouchie,

In relation to my earlier e mail below, the Implementation Agreement between Oxitec and the Cayman Government covers the operational program in West Bay. The Agreement describes the activities of Oxitec, as provided further below.

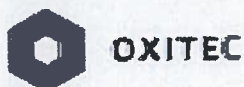
Total costs of West Bay from set-up to end 2017 are forecast at **21(1)b** and we received a separate assurance that MRCU would pay a contribution of US\$400k (CI\$336k) in 2017, for which we are kindly requesting payment.

This sum excludes all amounts spent by Oxitec on production facility preparations for Grand Cayman 2018.

Please let me know if you require additional information. We would appreciate if you could inform us when we can expect payment.

Best regards,

Richard Adey



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

Set-Up Phase

Oxitec responsibilities:

- Prepare the necessary regulatory permit applications in the name of The Government for them to submit.
- Ship an MRM to the Cayman Islands and transport it from the port to its final location; insure the same for the duration of the Agreement.
- Allocate an appropriately qualified Oxitec staff member to be Project Manager and arrange for them to be present in Cayman as necessary during the Set-up Phase and near full-time during the Deployment Phase (apart from holidays etc.).
- Supply eggs of the Strain (under the existing regulatory permit) and use these for testing the performance of the MRM and for staff training.
- Recruit and train three staff contractors for the Team member roles.
- Provide advice and training as necessary on the technical, regulatory and risk assessment aspects necessary to conduct the Implementation Plan.

- *Provide a single Mass Rearing Module (MRM) complete with equipment to Oxitec's standard specification, which shall remain in situ for the duration of the Term.*
- *Procure and provide a vehicle from which mosquitoes can be released manually from pots.*
- *Lead at its expense the planning and execution of community engagement activities with the public support of The Government.*

Oxitec responsibilities within the Steering Group:

- *Review and when reasonably satisfied approve the operational plan including geographic area to be treated.*
- *Review the regulatory approvals for the project and incorporate any imposed conditions into the Implementation Plan.*
- *Review the status of the public engagement activities and request the written approval of The Government to proceed with the Deployment Phase.*
- *Subject to the above points, formally minute the satisfactory conclusion of the Set-up Phase and the agreed date to start the Deployment Phase.*

Deployment Phase

Oxitec responsibilities:

- *Ensure, through participation in the Steering Group and employment of the Project Team that the Implementation Plan is followed and the Project runs smoothly (in so far as it is able).*
- *Ship the appropriate quantity of OX513A eggs to the Project Manager on a monthly basis.*
-

Oxitec responsibilities within the Steering Group:

- *Receive regular updates on activities performed and monitoring data and review these against objectives.*
- *Consider and agree or decline any proposed significant changes in the operational plan including geographic area to be treated.*
- *Establish and minute whether the MRM is to be retained on The Government premises or removed by Oxitec after the Deployment Phase.*

Post-deployment Phase

Oxitec responsibilities:

- Continue monitoring the treated area and/or control sites at its discretion for up to twelve months.
- In the event that the MRM is to be removed, transport it from its location on The Government premises to an alternative site (which may be outside the Cayman Islands).

Oxitec responsibilities within the Steering Group:

- Establish a reasonable timetable for the orderly conclusion of Project activities including if appropriate removal of field equipment.

From: Richard Adey
Sent: 16 October 2017 12:31
To: Pouchie, Nellie <Nellie.Pouchie@gov.ky>
Cc: 'Barnard, Nancy' <Nancy.Barnard@gov.ky>
Subject: FW: Overdue invoice (Oxitec)

Dear Ms. Pouchie,

I have been asked to make contact by Nancy Barnard regarding invoice payments. The two attached invoices relate to the commitments Oxitec received from HECH/MRCU.

Please let me know if and how I can help further in providing any information. I would be happy to call you.

I trust these payments can be settled in short.

Thank you.

Sincerely,

Richard Adey



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Friday, October 27, 2017 4:38 AM
To: Pouchie, Nellie
Cc: Daley-Miller, Donna-Marie; Barnard, Nancy
Subject: RE: Key points (Oxitec)

Dear Ms. Pouchie

I received the e mail below from Nancy Barnard.

Oxitec Cayman is a company that was set-up for the purpose of implementing the collaborative program with MRCU as detailed in the Implementation Agreement. Our implementation costs are the costs of our Cayman organization, plus consumables and equipment, etc..

A major cost element is staff. We have five local staff and an expatriate manager in Cayman.

Whatever is specifically required, please let me know. Providing a breakdown and evidence of Oxitec Cayman's cost base would be an unusual requirement.

As mentioned previously, I will be happy to call you if that is helpful?

Thank you and best regards,

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

: Barnard, Nancy [mailto:Nancy.Barnard@gov.ky]

Sent: 26 October 2017 19:21

To: Richard Adey <Richard.Adey@oxitec.com>

Cc: Pouchie, Nellie <Nellie.Pouchie@gov.ky>; Daley-Miller, Donna-Marie <Donna-Marie.Daley-Miller@gov.ky>

Subject: RE: Key points (Oxitec)

Dear Richard

I have been given guidance from the Ministry's CFO on the multi-year financial commitments. You gave the example that if Oxitec made a proposal covering 2019 and 2020, would Government be in a position to commit funding from the outset, or whether each year's funding will only be finally committed in the previous November when the budget is finalized. The latter understanding is correct: CIG is not able to commit a future unapproved budget period. We know

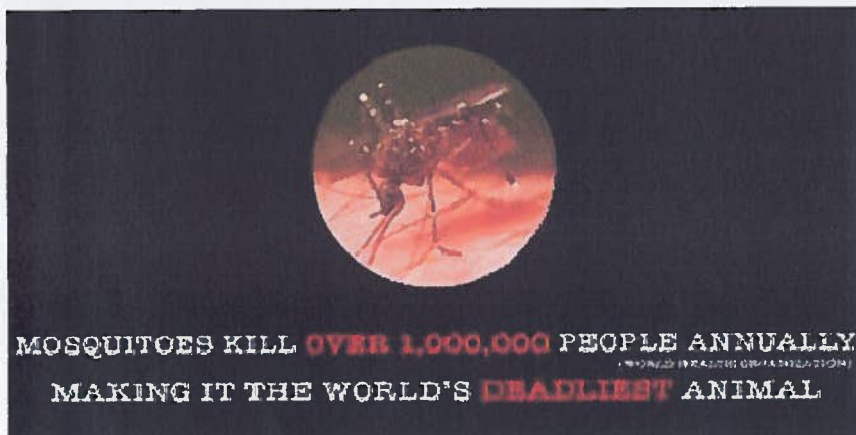
what is allocated for 2019 (.7m as it stands to be finalised by the Legislative Assembly by mid-November). The 2020 and 2021 allocations, however, will not be set until November 2019.

From the emails I have seen between you and CFO (it may be that you sent some separately?) I am not seeing where Oxitec has yet sent CFO documentation / expenses / invoices which substantiate the invoices submitted. I see where you've included figures in the body of an email but not documentation supporting those figures. Please let CFP know if you need further clarification as to what they require from Oxitec.

In the meantime, we look forward to hearing from you as regards the West Bay Pilot 2018.

Kind regards

Nancy Barnard
Director (Acting)
Mosquito Research & Control Unit (MRCU)
99|Red Gate Rd.|P.O. Box 486|Grand Cayman KY1-1106|CAYMAN ISLANDS
Office: | (345) 949-2557 | Direct: | (345) 244-4118 | Mobile: | (345) 916-7917 Fax: | (345) 949-8912
MRCU Website: www.mrcu.ky



From: Richard Adey [<mailto:Richard.Adey@oxitec.com>]
Sent: Tuesday, October 24, 2017 6:03 AM
To: Barnard, Nancy
Subject: RE: Key points

Thanks Nancy,

Just some clarification on a couple of points..

It was the timing of an agreement for West Bay 2018 I was querying, rather than the metrics. We prefer to have a new agreement in place specifically for West Bay before recommencing releases, so it would be helpful to agree a target date for signature. I propose by December 1st. I realize the ball is currently in our court as we are preparing the draft, which will be with you shortly.

Regarding information for Nellie Pouchie: I had perhaps misunderstood that I should approach her for more clarification as a next step. I have since been back in touch and supplied further information.

Thanks for the offer to discuss details with Dr. Wheeler on MRCU resources. This is probably best discussed and aligned with Renaud Lacroix in the first instance, as Project Manager, and I have asked him to take this up.

Best regards,

Richard

From: Barnard, Nancy [<mailto:Nancy.Barnard@gov.ky>]

Sent: 23 October 2017 19:09

To: Richard Adey <Richard.Adey@oxitec.com>

Subject: RE: Key points

Dear Richard

Thanks for your email.

Regarding the timing for West Bay – I believe we have already provided you with the KPIs and percentages which MRCU should like to see reflected, so you can use that to draft the agreement – it was what was given to you at the most recent meetings in Grand Cayman.
I have included them below again.

With the 2018 West Bay pilot, MRCU requires the time to:

- i. Examine other combined control methods and outline a more structured and integrated approach on MRCU's terms and within MRCU's comfort levels;
- ii. Gauge Oxitec's wider operational rollout potential, based on agreed-upon and hopefully successful KPIs as a result of the West Bay Operational Pilot Programme (2018). Oxitec to complete a West Bay Operational Pilot Programme (2018) in the same area of West Bay as it did in 2016-17 to MRCU's satisfaction demonstrating methodology as a stand-alone control technique. This should demonstrate suppression and maintenance of suppression throughout the rainy season(s) of May to October (inclusive) with primary releases prior to the season. Original area in West Bay with buffer to remain outside that area. MRCU provides location, facilities, staff (not including Oxitec staff) and approvals etc. already in place.

In the West Bay Pilot Operational Rollout 2018 Completion Benchmark, MRCU needs to see Oxitec achieving:

9 21(1) b

You may need to discuss with Dr Wheeler the below (I can organise a telephone call for us this week), as I believe MRCU may be in a position to:

- a. Bring on additional seasonal staff or volunteers to assist with ground treatments and surveys.
- b. Further examine Bti applications (aerial or ground) and their potential for integrating with Oxitec release technology.

Re the multi-year I will seek clarification from the CFO.

Re the invoices for this FY, CFO (Pouchie) is awaiting your response of supplementary information per my last email to you on this matter – see attached.

Kind regards

Nancy Barnard
Director (Acting)

Mosquito Research & Control Unit (MRCU)

99|Red Gate Rd.|P.O. Box 486|Grand Cayman KY1-1106|CAYMAN ISLANDS

Office: | (345) 949-2557 | Direct: | (345) 244-4118 | Mobile: | (345) 916-7917 Fax: | (345) 949-8912

MRCU Website: www.mrcu.ky



From: Richard Adey [<mailto:Richard.Adey@oxitec.com>]

Sent: Monday, October 23, 2017 8:56 AM

To: Barnard, Nancy

Subject: Key points

Dear Nancy,

Oxitec has raised a couple of key questions regarding the basis for continuing our working together in future. An understanding of these points will help us in achieving better alignment..

Could you indicate to us the timing for finalization of a new agreement with us on West Bay, assuming we will come to terms on this? This will greatly help our forward planning.

Separately, we are still unclear on whether Government is in a position to enter multi-year financial commitments with us. For example, if we make a proposal covering 2019 and 2020, would Government be in a position to commit funding from the outset? Or do we need to assume that each years funding will only be finally committed in the previous November when the budget is finalized.

On another note, I have not yet had a response from Nellie Pouchie regarding the 2017 payments, and would be pleased if you could look into this.

With thanks and best regards,

Richard.



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Thursday, November 16, 2017 8:45 AM
To: Ahearn, Jennifer
Subject: FW: Key points (Oxitec)

Dear Jennifer,

I hope all is well with you.

In the e mail below from Nellie Pouchie, I have been asked to provide evidence of a signed contract between ourselves and the Cayman Government as a condition for receiving payment of US\$400k for the extension of West Bay project in 2017.

Our agreement was that this contribution would be made to Oxitec as the basis for us prolonging the project in 2017. I did supply a draft amendment to the existing agreement to cover this extension and the associated payment. But it remains unsigned despite reminders. When we met on August 3rd together with Bill Petrie, Nancy Barnard and Alan Wheeler, I specifically raised this and left the meeting reassured.

I hope you are able to resolve this. I can certainly re-invoice for payment early in 2018 if that timing would be more convenient?

Best personal regards,

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

From: Richard Adey
Sent: 16 November 2017 12:24
To: 'Pouchie, Nellie'
Cc: Barnard, Nancy ; Daley-Miller, Donna-Marie ; Ahearn, Jennifer (Jennifer.Ahearn@gov.ky)
Subject: RE: Key points (Oxitec)

Dear Ms Pouchie,

Thank you for your e mail. I would like to consult with Jennifer Ahearn in the meantime, and will get back to you.

With best regards,

Richard

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Wednesday, November 22, 2017 11:02 AM
To: Pouchie, Nellie
Cc: Ahearn, Jennifer; Barnard, Nancy
Subject: FW: Key points (Oxitec)
Attachments: West Bay extension

Dear Ms Pouchie,

Thanks again for your e mail of November 16th further below. I have not been able to reach you by telephone, and I have not had a response from Jennifer Ahearn at this stage.

The situation is as follows: Oxitec agreed with Jennifer Ahearn in April, that we would continue to implement the West Bay project and that in return we would receive a contribution of 21(1)b towards our 2017 costs. A draft contract amendment was supplied by us, but was not signed. Please see the attached. We raised this on subsequent occasions with Dr. Petrie and CO Ahearn, and after receiving further assurances on payment we considered it neither appropriate nor necessary to pursue signature.

I can understand that you have difficulty to make payment without a signature on the contract amendment, but that situation has come about due to no fault of Oxitec. May I suggest that formalizing things should still be possible at this stage, for example by signature on the contract amendment. If it would be helpful, I can re-issue the invoices for payment in early 2018?

For the record, constraints from *both* sides led to some activities of this project being interrupted. This has had minimal impact on the costs incurred by Oxitec, and other project activities are still ongoing.

We really would appreciate to conclude this matter now, to allow us to focus on the future collaboration with MOH/MRCU. Could you please let me know how you intend to proceed?

With thanks and best regards,

Richard Adey



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

From: Richard Adey
Sent: 16 November 2017 12:24

To: 'Pouchie, Nellie' <Nellie.Pouchie@gov.ky>

Cc: Barnard, Nancy <Nancy.Barnard@gov.ky>; Daley-Miller, Donna-Marie <Donna-Marie.Daley-Miller@gov.ky>; Ahearn, Jennifer (Jennifer.Ahearn@gov.ky) <Jennifer.Ahearn@gov.ky>

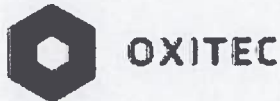
Subject: RE: Key points (Oxitec)

Dear Ms Pouchie,

Thank you for your e mail. I would like to consult with Jennifer Ahearn in the meantime, and will get back to you.

With best regards,

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

From: Pouchie, Nellie [<mailto:Nellie.Pouchie@gov.ky>]

Sent: 16 November 2017 02:55

To: Richard Adey <Richard.Adey@oxitec.com>

Cc: Barnard, Nancy <Nancy.Barnard@gov.ky>; Daley-Miller, Donna-Marie <Donna-Marie.Daley-Miller@gov.ky>

Subject: RE: Key points (Oxitec)

Good day Mr. Adey,

Further to your request below, since I am now made to understand that you are awaiting my response, over and above what was already replied by Mrs. Barnard, please note that I do not have approved invoices for payment.

Additionally, I also do not have a contract nor any information noting what payments should be made with regards to the invoices which you have submitted to me. As such, I would ask that you please provide me the copy of the contract and any relevant approval(s) in this regard which would support the processing of your invoices.

Regards,

Nellie Pouchie
Chief Financial Officer



MINISTRY OF
HEALTH, ENVIRONMENT,
CULTURE & HOUSING
CAYMAN ISLANDS GOVERNMENT

P O Box 110, 5th Floor, Government Administration Building
133 Elgin Avenue, Grand Cayman KY1-9000
CAYMAN ISLANDS

Direct: 345.244.6618

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From: Richard Adey [<mailto:Richard.Adey@oxitec.com>]

Sent: Tuesday, November 14, 2017 6:26 AM

To: Pouchie, Nellie

Cc: Barnard, Nancy; Daley-Miller, Donna-Marie

Subject: FW: Key points (Oxitec)

Dear Ms Pouchie,

I spoke with Nancy Barnard last Friday regarding the Oxitec invoices and she asked me to take this up directly with you.

Could we schedule a call this week to discuss?

With many thanks

Richard Adey



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

From: Richard Adey

Sent: 07 November 2017 13:57

To: Pouchie, Nellie <Nellie.Pouchie@gov.ky>

Cc: 'Barnard, Nancy' <Nancy.Barnard@gov.ky>; 'Donna-Marie.Daley-Miller@gov.ky'

Subject: FW: Key points (Oxitec)

Dear Ms Pouchie,

Would it be convenient for me to call you on this matter today?

Oxitec and MRCU are keen to find a way forward for 2018 and beyond, but clarity on the payment of the 2017 commitments is quite important for Oxitec at this stage.

Thanks very much and best regards,

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

From: Richard Adey
Sent: 03 November 2017 17:26
To: Pouchie, Nellie <Nellie.Pouchie@gov.ky>
Cc: Barnard, Nancy <Nancy.Barnard@gov.ky>; 'Donna-Marie.Daley-Miller@gov.ky'
Subject: FW: Key points (Oxitec)

Dear Ms. Pouchie,

Could you let me know whether you require me to supply anything further?

We would be grateful to learn when we can expect payment.

With thanks and best regards,

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

From: Richard Adey
Sent: 27 October 2017 11:38
To: Pouchie, Nellie <Nellie.Pouchie@gov.ky>
Cc: 'Donna-Marie.Daley-Miller@gov.ky' <Donna-Marie.Daley-Miller@gov.ky>; Barnard, Nancy <Nancy.Barnard@gov.ky>
Subject: RE: Key points (Oxitec)

Dear Ms. Pouchie

I received the e mail below from Nancy Barnard.

Oxitec Cayman is a company that was set-up for the purpose of implementing the collaborative program with MRCU as detailed in the Implementation Agreement. Our implementation costs are the costs of our Cayman organization, plus consumables and equipment, etc..

A major cost element is staff. We have five local staff and an expatriate manager in Cayman.

Whatever is specifically required, please let me know. Providing a breakdown and evidence of Oxitec Cayman's cost base would be an unusual requirement.

As mentioned previously, I will be happy to call you if that is helpful?

Thank you and best regards,

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

: Barnard, Nancy [<mailto:Nancy.Barnard@gov.ky>]

Sent: 26 October 2017 19:21

To: Richard Adey <Richard.Adey@oxitec.com>

Cc: Pouchie, Nellie <Nellie.Pouchie@gov.ky>; Daley-Miller, Donna-Marie <Donna-Marie.Daley-Miller@gov.ky>

Subject: RE: Key points (Oxitec)

Dear Richard

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From the emails I have seen between you and CFO (it may be that you sent some separately?) I am not seeing where Oxitec has yet sent CFO documentation / expenses / invoices which substantiate the invoices submitted. I see where you've included figures in the body of an email but not documentation supporting those figures. Please let CFP know if you need further clarification as to what they require from Oxitec.

In the meantime, we look forward to hearing from you as regards the West Bay Pilot 2018.

Kind regards

Nancy Barnard
Director (Acting)
Mosquito Research & Control Unit (MRCU)
99 | Red Gate Rd. | P.O. Box 486 | Grand Cayman KY1-1106 | CAYMAN ISLANDS
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MRCU Website: www.mrcu.ky

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Monday, December 04, 2017 3:22 PM
To: Ahearn, Jennifer
Cc: Pouchie, Nellie; Barnard, Nancy
Subject: West Bay payments 2017

Importance: High

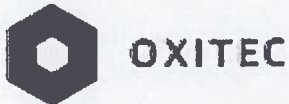
Dear Jennifer,

Oxitec would like to request clarity on the decision to make payment of CI\$336k to us for the 2017 activities in West Bay.

I have taken this up with Nellie Pouchie and Nancy Barnard, and it remains unclear. This uncertainty is adding strain to an already difficult situation. I do hope a decision can be made now and communicated to us.

With kind regards

Richard



Richard Adey
Regional Manager Caribbean
+ 43 699 10284232

Ross, Christina

From: Richard Adey <Richard.Adey@oxitec.com>
Sent: Friday, December 08, 2017 11:24 AM
To: Barnard, Nancy
Cc: Ahearn, Jennifer; Pouchie, Nellie; Wheeler, Alan
Subject: RE: Urgent (2018 Oxitec/MRCU draft agreement)

Dear Nancy

Thank you.

I had understood that legal sign-off would be the only thing left open. If the terms in the draft are not yet agreed internally between yourself and Dr Wheeler and MOH then everything is in fact still open from your side. It is unfortunate that it has not been possible to get your internal alignment this week.

Could you kindly inform me at this stage of the decision on the second payment of West Bay 2017 .

Thank you

Richard

From: Barnard, Nancy [<mailto:Nancy.Barnard@gov.ky>]
Sent: 08 December 2017 16:36
To: Richard Adey
Cc: Ahearn, Jennifer ; Pouchie, Nellie ; Wheeler, Alan
Subject: RE: Urgent (2018 Oxitec/MRCU draft agreement)
Importance: High

Dear Richard

I managed to speak to CFO Pouchie very briefly about the spirit of this (attached) latest iteration of the 2018 contractual agreement yesterday, and discussed it with Dr Wheeler who is just back in office today. I have not been able to speak with CO Ahearn today, but earlier this week I brought her up to speed with what Oxitec and MRCU were looking at and sent the Ministry this same iteration.

Therefore, while the Ministry/MRCU team has not been able to sit down and go over this in detail, I believe it is safe to say that in principle the spirit of the agreement is acceptable. In synopsis, that is the 2018 West Bay programme of the same area with a wider buffer zone/margin by Oxitec meaning more population serviced, and a much more heavily integrated approach than the previous West Bay programme, as agreed by Drs Lacroix and Wheeler last week at their meetings and reflected in the agreement. This will cost CI\$588,000 as well as a yet-undetermined sum anticipated to be under CI\$300,000, both of which will be derived from the .9m funding allocated to the programme in the 2018 CIG budget.

I expect that Dr Wheeler and I will be able to review in greater detail in the coming week, along with the Ministry, after which the Unit would ask the Ministry to send to Legal for vetting.

As usual final approval will come after Legal vetting and is will be based upon Ministry's final approval.

Please let me know if you have further queries in the meantime.

Kind regards

Nancy Barnard
Director (Acting)

Mosquito Research & Control Unit (MRCU)

99|Red Gate Rd.|P.O. Box 486|Grand Cayman KY1-1106|CAYMAN ISLANDS

Office: 1 (345) 949-2557 |Direct: 1 (345) 244-4118 | Mobile: 1 (345) 916-7917 Fax: 1 (345) 949-8912

MRCU Website: www.mrcu.ky



From: Barnard, Nancy

Sent: Friday, December 08, 2017 6:22 AM

To: Richard Adey

Cc: Ahearn, Jennifer; Pouchie, Nellie; Wheeler, Alan

Subject: Re: Urgent

Dear Richard

I will discuss the 2018 draft agreement with Ministry and MRCU team this morning and (pending being able to complete discussions this end) revert by the below time.

We may be able to reach a decision as to investment in 2018 today, however I am anticipating another one to three weeks for our legal department to review.

Kind regards

Nancy Barnard
Director (Acting)

Mosquito Research and Control Unit (MRCU)

99 Red Gate Road

P. O. Box 486, Grand Cayman, KY1-1106

345 949-2557 Main ext 4118

345 916-7917 Mobile

nancy.barnard@gov.ky

Via mobile device

On 8 Dec 2017, at 3:26 AM, Richard Adey <Richard.Adey@oxitec.com> wrote:

Dear Nancy,

I am sorry but I need to hear back from you by 10.30am Eastern Time today. Budget sign-off at our parent company Intrexon is at noon. In case I am not responding to e mail I may be reachable on +4369910284232.

Thank you

Richard

Ross, Christina

From: Richard Adey <richard.adey@gmx.net>
Sent: Thursday, December 21, 2017 8:23 AM
To: Ahearn, Jennifer
Subject: Changes at Oxitec

Dear Jennifer,

As you may know Oxitec's parent company, Intrexon, has recently made some sweeping cost-saving cuts across its business sectors and as a result, my long-term consulting contract with Oxitec has terminated. I am therefore now no longer representing Oxitec, and the person assigned to take-over my duties will be in touch as soon as that is decided, as I have informed Nancy. I am pleased that Nancy and I finally managed to reach agreement on West Bay 2018 last week (pending some minor amendments).

I have enjoyed my visits to Cayman and interacting with you and your staff. I would like to think that I will get the opportunity to visit Cayman again in one capacity or another. If that happens, I look forward to our paths crossing again.

Best personal regards and all the best for Christmas and 2018.

Richard

Section 23(1)