



## (화제) 사상최대의 의학사기

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Elizabeth Holmes was just 19 years old when she dropped out of Stanford University with a dream of creating a company that would revolutionize blood testing. As we first reported last May, Holmes founded the **start-up** Theranos and **boasted** her technology could take a **pin-prick worth** of blood from the finger and perform hundreds of laboratory tests. It was, she claimed, "the most important thing humanity has ever built." At its **zenith**, Theranos was worth nearly \$10 billion and Elizabeth Holmes became the youngest, self-made, female billionaire in the world. Today, she and her company's one-time president stand criminally charged by the U.S. government of **perpetrating** a "multi-million dollar **scheme**" to **defraud** investors, doctors and patients. You're about to hear from insiders how the Theranos **deception** worked.

"Our work is in being able to make testing more **accessible**." Elizabeth Holmes built her company Theranos on this invention she named the Edison. A miniaturized blood analyzer that would **disrupt** the \$60 billion lab testing industry dominated by giants LabCorp and Quest Diagnostics. Holmes called her invention the iPod of health care and it made her a celebrity. She **graced** magazine covers and was praised by politicians and the press alike. You founded this company 12 years ago right, tell them how old you were. I was 19.

She sold her vision with **grandiose** claims that her blood tests would cost a fraction of current prices. What we're doing in just pricing is saving Medicare and Medicaid hundreds of billions of dollars on an annual basis. Holmes' biotech startup was backed by an **illustrious** board packed with national security heavyweights like Henry Kissinger and James Mattis, the current defense secretary. The board was filled with friends of George P. Shultz, the former secretary of state who helped end the

Cold War. He introduced his grandson Tyler to Holmes. **Dazzled**, Tyler Shultz became a believer and joined the company soon after getting his degree in biology from Stanford University.

When you met her, and you heard about Elizabeth Holmes' vision, what did you think? **I was totally sold on it.** Tyler Shultz began working at Theranos in September 2013. It was a **pivotal moment**, as the company announced a partnership with Walgreens. The deal would put an Edison machine in every store. Elizabeth Holmes claimed the Edison performed all the tests big lab machines could from cholesterol to cancer, all from a painless **finger-prick**. But Tyler Shultz says the Edison he saw just didn't work. Was it a sophisticated piece of machinery? No. There were components that would kinda **fall off** in the middle of testing that you would then have to **fish out**. They had doors that wouldn't close. They would get too hot. And then they would get too cold. When I was there, we could not complete any test accurately on the devices that we were manufacturing.

Doug Matje joined Theranos in 2012 after getting his doctorate in biochemistry. His job was to adapt blood tests for the Edison. Tests, which Holmes told investors, were ready to use on patients. But Elizabeth Holmes had told Walgreens in 2010 that it had developed this device that was capable of running any blood test from a few drops pricked from a finger in real time, and less than half the cost of traditional labs. Was that true? No. Certainly not. do you think she was lying to Walgreens? I do. Yeah. Are you a clinical lab specialist? No. Erika Cheung was fresh out of Berkeley with a degree in **molecular and cell biology** when she went to work at Theranos. She was just 22, but even the **novice lab** tech suspected something was very wrong when she saw faulty test results sent to Walgreen's patients.

When did you think, "I probably shouldn't be doing this?" Pretty-- pretty soon in the process, specially when we started to pick up more patient samples. And when those samples were re-tested, she says, there were often contradictory results. Did you ever alert the patient? No. We didn't let them know, "Hey, we reran your patient sample and we're not actually positive about what the diagnosis is." This is someone's health information. Exactly. This isn't an **app crashing**. This isn't, you know, someone's food delivery coming late. It's just a different **ballgame**. It's not the only game Elizabeth Holmes was playing. Theranos employees told us they were instructed to stage fake demonstrations for investors who visited company headquarters.

It was kind of a show. All they would see was their blood getting collected. They didn't see what was going on behind closed doors about how it was processed. They would get their finger pr cked with a small amount of blood. Then the-- they'd be led out of the room, they'd go have a meeting, go have lunch, whatever, and at which point an engineer would run in the room, grab the cartridge, bring it out into the lab. So was the Edison doing the testing? No. Absolutely not. Who was doing the testing? It was scientists at the bench. By hand. By hand, yeah.

It was a bait and switch for investors that kept the money rolling in. Theranos raised nearly \$900 million from those investors who now say they were **swindled** by Elizabeth Holmes and company president Ramesh "Sunny" Balwani. The pair claimed in investor documents obtained by 60 Minutes that Theranos technology was **validated** by the FDA, pharmaceutical companies, and was deployed on the battlefield by the U.S. military in Afghanistan. Those claims were **fabricated**. And in one public appearance after another, Holmes' pitch became even more **fantastic and reckless**. We've done some work with people at Hopkins who have developed and demonstrated that in blood you can see the onset of **pancreatic** cancer 17 years before a tumor forms. We called Johns Hopkins Medicine.

They told us they never collaborated with Theranos. And Doug Matje says, test data he compiled for the Food and Drug Administration was falsified.

There was so much pressure from above to get good-looking results that are going to be able to pass the FDA guidelines that people were pressured into making things disappear. The bad results. The bad results. That's **deceptive**. Yeah. For sure. Did you ever go to your boss and say, "This isn't right"? Absolutely. All the time. But, you know, he was under a lot of pressure from the people above him. And he was trying to do his best to make-- to make everyone happy.

This invention is going to be way up there, um, with-- with the discovery of antibiotics. Day to day operations were run by company president Sunny Balwani. Balwani is a millionaire software engineer with no training in the biological sciences. But he did have a powerful connection to Elizabeth Holmes. Sunny Balwani was her secret boyfriend.

Some people are here because of the mission, the cause, some people are both here for the science. Balwani was also Holmes' **enforcer**, firing employees on the spot and **berating** scientists for failed tests. After a year and a half, Matje quit. I saw that there was, you know, potentially fraud taking place. There was far too much **illegitimate** things going on there. I talked to Sunny, decided I didn't want to be there anymore and I left. Tyler Shultz was also becoming **disillusioned**. I had a personal relationship with Elizabeth. She was close to my family. And I felt like she was **deceiving** my family. And the public. And almost every media outlet including us here at CBS bought into the Theranos **myth**.

A health care pioneer is being compared to visionaries like Bill Gates and Steve Jobs. Do you think she wanted to be the next Steve Jobs? Yeah. I think she just really **idolized** him, So, she wore the **black turtleneck**. I think she created a world where she was Steve Jobs for a little bit. As her wealth and reputation soared Elizabeth Holmes took on **the trappings of power**. She **bragged** bullet-proof windows were installed in her office and she traveled with a full-time **security detail**. Theranos employees told us they were closely watched and required to sign **non-disclosure agreements**, all reinforced, they said, by a threatening team of lawyers and private investigators. That's why, when Tyler Shultz alerted authorities in the spring of 2014, he used a fake name.

Why did you come up with an alias? I knew how seriously Theranos protected their trade secrets. I knew they would not take it well if they knew that I was talking to regulators. In his email to New York State Department of Health regulators, Shultz outlined questionable lab practices and said he believed test results were being switched. I just said, "This happened in my laboratory. And I just want to know if this is okay." And they responded and said, "No, this is cheating. This is not how it's supposed to be done." Tyler Shultz was ready to resign but first, he sent Elizabeth Holmes an email about his concerns. He got a response from Sunny Balwani. That I was **arrogant, ignorant, patronizing, reckless** -- and I was lacking the basic understanding of math, science, and statistics that if I had any other last name, that I would have already been held **accountable** to the strongest extent. Tyler Shultz quit in April 2014 and soon after Erika Cheung did too.

By February 2015 the Theranos **fairytale** was about to **unravel** publicly. At the Wall Street Journal, Pulitzer Prize-winning reporter John Carreyrou, who has written a book about the Theranos saga, got a call. It was a **tipster** casting doubt about the Edison, Theranos and its charismatic founder, Elizabeth Holmes. She is a **pathological liar**. She wanted to be a-- celebrated tech entrepreneur. She wanted to be rich and famous. And she wouldn't let anything **get in the way of that**.

What kind of job did the board do in holding Holmes accountable? This is one of the most **epic** failures in corporate governance in the annals of American capitalism. They did nothing to verify that her scientific claims were true. Carreyrou's first article appeared in October 2015, and revealed: "Theranos did less than 10 percent of its tests on Edison machines." What do you think is going on here? Holmes struck back. This is what happens when you work to change things. And first they think you're crazy, then they fight you, and then all of a sudden you change the world. But skeptics were no longer buying the Theranos deception. **What I am showing you know is the result of 100s of engineers and scientist work** Holmes repeatedly insisted she would present proof at a major industry conference that her technology worked. You can see the tray dropping into the detection module there... it was proof that never came. And the evidence you presented fell far short of that.

In 2016, after a series of surprise inspections, federal regulators shut down the company's laboratory saying it posed "immediate jeopardy to patient health and safety." Nearly 1 million Theranos test results were **invalidated**. When she started using this technology on the blood samples taken from consumers in Walgreens stores, that was an unauthorized medical experiment. There's no other way to put it. Theranos was on the brink of collapse. Big name investors found their stock was worthless. Education secretary Betsy DeVos and her family and media mogul Rupert Murdoch each lost more than a \$100 million. Walgreens sued Theranos and settled for less than a quarter of their \$140 million investment.

Why do you think this was **outright fraud**, as opposed to any other Silicon Valley startup that just wasn't able to deliver on **lofty goals**? Well because she raised money, hundreds of millions of dollars, on the basis of this technology not only being ready and working but being commercially rolled out. You're also lying to the public. You're lying to patients. You're lying to doctors. You're lying to regulators. Most people would call that fraud, as well. The Securities and Exchange Commission called it "massive fraud" when they charged Elizabeth Holmes and Sunny Balwani in March. Holmes **settled** the SEC case without admitting guilt and paid a half a million dollar fine. Balwani, who left Theranos two years ago, calls the **SEC charges unwarranted** and is fighting them. At its height, how much was Theranos worth? \$10 billion. There was a period of several months where it was more valuable than Uber, more valuable than Airbnb, more valuable than Spotify. And how much is it worth now? Zero. Theranos told investors this month the company had run out of money and is closing its doors.

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1. Elizabeth Holmes was just 19 years old when she dropped out of Stanford University  
엘리자베스 홈스는 19 살에 스탠포드 대학을 중퇴했습니다.
2. with a dream of creating a company that would revolutionize blood testing.  
피검사를 혁명화 하겠다는 꿈을 가진 회사를 만들 꿈을 가지고 말합니다.
3. As we first reported last May, Holmes founded the **start-up** Theranos  
지난 5 월 본 방송이 첫 보도를 했듯이, 홈스는 Theranos 를 창업했습니다.
4. and **boasted** her technology could take a **pin-prick worth** of blood from the finger and perform hundreds of laboratory tests.  
그리고 그녀의 기술을 자랑했습니다. 손가락의 아주 작은 바늘만큼의 피를 가지고, 수백가지의 실험실 실험을 수행할 수 있다고 하는....
5. It was, she claimed, "the most important thing humanity has ever built.



그녀의 주장은, 인간이 역사상 만든 가장 중요한 것이라고 했습니다.

6. At its **zenith**, Theranos was worth nearly \$10 billion  
회사의 절정기에는, 거의 100 억불의 가치가 있었습니다.
7. and Elizabeth Holmes became the youngest, self-made, female billionaire in the world.  
그리고 엘리자베스 홈스는 전 세계에서 가장 어린 자수성가한 여성 억만장자가 되었습니다.
8. Today, she and her company's one-time president stand criminally charged by the U.S. government  
오늘, 그녀와 그녀 회사의 한 때는 사장이었던 사람이 정부에 의해 범죄혐의로 기소가 되어 있습니다.
9. of **perpetrating** a "multi-million dollar **scheme**" to **defraud** investors, doctors and patients.  
투자자들과, 의사들 그리고 환자들에게 수백만불을 사취한 사기 혐의로 말입니다.
10. You're about to hear from insiders how the Theranos **deception** worked.  
시청자 여러분들은 어떻게 Theranos 의 사기행각이 이루어졌는지를 곧 듣게 될 것입니다.
11. "Our work is in being able to make testing more **accessible**."  
우리의 일은 피검사에 대한 접근을 더 쉽게 하는데 있습니다.
12. Elizabeth Holmes built her company Theranos on this invention she named the Edison.  
엘리자베스 홈스는 에디슨이라고 명명한 이 발명품에 대한 그녀의 회사 Theranos 를 설립했습니다.
13. A miniaturized blood analyzer that would **disrupt** the \$60 billion lab testing industry dominated by giants LabCorp and Quest Diagnostics.  
소형화한 피검사 기기는 거대기업인 LabCorp 와 Quest Diagnostics 에 의해 지배된 6 천억불을 시장을 파괴할 수 있습니다.
14. Holmes called her invention the iPod of health care and it made her a celebrity.  
홈스는 그녀의 발명품을 건강관리의 아이 팟이라고 하며, 이 기기는 그녀를 유명인으로 만들었습니다.
15. She **graced** magazine covers and was praised by politicians and the press alike.  
그녀는 잡지의 커버를 장식했으며, 정치인들과 언론에 의해 칭찬을 받았습니다.
16. You founded this company 12 years ago right, tell them how old you were. I was 19.  
당신은 이 회사를 12 년 전에 설립을 했지요,. 당신이 몇 살 때인지 시청자들에게 말씀을.. 네 19 살 때..
17. She sold her vision with **grandiose** claims that her blood tests would cost a fraction of current prices.  
그녀는 거창한 주장들을 설득했습니다. 즉 그녀의 피검사 기기들은 현재 가격의 일부분에 불과할 것이라고...
18. What we're doing in just pricing is saving Medicare and Medicaid hundreds of billions of dollars on an annual basis.  
우리가 하는 일은 가격적 면에서만 보더라도, 연간 의료혜택을 수백억 불을 절약할 수 있습니다.
19. Holmes' biotech startup was backed by an **illustrious** board packed with national security heavyweights  
홈스의 바이오 텍 기업은 후원을 얻었습니다. 국가안보의 중요인사 들로 구성된 저명한 위원회의...
20. like Henry Kissinger and James Mattis, the current defense secretary.  
헨리 키신저와 제임스 메티스 현 국방장관 같은 사람들로 구성된...

21. The board was filled with friends of George P. Shultz, the former secretary of state who helped end the Cold War.  
위원회는 냉전을 끝내는 데 도움을 준 전 국무장관 숄츠의 친구들로 가득했습니다.
22. He introduced his grandson Tyler to Holmes. **Dazzled**, Tyler Shultz became a believer  
그는 손자인 타일러를 홈스에게 소개했습니다. 현혹된 타일러 숄츠는 신자가 되었습니다.
23. and joined the company soon after getting his degree in biology from Stanford University.  
그리고 스탠포드 대학에서 생물학 학위를 받은 후, 회사에 입사를 했습니다.
24. When you met her, and you heard about Elizabeth Holmes' vision, what did you think?  
당신이 그녀를 만나고, 홈스의 비전에 대해 들었을 때, 무슨 생각이 들었어요?
25. **I was totally sold on it.** Tyler Shultz began working at Theranos in September 2013.  
저는 열광을 했습니다. 숄츠는 Theranos에서 2013년 일을 시작했습니다.
26. It was a **pivotal moment**, as the company announced a partnership with Walgreens.  
회사가 Walgreens와 파트너십을 발표했을 때는, 결정적 전환점이었습니다.
27. The deal would put an Edison machine in every store.  
이 거래로 에디슨을 모든 가게에 배치했습니다.
28. Elizabeth Holmes claimed the Edison performed all the tests big lab machines could from cholesterol to cancer, all from a painless **finger-prick**.  
홈스의 주장은 에디슨이 모든 커다란 실험실에서 할 수 있는 모든 실험을 했다고 합니다. 콜레스테롤에서 암에 이르기까지, 모든 것이 고통이 없이 한방울의 피로 말입니다.
29. But Tyler Shultz says the Edison he saw just didn't work.  
그러나 타일러 숄츠는 에디슨이 작동이 안되는 것을 보았다고 했습니다.
30. Was it a sophisticated piece of machinery? No. There were components that would kinda **fall off** in the middle of testing  
이것은 정밀한 기계인가요? 아닙니다. 일부 부품들은 실험중에 떨어져 나가서
31. that you would then have to **fish out**. They had doors that wouldn't close.  
찾아야만 했습니다. 기계들은 문이 안 닫히는 경우도 있었습니다.
32. They would get too hot. And then they would get too cold.  
기계들이 너무 뜨거워지거나, 그리고는 너무 차가워지기도 했습니다.
33. When I was there, we could not complete any test accurately on the devices that we were manufacturing.  
제가 거기에 있을 때, 우리는 우리가 생산하는 장비들에서 어떤 정밀한 실험도 할 수 없었습니다.

1. Doug Matje joined Theranos in 2012 after getting his doctorate in biochemistry.  
Doug Matje는 2012년에 Theranos 입사를.. 그의 생화학 박사학위를 받고 난 이후에 말입니다.
2. His job was to **adapt** blood tests for the Edison.  
그의 임무는 에디슨의 혈액 실험 결과를 각색하는 것이었습니다.
3. Tests, which Holmes told investors, were ready to use on patients.  
홈스가 투자자들에게 말했던 실험들은, 환자들에게 사용할 준비가 되어있었습니다.
4. But Elizabeth Holmes had told Walgreens in 2010 that it had developed this device that was capable of running any blood test from a few drops pricked from a finger in real time,  
그러나 엘리자베스 홈즈는 2010년 Walgreens 사에게 말하기를, 그녀의 회사가 이 장비를 이용해서 실시간으로, 손가락의 몇 방울 혈액을 이용하여,, 어떤 혈액 실험도 가능한 것을 개발했다고 했습니다.

5. and less than half the cost of traditional labs. Was that true? No. Certainly not.  
그리고 전통적인 실험실 보다도 반값 이하로 말입니다. 그 말이 사실이었나요? 아닙니다  
절대로
6. do you think she was lying to Walgreens? I do. Yeah.  
그녀가 Walgreens 사에게 거짓말을 했다고 생각합니다. 네 그렇습니다.
7. Are you a clinical lab specialist? No. Erika Cheung was fresh out of Berkeley with a degree in **molecular and cell biology** when she went to work at Theranos.
8. 당신은 병원실험실 전문가인가요? 아닙니다. 에리카 정은 heranos 에 입사했을 때 버클리 대학에서 분자 세포 생물학 학위를 막 끝내고 왔습니다.
9. She was just 22, but even the **novice lab tech** suspected something was very wrong when she saw faulty test results sent to Walgreen's patients.  
그녀는 22 세였습니다. 그러나, 초보 실험실 기술자도, 뭔가 잘못된 것을 의심했습니다. 그녀가 거짓 실험결과가 Walgreen 의 환자들에게 보내 질 때 말입니다.
10. When did you think, "I probably shouldn't be doing this?"  
그녀의 생각은, 난 이 일을 아마도 하지 말아야 한다는 이었습니다.
11. Pretty-- pretty soon in the process, specially when we started to pick up more patient samples.  
진행 과정속에서 곧, 특히, 우리가 더 많은 혈액 샘플을 가져오기 시작했을 때 말입니다.
12. And when those samples were re-tested, she says, there were often contradictory results.  
이런 샘플들이 재검사 되었을 때, 그녀의 말로는, 가끔 정반대의 결과들이 나왔습니다.
13. Did you ever alert the patient? No. We didn't let them know,  
당신은 환자들에게 경고를 보낸 적이 있나요? 아닙니다. 우리는 그들에게 알리지 않았습니다.
14. Hey, we reran your patient sample and we're not actually positive about what the diagnosis is.  
여봐요, 우리는 당신 환자들의 샘플을 다시 실험했는데, 그 진단에 대해서 실제로  
긍정적이지 않아
15. This is someone's health information. Exactly. This isn't an **app crashing**.  
이것은 누군가의 혈액 정보입니다. 정확하게... 이것은 어플의 충돌이 아닙니다.
16. This isn't, you know, someone's food delivery coming late. It's just a different **ballgame**.  
이것은 늦게 배달되는 누군가의 음식배달이 아닙니다. 이것은 다른 게임입니다.
17. It's not the only game Elizabeth Holmes was playing.  
이것은 엘리자베스 홈즈가 하는 유일한 게임이 아니었습니다.
18. Theranos employees told us they were instructed to stage fake demonstrations for investors who visited company headquarters.  
Theranos 의 근로자들은 그들은 회사의 본사를 방문하는 투자자들에게 거짓 시연을 하도록  
지시를 받았다고 본 방송에 이야기를 했습니다.
19. It was kind of a show. All they would see was their blood getting collected.  
일종의 쇼였습니다. 그들이 볼 수 있었던 모든 것은 그들의 혈액이 수집되는 것이었습니다.
20. They didn't see what was going on behind closed doors about how it was processed.  
그들은 폐쇄된 문안에서 어떤 일이 진행되는지 보지를 못했습니다.
21. They would get their finger pricked with a small amount of blood. Then the-- they'd be led out of the room, they'd go have a meeting, go have lunch, whatever,  
그들은, 소량의 바늘 끝 만큼의 피를 뽑는 것을 보았습니다. 그리고는, 그들은 방문을  
나가야했습니다. 그리고 회의를 하고, 점심식사 등등을 합니다.
22. and at which point an engineer would run in the room, grab the cartridge, bring it out into the lab.

그리고 어느 순간, 방에 있던 한 엔지니어가, 카트리지를 가지고, 실험실로 가져갑니다.

23. So was the Edison doing the testing? No. Absolutely not. Who was doing the testing?  
에디슨이란 기계가 테스트를 하나요? 아니죠, 절대로.. 안 합니다. 누가 실험을 하지요?

24. It was scientists at the bench. By hand. By hand, yeah.  
과학자들이 벤치에 앉아서 합니다. 일일이 손으로 말입니다. 네...

25. It was a **bait and switch** for investors that kept the money rolling in.  
그것은 투자자들의 돈을 끌어들이기 위한 유인 상술 입니다.

26. Theranos raised nearly \$900 million from those investors  
Theranos 는 이런 투자자들에게 9 억불을 유치했습니다.

27. who now say they were **swindled** by Elizabeth Holmes and company president Ramesh "Sunny" Balwani.  
그들이 이제, 엘리자베스 홈즈와 회사의 대표인 Ramesh "Sunny" Balwani 에게 사기 당했다고 하는...

28. The pair claimed in investor documents obtained by 60 Minutes that Theranos technology was **validated** by the FDA,  
이 두사람은 60 Minutes 가 입수한 서류에 주장하기를, Theranos 의 기술이 FDA 의 승인되고 ...

29. pharmaceutical companies, and was deployed on the battlefield by the U.S. military in Afghanistan.  
제약회사들 에게도 승인을... 그리고는 아프간 전쟁터의 미군들에게도 배치되었다고 합니다.

30. Those claims were **fabricated**.  
이런 주장들은 허구였습니다.

31. And in one public appearance after another, Holmes' **pitch** became even more **fantastic and reckless**.  
한단계 한단계의 대중의 공개를 통해서, 홈즈의 정도는 더욱 환상적이고 무모했습니다.

32. We've done some work with people at Hopkins who have developed and demonstrated that in blood  
우리는 홉킨스 대학의 사람들과 일을 했습니다. 개발을 하고, 혈액 시연을 하면서,

33. you can see the **onset of pancreatic** cancer 17 years before a tumor forms.  
여러분들은 종양이 형성되는 17 년전의 췌장암의 시작을 볼 수 있습니다.

34. We called Johns Hopkins Medicine. They told us they never **collaborated** with Theranos.  
본 방송은 존스 홉킨스 의대에 전화를 했는데, 그들은 Theranos 와 협업을 한적이 한번도 없다고 합니다

35. And Doug Matje says, test data he compiled for the Food and Drug Administration was **falsified**.  
드리고 Doug Matje 의 말은, FDA 를 위해 컴파일한 데이터는 거짓이라고 했습니다.

36. There was so much pressure from above to get good-looking results that are going to be able to pass the FDA guidelines  
좋게 보이는 결과를 만들라고 하는 상부의 압력이 워낙 많았습니다. FDA 의 가이드 라인을 넘어가게...

37. that people were pressured into making things disappear.  
즉 사람들이 사실이 없도록 압력을 받았습니다.

38. The bad results. The bad results. That's **deceptive**. Yeah. For sure.



나쁜 결과들 말 이군요... 그건 속임수이네요.. 네 확실히 그렇습니다.

39. Did you ever go to your boss and say, "This isn't right"? Absolutely. All the time.

당신은 보스에게 가서 이것은 옳은 일이 아니라고 간 적이 있나요? 당연하지요 항상 그랬습니다.

40. But, you know, he was under a lot of pressure from the people above him.

그러나, 그는 그의 상부에 있는 사람에게서 엄청난 압력을 받아왔습니다.

41. And he was trying to do his best to make-- to make everyone happy.

그리고 그는 모든 사람들을 행복하게 하기 위해 그의 최선을 다했습니다.

1. This invention is going to be way up there, um, with-- with the discovery of **antibiotics**.

이 발명은 최고입니다. 항생제의 발명과 함께하는....

2. Day to day operations were run by company president Sunny Balwani.

매일 매일의 작업은 회사의 대표 Sunny Balwani 에 의해서 이루어졌습니다.

3. Balwani is a millionaire software engineer with no training in the biological sciences.

Balwani 은 백만장자 소프트웨어 엔지니어이고, 생물학에 대해서는 무지했습니다.

4. But he did have a powerful connection to Elizabeth Holmes.

그러나 그는 엘리자베스 홈스와 의 강력한 연대가 되어 있었습니다.

5. Sunny Balwani was her secret boyfriend.

Sunny Balwani 는 그녀의 비밀 남자친구였습니다.

6. Some people are here because of the mission, the cause, some people are both here for the science.

일부 사람들은 임무 때문에 왔습니다. 일부 사람들은 과학을 위해 여기에...

7. Balwani was also Holmes' **enforcer**, firing employees on the spot and **berating** scientists for failed tests.

Balwani 는 또한 홈스의 집행관 이었습니다. 현직 근로자들을 해고하고, 실패한 실험에 대한 질책을 하는...

8. After a year and a half, Matje quit.

일년 반 후, Matje 는 그만두었습니다.

9. I saw that there was, you know, potentially fraud taking place.

난, 사기행위가 이루어지는 것은 보았습니다.

10. There was far too much **illegitimate** things going on there.

너무 많은 불법적인 행위들이 거기에서 이루어졌습니다

11. I talked to Sunny, decided I didn't want to be there anymore and I left.

난 서니에게 말하고, 더 이상 있지 않기를 결정하고 떠났습니다.

12. Tyler Shultz was also becoming **disillusioned**.

타일러 숄츠도 역시 환멸을 느꼈습니다.

13. I had a personal relationship with Elizabeth. She was close to my family.

난 엘리자베스와 개인적인 관계를 가지고 있었습니다. 그는 내 가족과 가까웠습니다.

14. And I felt like she was **deceiving** my family. And the public.

난 그녀가 제가족과 대중들을 속이는 듯한 느낌을 받았습니다

15. And almost every **media outlet** including us here at CBS **bought into** the Theranos **myth**.

그리고 여기 CBS 를 포함해서 거의 모든 미디어 회사들이 Theranos 의 신화에 주주가 되게 했습니다

16. A health care pioneer is being compared to **visionaries** like Bill Gates and Steve Jobs.

한 건강관련 신생기업이 빌 게이츠나 스티브 잡스와 같은 공상가들과 비교가 되었습니다.

17. Do you think she wanted to be the next Steve Jobs?

당신 생각에 그녀가 차기 스티브 잡스가 되기를 원했다는 생각이 드나요?

18. Yeah. I think she just really **idolized him**, So, she wore the **black turtleneck**.

네, 그녀가 그를 진정으로 숭배했다는 생각입니다. 그래서 그녀는 검은 터틀넥을 입었습니다.

19. I think she created a world where she was Steve Jobs for a little bit.

제 생각은 그녀는 스티브 잡스를 조금 닮은 세계를 만들었다는 생각입니다.

20. As her wealth and reputation soared, Elizabeth Holmes took on **the trappings of power**.

그녀의 부와 명성이 축적이 되자, 엘리자베스 홀스는 권력의 장식을 시작했습니다.

21. She **bragged** bullet-proof windows were installed in her office and she traveled with a full-time **security detail**.

그녀는 그녀 사무실의 방탄 창문을 자랑했습니다. 그리고 그녀는 풀 타임 경호원과 여행을 했습니다

22. Theranos employees told us they were closely watched and required to sign **non-disclosure agreements**,

Theranos 직원들은 그들은 가까이 감시를 당했고 그리고 비밀유지계약서가 요구되었다고 합니다.

23. all reinforced, they said, by a threatening team of lawyers and private investigators.

그들의 말로는, 모두가 강제로.... 변호사들과 개인탐정들의 위협에 의해서 말입니다.

24. That's why, when Tyler Shultz alerted authorities in the spring of 2014, he used a fake name.

그런 이유 때문에, 타일러 숄츠가 2014 년 당국에 경고를 보냈을 때, 그는 가짜 이름을 사용했습니다.

25. Why did you come up with an **alias**? I knew how seriously Theranos protected their trade secrets.

왜 가명을 썼지요? 난 Theranos 가 그들의 거래비밀을 보호하기 위해 얼마나 심각한지를 알았기 때문

26. I knew they would not take it well if they knew that I was talking to regulators.

난 내가 당국에 이야기를 한다는 사실을 만약 그들이 알았으면, 그들을 좋은 뜻으로 생각하지 않을것이란 사실을 알았습니다.

27. In his email to New York State Department of Health regulators,

뉴욕 주 보건청에 보낸 그의 이메일에서

28. Shultz outlined questionable lab practices and said he believed test results were being switched.

숄츠는 의문이 가는 실험실 행위를 개략으로 설명하고, 그는 시험결과가 바뀌었을 것이라고 했습니다.

29. I just said, "This happened in my laboratory. And I just want to know if this is okay."

난 그저, 이런 일이 실험실에서 일어났고, 난 그저 이래도 되는 것인지 알고 싶다고 했습니다.

30. And they responded and said, "No, this is cheating. This is not how it's supposed to be done."

그들의 답변은 "이것은 속임수입니다. 이것은 이런 식으로 되면 안되는 일입니다 라고 했습니다.

31. Tyler Shultz was ready to resign but first, he sent Elizabeth Holmes an email about his concerns.

타일러 숄츠는 사임할 준비가 되었으나, 먼저 그는 엘리자베스 홀스에게 염려에 대한 이메일을 보냈습

32. He got a response from Sunny Balwani.

그는 Sunny Balwani로부터 답변을 받았습니다.

33. That I was **arrogant, ignorant, patronizing, reckless** –  
즉, 난 오만하고, 무식하고, 잘난 체하고, 신중하지 못하다고 하면서
34. and I was lacking the basic understanding of math, science, and statistics  
그리고 난, 수학, 과학 그리고 통계학의 기초이해가 부족하다고 했습니다.
35. that if I had any other last name, that I would have already been held **accountable** to the strongest extent.  
만약 내가 또다른 성을 가졌다면, 난 이미 가장 강한 규모의 책임을 물었어야 할 사람이라고 했습니다.
36. Tyler Shultz quit in April 2014 and soon after Erika Cheung did too.  
타일러는 2014 년 4 월 회사를 그만두고, 곧이어, 에리카 정도 그만 두었습니다
37. By February 2015 the Theranos **fairytale** was about to **unravel** publicly.  
2015 년 2 월 Theranos 의 동화 같은 이야기는 공개적으로 알려지려고 했습니다.
38. At the Wall Street Journal, Pulitzer Prize-winning reporter John Carreyrou,  
월스트리트 저널의 플릿처 상 수상 기자인 John Carreyrou 는
39. who has written a book about the Theranos saga, got a call.  
Theranos 의 이야기를 쓴 사람인데, 전화 한 통화를 받았습니다.
40. It was a **tipster** casting doubt about the Edison, Theranos and its charismatic founder, Elizabeth Holmes.  
한 정보원이 Theranos 의 에디슨과 카리스마적인 설립자 엘리자베스 홀스에 대한 의문을 던졌습니다.
41. She is a **pathological liar**. She wanted to be a-- celebrated tech entrepreneur.  
그녀는 병적인 거짓말쟁이입니다. 그녀는 유명 기술기업인이 되고 싶어한다고 했습니다.
42. She wanted to be rich and famous. And she wouldn't let anything **get in the way of that**.  
그녀는 부유하고 유명해지고 싶어했습니다. 그녀는 방해가 되는 어떤 것도 허락치를 않았습니다.

- 
1. What kind of job did the board do in holding Holmes accountable?  
홀스 책임에 대해, 위원회는 어떤 일을 했나요?
  2. This is one of the most **epic** failures in **corporate governance** in the **annals** of American capitalism.  
이것은 가장 큰 실패중의 하나입니다. 미국자본주의의 역사의 기업의 지배구조에서 말입니다.
  3. They did nothing to verify that her scientific claims were true.  
그들은 그녀의 과학적 주장이 사실이란 것을 증명하기위해 한 일이 없습니다.
  4. Carreyrou's first article appeared in October 2015,  
Carreyrou'기자의 첫 기사는 2015 년 10 월에 나타났습니다.
  5. and revealed: "Theranos did less than 10 percent of its tests on Edison machines  
그리고 폭로합니다. Theranos 사는 10%도 안되는 실험을 에디슨 기계에서 했다고...
  6. What do you think is going on here? Holmes struck back.  
어떤 일이 일어난다고 생각하나요? 홀스는 반격을 했습니다.
  7. This is what happens when you work to change things.  
이런 일은, 당신이 변화를 주려고 할 때, 일어나는 일입니다.
  8. And first they think you're crazy, then they fight you, and then all of a sudden you change the world.  
그리고 처음에 그들은 당신이 미쳤다고 생각합니다. 그리고는 그들이 당신과 싸우고, 그리고는 당신이 갑자기 세계를 바꾸는 것입니다.

9. But skeptics were no longer buying the Theranos deception.  
그러나 비관론자들은 더 이상 Theranos 사기를 받아들이지 않습니다.
10. **What I am showing you know is the result of 100s of engineers and scientist work**  
지금 여러분들에게 보여드리는 것은, 수백명의 과학자와 엔지니어들의 작업의 결과입니다.
11. Holmes repeatedly insisted she would present proof at a major industry conference that her technology worked.  
홀스는 반복적으로, 주장을... 그녀의 기술이 작동 된다고 하는 사실은, 주요 컨퍼런스에서 제시하겠다고 말입니다.
12. You can see the tray dropping into the detection module there...  
여러분들은 트레이가 디텍션 모듈로 들어가는 것을 보고 있습니다.
13. it was proof that never came. And the evidence you presented fell far short of that.  
그 증거가 된 적이 없습니다. 당신이 제시한 증거는 훨씬 거리가 먼 이야기입니다.
14. In 2016, after a series of surprise inspections, federal regulators shut down the company's laboratory  
2016 년 일련의 놀라운 사찰 끝에, 연방규제원들은 회사의 실험실을 폐쇄했습니다.
15. saying it posed "immediate jeopardy to patient health and safety."  
이 실험실이 환자의 건강과 안전에 즉각적인 위험을 가지고 온다고 하면서 말입니다.
16. Nearly 1 million Theranos test results were **invalidated**.  
거의 백만건의 실험결과가 무효화되었습니다.
17. When she started using this technology on the blood samples taken from consumers in Walgreens stores,  
그녀가 월그린 가게들의 고객들에게서 채집된 혈액샘플들에 이 기술을 이용하기 시작했을 때,
18. that was an unauthorized medical experiment. There's no other way to put it.  
그것은 허락되지 않은 의학 실험이었습니다. 다른 말도 설명할 방법이 없습니다.
19. Theranos was on the brink of collapse. Big name investors found their stock was worthless.  
Theranos 는 도산 위기에 왔습니다. 유명한 투자자들은 그들의 주식이 쓸모 없는 것이란 것을 알았....
20. Education secretary Betsy DeVos and her family and media mogul Rupert Murdoch each lost more than a \$100 million.  
교육부장관 Betsy DeVos 과 그녀의 가족과 미디어 거대기업 머독은 각각 1 억불 이상을 잃었습니다.
21. Walgreens sued Theranos and **settled** for less than a quarter of their \$140 million investment.  
월그린은 Theranos 를 고소했고 그들 1 억 4 천만불 투자의 1/4 이 안되는 금액으로 합의했습니다.
22. Why do you think this was **outright fraud**,  
왜 이것이 즉각적인 사기라고 생각이 드는가요?
23. as opposed to any other Silicon Valley startup that just wasn't able to deliver on **lofty goals**?  
고상한 목표를 달성하지 못한 다른 실리콘 벨리 신생기업들과는 다르게 말입니다.
24. Well because she raised money, hundreds of millions of dollars,  
그 이유는 그녀가 돈을 수천만불을 투자 받았는데
25. on the basis of this technology not only being ready and working but being commercially rolled out. You're also lying to the public.  
준비된 기술이 아닌 것에 근거를 두고, 상업적으로 출시를 했기 때문입니다.
26. You're lying to patients. You're lying to doctors. You're lying to regulators.



환자들에게 거짓말을 한 것입니다. 의사들에게, 그리고 규제기관들에게도 말입니다.

27. Most people would call that fraud, as well.

대부분의 사람들도 그것을 사기라고 할 것입니다.

28. The **Securities and Exchange Commission** called it "massive fraud" when they charged Elizabeth Holmes and Sunny Balwani in March.

미증권거래위원회도 이것을 거대한 사기라고 했습니다. 그들이 3월에 홀스와 써니는 기소할 때...

29. Holmes **settled** the **SEC** case without admitting guilt and paid a half a million dollar fine.

홀즈는 미증권거래위원회와 유죄를 인정 않고 합의를 했습니다. 그리고 50 만불의 벌금을 냈습니다.

30. Balwani, who left Theranos two years ago, calls the **SEC** charges **unwarranted** and is fighting them.

2 년전 Theranos 를 떠난 Balwani 는 미증권거래위원회 기소가 부당 하다고 하면서 그들과 싸우고 있습니다.

31. At its height, how much was Theranos worth? \$10 billion.

최고 정점일 때 Theranos 의 가치는? 100 억 불이었습니다.

32. There was a period of several months where it was more valuable than Uber, more valuable than Airbnb, more valuable than Spotify.

몇 달의 기간동안, 우버, Airbnb 그리고 Spotify 보다도 더 가치 있는 기업이었습니다.

33. And how much is it worth now? Zero.

그리고 현재의 가치는 0 입니다.

34. Theranos told investors this month the company had run out of money and is closing its doors.

Theranos 는 투자자들에게 이번 달, 회사가 자금이 떨어져, 문을 닫는다고 했습니다.

Pop  
팝 뮤직

