

INTERNET TRENDS 2014 – CODE CONFERENCE

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kpcb.com/InternetTrends

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Outline

- 1) Key Internet Trends**
- 2) Status Update – Tech Stocks / Education / Healthcare**
- 3) Re-Imagining Continues**
- 4) Screen + Video Growth = Still Early Innings**
- 5) China's Epic Share Gains**
- 6) Public Company Trends**
- 7) One More Thing(s)...**
- 8) Ran Outta Time Thoughts / Appendix**

KEY INTERNET TRENDS

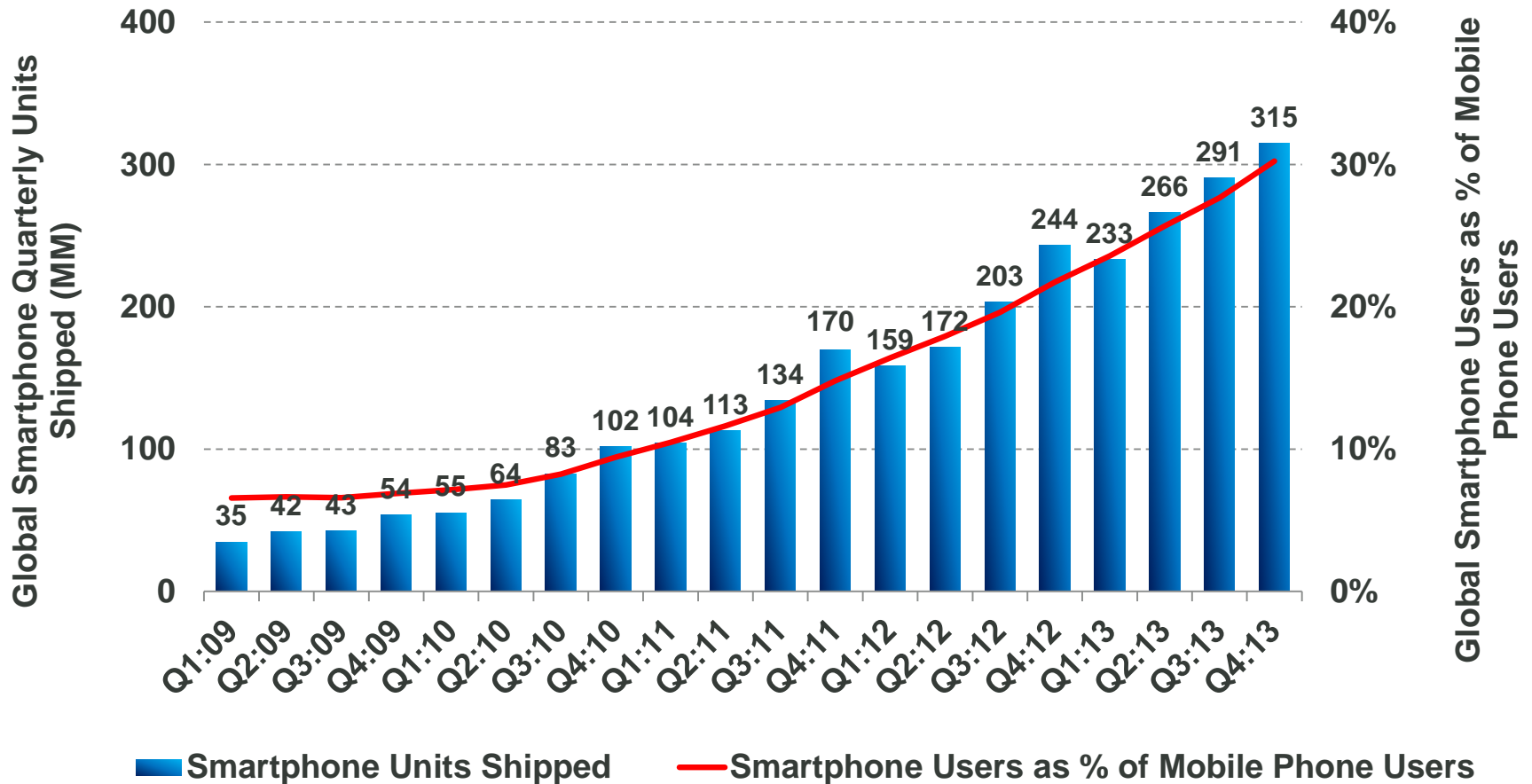
High-Level User / Usage Trends*

- **Internet Users**
<10% Y/Y growth & slowing...fastest growth in more difficult to monetize developing markets like India / Indonesia / Nigeria
- **Smartphone Subscribers**
+20% strong growth though slowing...fastest growth in underpenetrated markets like China / India / Brazil / Indonesia
- **Tablets**
+52% early stage rapid unit growth
- **Mobile Data Traffic**
+81% accelerating growth...video = strong driver

*Mobile Usage Growth =
Very Strong*

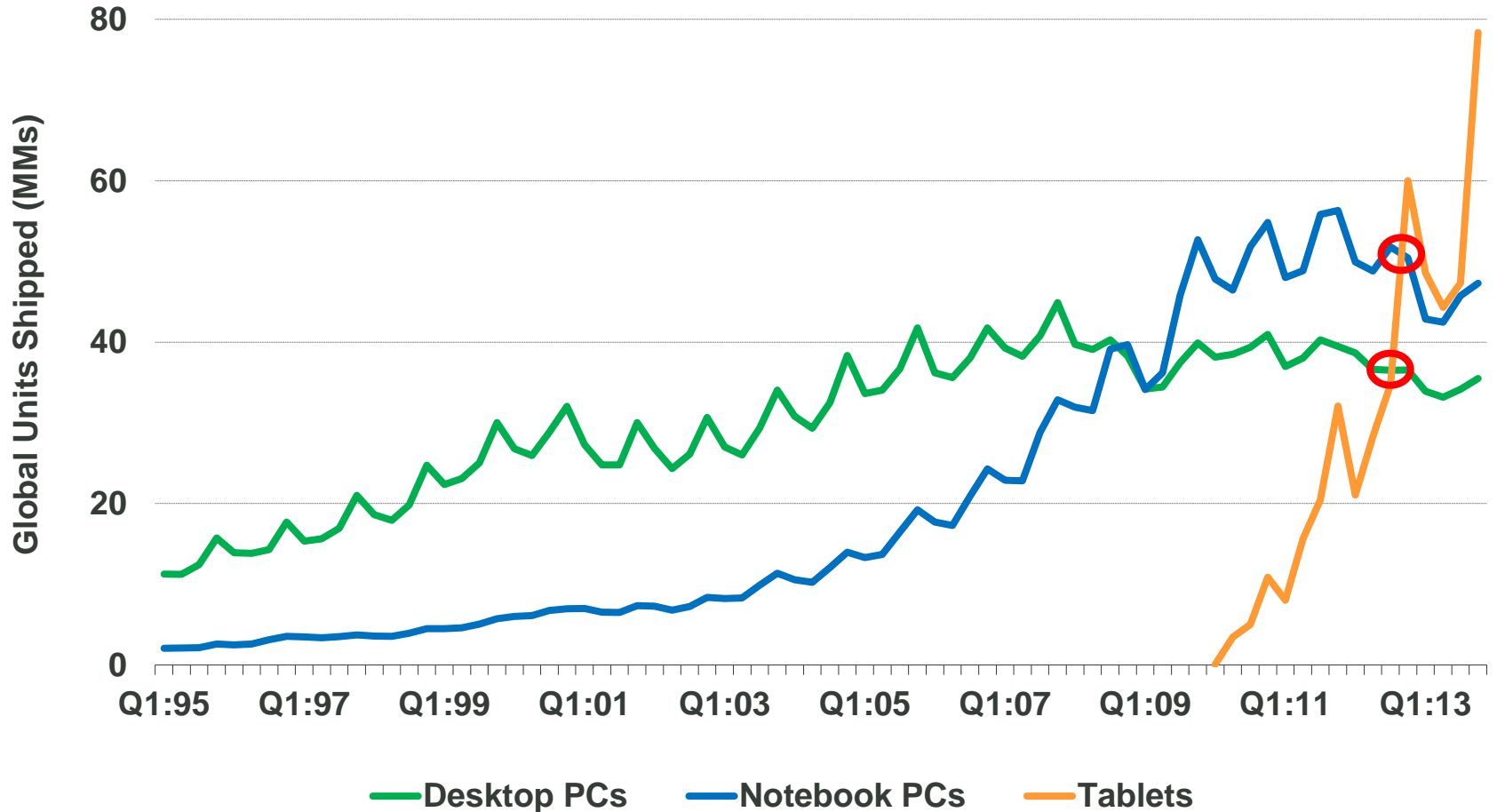
Smartphone Users = Still Lots of Upside... @ 30% of 5.2B Mobile Phone User Base

Global Smartphone Quarterly Unit Shipments & Smartphone Users as % of Mobile Phone Users, 2009 – 2013



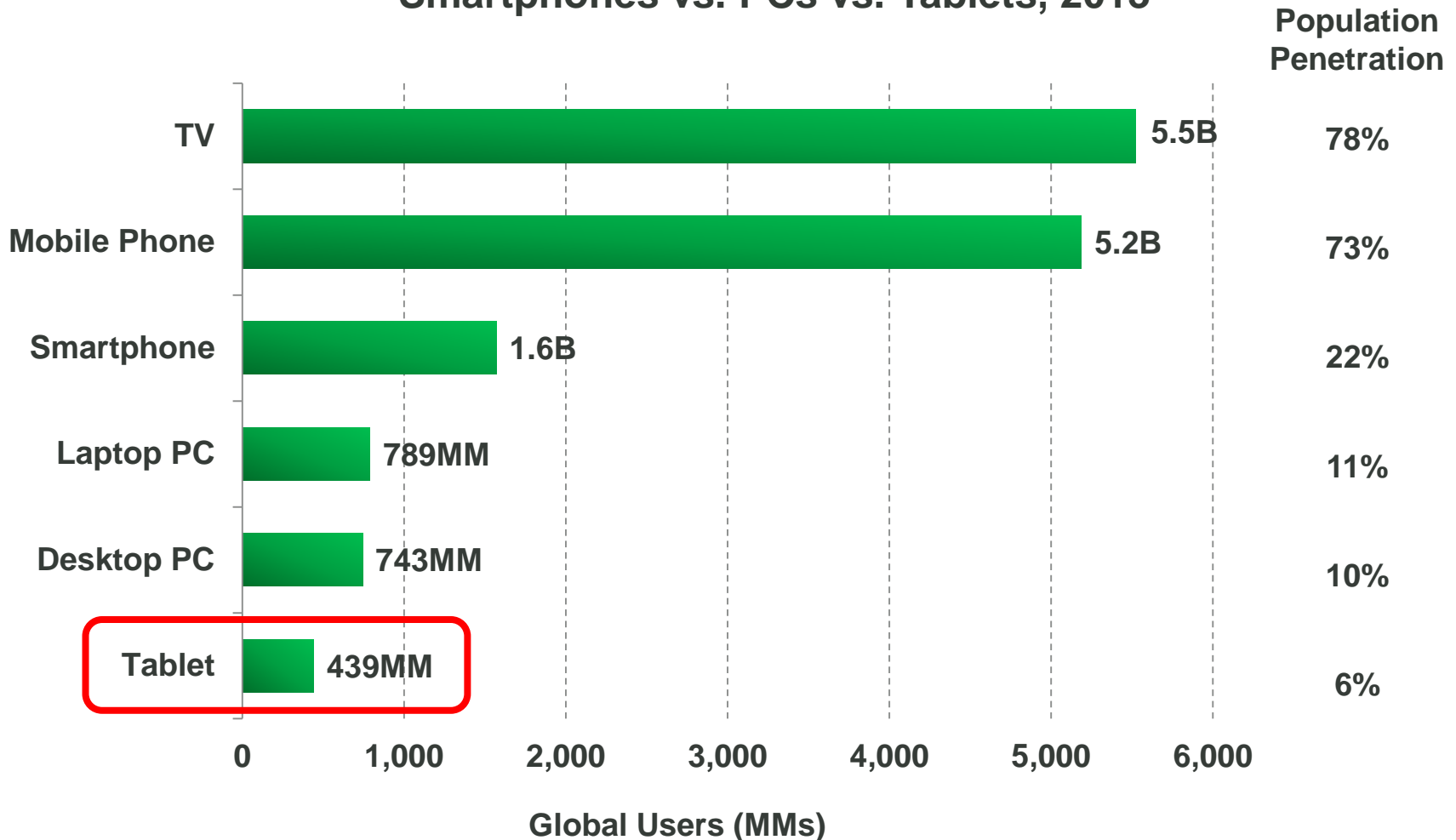
Tablet Units = Growing Faster Than PCs Ever Did... +52%, 2013

Global PC (Desktop / Notebook) and Tablet Shipments by Quarter Q1:95 – Q4:13



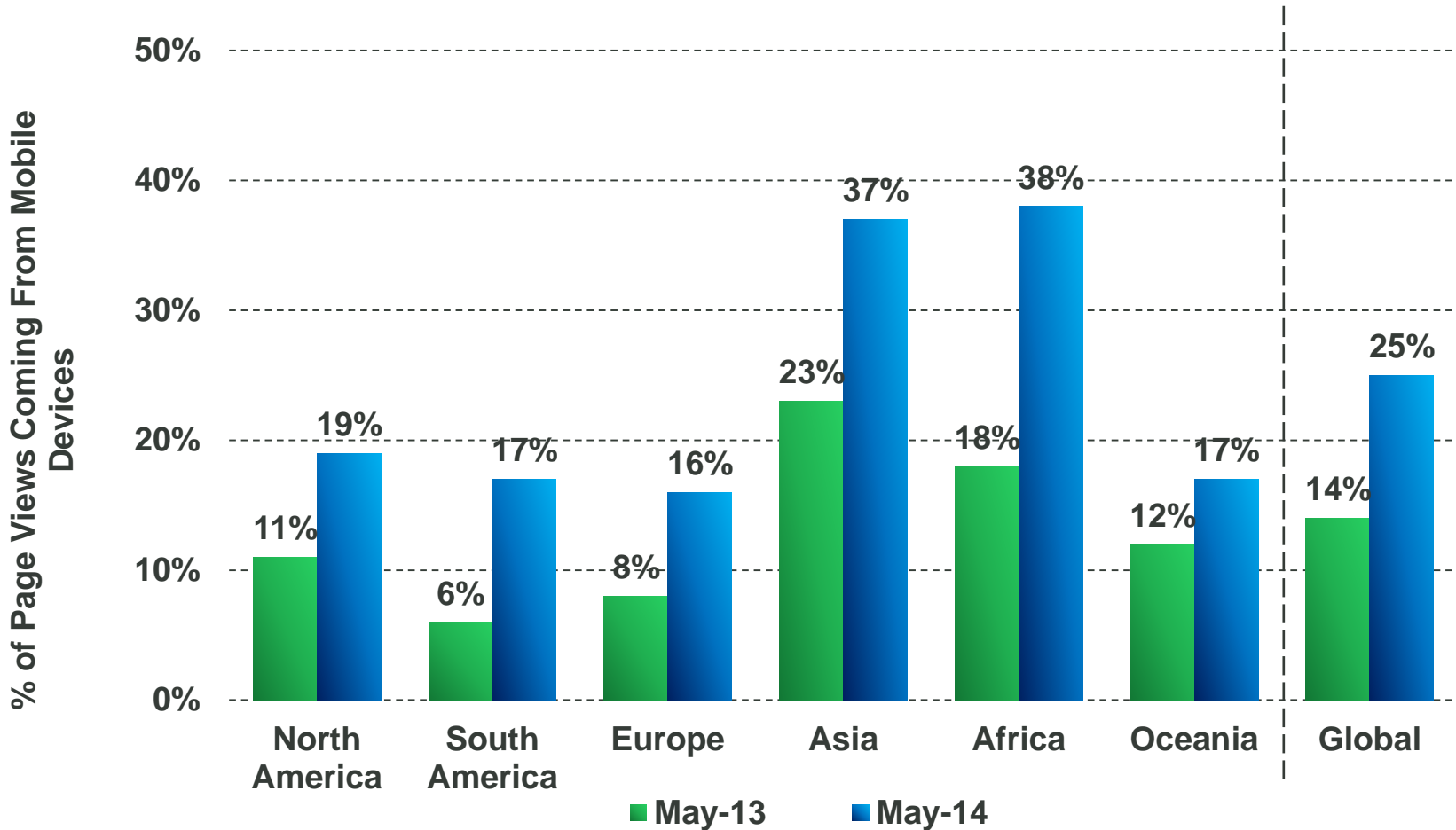
Tablet Users = Loads of Growth Ahead... @ 56% of Laptops / 28% of Smartphones / 8% of TVs

Global Users of TVs vs. Mobile Phones vs. Smartphones vs. PCs vs. Tablets, 2013



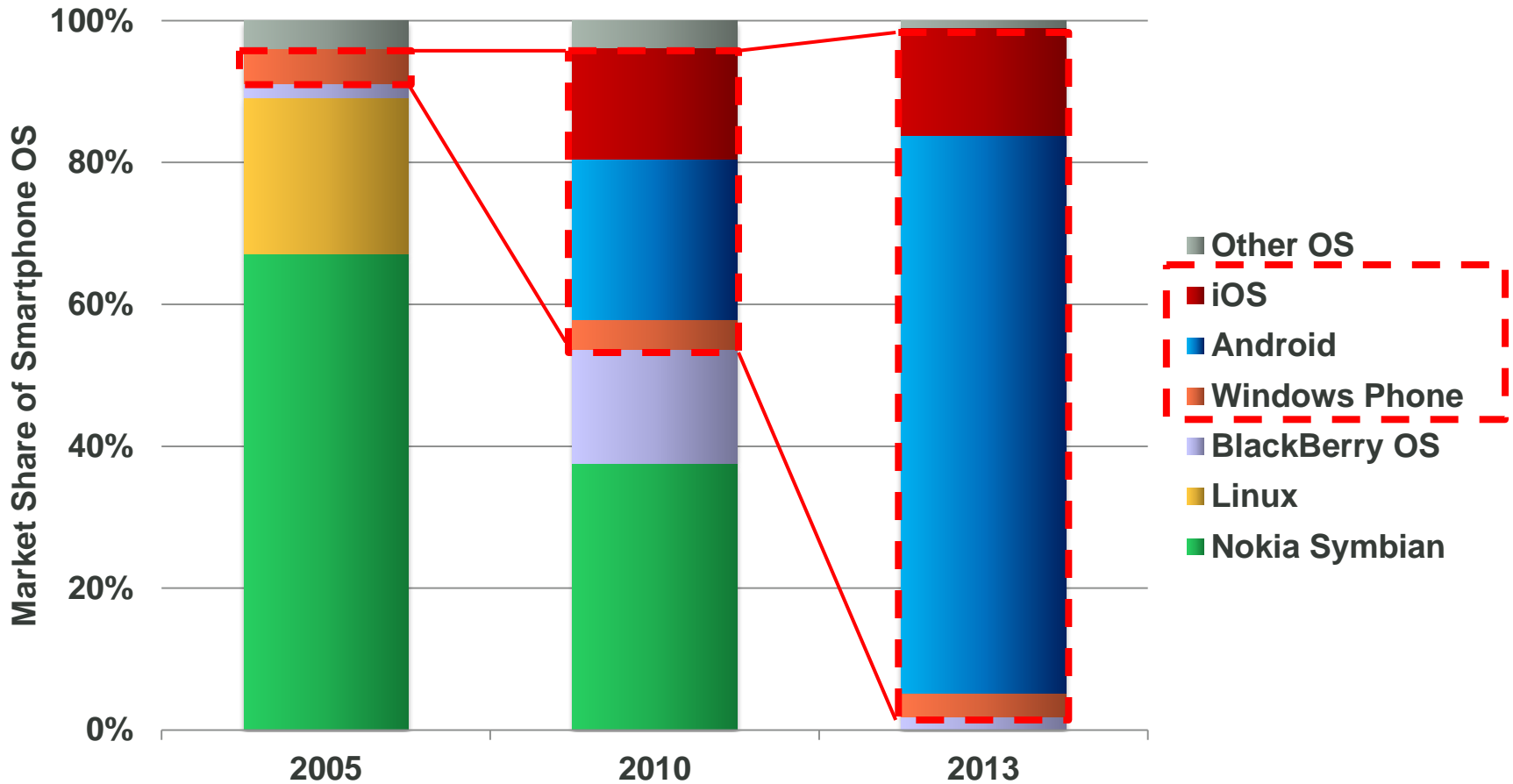
Mobile Usage = Continues to Rise Rapidly... @ 25% of Total Web Usage vs. 14% Y/Y

Mobile Usage as % of Web Usage, by Region, 5/14



Global Smartphone Operating Systems 'Made in USA'... 97% Share from 5% Eight Years Ago

Global Smartphone Operating System Market Share (by Units Shipped), 2005 vs. 2010 vs. 2013

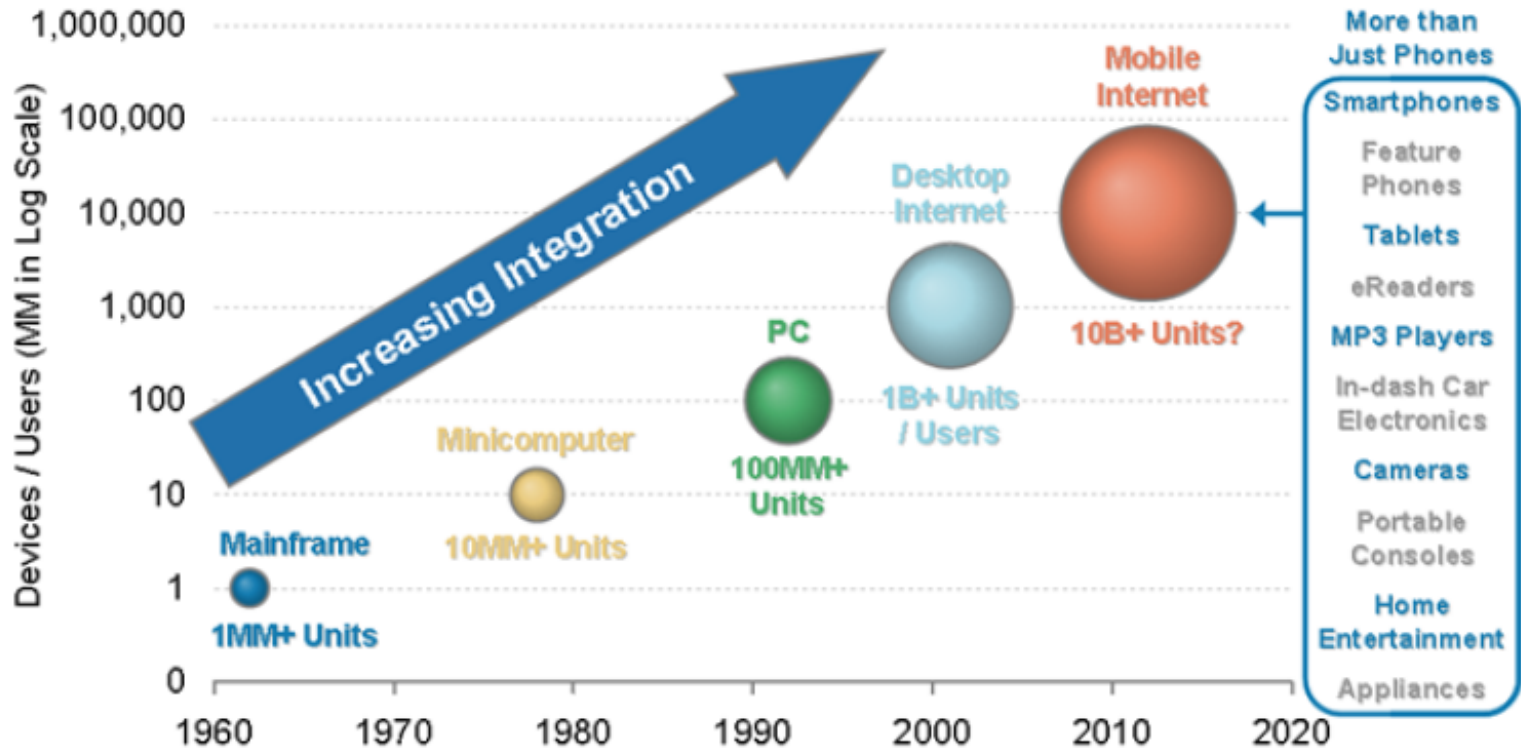


Each New Computing Cycle = 10x > Installed Base than Previous Cycle

Exhibit 29

Each new computing cycle typically generates around 10x the installed base of the previous cycle

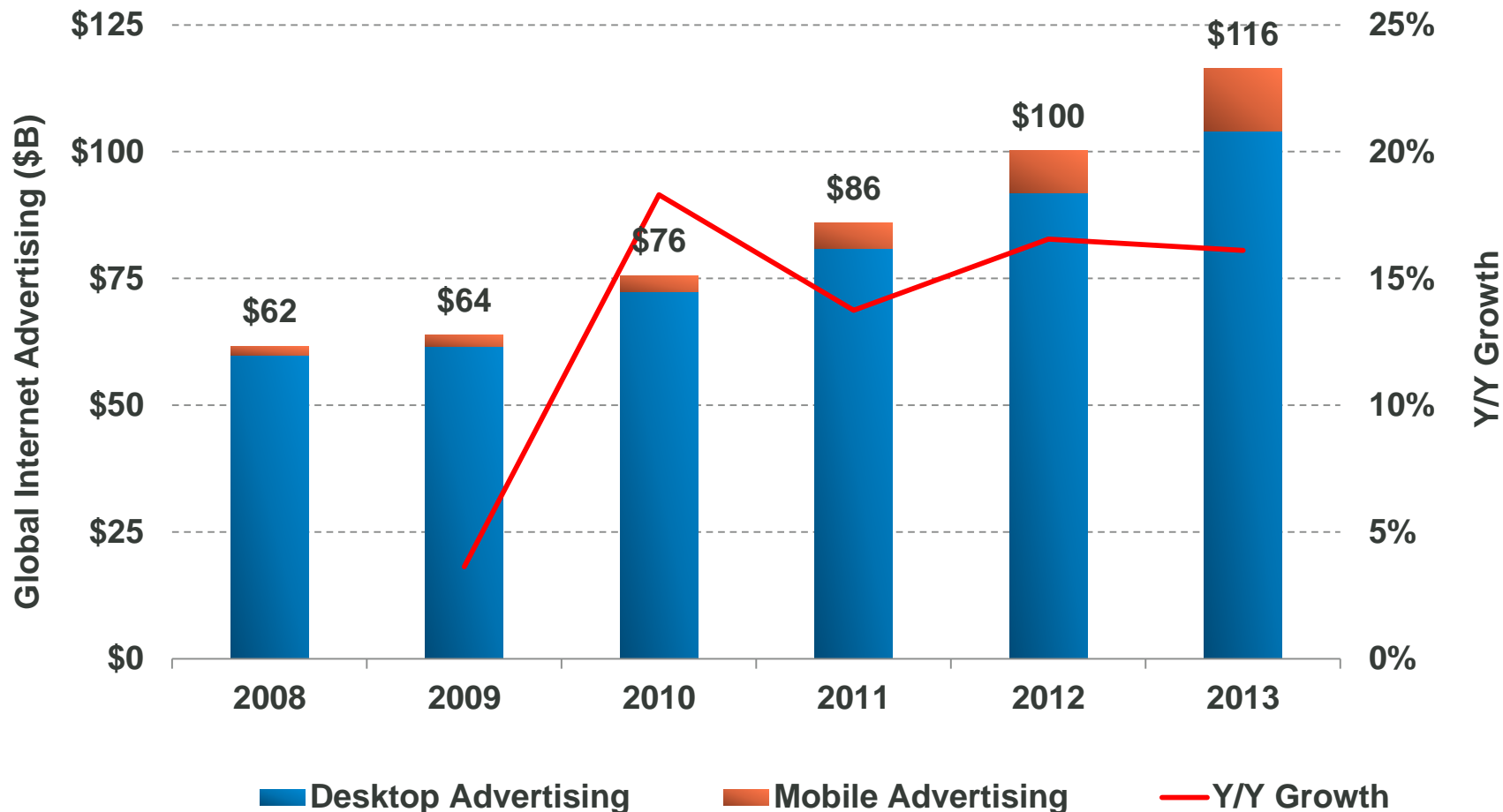
Devices or users in millions; logarithmic scale



*Advertising / Monetization =
Mobile Especially Compelling*

Internet Advertising = Remains Strong... +16%...Mobile +47% to 11% of Total

Global Internet Advertising, 2008 – 2013



ARPU Upside for Facebook + Twitter...

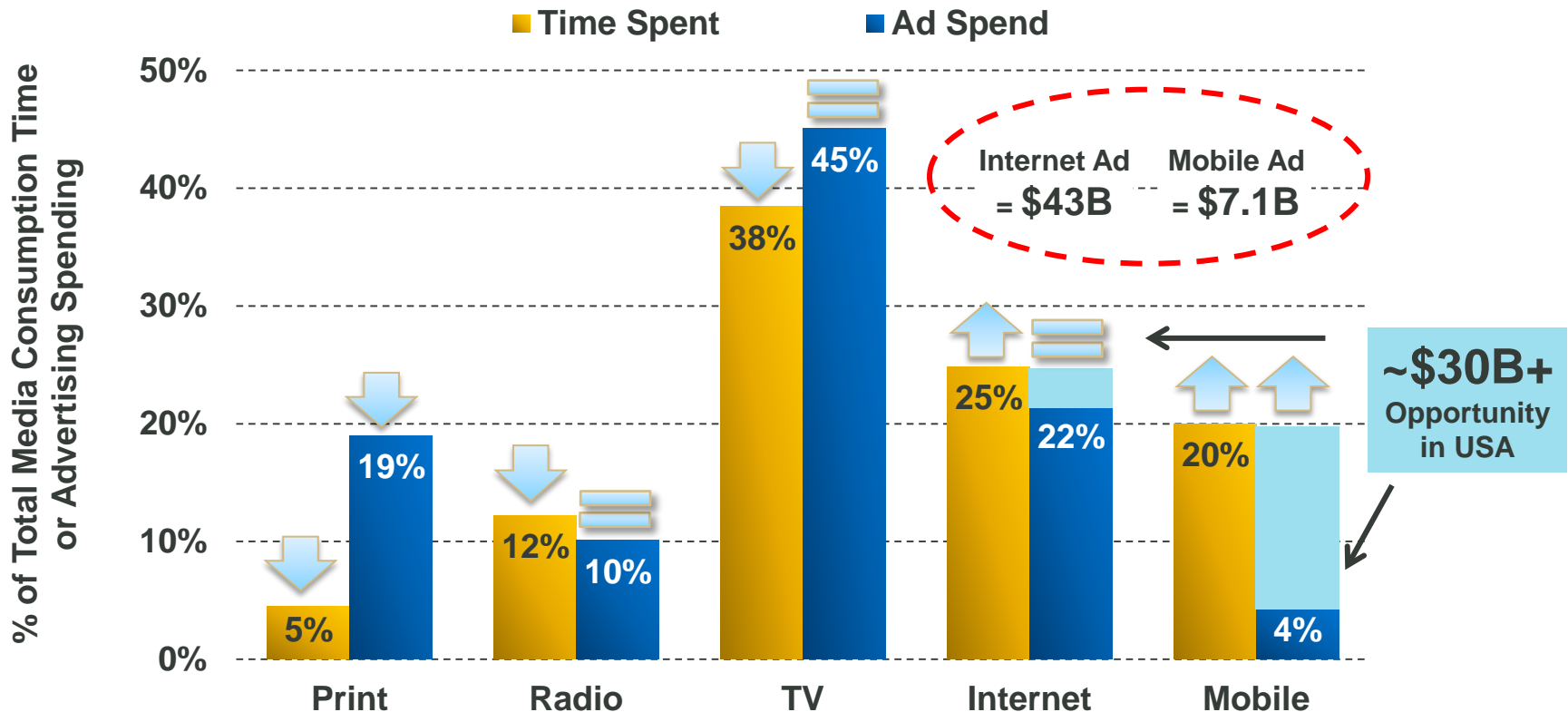
Google ARPU = 6x Facebook...Facebook = 2x Twitter

Annualized Ad ARPU (\$) & Mobile % of MAU

Annualized Ad ARPU (\$)	Q1:12	Q2:12	Q3:12	Q4:12	Q1:13	Q2:13	Q3:13	Q4:13	Q1:14
Google (\$)	\$37	\$37	\$38	\$43	\$42	\$41	\$41	\$46	\$45
<i>Y/Y Growth</i>	9%	6%	6%	14%	14%	11%	10%	8%	8%
Facebook (\$)	\$4.00	\$4.28	\$4.43	\$5.15	\$4.60	\$5.65	\$6.14	\$7.76	\$7.24
<i>Y/Y Growth</i>	1%	(2%)	7%	12%	15%	32%	39%	51%	57%
<i>Mobile % of MAU</i>	54%	57%	60%	64%	68%	71%	74%	77%	79%
Twitter (\$)	\$1.29	\$1.50	\$1.64	\$2.15	\$1.97	\$2.22	\$2.65	\$3.65	\$3.55
<i>Y/Y Growth</i>	90%	134%	108%	93%	52%	48%	61%	69%	80%
<i>Mobile % of MAU</i>	--	--	--	--	--	75%	76%	76%	78%

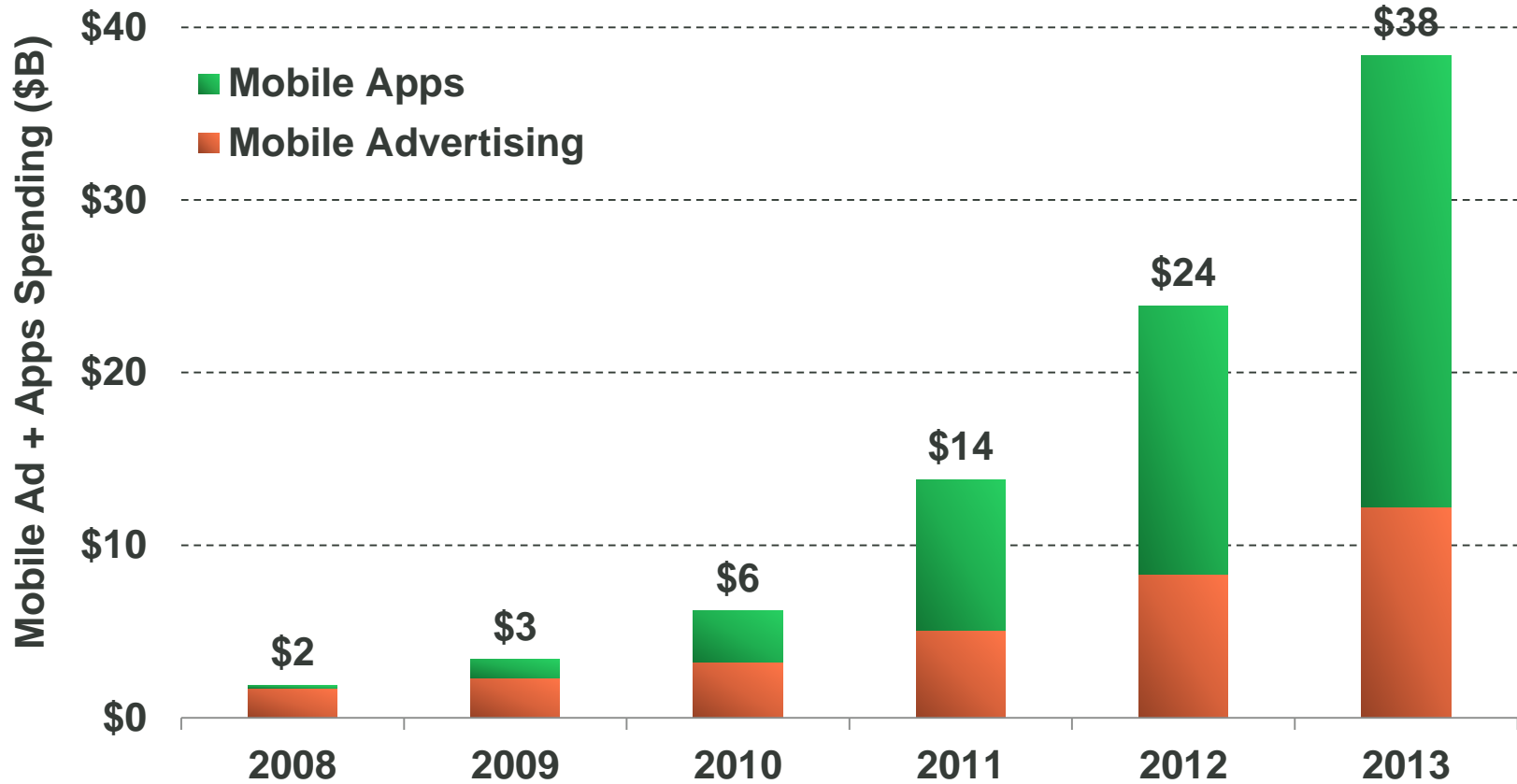
Remain Optimistic About Mobile Ad Spend Growth... Print Remains Way Over-Indexed

% of Time Spent in Media vs. % of Advertising Spending, USA 2013



Mobile App Revenue = Still Trumps Mobile Ad Revenue... @ 68% of Mobile Monetization

Global Mobile App + Advertising Revenue, 2008 – 2013



Cyber Threats Intensifying...

Cybersecurity Trends – Kevin Mandia (Mandiant / FireEye)

- 1) # of Active Threat Groups Rising Rapidly = 300 (+4x since 2011) per Mandiant tracking**
- 2) Increased Nation-State Activities***
- 3) Vulnerable Systems Placed on Internet Compromised in <15 Minutes****
- 4) +95% of Networks Compromised in Some Way**
- 5) As Mobile Platforms Grow, Directed Attacks Will Rise**

STATUS UPDATE – TECH STOCKS / EDUCATION / HEALTHCARE

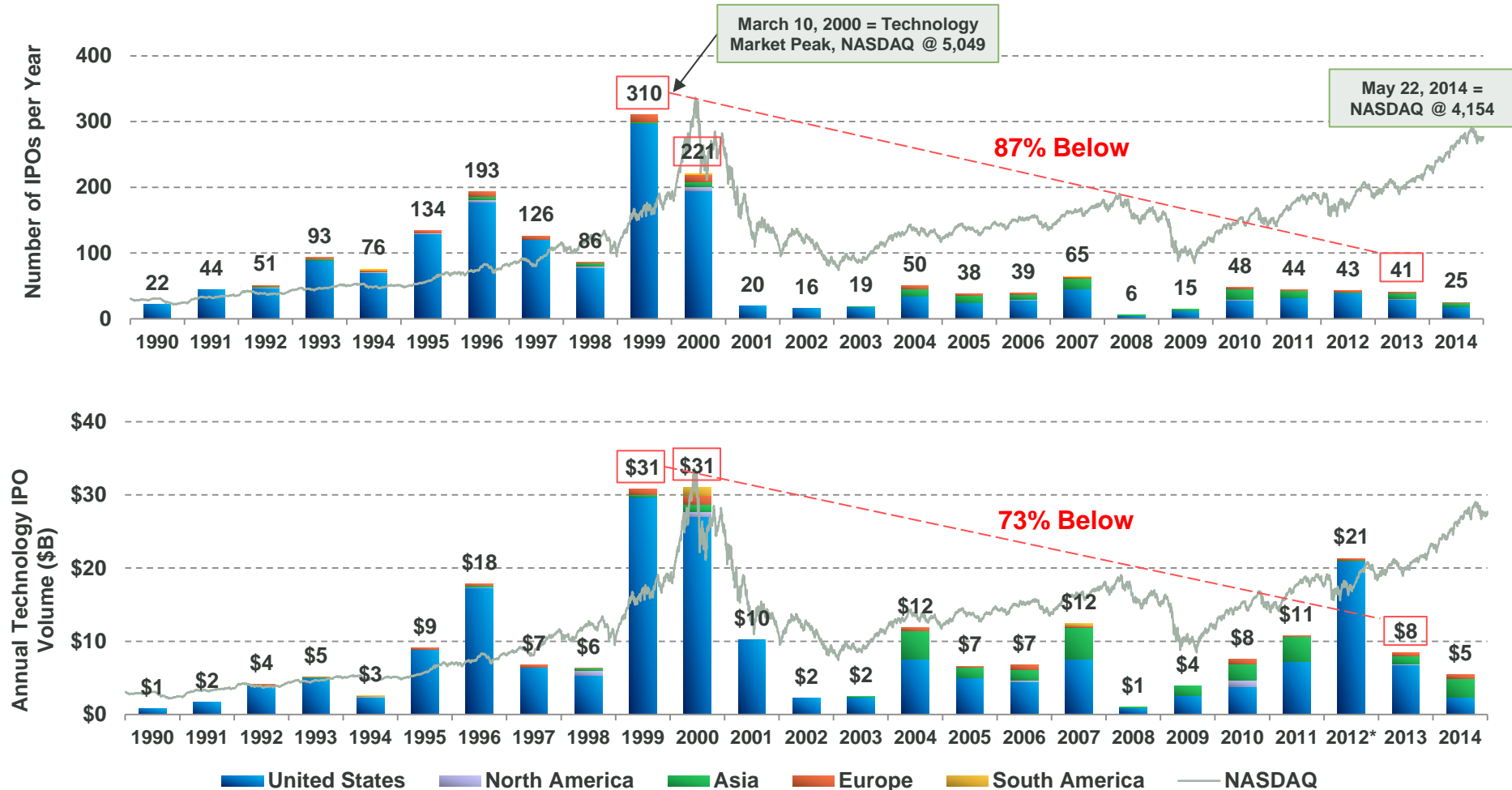
*Technology Company
Valuation Excess?*

Some? Yes...

But, Let's Look @ Patterns...

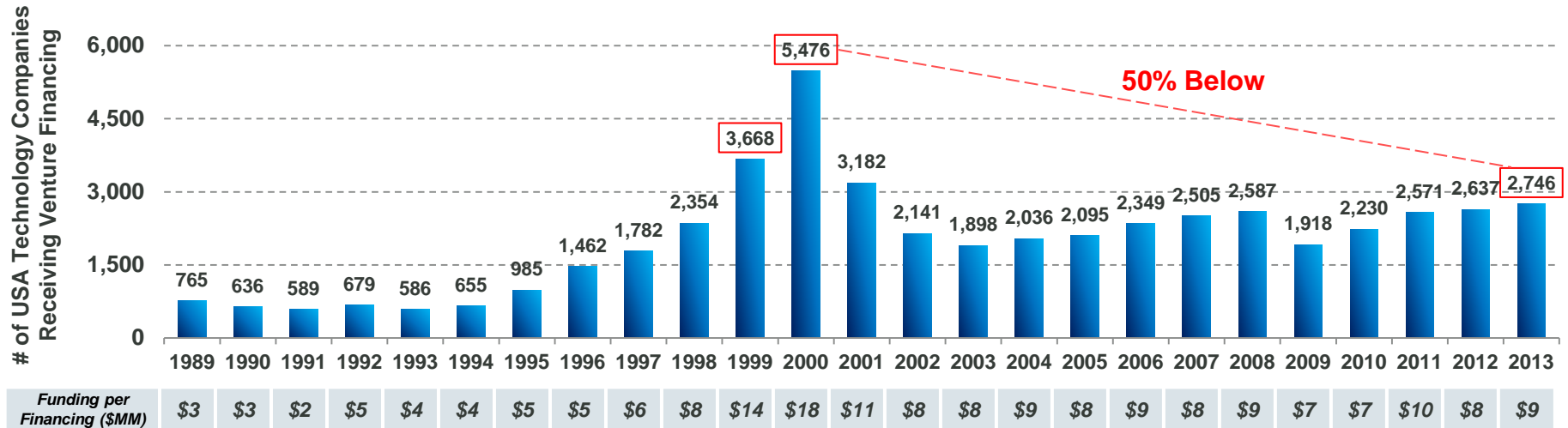
2013 Technology IPOs = \$ Volume 73% Below 1999 Peak Level... NASDAQ 18% Below March 2000 Peak

Global Technology IPO Issuance, 1990 – 2014YTD

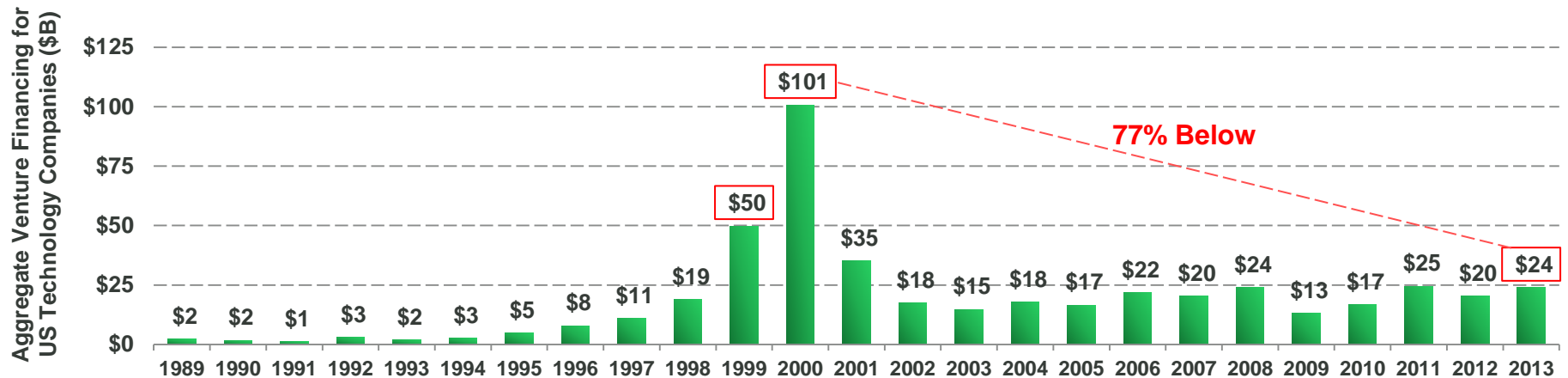


2013 Venture Financings = \$ Volume 77% Below 2000 Peak Level

USA Technology Venture Capital Financing, 1989 – 2013

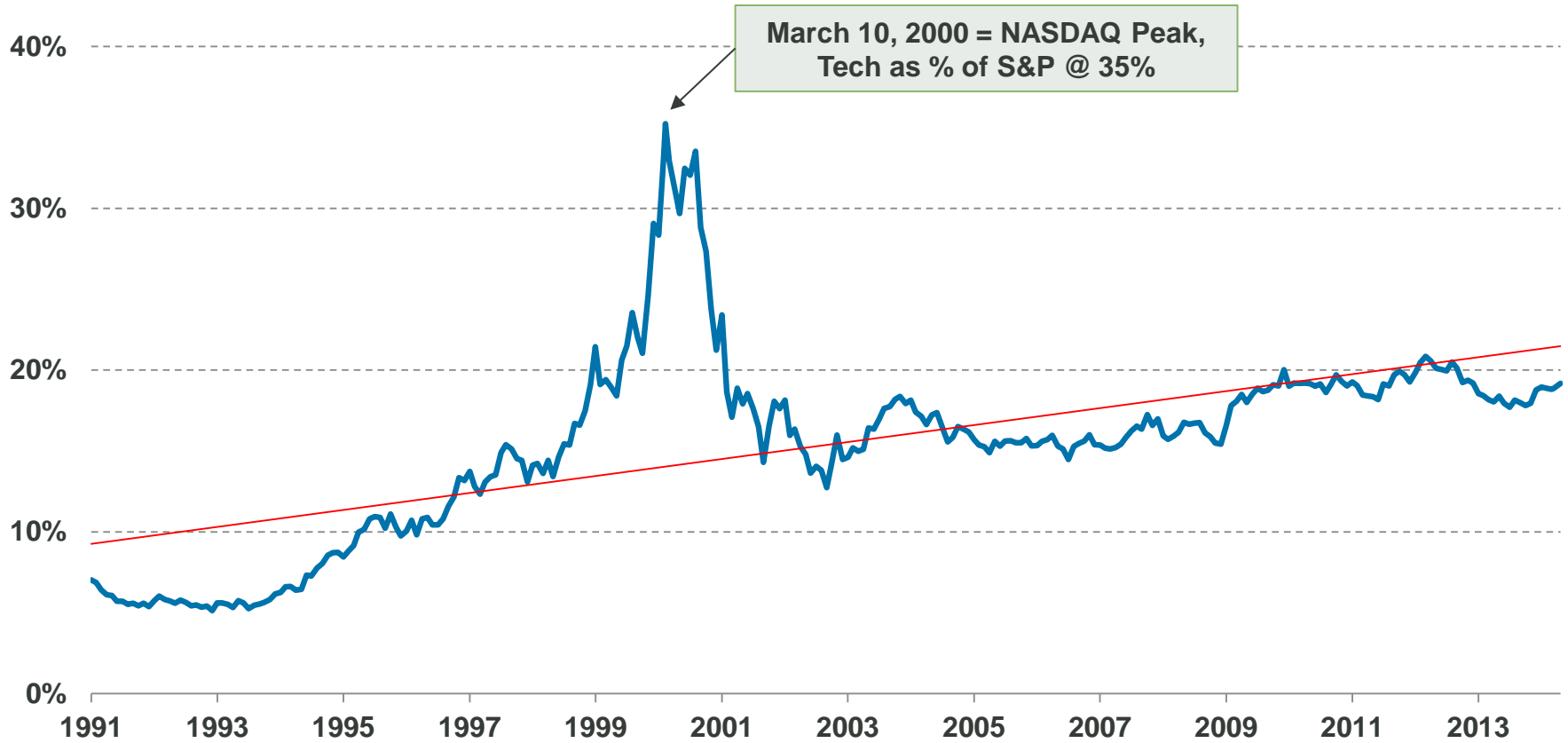


Funding per Financing (\$MM)
\$3
\$3
\$2
\$5
\$4
\$4
\$5
\$5
\$6
\$8
\$14
\$18
\$11
\$8
\$8
\$9
\$8
\$9
\$8
\$9
\$8
\$9
\$7
\$7
\$10
\$8
\$9



Tech Companies @ 19% of S&P500 Value = Well Below 35% March, 2000 Peak Level

Technology Company Market Value as % of S&P500, 1991 – 2014YTD



*Education =
May Be @ Inflection Point*

Education Realities = Facts – USA...

Education is Important – Getting education right is crucial for future success

Education is Expensive

- **Secondary School Costs** – USA ranks 4th globally in expenditure per student among 34 OECD countries*
- **Higher Education Costs** – 71% of 4-year college grads = \$30K average student loan debt. All in, this \$1T+ exceeds credit card & auto loan debt

Education Results Often Subpar

- **Public Schools** – Rank 27th globally in math / 20th in science / 17th in reading
- **College Job Prep** – 1/3 of four-year college graduates feel their education did not prepare them well for employment

...Education Realities = Reasons for Optimism...

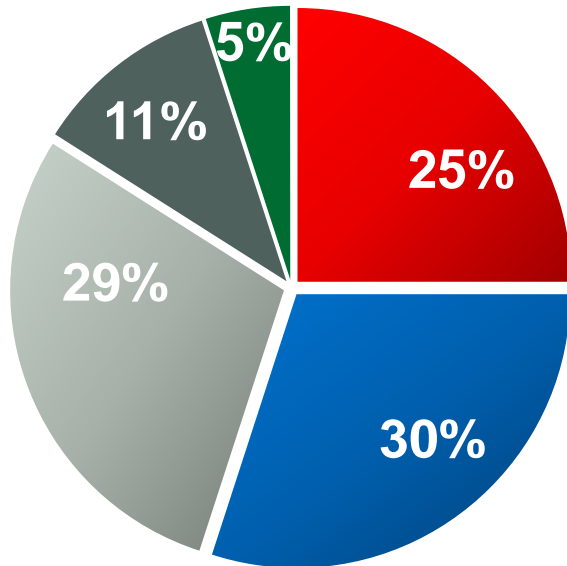
- **People Care About Education** – 8 in 10 Americans say education issue is extremely / very important to them
- **Personalized Education Ramping** – People learn in different ways and Internet offers many options – on own terms and at low cost – to many, with real-time feedback
- **Distribution Expanding & Education Start Up Costs Declining** – Direct to consumer / teacher allows education products to receive rapid mass adoption...productization / distribution costs falling

...Education Realities = Green Shoots Data

- **Graduation Rates Rising** – 81% of high school freshman graduated in 2012, up from 74% five years ago
- **Language Learning Easier / Fun** – 25MM+ people (+14x Y/Y) use Duolingo app to learn new language
- **Communication Easier** – 12MM+ teachers / students / parents (+15x Y/Y) use Remind101 to send 500MM+ messages
- **Behavior Feedback Easier** – 35MM+ teachers / students / parents using ClassDojo to help improve student behavior through real-time feedback
- **Online Courses Can Help Learning Process (for Teachers + Students)**
 - 430MM+ views (+69% Y/Y) on Khan Academy YouTube channel, 10MM MAUs
 - 65MM+ courses (+59% Y/Y) from iTunes U Open University downloaded
 - 7MM+ students (+ >2x Y/Y) enrolled in Coursera courses

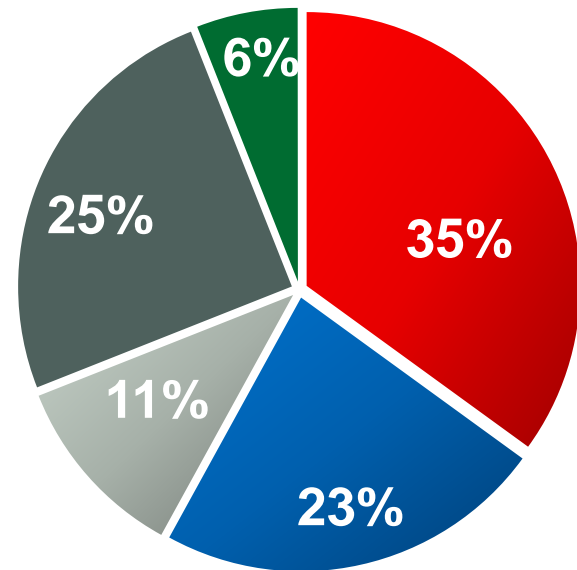
Online Education = It's a Global Thing

Duolingo (25MM Users)
Traffic Distribution, 4/14



- North America
- Europe
- Latin America
- Asia
- Africa / Oceania

Coursera (7MM Users)
Student Distribution, 3/14



- North America
- Europe
- Latin America
- Asia
- Africa / Oceania

*Healthcare =
May Be @ Inflection Point*

Healthcare Realities = Facts – USA...

- **Costs Up to 17% of GDP** – @ \$2.8T in 2012, +2x as percent of GDP in 35 years
- **Waste = 27% of Spend** – \$765B of healthcare spend estimated from excess costs: \$210B = unnecessary services; \$190B = excess administrative; \$55B = missed prevention opportunities; \$310B = inefficient delivery of care / fraud / inflated prices (2009)
- **Employers Carry Big Burden** – \$620B spend by employers for 150MM Americans (2014E)...costs up 28% vs. 5 years ago...67% CFOs indicate healthcare costs = leading economic concern
- **Individual Costs Rising** – >25% of family income likely to go to healthcare spending in 2015E vs. 18% in 2005...top 5% healthcare consumers (most with multiple chronic illnesses) spent 50% of healthcare dollars (2009)...>50% of personal bankruptcies driven by healthcare costs
- **Chronic Conditions = +75% of Spend** – Most costly = cancer / diabetes / heart disease / hypertension / stroke...1 in 2 Americans has at least 1 chronic condition, 1 in 4 has 2+...32% of Americans obese in 2008, up from 15% in 1990
- **Behavior = Root Cause of Many Health Problems** – Health risk behaviors cause chronic diseases. 52% of adults did not meet recommendations of physical activity (2011)...50% of those with chronic conditions not compliant with taking medicine to manage disease = \$100B on avoidable hospitalizations (2010)

...Healthcare Realities = Reasons for Optimism...

- **Digital Technology Enables Change** – Healthcare system has relied on antiquated systems
- **Government Enabled Change Pushes Technology**
 - *HITECH Act* – \$35B administered by Office of the National Coordinator for Electronic Health Records (EHR) + health information technology in 2013...penalties exist for non-compliance
 - *Affordable Care Act* – Coverage expansion in works
- **Consumerization of Healthcare** – Majority (52%) of consumers want to access tools / websites rankings for quality / satisfaction / patients reviews of doctors + hospitals

...Healthcare Realities = Green Shoots Data

- **Digitization of Healthcare Happening**
 - *Providers Using Fully Functioning EHR* – 84% of Hospitals / Academic / Institutional practices...51% (& rising) of office-based practices
 - *Consumers Happy to Communicate via Email* – 62% for healthcare concerns
 - *Digital Health Venture Investments Rising* – +39% Y/Y to \$1.9B (2013, USA)
- **Quality Over Quantity Incentives Being Implemented**
 - *Payers Incentivized to Engage Patients / Improve Care / Outcomes / Reduce Costs*
 - *Providers Shifting to Value-Based from Fee-for-Service Payments*
 - *Employers Lowering Costs by Offering Services to Improve Engagement / Choices / Care* – 46% of employers will enact participatory / outcomes based incentives (like weight loss / cholesterol levels)... By 2015, 60% will offer price transparency tools from health plans
- **Patient Engagement Rising & Yielding Results**
 - *Redbrick Health* – employer engagement platform = 4:1 ROI savings per participant
 - *Teladoc* – employer focused telemedicine platform = \$798 savings per consultation vs. office visit & ER over 30 days
 - *Mango Health* – adherence app = 84% Statin adherence vs. 52% market average
 - *WellDoc* – chronic disease platform = diabetes app prescription with reimbursement

RE-IMAGINING CONTINUES

*Re-Imagining
Messaging / Communications*

A Tweet – David Sacks (Yammer CEO / Founder)



David Sacks

@DavidSacks

Both WhatsApp and Secret represent the ascendency of the phone book over the friend graph. It's back to the future.

↩ Reply ↻ Retweet ★ Favorite ⋮ More

3:17 PM - 19 Feb 2014

Global OTT (Over-the-Top) Messaging Services = >1B Users in <5 Years...

Global Messaging Ecosystem – Select Players, 2013



WhatsApp (USA), 4+ Years

MAUs = **400MM**, +100% Y/Y
Messages / Day = **50B**, +178% Y/Y



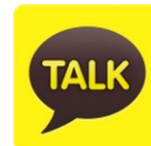
Tencent WeChat (China), 3+ Years

MAUs = **355MM**, +125% Y/Y



Line (Japan), 2+ Years

MAUs = **280MM**
Messages / Day = **10B**
Revenue = **\$388MM**, +5x Y/Y (Q4:13)



KakaoTalk (Korea), 3+ Years

Messages / Day = **5.2B**, +24% Y/Y
Revenue = **\$203MM**, +4xY/Y



Snapchat (USA), 2+ Years

Messages / Day = **1.2B**

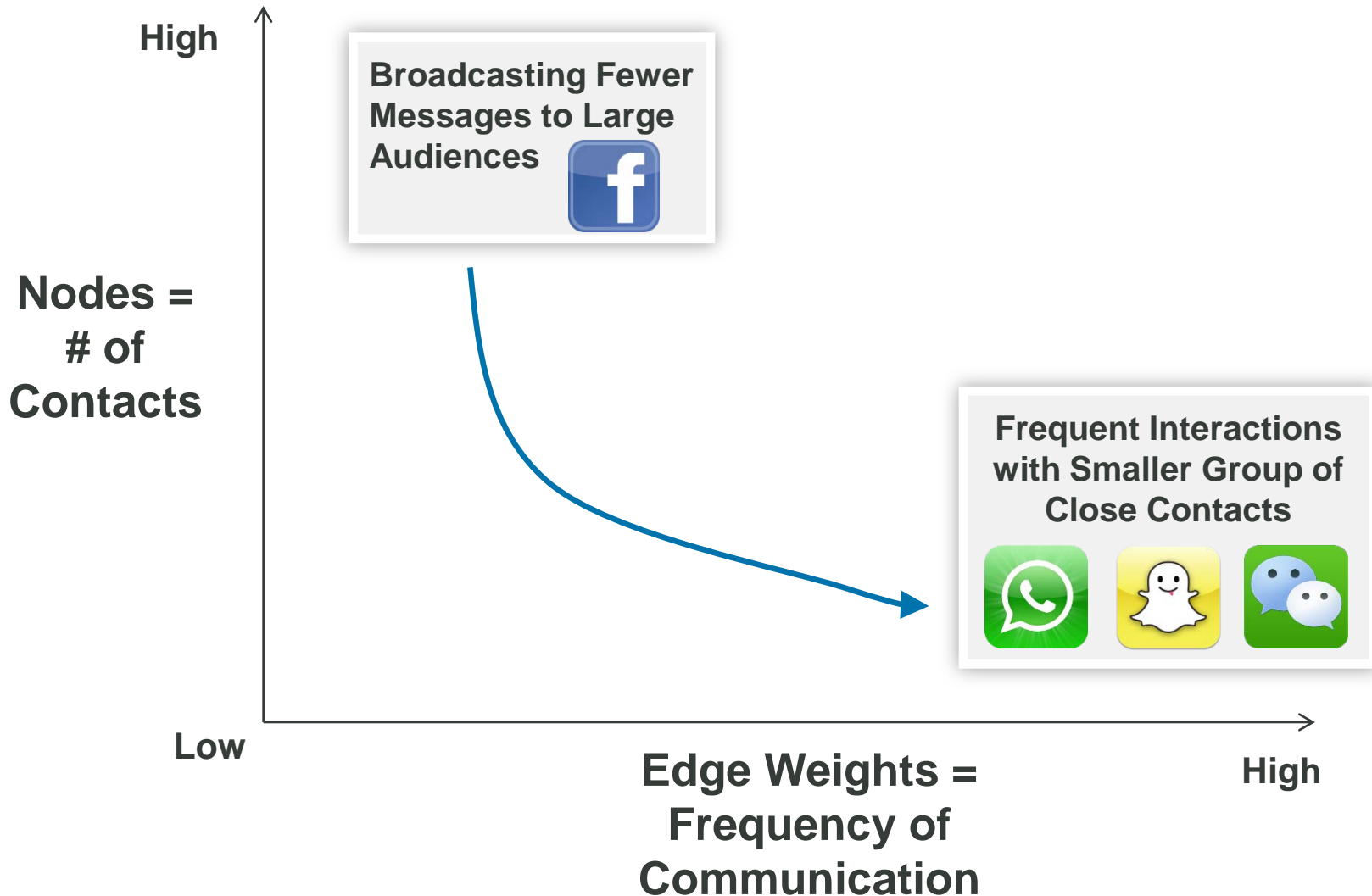


Viber (Israel), 3+ Years

MAUs = **100MM**

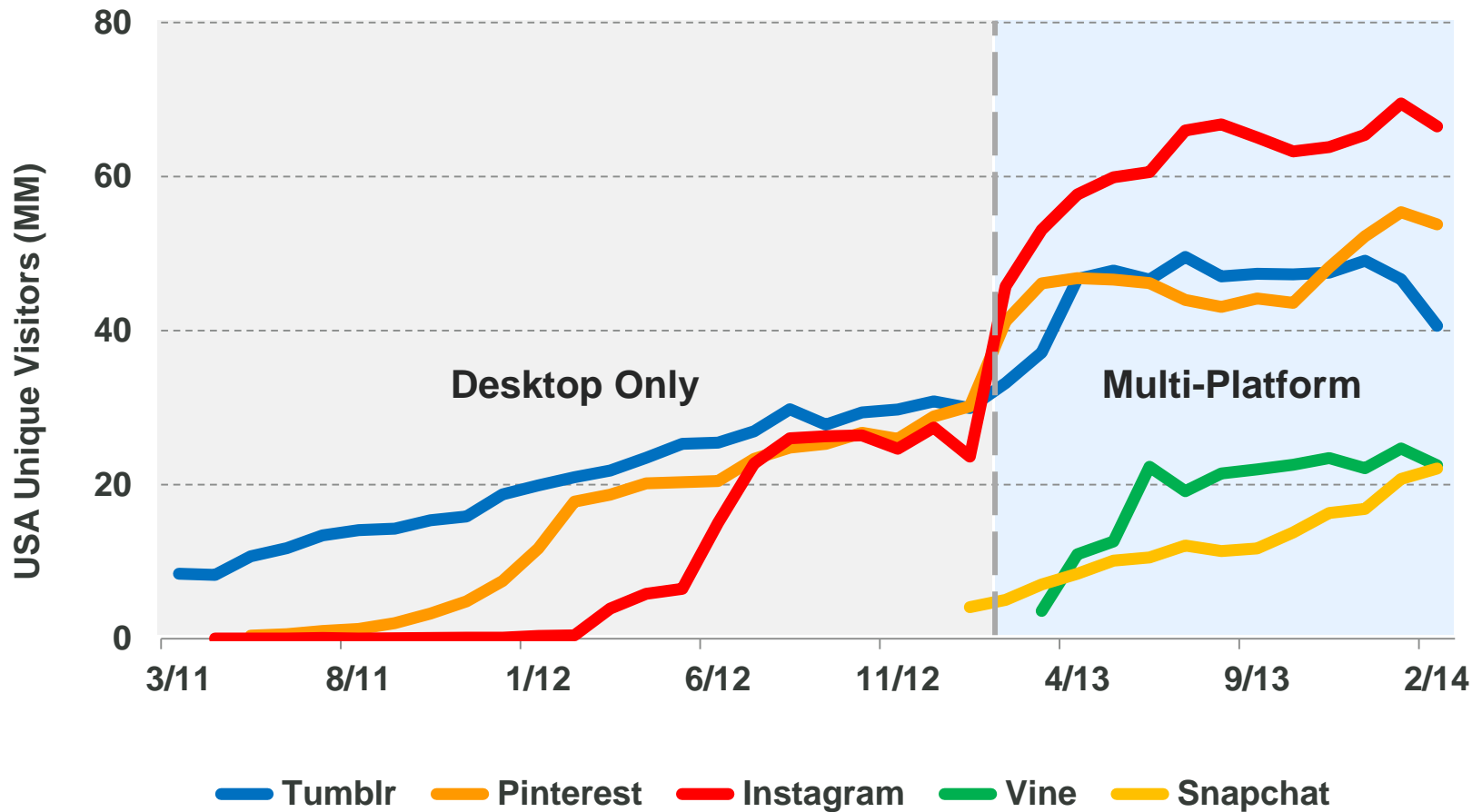
Evolution of Messaging → New Social Graphs...

Edges = Potentially More Value than Nodes...



Evolution of Communications → Image + Video Sharing Rising Rapidly

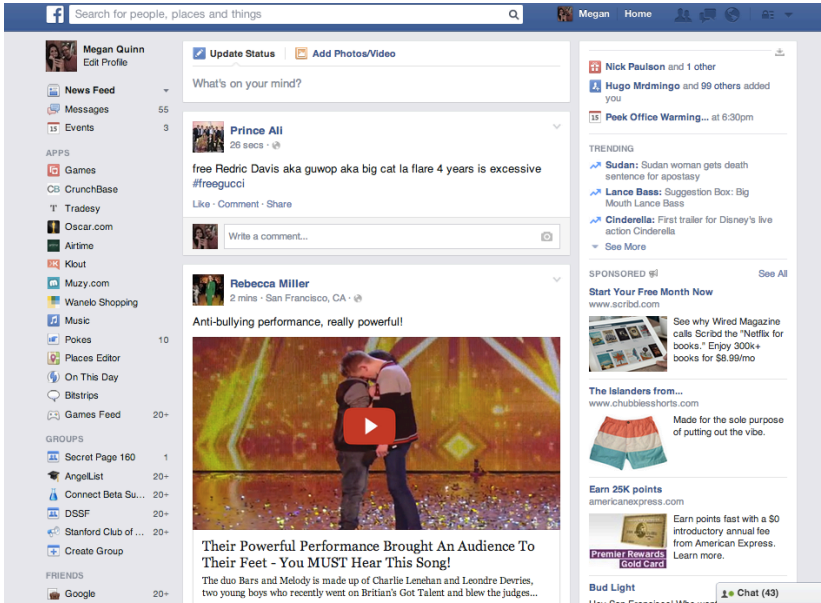
'Visual Web' Social Networks: Unique Visitors Trend, USA, 3/11 – 2/14



Re-Imagining Apps

Evolution of Apps → Internet Unbundling...

First, multi-purpose web apps... ...then, multi-purpose mobile apps...



...now, single-purpose = 'there's an app for that...'



Evolution of Apps → Internet Unbundling = Rise Of Invisible App

...now some apps are disappearing altogether...



Foursquare Swarm



Runkeeper Breeze



Dark Sky



WUT

We're entering the age of apps as service layers.

These are apps you have on your phone but only open when you know they explicitly have something to say to you.

They aren't for 'idle browsing,' they're purpose-built & informed by contextual signals like hardware sensors, location, history of use & predictive computation.

– Matthew Panzarino, *TechCrunch*, 5/15/14

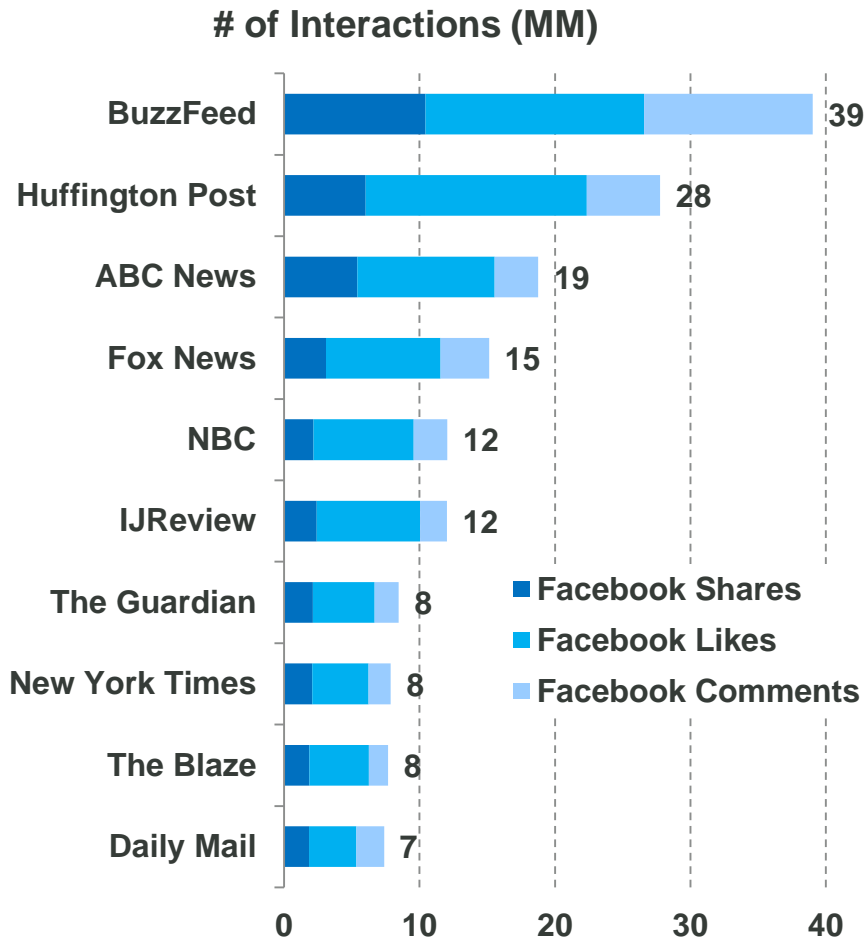
*Re-Imagining
Distribution Channels
& Content*

Social *Distribution* Leaders = Facebook / Pinterest / Twitter...

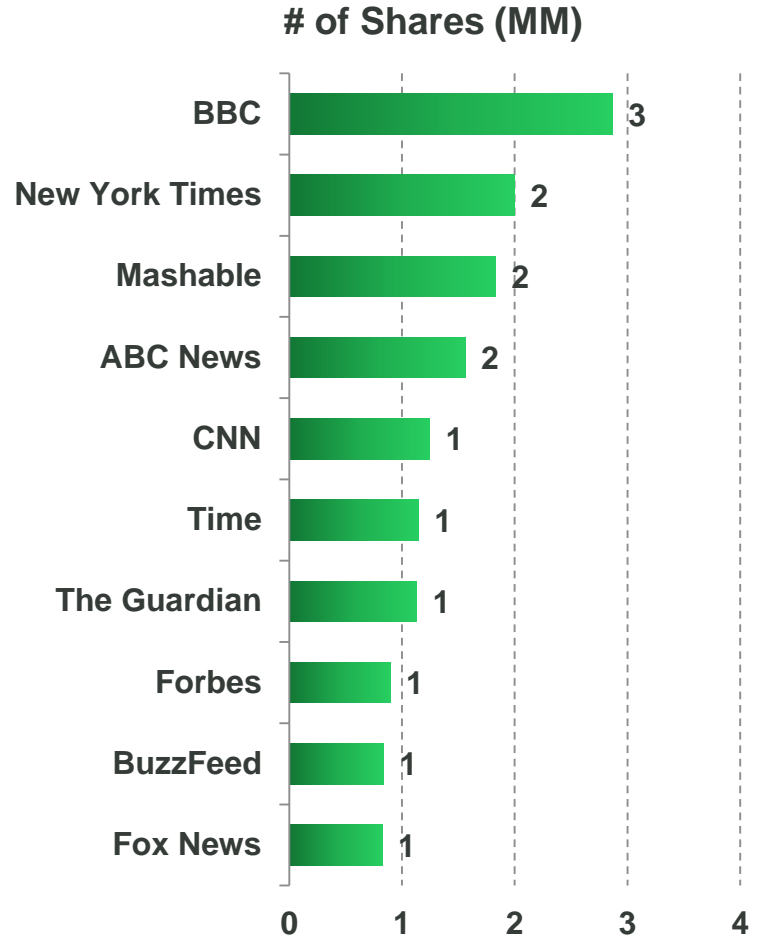
- **Social Media Traffic Referral Leaders =** Facebook / Pinterest / Twitter with estimated 21%, 7%, 1% of global referrals, per Shareaholic, 3/14.
- **Social Distribution Happens Quickly =** Average article reaches *half* total social referrals in 6.5 hours on Twitter, 9 hours on Facebook, per SimpleReach, 5/14.

Social News Content Leaders = BuzzFeed / Huffington Post / ABC News...

Top Facebook News Publishers, 4/14



Top Twitter News Publishers, 4/14



Re-Imagining Content + Content Delivery = BuzzFeed...

Lists / Quizzes / Explainers / Breaking / Video / Mobile

BuzzFeed

130MM+ Unique Visitors +3x Y/Y (5/14)
>50% Mobile, >75% Social, >50% age 18-34



**15 Things You Didn't Know
Your iPhone Could Do**
17MM+ views



**What State Do You Actually
Belong In?**
40MM+ views



**Why I Bought A House In
Detroit For \$500**
1.5MM+ views



**Photoshopping Real Women
Into Cover Models**
13MM+ video views

Re-Imagining Day-to-Day Activities

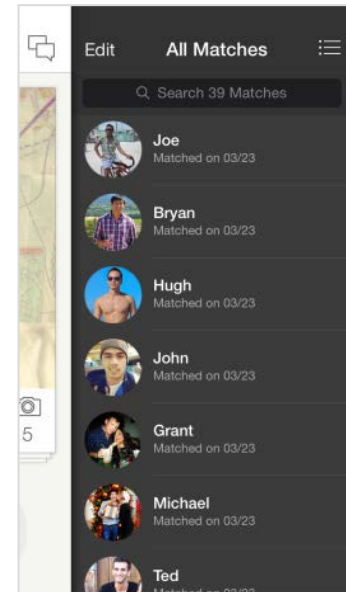
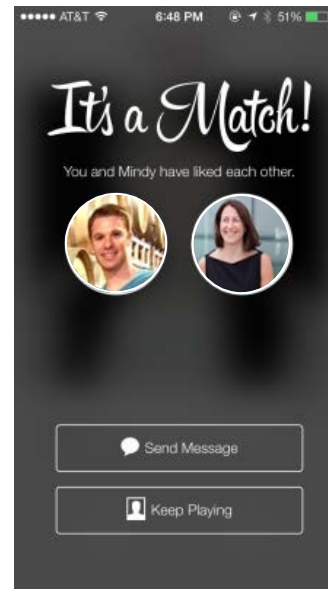
Re-Imagining How People Meet

**~70K Bars /
Nightclubs, USA**



Tinder

800MM Swipes per day, +21x Y/Y
11MM Matches per day, +21x Y/Y



Re-Imagining Local Services / Reputation = Leverage + Efficiency



6MM Guest Stays
550K Listings, +83% Y/Y

11x Ratio Guest Stays / Listings

Alibaba



231MM Buyers, +44% Y/Y
8MM Sellers

29x Ratio
**\$31K / Year Avg to Alibaba's China
Retail Marketplace Sellers**

39MM Meal Orders, +74% Y/Y
29K Restaurants, +3X Y/Y

1,367x Ratio
\$35K / Year Avg to Restaurants

Re-Imagining Grocery Shopping

>47% of Online Transactions Use 'Free-Shipping,' vs. 35% Five Years Ago...
Same-Day Local Delivery = Next Big Thing...



Instacart

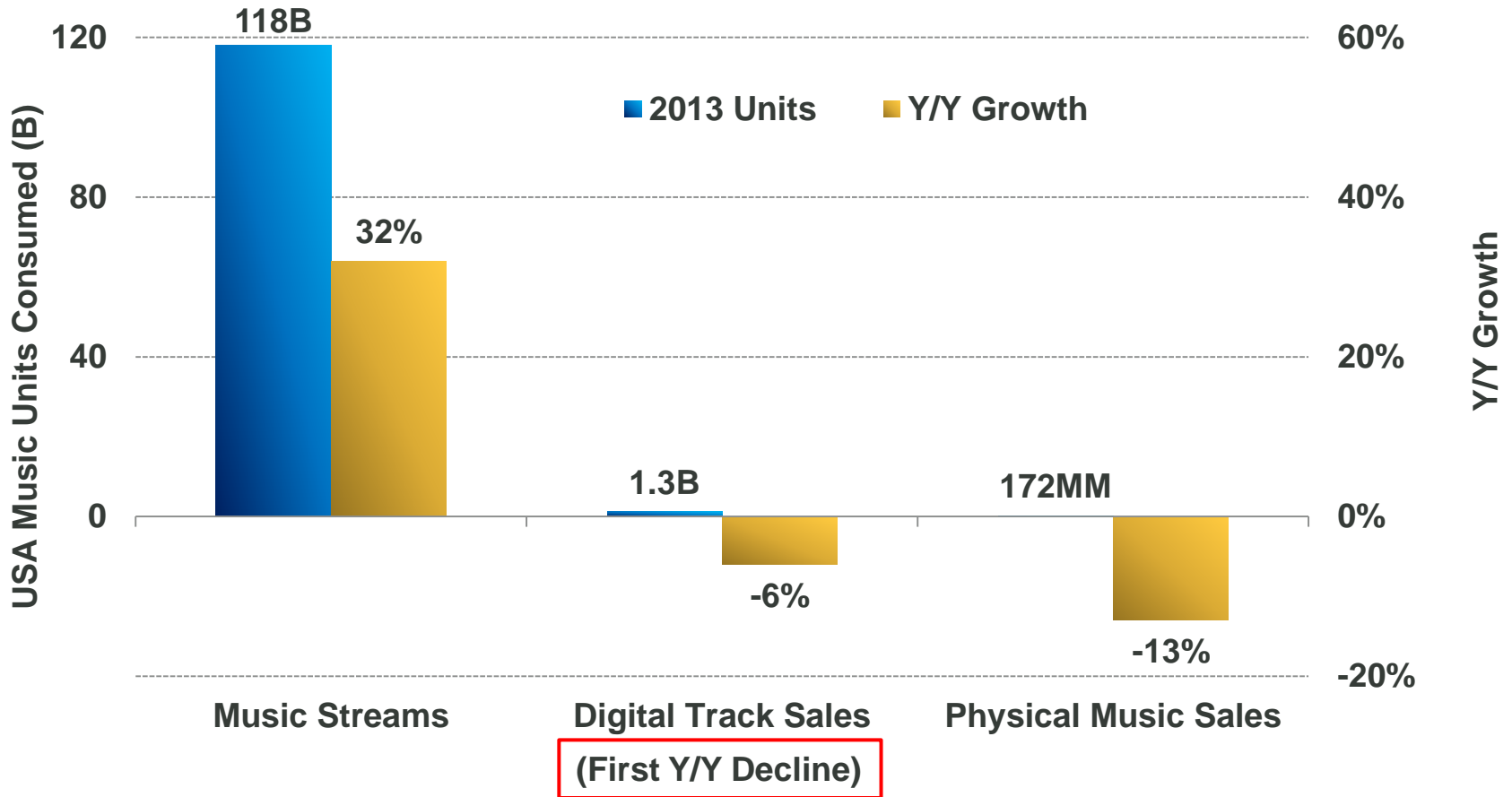


Amazon Fresh



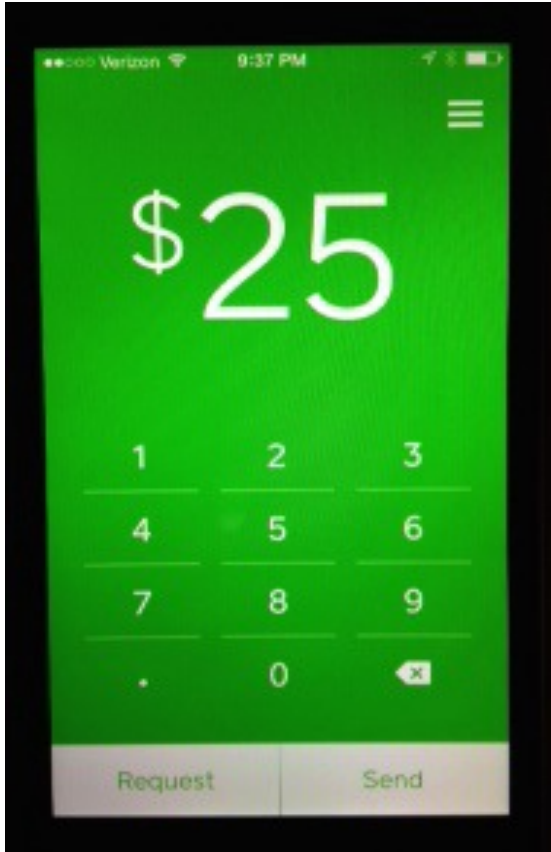
Re-Imagining Media (Music) Consumption = Streaming +32%, Digital Track Sales -6%

USA Music Consumption, 2013



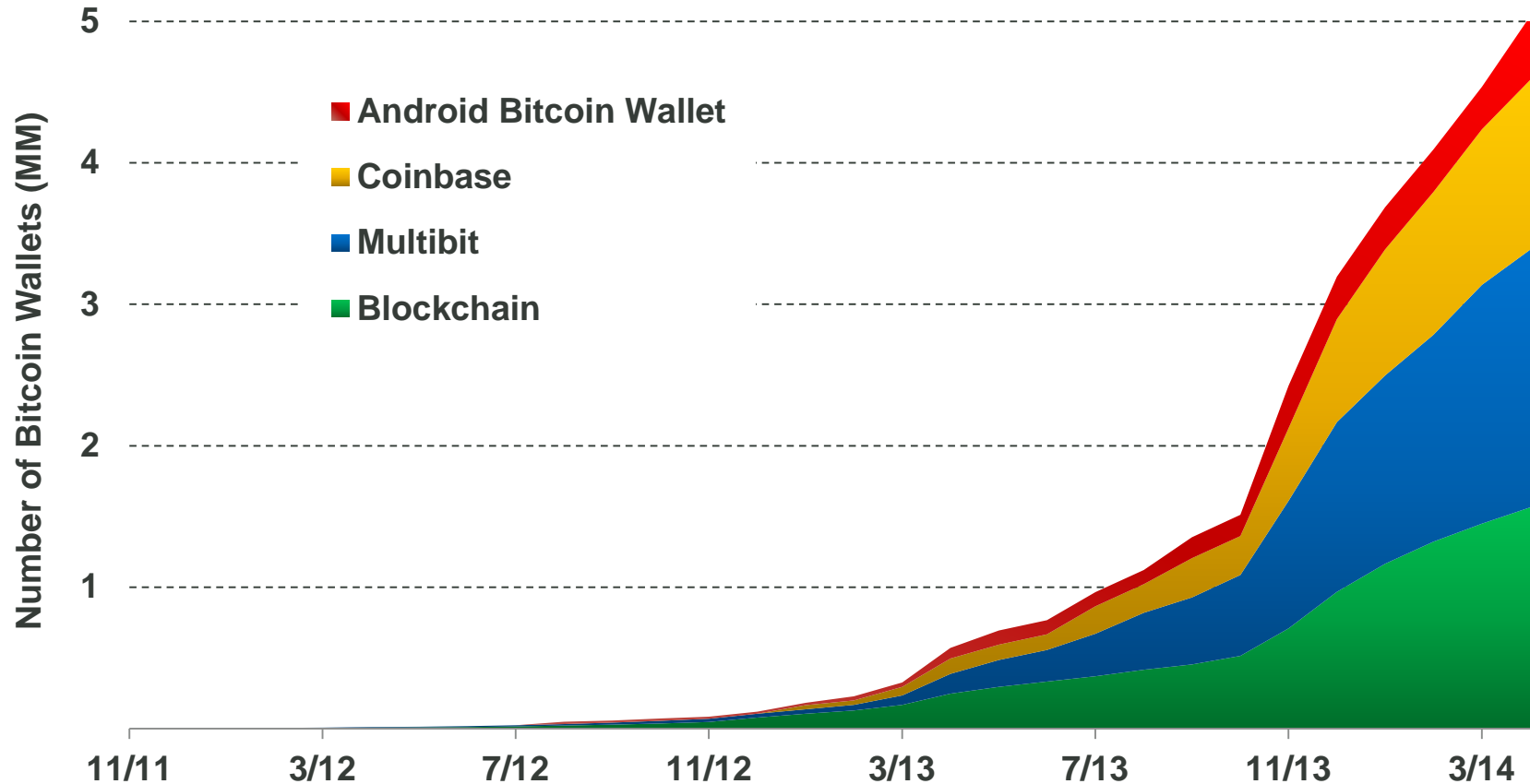
Re-Imagining Money

Re-Imagining Money



Fact that ~5MM Bitcoin Wallets (+8x Y/Y) Exist Proves Extraordinary Interest in Cryptocurrencies

Number of Bitcoin Wallets by Wallet Provider, 4/14



***Re-Imagining
an
Industry Vertical***

Internet Trifecta = Critical Mass of Content + Community + Commerce...

1) **Content** =

Provided by Consumers + Pros

2) **Community** =

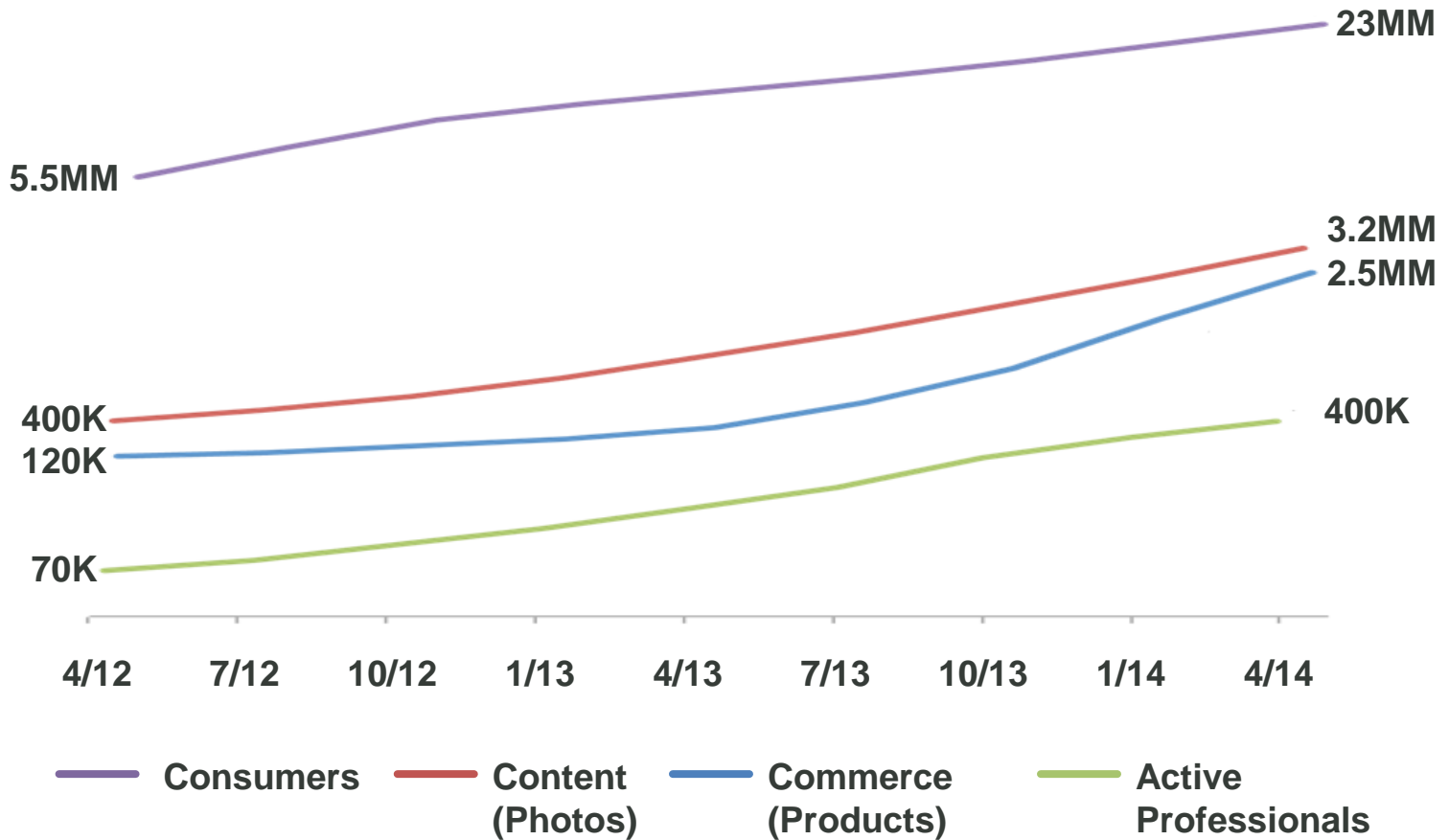
Context & Connectivity Created by & for Users

3) **Commerce** =

Products Tagged & Ingested for Seamless Purchase

...Internet Trifecta = Critical Mass of Content + Community + Commerce...

Houzz – Content (Photos) / Community (Professionals + Consumers) / Commerce (Products), 4/12 – 4/14



...Houzz = Ecosystem for Home Renovation & Design

Content



Inspiration - Photos

~3MM (+230% Y/Y)
World's largest photo database



Editorial - Guides / Articles

10K (+143%)
'Wikipedia' of home design



Homeowner's Workbook: How to Remodel Your Kitchen

9 steps to a kitchen remodel, from gathering design ideas through construction and final reveal

Rabekah Zaveloff
Interior Designer & Homeowner

Step 1: Think about what you need

This step is all about how you use your kitchen, and finding the layout and features that fit your household's needs. Get ideas from every resource possible, including Houzz guides and photos, showrooms, books, magazines and blogs.

Think about your priorities: how many people will be cooking and gathering here, and how they need to move around it. Do you need an island? Or can you work with your existing kitchen layout?

If you haven't already, start saving photos of kitchens with features that suit your style. Your collection can be organized and beautiful like a scrapbook or it can be flat with random, unorganized images. I actually prefer the latter, because I like to randomly stuff images into my folders and notebooks and go back to them later on for ideas.

How to Organize Your Ideas

Community



Services - Professionals

400K (+198%)
Portfolios & reviews

Wilson Kitchen and Bath

Interior Designers

4.8 (10 reviews)

100+ Projects



Discussions

800K (+225%)
Pro & homeowner support / advice

Really struggling with this small dining room!

Barbara

March 9, 2014 in Design Ideas

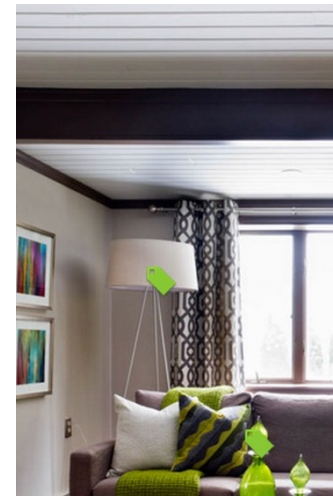
I am starting a new thread with updated pictures for more advice. I wish I could rework in my home. I want the dining room to be generous and serene. Just beautiful but I have to stick to the floor. Pretty much everything in this room is new so it can be returned outside of the chamber. The table doesn't have much time if it returns. I think maybe a new light and possibly the rug. Can you help me?

Commerce



Products

2.5MM (+590%)
Discover & purchase



***Biggest
Re-Imagination of All =***

***People Enabled With
Mobile Devices + Sensors
Uploading Troves of
Findable & Sharable Data***

More Data + More Transparency = More Patterns & More Complexity

Transparency

Instant sharing / communication of many things has potential to make world better / safer place but potential impact to personal privacy will remain on-going challenge...

Patterns

Mining rising volume of data has potential to yield patterns that help solve basic / previously unsolvable problems but create new challenges related to individual rights...

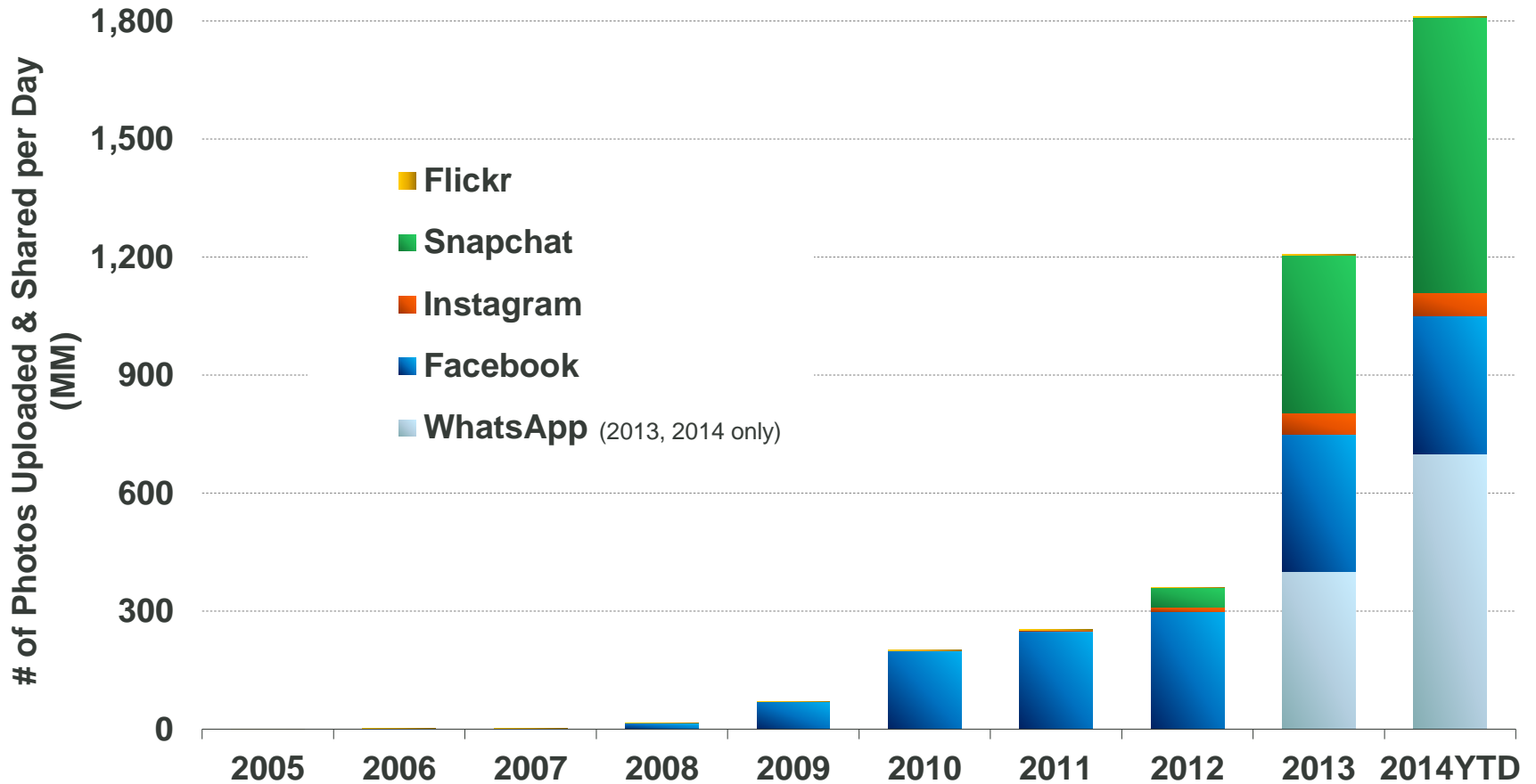
Big Data Trends

- 1) Uploadable / Findable / Sharable / Real-Time Data Rising Rapidly
- 2) Sensor Use Rising Rapidly
- 3) Processing Costs Falling Rapidly...While The Cloud Rises
- 4) Beautiful New User Interfaces – Aided by Data-Generating Consumers – Helping Make Data Usable / Useful...
- 5) Data Mining / Analytics Tools Improving & Helping Find Patterns
- 6) Early Emergence of Data / Pattern-Driven Problem Solving

*Uploadable / Sharable / Findable
Real-Time Data Rising Rapidly*

Photos Alone = 1.8B+ Uploaded & Shared Per Day... Growth Remains Robust as New Real-Time Platforms Emerge

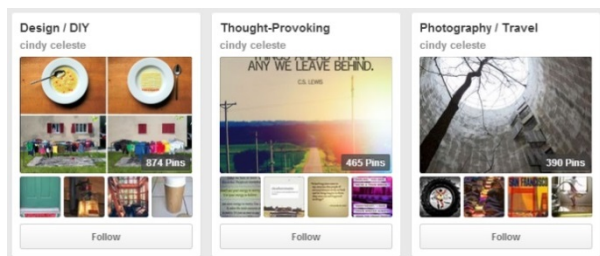
Daily Number of Photos Uploaded & Shared on Select Platforms, 2005 – 2014YTD



Uploadable / Sharable / Findable – Mojo Update

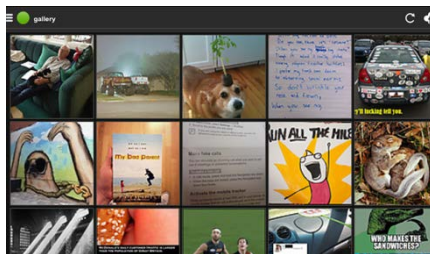
Pinterest

- 750MM+ cumulative Boards (4/14)
- 30B+ cumulative Pins
- +50% Pin growth vs. 10/13



IMGUR

- 130MM MAUs (3/14)
- 3B page views per month
- 1.5MM images uploaded & 1.3B images viewed per day



Fitbit

- 47B → 2.4T steps (2011 → 2013)... Distance = Earth to Saturn



MyFitnessPal

- 65MM registered users (+50% Y/Y, 5/14)
- 100MM+ pounds lost by users since inception



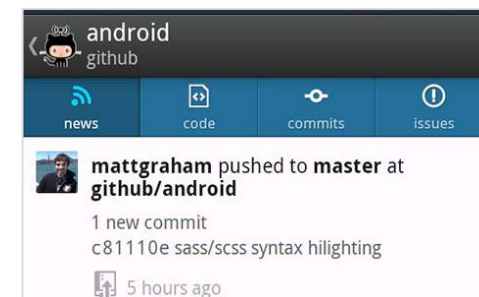
Eventbrite

- \$1B gross ticket sales in 2013 (+60% Y/Y)
- 58MM tickets sold (+61% Y/Y)
- 1MM events in 187 countries



Github

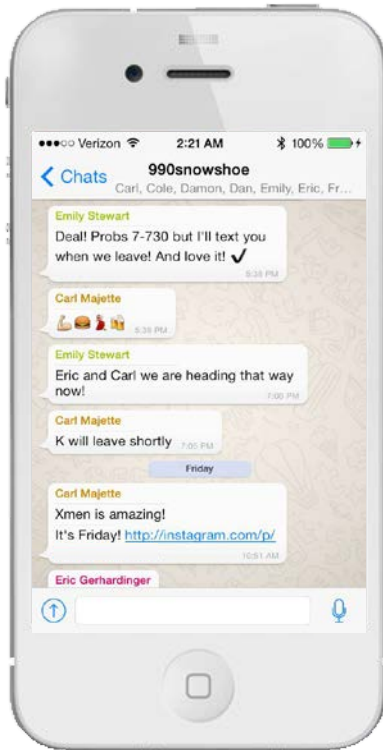
- 13MM repositories in 2013 (+100% Y/Y)
- 10K users added per weekday



Uploadable / Sharable / Not Findable* – Mojo Update

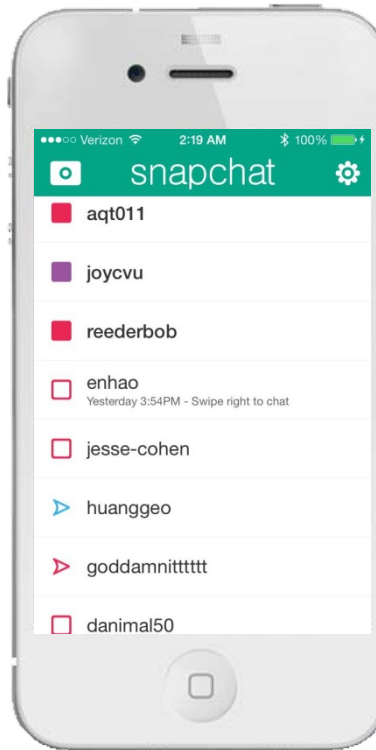
WhatsApp

- 50B messages sent per day (2/14)
- 700MM photos per day (4/14)
- 100MM videos per day



Snapchat

- 700MM+ snaps shared per day (4/14)
- 500MM stories viewed per day



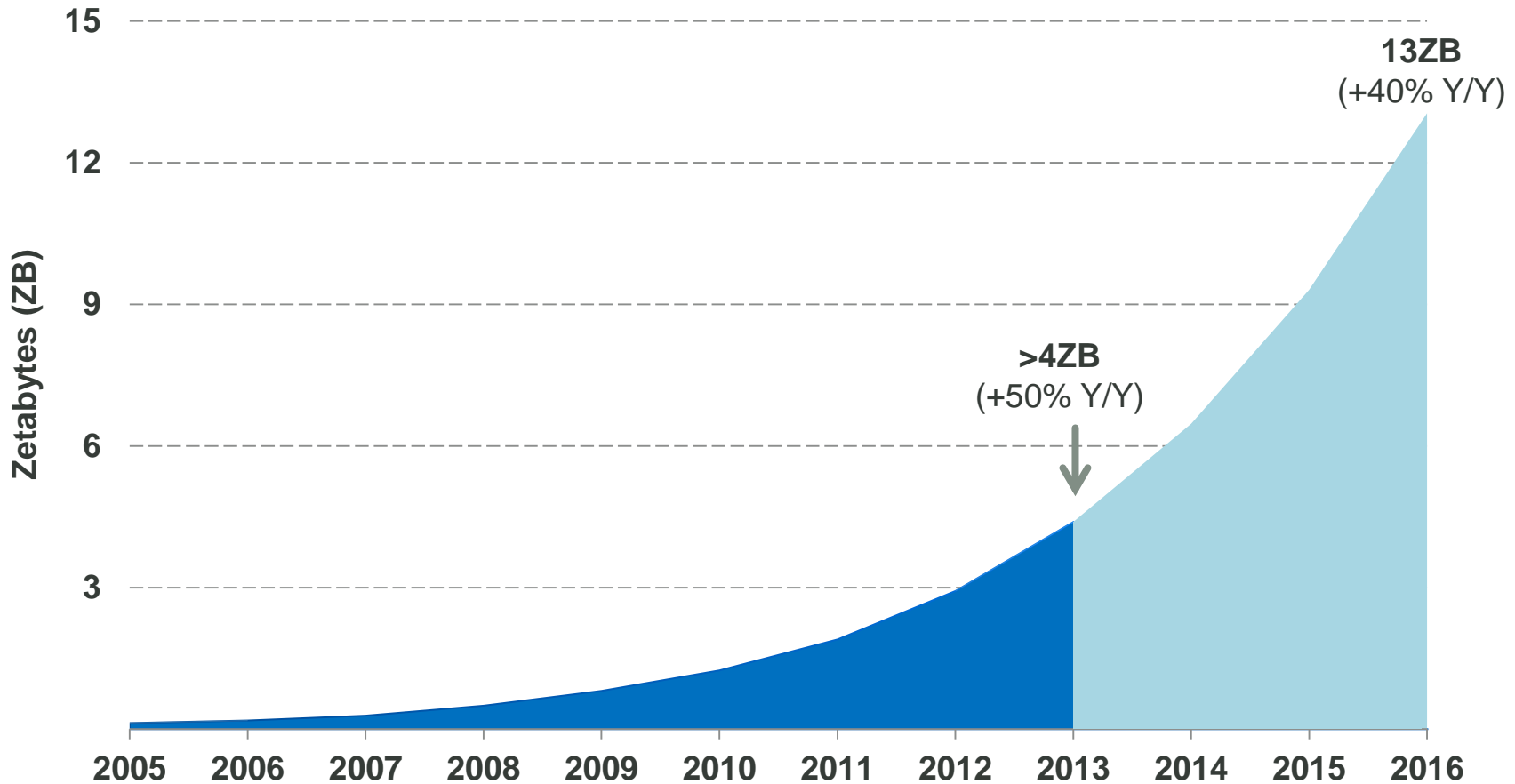
Tinder

- 800MM swipes per day (+21x Y/Y, 5/14)
- 11MM matches per day (+21x Y/Y)



'Digital Universe' Information Growth = Robust... +50%, 2013

2/3rd's of Digital Universe Content = Consumed / Created by Consumers
...Video Watching, Social Media Usage, Image Sharing...



*Sensor Use
Rising Rapidly*

Sensors = Big / Broad Business, Rapid Growth, Rising Proliferation *IN* Devices...

Apple

iPhone (2007)
3 Sensors



iPhone 5s (2013)
5 Sensors



- Accelerometer / proximity / ambient light

- 3-axis gyro / fingerprint / accelerometer / proximity / ambient light

Samsung

Galaxy S (2010)
3 Sensors



Galaxy S5 (2014)
10 Sensors

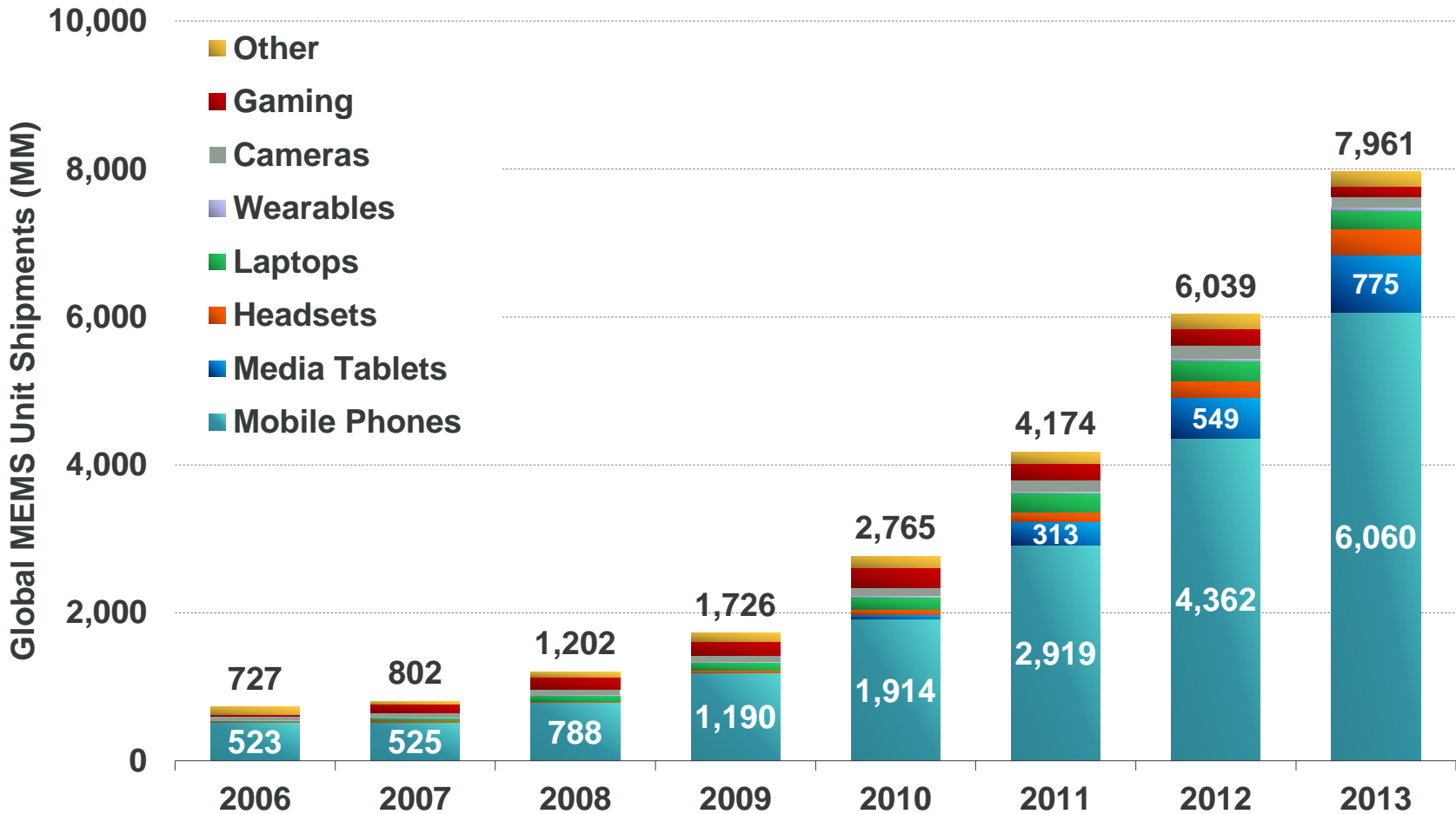


- Accelerometer / proximity / compass

- Gyro / fingerprint / barometer / hall (recognizes whether cover is open/closed) / RGB ambient light / gesture / heart rate / accelerometer / proximity / compass

...Sensors = Big / Broad Business (+32% Y/Y to 8B) Rising Proliferation OF Devices

Global MEMS Unit Shipments by Consumer Electronics Device, 2006 – 2013

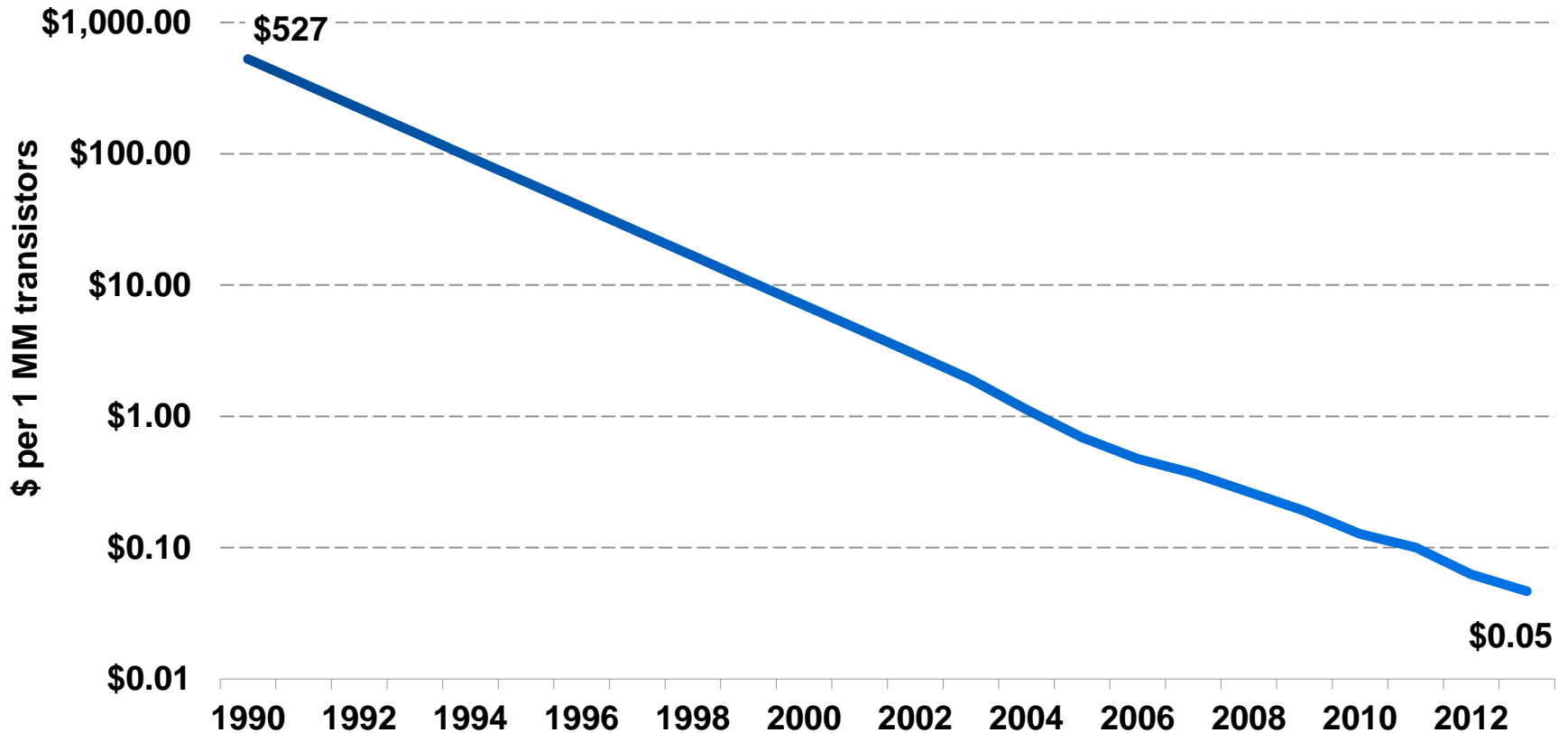


*Processing Costs Falling Rapidly...
While The Cloud + Accessibility Rise*

Compute Costs Declining = 33% Annually, 1990-2013...

Decreasing cost / performance curve enables computational power @ core of digital infrastructure...

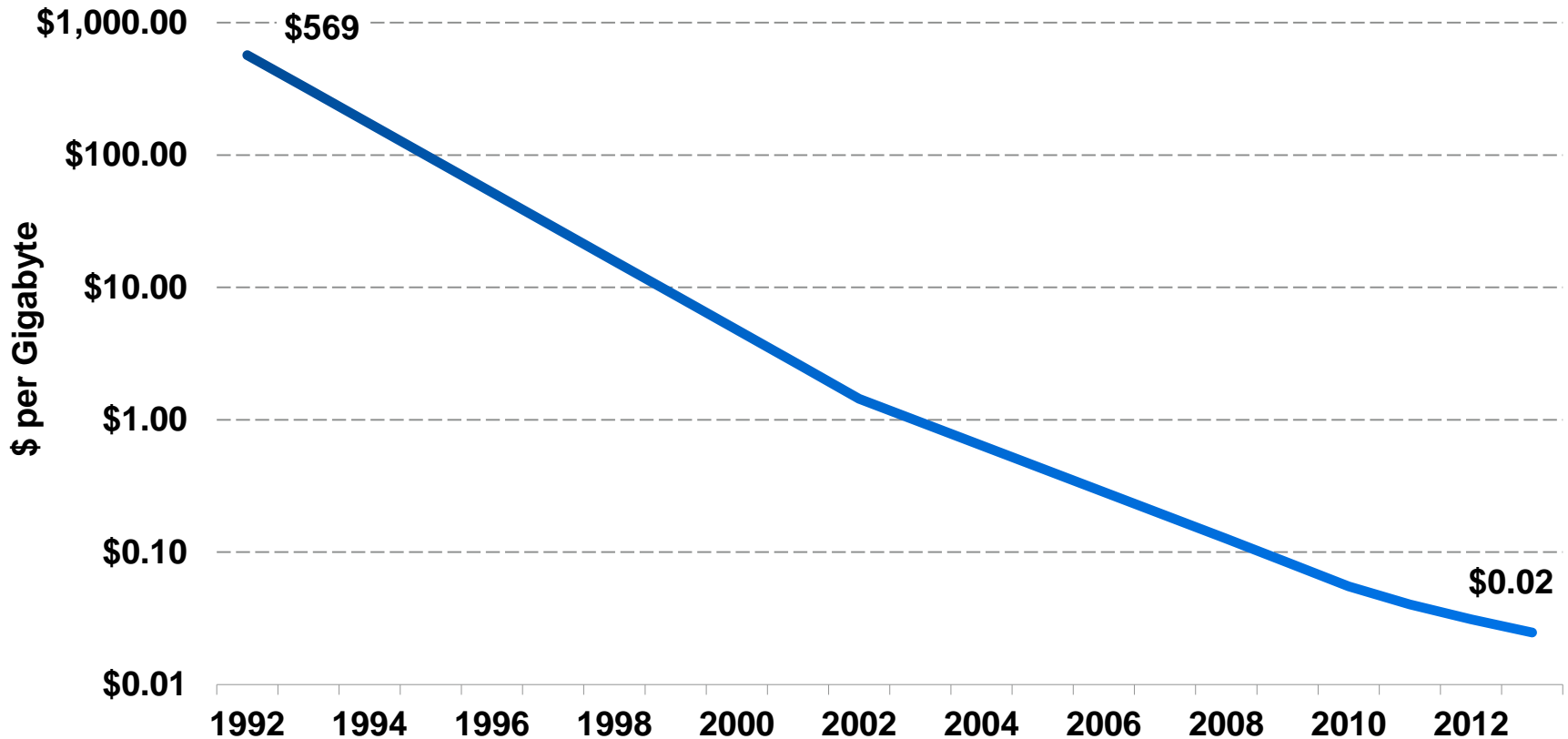
Global Compute Cost Trends



...Storage Costs Declining = 38% Annually, 1992-2013...

Decreasing cost / performance of digital storage enables creation of more / richer digital information...

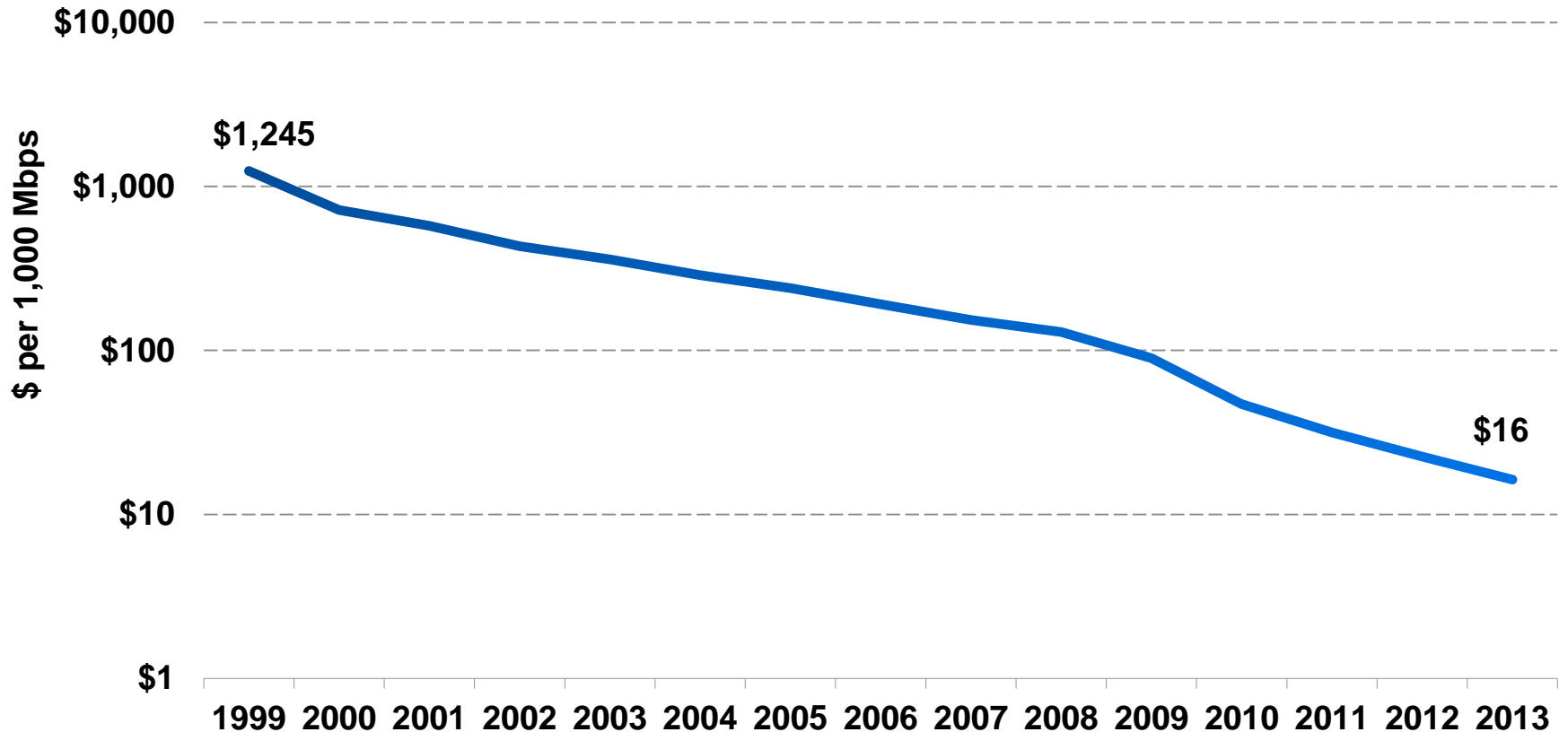
Global Storage Cost Trends



...Bandwidth Costs Declining = 27% Annually, 1999-2013...

Declining cost / performance of bandwidth enables faster collection & transfer of data to facilitate richer connections / interactions...

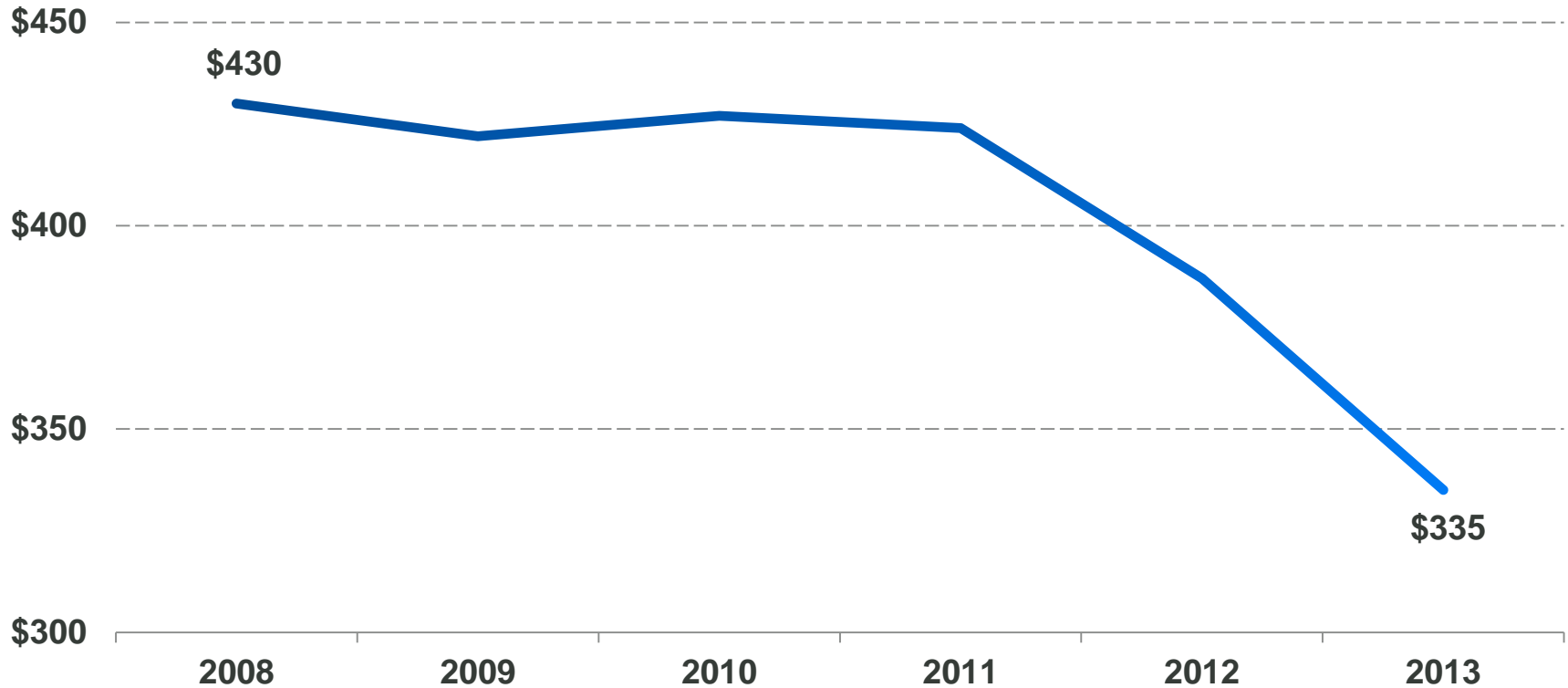
Global Bandwidth Cost Trends



...Smartphone Costs Declining = 5% Annually, 2008-2013

*Smartphone prices continue to decline,
increasing availability to masses...*

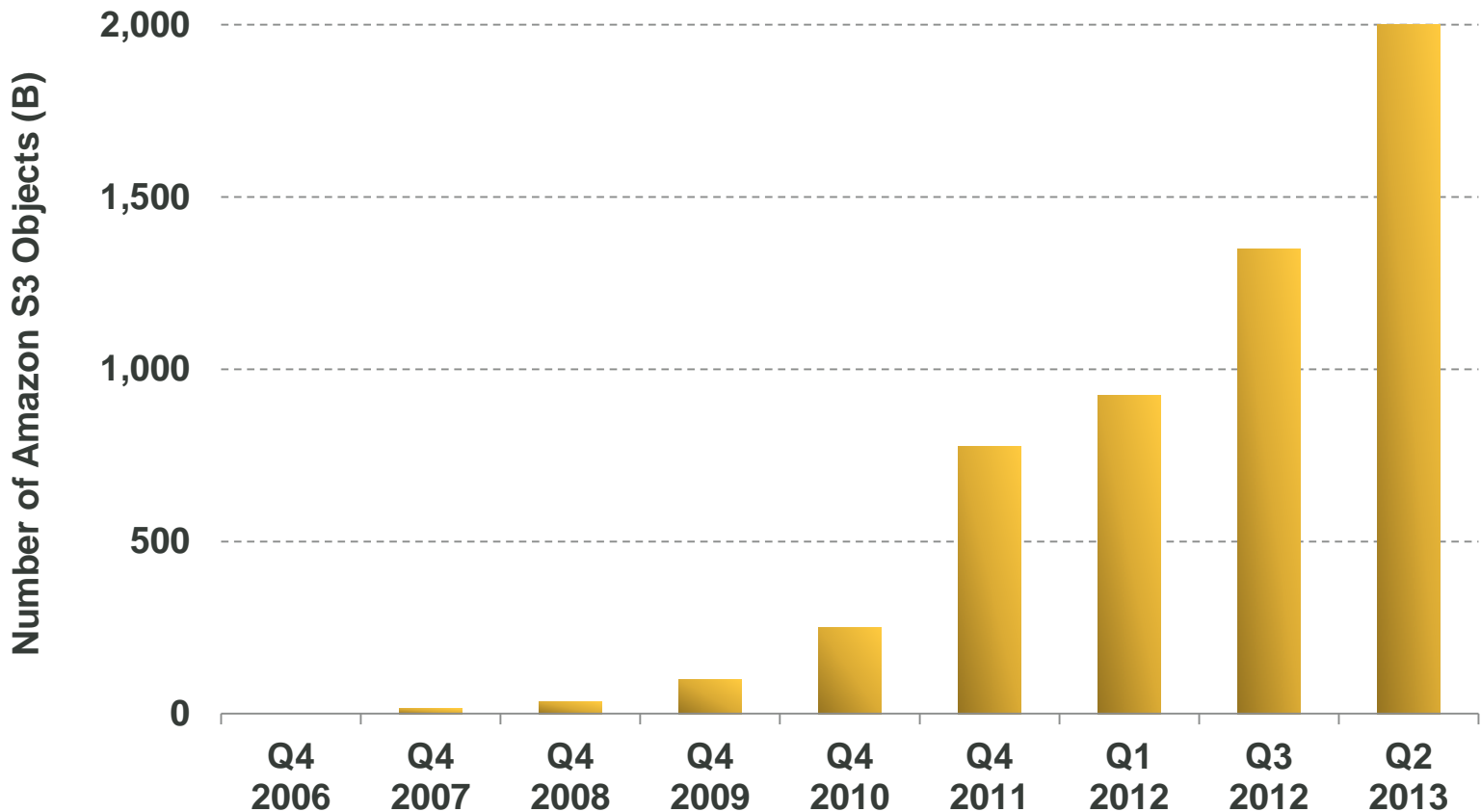
Average Global Smartphone Pricing Trends



...While The Cloud Rises

Amazon Web Services (AWS) Leading Cloud Charge...

Objects Stored in Amazon S3* (B)



Beautiful New User Interfaces
– *Aided by Data-Generating Consumers* –
Helping Make Data Usable / Useful...

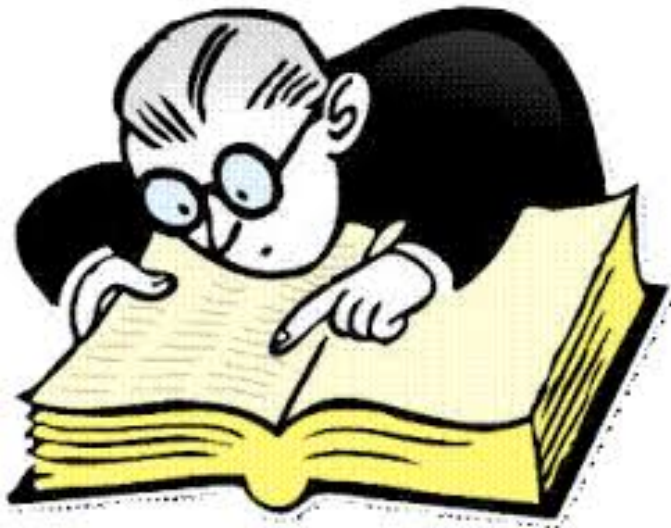
...Challenging Non-Cloud Business Models

*Startups – Often Helped by Crowdsourcing –
Often Don't Have Same Challenges with
Error-Prone Legacy Data*

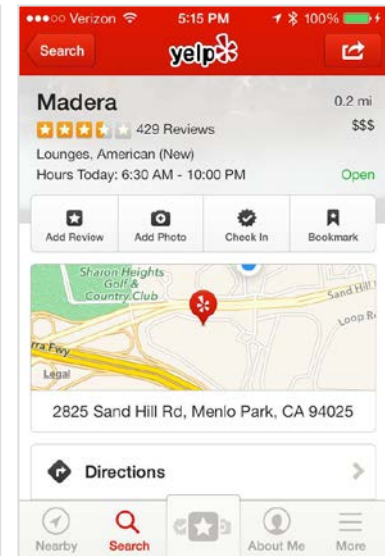
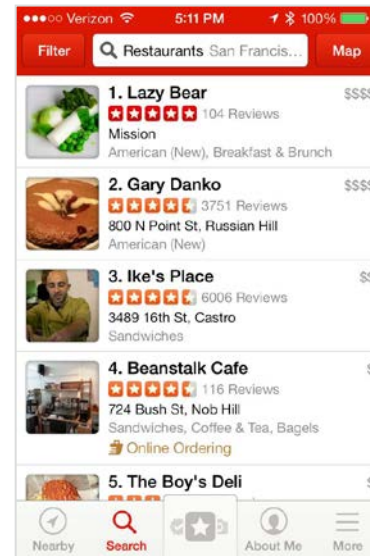
*New Companies
– With New Data from New Device Types –
Doing Old Things in New Ways &
Growing Super Fast*

Re-Imagining User Interfaces – Finding a Local Business

Yellow Pages



Yelp

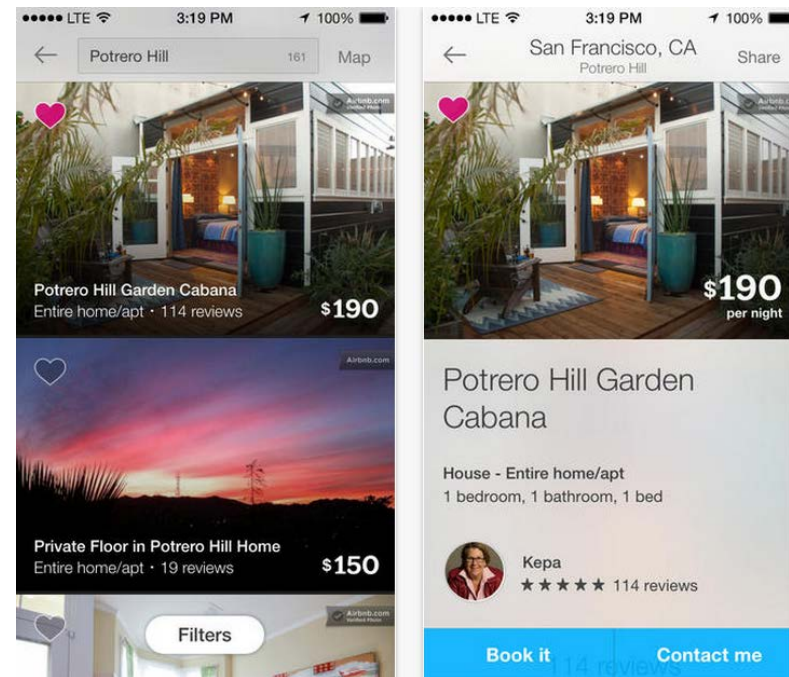


Re-Imagining User Interfaces – Finding a Place to Stay

Booking Hotel Room



Airbnb

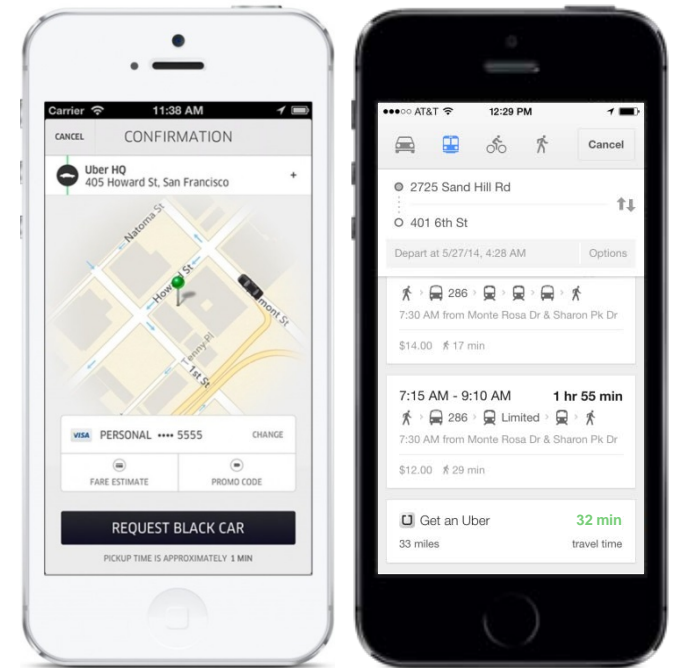


Re-Imagining User Interfaces – Organized Logistics / People Moving

Hailing Cab



Uber

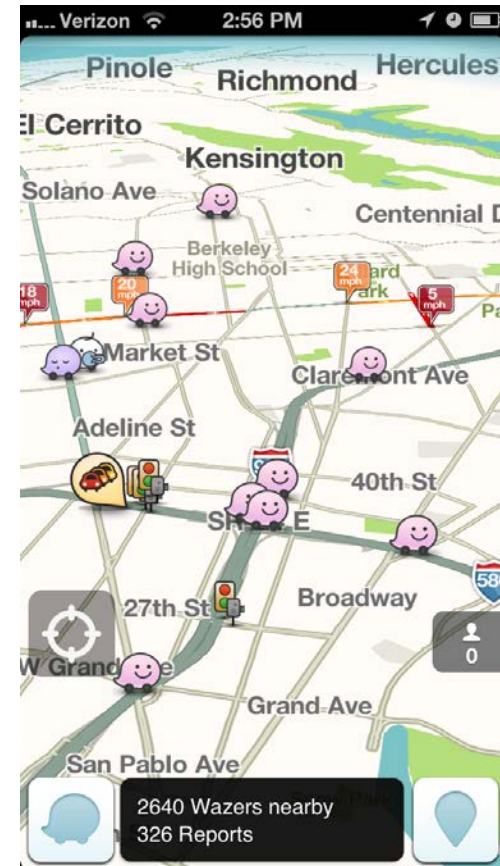


Re-Imagining User Interfaces – Managing Traffic With Crowdsourcing

Driving in Traffic



Waze

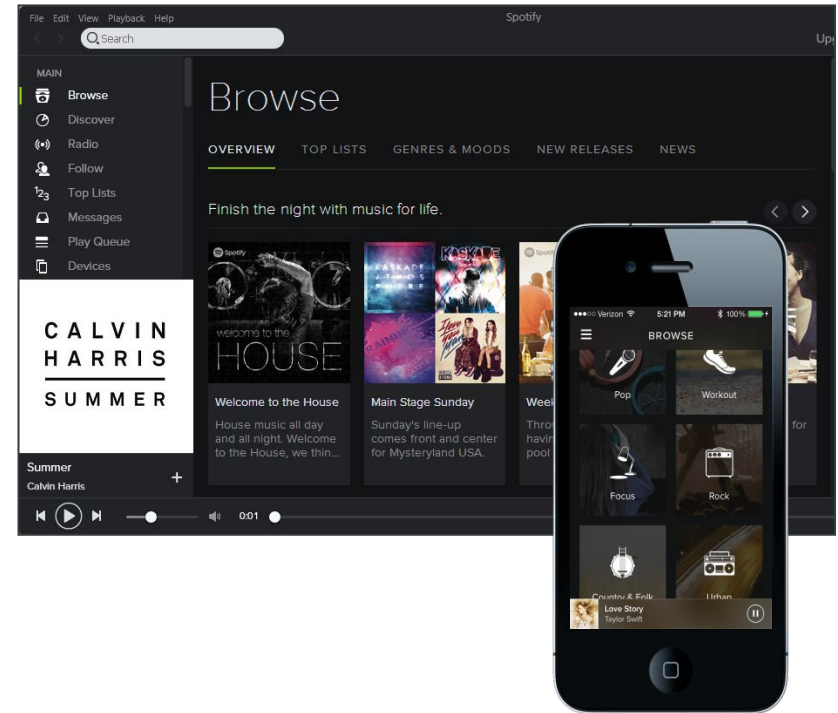


Re-Imagining User Interfaces – Finding Music

Satellite Radio



Spotify



Re-Imagining User Interfaces – Finding Video With Voice

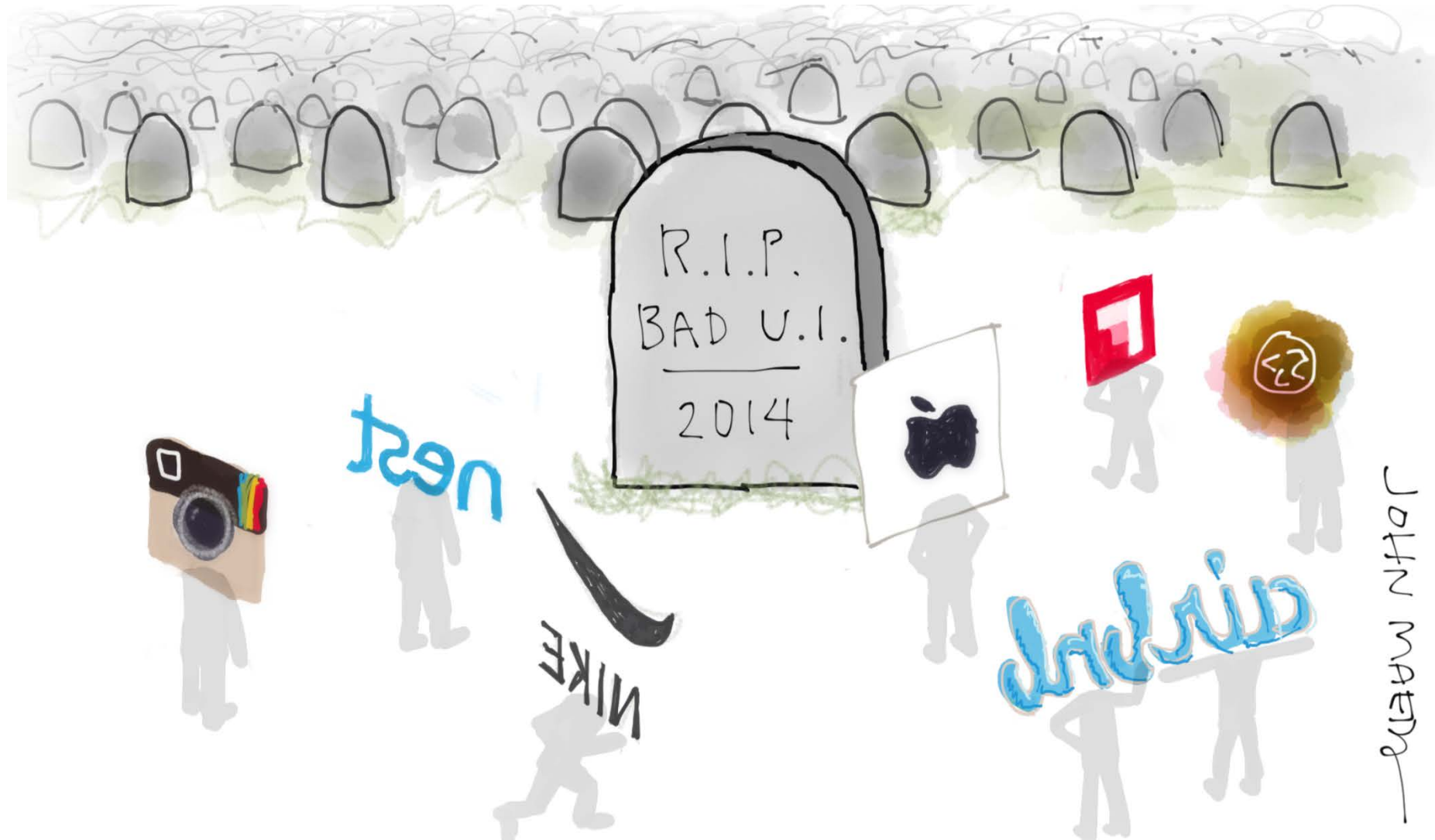
TV Remote Control



Amazon Fire TV



R.I.P. Bad User Interfaces



Data Mining / Analytics Tools
Improving & Helping Find Patterns

34% (& Rising) of Data in 'Digital Universe' = Useful but Only 7% Tagged...1% Analyzed

Significant Portion (34%) of IDC Digital Universe Data = Useful –

Derived from embedded systems / data processing / social media / photos / sounds...

Small Portion (7%) Data = Tagged –

Fastest growing segment of valuable data comes from Internet of Things (IoT) – billions of sensors / intelligence systems capturing / sending data, increasingly in real-time...

Immaterial Portion (1%) Data = Analyzed –

Newer tech companies are making it easier to understand / make use of increasing amount of data...

Data Mining / Analytics Tools that Mine / Organize Data = Playing Catch Up to Demand & Growing Fast

Jawbone

Health Wearable

- 100MM nights of sleep logged = 27K years
- 50B activity data points crunched per week
- 1MM personalized insights per week



Dropcam

Home Monitoring

- ~100B video frames processed per hour
- +300% Y/Y revenue growth, 2013



Netflix

Media Personalization / Discovery

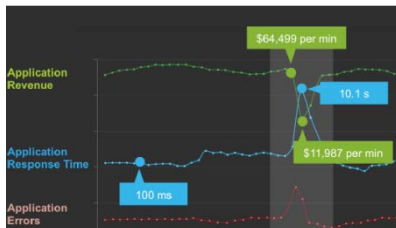
- Terabytes of user data analyzed to generate personalized media recommendations
- 44MM subscribers (+25% Y/Y, 2013)



AppDynamics

App Performance Monitoring

- 500B Web / mobile transactions instrumented / tracked
- 1.4MM hours saved waiting on apps
- 1,200 enterprise customers



SnapLogic

Cloud Integration / Data Transmission

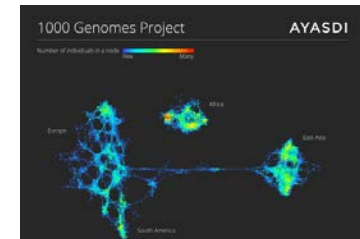
- 500MM+ machine / device scans integrated per day
- 160+ data / cloud connectors on SnapStore
- +128% Y/Y subscription revenue, 2013



Ayasdi

Automated Insight Discovery

- Auto extracts business insights from datasets with 1MM+ features
- 120K hours saved of manual data analysis in 2013
- +451% Y/Y bookings growth, 2013



*Early Emergence of
Data / Pattern-Driven
Problem Solving*

Big Data = Being Used to Solve Big Problems

Google Voice Search

Voice Recognition

- Uses neural nets to reduce speech recognition errors by 25%
- Used by 1/6 of Google's U.S. mobile users



Nest

Energy

- 2B+ Kilowatt hours (kWh) of energy saved since 2011*
- Reduces heating / cooling costs up to 20%...an estimated annual savings of \$173 per thermostat



Zephyr Health

Healthcare & Life Sciences

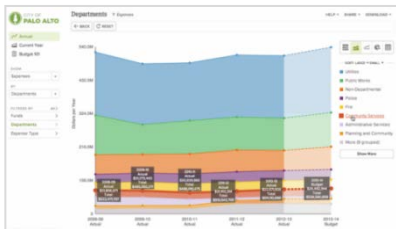
- Hundreds of millions healthcare data points ingested / organized (+192% Q/Q, Q3:13)
- 3,500+ independent life sciences sources used daily (+159% Q/Q & accelerating), spanning all major disease areas
- +111% Y/Y contracted revenue growth, 2013



OpenGov

Government Financials

- Compiles data of 37K US governments
- Real-time queries across millions of rows of transactions
- Adding new paying government customer every 4 days (& accelerating)



Automatic

Connected Car

- Collects / analyzes hundreds of millions of data points daily
- Provides personalized feedback to drivers, saving up to 30% in fuel costs
- Discovered driving over 70 MPH saves <5% time, but wastes \$550 gas / year



Wealthfront

Investment Management

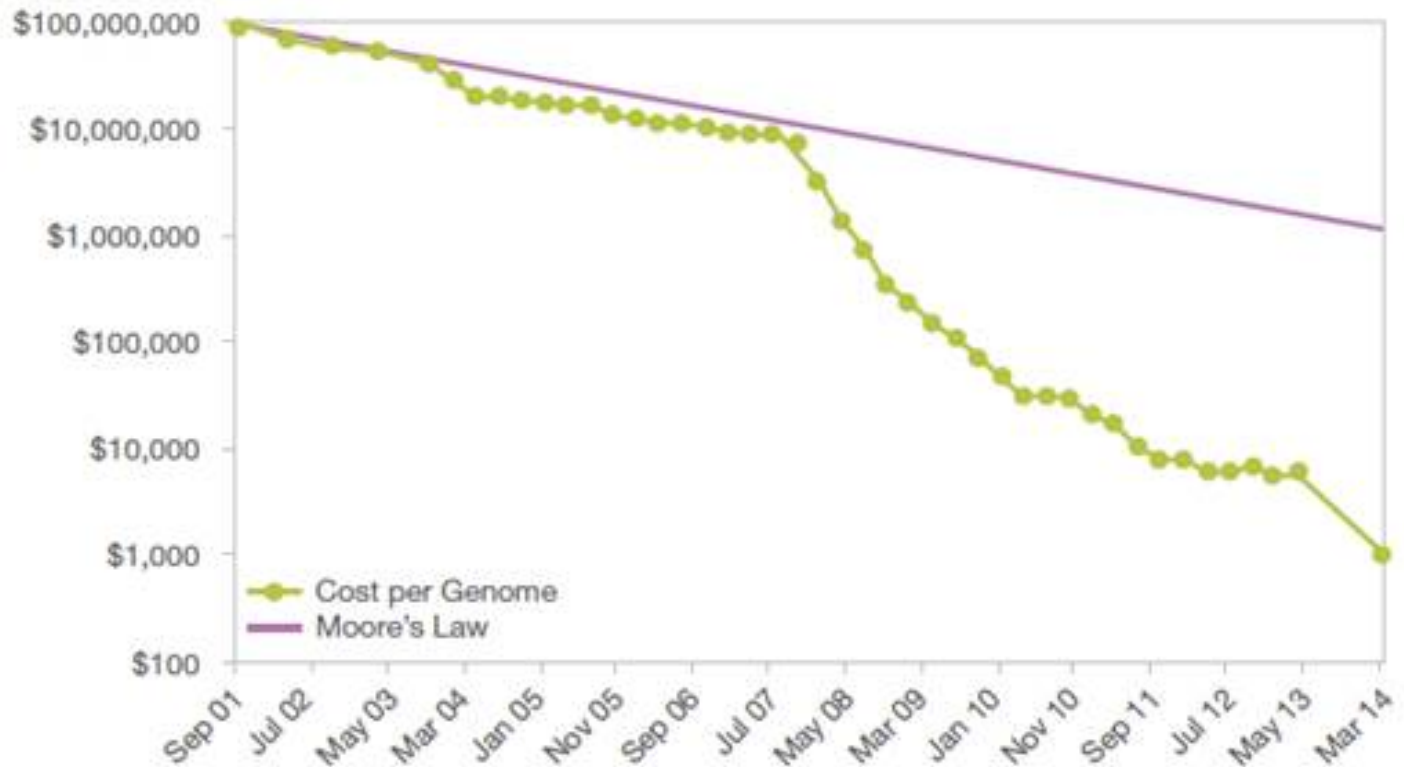
- +4.6% return vs. average mutual fund**
- 200K risk questionnaires completed
- 650K free trades, saving clients \$5MM+
- 10K+ clients
- \$800MM+ AUM, +700% since 1/13



Cost / Time to Sequence Genome Down to \$1,000 / 24 Hours – Treasure Trove of Patterns Will Rise Rapidly

*Accurate diagnosis is foundation for choosing right treatments for patients & clinical lab tests provide critical information health care providers use in ~70% of decisions**

*Genetic & genomic testing can be at heart of a new paradigm of [precision] medicine that is evidence-based & rooted in quantitative science***



***Biggest
Re-Imagination of All =***

***People Enabled With
Mobile Devices + Sensors
Uploading Troves of
Findable & Sharable Data =***

Still Early & Evolving Rapidly

**SCREEN + VIDEO GROWTH =
STILL EARLY INNINGS**

Future of TV – Reed Hastings (Netflix CEO / Founder)

- 1) *Screens Proliferating*
- 2) *[Traditional] Remote Controls Disappearing*
- 3) *Apps Replacing Channels*
- 4) *Internet TV Replacing Linear TV*

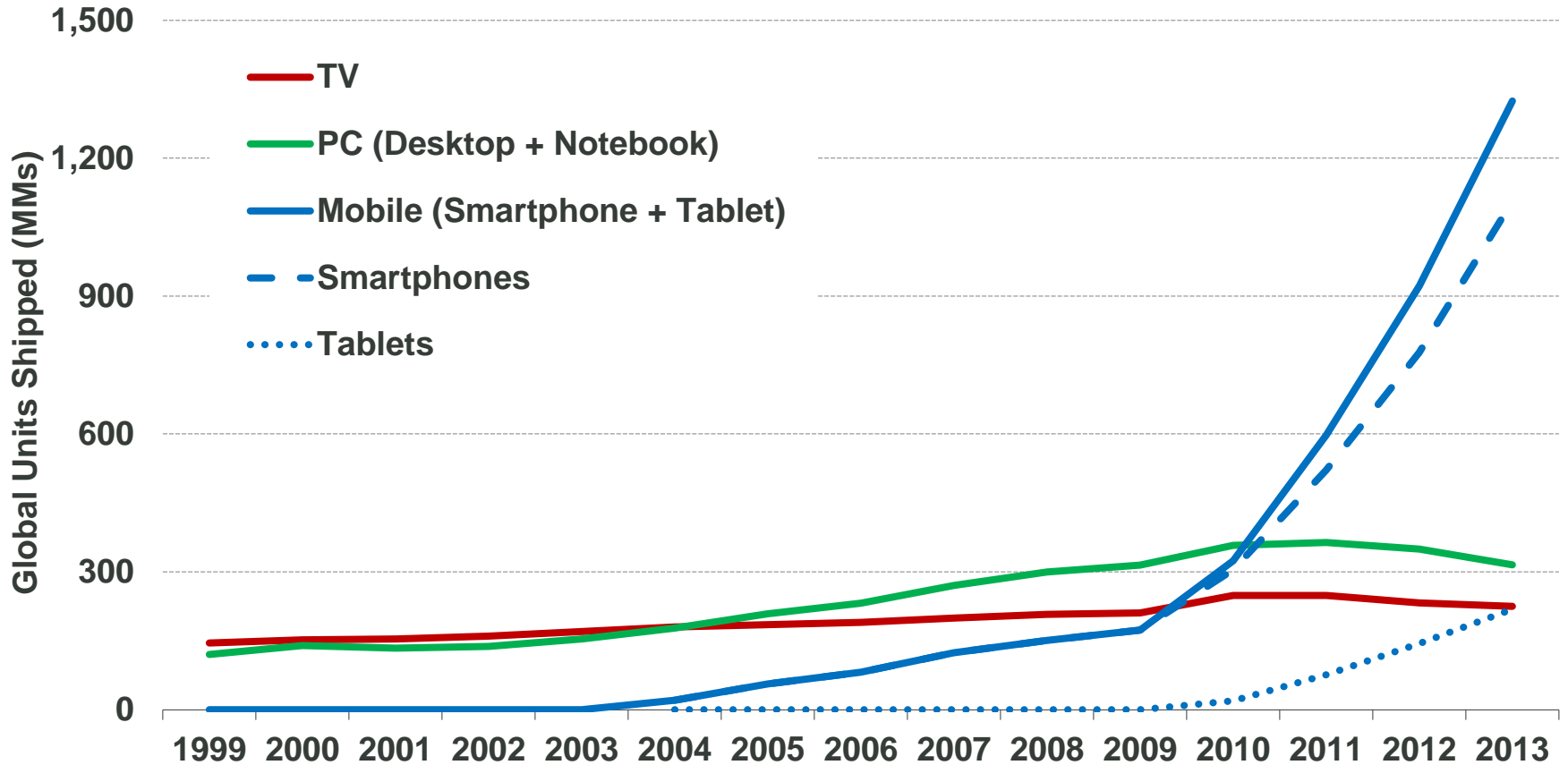
Screens Proliferating

Screens Today = You Screen...I Screen...We All Screen



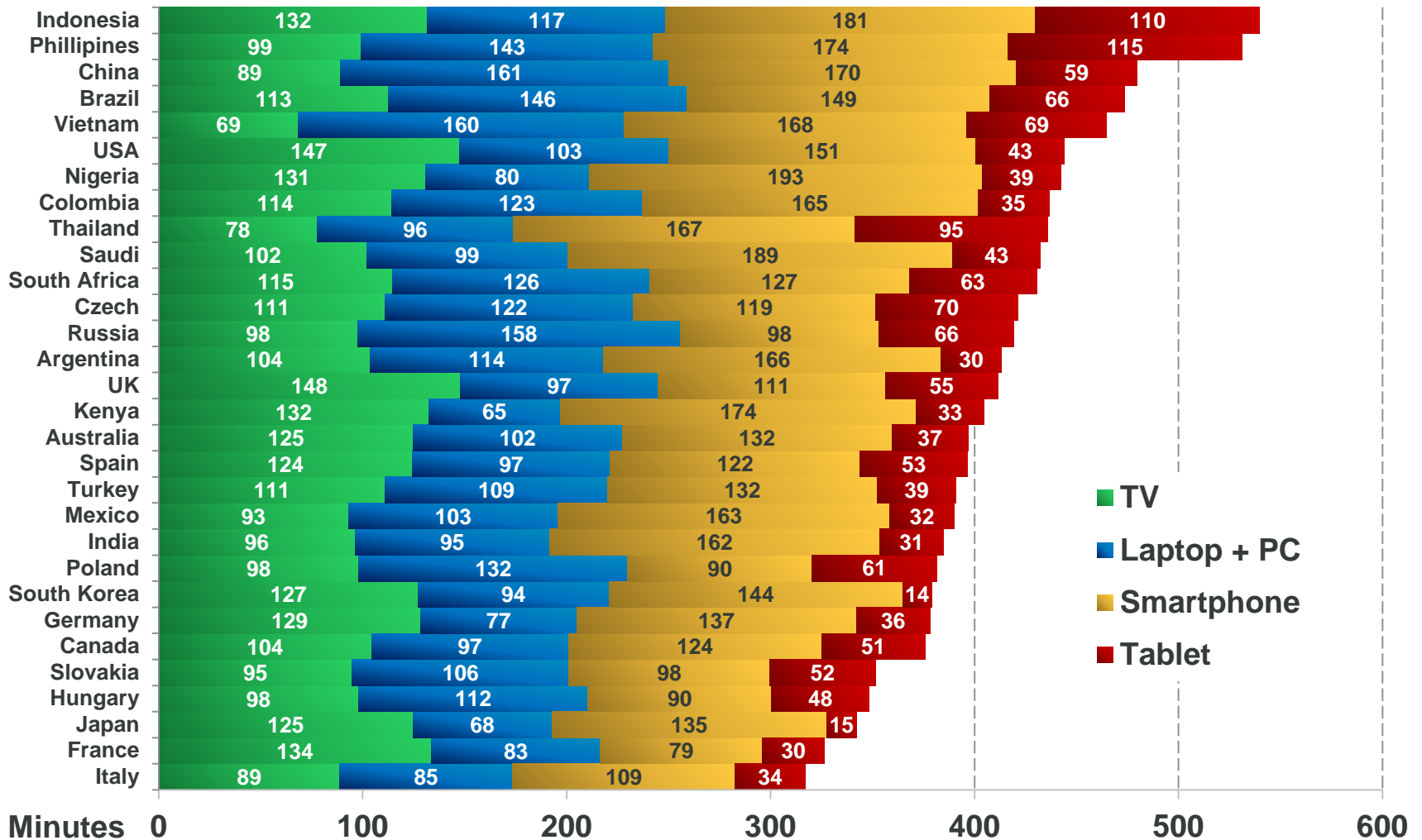
Mobile (Smartphone + Tablet) Shipments = 4-5x Unit Volume of TV & PC...Just 10 Years Since Inception

Global TV vs. PC (Desktop + Notebook) vs. Mobile (Smartphone + Tablet) Shipments, 1999 – 2013



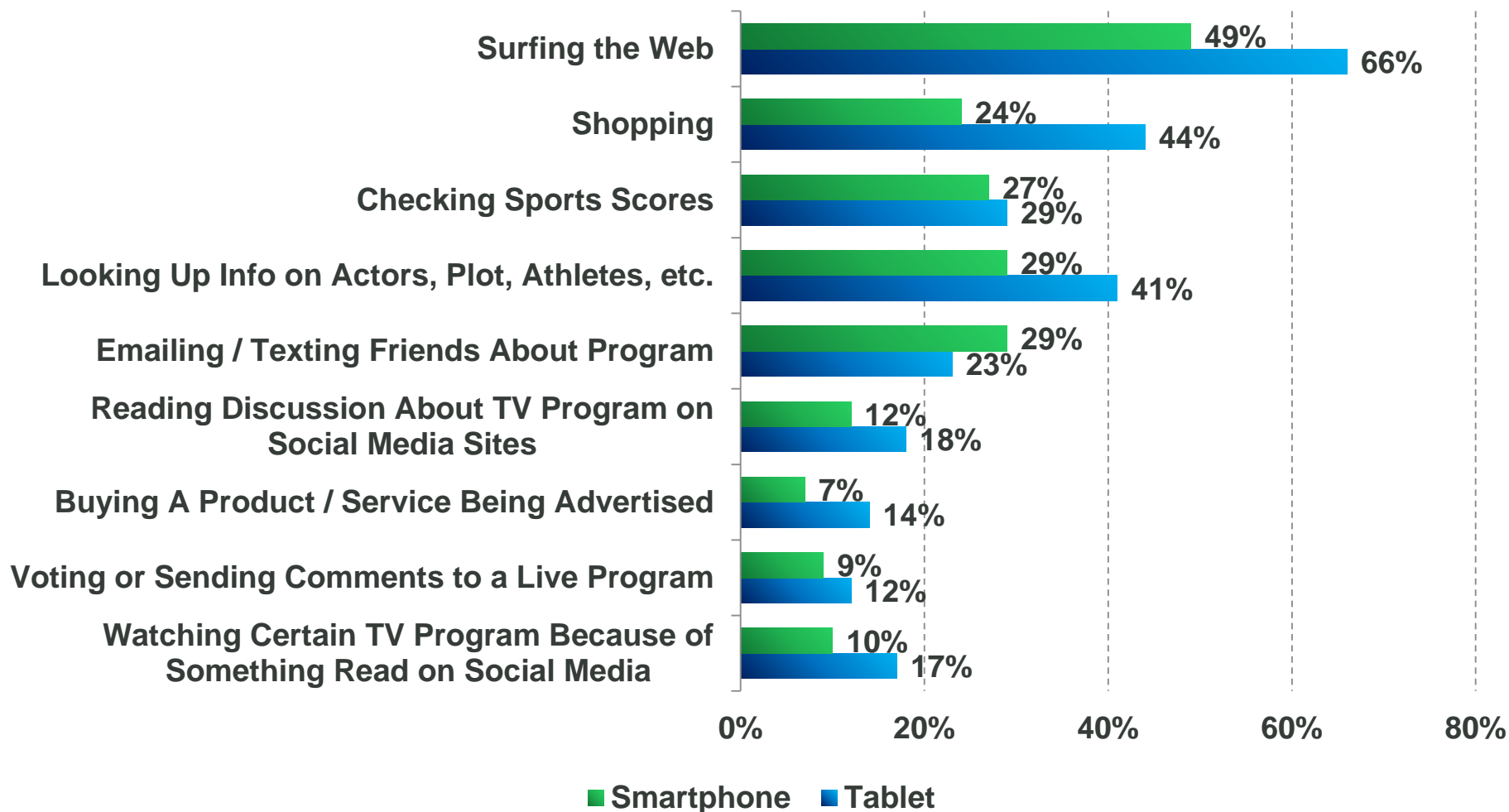
Smartphones = Most Viewed / Used Medium in Many Countries, 2014

Daily Distribution of Screen Minutes Across Countries (Mins)



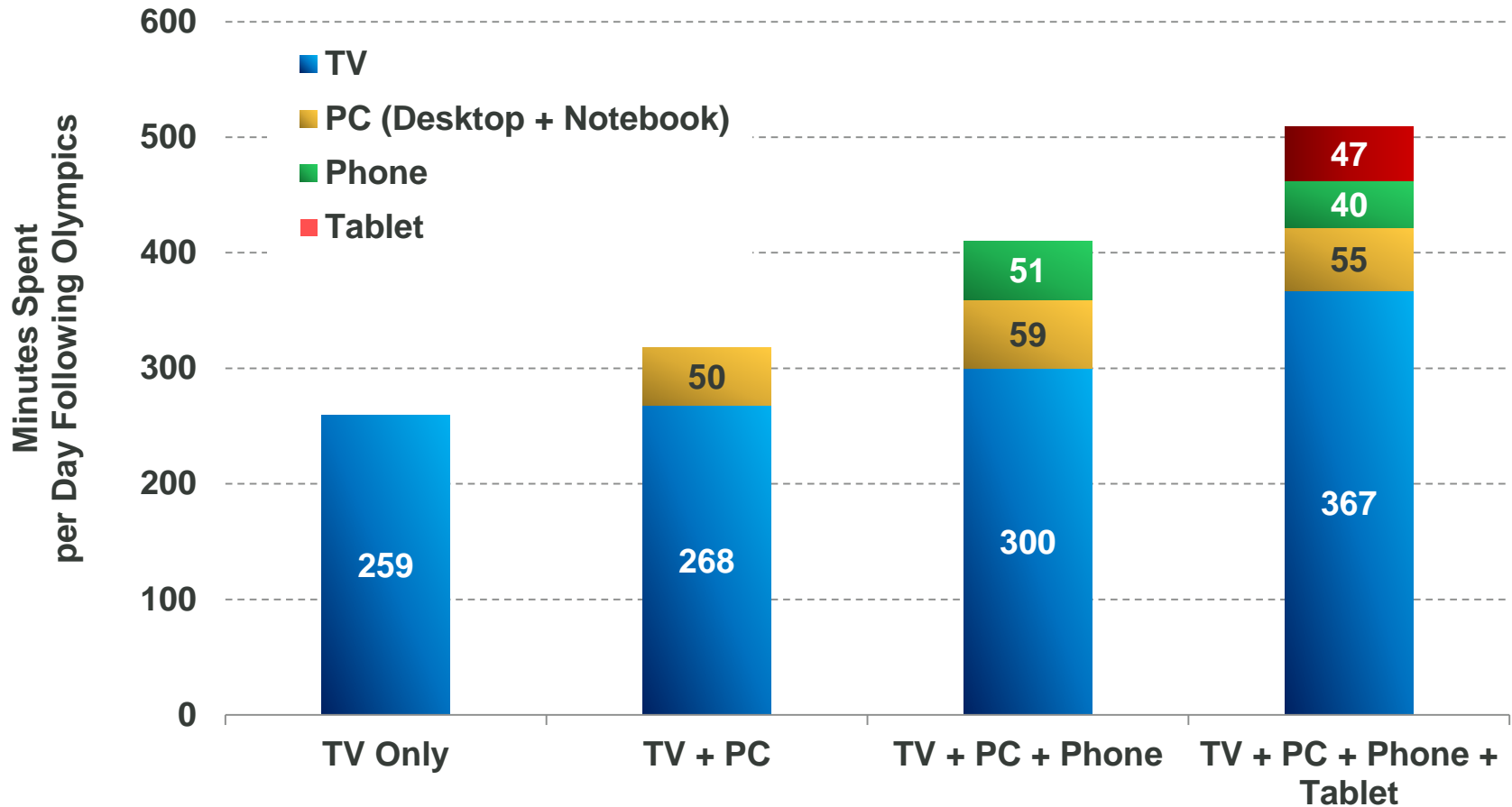
Mobile Owners (84%) Use Devices While Watching TV... ~2x Higher Over 2 Years

What Connected Device Owners are Doing While Watching TV, USA



Media Engagement Rises With Screen Usage = 2x Higher for 4 Screen Users vs. Solo TV During Olympics

Average Minutes per Day Following the Olympics, by Device, 2012 Olympics Fans



More Screens = Consumers Get *More* Content in *Less* Time?

**5 Hours of
TV Screen Media**

=

**4 Hours of Content +
1 Hour of Commercials**

vs.

**5 Hours of
Multiple Screen Media**

*Smartphone (35%) + TV (27%) +
PC (26%) + Tablet (12%)*

=

>5 Hours of Content?

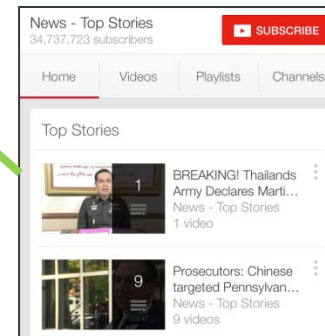
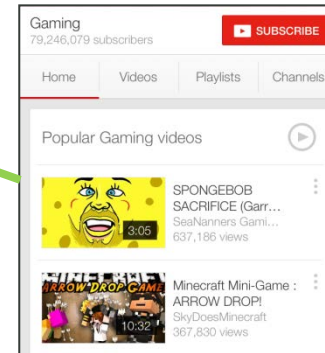
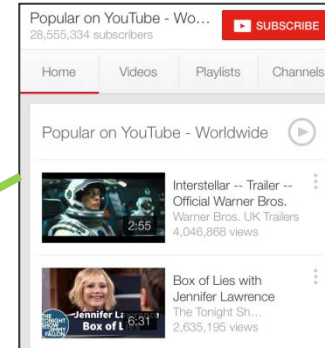
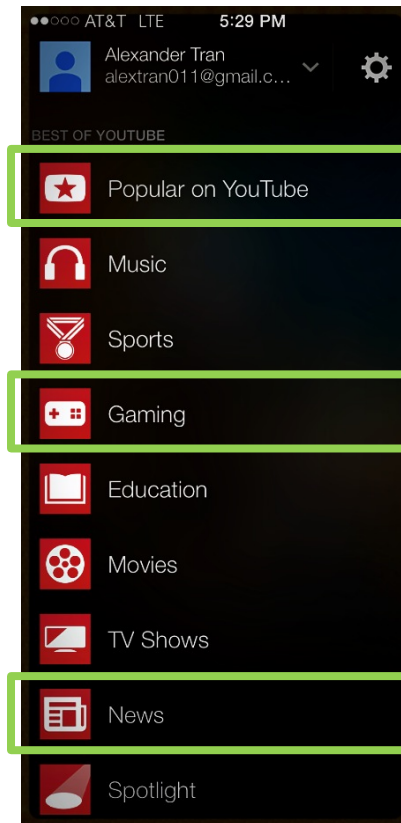
[Traditional] Remote Controls Disappearing

Re-Imagining Remote Controls = The 'Now' = A New IP-Enabled Search Engine

Then...



...Now



*As Smartphones Eclipsed
Feature Phones...*

*Smart TV Adapters + Smart TVs =
Game Changers for
Internet-Enablement of
Screens (Big & Small)*

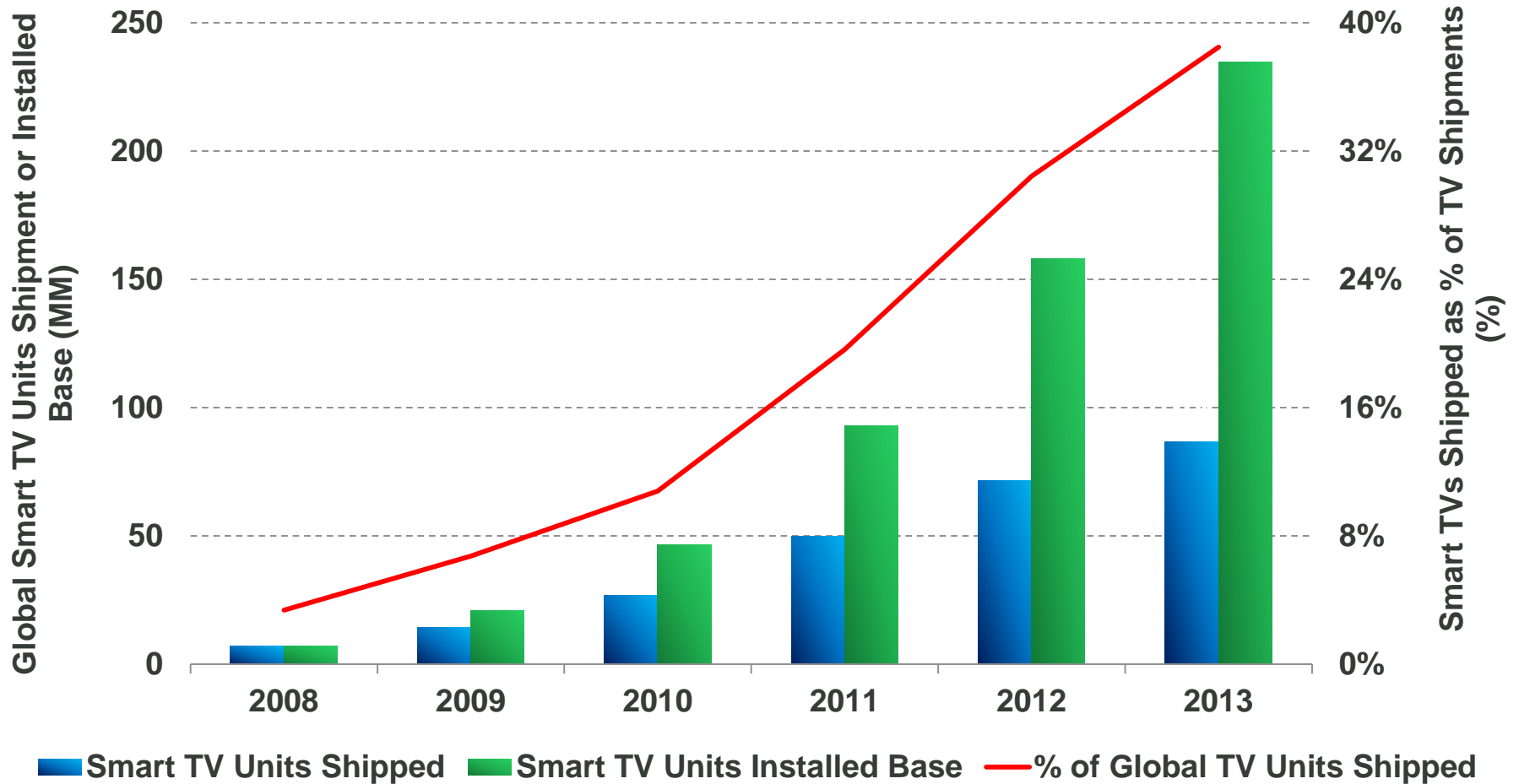
Smart TV Adapters = Tens of Millions of Users

Google Chromecast + Amazon Fire TV Raise Bar

	Company / Product	Launch Date
New	Amazon Fire TV	4/14
	Google Chromecast	7/13
	Roku	5/08
	Apple TV	1/07
Old	Nintendo Wii Nintendo Wii U	12/06
	Sony PlayStation 3 Sony PlayStation 4	11/06
	Microsoft Xbox 360 Microsoft Xbox One	11/05

Smart TV Shipments = Rising % of TVs Shipped... 39% = 2013...Still <10% Installed Base

Smart TV Units Shipped, Installed Base, & Shipment Mix 2008 – 2013, Global



Apps Replacing Channels

Linear TV Channels Increasingly = On-Demand Apps

ESPN

- 34MM (52%) ESPN digital users access ESPN just on smartphones / tablets = 48% of time spent on ESPN digital properties, 4/14



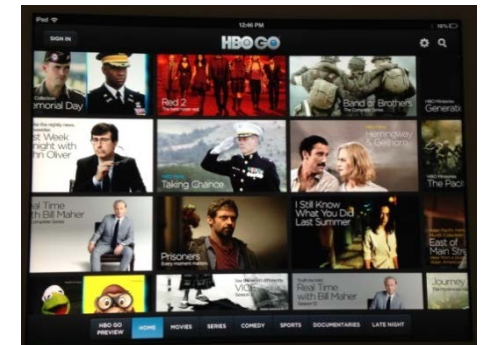
BBC

- 234MM requests for TV programs on iPlayer in 2/14, +21% Y/Y
- 46% of requests from mobile / tablet vs. 35% Y/Y



HBO

- 1,000+ hours of video content



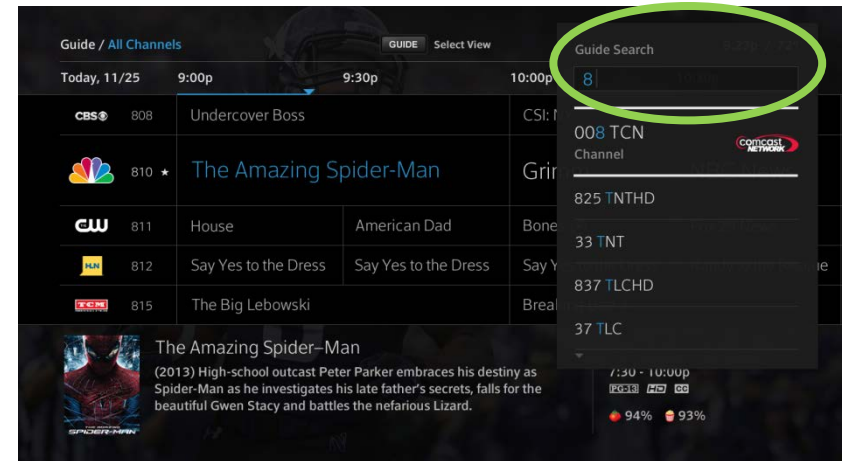
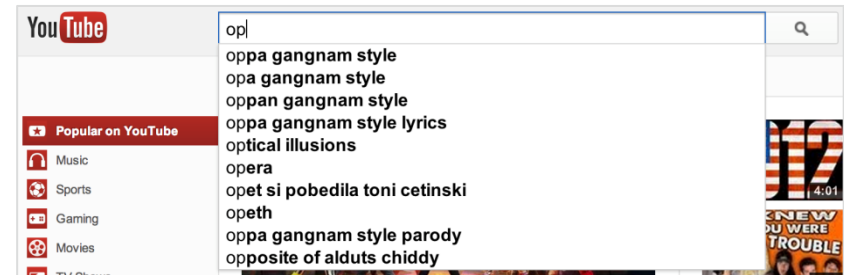
Internet = Evolved from Directory to Search / Apps...

TV = Evolving from Directory to Apps / Search

TV Guide

YouTube - Search Bar Comcast - X1 Guide

Tonight's Highlights		PRIME TIME		Tuesday 9/18		
Eastern Central	8:00pm 7:00pm	8:30pm 7:30pm	9:00pm 8:00pm	9:30pm 8:30pm	10:00pm 9:00pm	10:30pm 9:30pm
GSN	Minute to Win It	Minute to Win It	Minute to Win It	Minute to Win It	Minute to Win It	Fraser
HBO	Little House on the Prairie: Part 1 of two	Little House on the Prairie: Conclusion	Real Sports With Bryant Gumbel: A profile of Earvin "Magic" Johnson	Real Sports With Bryant Gumbel: A profile of Earvin "Magic" Johnson	Real Sports With Bryant Gumbel: A profile of Earvin "Magic" Johnson	Real Sports With Bryant Gumbel: A profile of Earvin "Magic" Johnson
HBO Family	Star Trek Gen. Patrick Stewart	Star Trek Gen. Patrick Stewart	Star Trek Gen. Patrick Stewart	Star Trek Gen. Patrick Stewart	Star Trek Gen. Patrick Stewart	Star Trek Gen. Patrick Stewart
HBO Signature	Boardwalk Empire: Nucky's New Year's resolution at the end of 1922	Boardwalk Empire: Nucky's New Year's resolution at the end of 1922	Boardwalk Empire: Nucky's New Year's resolution at the end of 1922	Boardwalk Empire: Nucky's New Year's resolution at the end of 1922	Boardwalk Empire: Nucky's New Year's resolution at the end of 1922	Boardwalk Empire: Nucky's New Year's resolution at the end of 1922
HBO2	Love and Other Drugs	Love and Other Drugs	Love and Other Drugs	Love and Other Drugs	Love and Other Drugs	Love and Other Drugs
HGTV	Love It or List It: A family need more space	Love It or List It: A family need more space	Love It or List It: A family need more space	Love It or List It: A family need more space	Love It or List It: A family need more space	Love It or List It: A family need more space
History	Pawn Stars: An 18th-century musket	Pawn Stars: An 18th-century musket	Pawn Stars: An 18th-century musket	Pawn Stars: An 18th-century musket	Pawn Stars: An 18th-century musket	Pawn Stars: An 18th-century musket
HLN	Nancy Grace	Nancy Grace	Nancy Grace	Nancy Grace	Nancy Grace	Nancy Grace
IFC	Fight Club	Fight Club	Fight Club	Fight Club	Fight Club	Fight Club
Inves. Disc.	Dateline	Dateline	Dateline	Dateline	Dateline	Dateline
Lifetime	Dance Moms	Dance Moms	Dance Moms	Dance Moms	Dance Moms	Dance Moms
LMN	Murder in the Hamptons	Murder in the Hamptons	Murder in the Hamptons	Murder in the Hamptons	Murder in the Hamptons	Murder in the Hamptons
More Max	28 Days Later	28 Days Later	28 Days Later	28 Days Later	28 Days Later	28 Days Later
MSNBC	The Ed Show	The Ed Show	The Ed Show	The Ed Show	The Ed Show	The Ed Show
MTV	Teen Mom	Teen Mom	Teen Mom	Teen Mom	Teen Mom	Teen Mom
National Geographic	Clash/Calmans	Clash/Calmans	Clash/Calmans	Clash/Calmans	Clash/Calmans	Clash/Calmans
NatGeoWild	International League Baseball Playoff	International League Baseball Playoff	International League Baseball Playoff	International League Baseball Playoff	International League Baseball Playoff	International League Baseball Playoff
NBC Sports	Victorious	Victorious	Victorious	Victorious	Victorious	Victorious
Nickelodeon	TV Guide Magazine's Top 25 Best Oprah Show Moments	TV Guide Magazine's Top 25 Best Oprah Show Moments	TV Guide Magazine's Top 25 Best Oprah Show Moments	TV Guide Magazine's Top 25 Best Oprah Show Moments	TV Guide Magazine's Top 25 Best Oprah Show Moments	TV Guide Magazine's Top 25 Best Oprah Show Moments
Oxygen	The Sweetest Thing	The Sweetest Thing	The Sweetest Thing	The Sweetest Thing	The Sweetest Thing	The Sweetest Thing
Science	Survivorman	Survivorman	Survivorman	Survivorman	Survivorman	Survivorman
Showtime	Weeds	Weeds	Weeds	Weeds	Weeds	Weeds
Showtime 2	Shakespeare High	Shakespeare High	Shakespeare High	Shakespeare High	Shakespeare High	Shakespeare High
SoapNet	Days of Our Lives	Days of Our Lives	Days of Our Lives	Days of Our Lives	Days of Our Lives	Days of Our Lives
Speed	Dumbest Stuff	Dumbest Stuff	Dumbest Stuff	Dumbest Stuff	Dumbest Stuff	Dumbest Stuff
Spoke	Bar Rescue	Bar Rescue	Bar Rescue	Bar Rescue	Bar Rescue	Bar Rescue
Starz	Cars 2	Cars 2	Cars 2	Cars 2	Cars 2	Cars 2
Style	Sex and the City	Sex and the City	Sex and the City	Sex and the City	Sex and the City	Sex and the City
Sundance	Pal/Scam	Pal/Scam	Pal/Scam	Pal/Scam	Pal/Scam	Pal/Scam
Syfy	Face Off	Face Off	Face Off	Face Off	Face Off	Face Off
TBS	The Big Bang Theory	The Big Bang Theory	The Big Bang Theory	The Big Bang Theory	The Big Bang Theory	The Big Bang Theory
TCM	Gabriel over the White House	Gabriel over the White House	Gabriel over the White House	Gabriel over the White House	Gabriel over the White House	Gabriel over the White House
TLC	High School Moms	High School Moms	High School Moms	High School Moms	High School Moms	High School Moms
TMC	Southern Gothic	Southern Gothic	Southern Gothic	Southern Gothic	Southern Gothic	Southern Gothic
TNT	Bones	Bones	Bones	Bones	Bones	Bones
Travel	Myster. Museum	Myster. Museum	Myster. Museum	Myster. Museum	Myster. Museum	Myster. Museum
TruTV	Hardcore Pawn	Hardcore Pawn	Hardcore Pawn	Hardcore Pawn	Hardcore Pawn	Hardcore Pawn
TV Guide	To Be Announced	To Be Announced	To Be Announced	To Be Announced	To Be Announced	To Be Announced
TV Land	The Cosby Show	The Cosby Show	The Cosby Show	The Cosby Show	The Cosby Show	The Cosby Show
USA	Law & Order: Special Victims Unit	Law & Order: Special Victims Unit	Law & Order: Special Victims Unit	Law & Order: Special Victims Unit	Law & Order: Special Victims Unit	Law & Order: Special Victims Unit
VH1	48 Breakers	48 Breakers	48 Breakers	48 Breakers	48 Breakers	48 Breakers
WE tv	CSI: Miami	CSI: Miami	CSI: Miami	CSI: Miami	CSI: Miami	CSI: Miami




*There's a Bevy of
New Channels on
Premier Distribution Network
YouTube...*

*Of Which 40% (& Rising)
of Users Are Mobile*

YouTube Channels = Huge Reach + Growth


Channel	Subscribers (MM)	Y/Y Growth (%)
Music	85	166%
Gaming	79	165%
Sports	78	164%
News	35	213%
Popular	28	133%
Spotlight	22	342%
Movies	18	195%
TV Shows	12	106%
Education	10	--

Music




Demi Lovato - Let It Go (from "Frozen") [Official]
by DemiLovatoVEVO ✓
151,068,172 views

Gaming




Minecraft: Diamonds Are Forever
by CorridorDigital ✓
7,486,601 views
| CC

Sports




Top 10 Reign on Plays of the Playoffs: First Round
by NBA ✓ 114,323 views

News




National Climate Assessment cites loomin...
by News - Top Stories
3 videos

Popular




Official Extended Trailer | GOTHAM | FOX...
by FOX ✓ 1,898,217 views

Spotlight




Elon Musk: The Rocket Scientist Model for 'Iron...
by TIME ✓ 6,854 views

Movies




Frozen (2013)
by DisneyMoviesOnDemand
\$4.99 | CC

TV Shows



Modern Family
3 k subscribers

Education



3D Scanning at the Smithsonian
by Smithsonian ✓ 66,457 views
| CC

*Consumers Love Video –
Long-Form & More / More
Short-Form*

Every New Medium → New Stars...YouTube Top Videos = 6 - 26MM Subs...Top 10 Video Average Duration = ~7 Minutes

**Video Game Commentator
PewDiePie**

26MM+ subscribers,
+230% Y/Y



**Comedy Duo
Smosh**

17MM+ subscribers,
+81% Y/Y



**Spanish Comedian
HolaSoyGerman**

17MM+ subscribers,
+157% Y/Y



**Comedian
nigahiga**

12MM+ subscribers,
+50% Y/Y



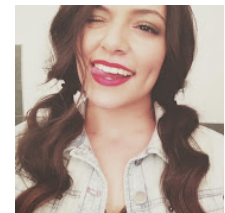
**Make-Up Artist
Michelle Phan**

6MM+ subscribers,
+70% Y/Y



**Style and Beauty Blogger
Bethany Mota**

6MM+ subscribers,
+180% Y/Y



Consumers Loving Best Ads = The Art of Short-Form

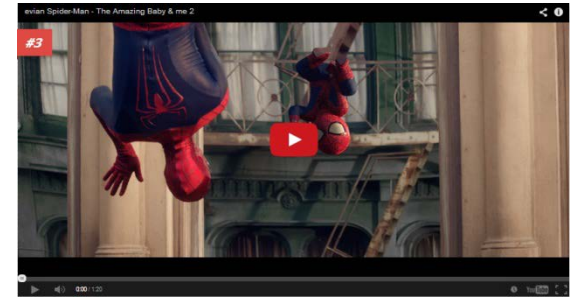
#1 = Nike Football
@ 49MM+ Views



#2 = Dove: Patches
@ 20MM+ Views



#3 = Evian Spider Man
@ 16MM+ Views



#4 = Castrol Footkhana
@ 14MM+ Views



#5 = "Unsung Hero" (Thai Life)
@ 12MM+ Views



Ads the Digital Way...

Google TrueView = Game-Changer

YouTube's TrueView Ads = 'Cost-per View' Video Marketing

*AdWords Dynamically Places Video Ad Content
on Google / YouTube Users Can Skip*

- **Ads = Great Content** – Transformation potential from commercials users want to skip to short-form content users choose to watch
- **Advertisers Win** – Better results as only pay for users who are engaged & watch video...improves direct click-through options with consumers
- **Data** – As YouTube collects data on how users engage with ads, it continues to improve the user experience and advertiser ROI



*Evian Baby & Me = Most Watched
YouTube Ad Of 2013 = 87MM+ views*

evian baby&me

EvianBabies - 23 videos

87,828,554 views

263,403 12,268

Subscribe 155,886

Fans Trump Audiences – Alex Carloss (YouTube)

*An audience tunes in when they're told to,
a fanbase chooses when and what to watch...*

*...An audience changes the channel
when their show is over...*

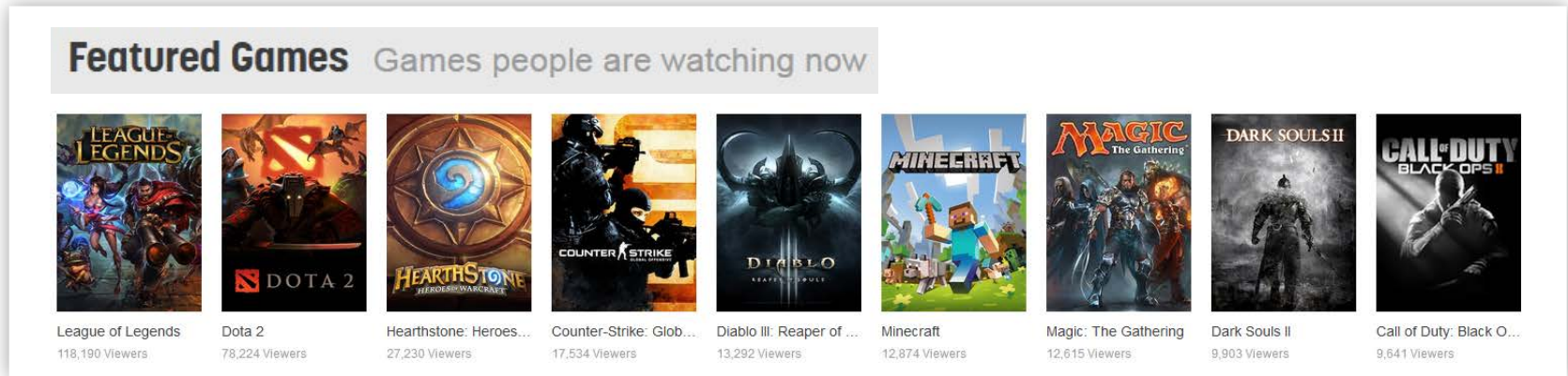
...A fanbase shares, comments, curates, creates...

Consumers Voting for Social Video / TV

New Genre(s) of Video = 'Spectator Gaming'* – Players → Players / Active Spectators

Twitch

45MM MAUs (12/13) vs. 8MM Three Years Ago (7/11)
12B Minutes Watched / Month, +2x Y/Y
900K Broadcasters / Month, +3x Y/Y



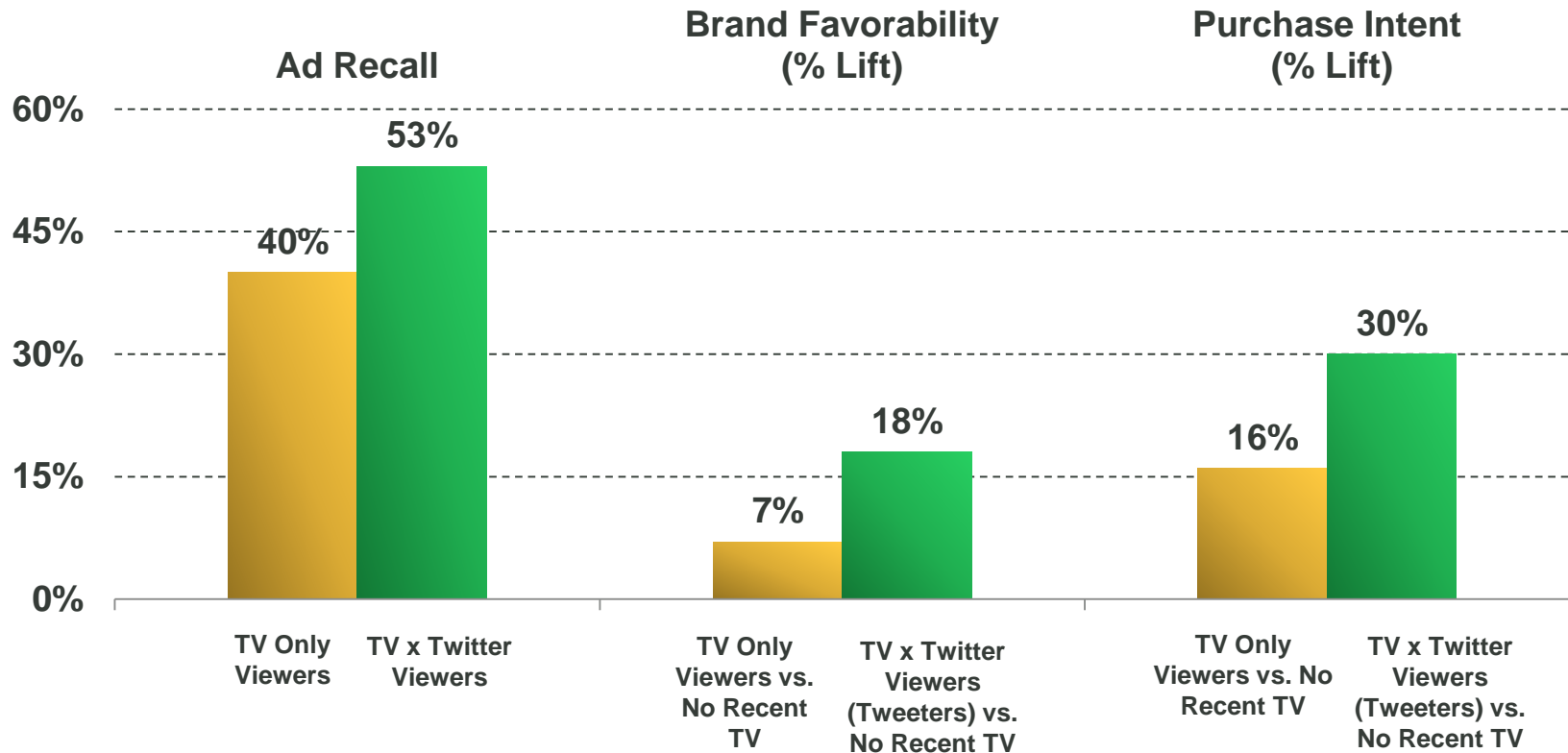
Twitch = Top Live Video Streaming Site by Volume, USA, 4/14

Rank	Site	Volume (%)
1	Twitch	44%
2	WWE	18%
3	Ustream	11%
4	MLB.com	7%
5	ESPN	6%

*Social TV =
Can Provide Advertiser Lift*

TV + Twitter = Boosts Ad Impact

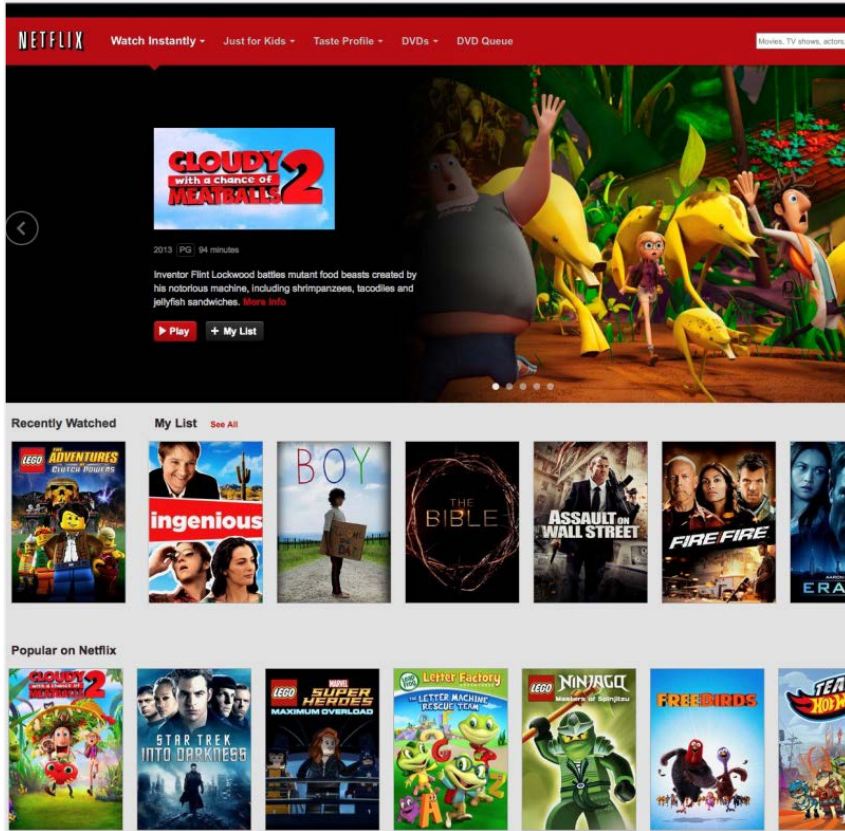
Impact of TV Ads on Viewers – TV with Twitter vs. TV without Twitter



Consumers Voting for Personalization

Netflix = Personalization...

A Father of Two



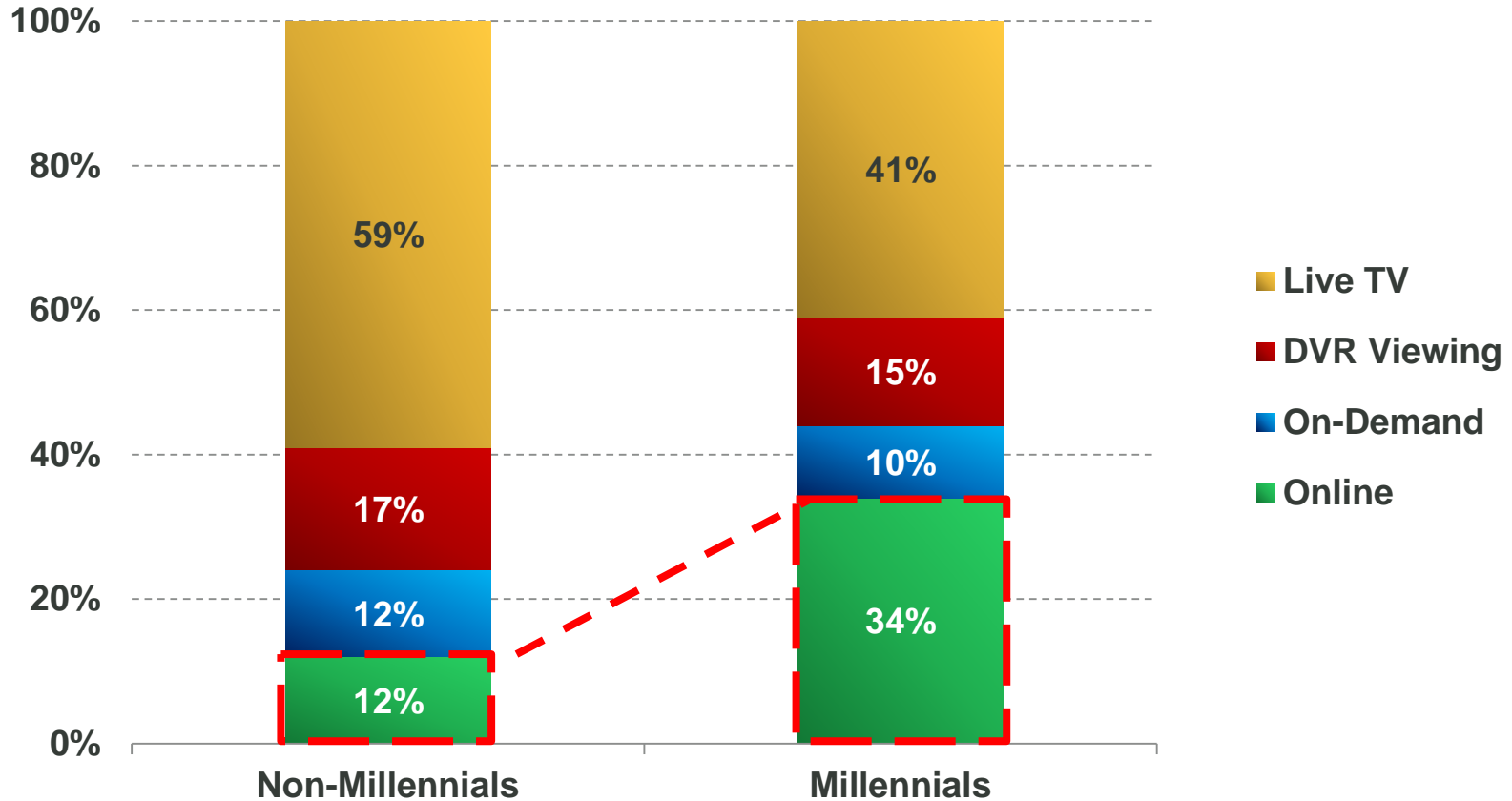
A Female Millennial



*Younger Consumers
Voting for On-Demand Video*

Millennials = 34% of TV Time Online, ~3x > Non-Millennials

Distribution of Total TV Time Millennials vs. Non-Millennials, USA



Internet TV Replacing Linear TV –

***Early Stages of TV Golden Age With
Epic***

***Content Creation / Consumption /
Curation / Distribution***

Consumers Increasingly Expect to Watch TV Content... On Own Terms

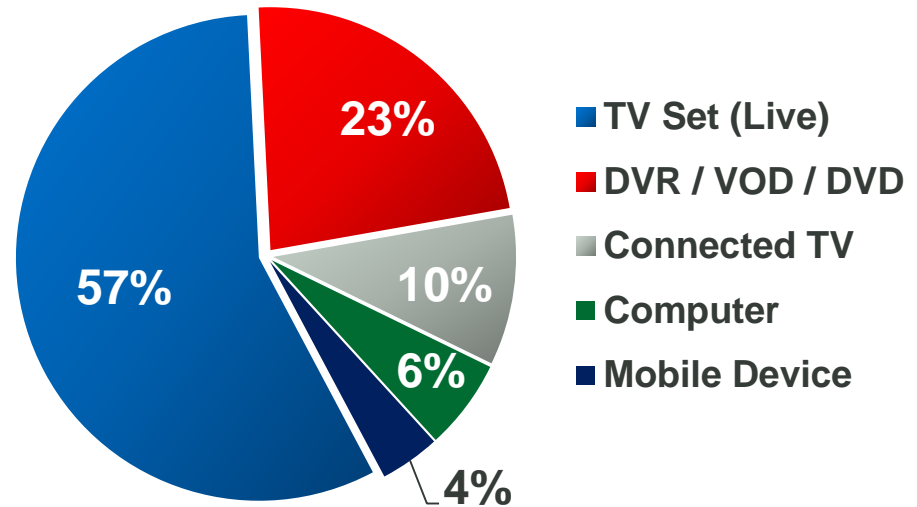
Device Share of TV Content, USA, 1/14

Circa 1950

TV Set (Live) =
100% of viewing

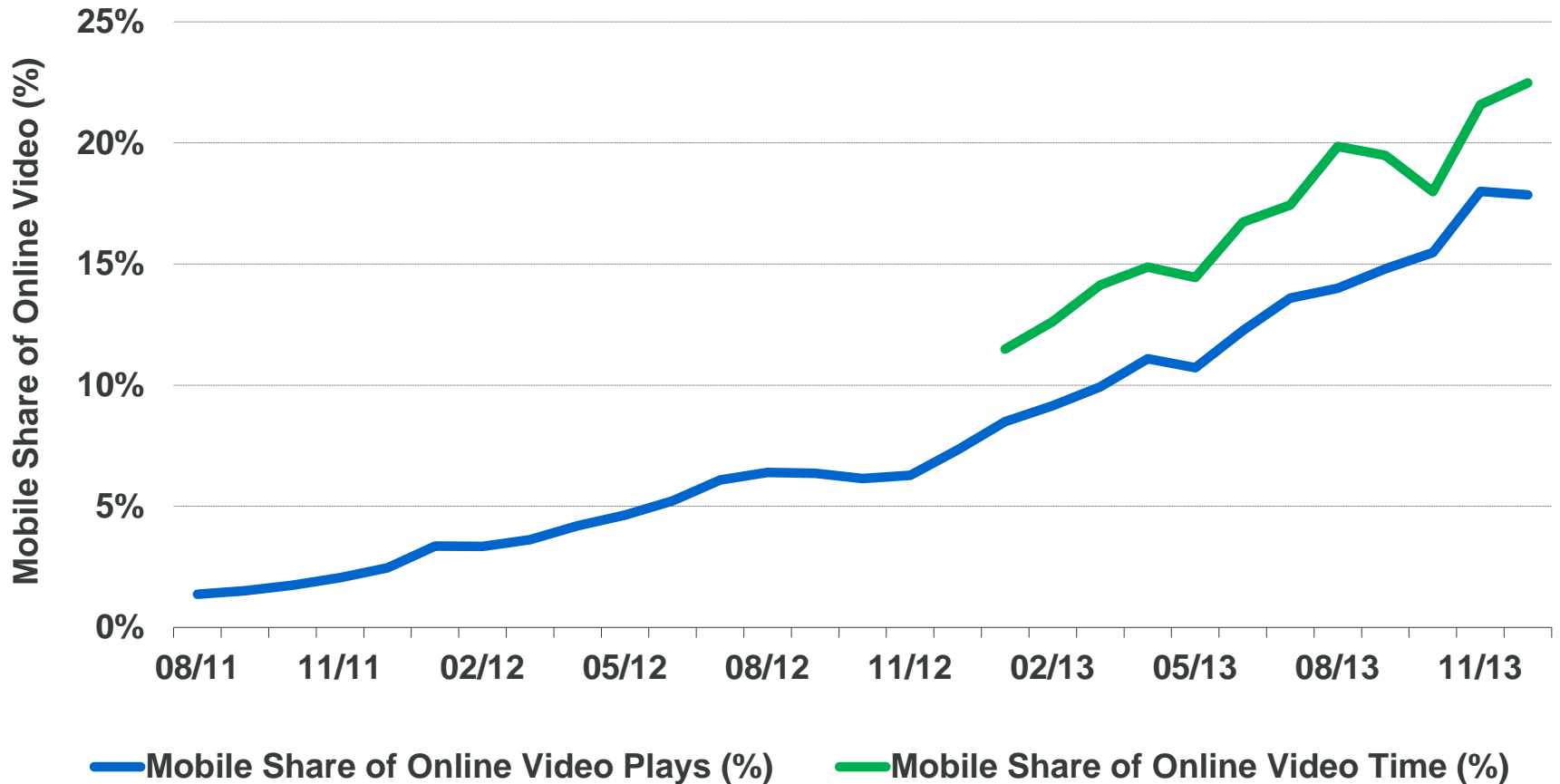


Circa 2014



Mobile = More & More Video Consumption... 22% (+2x Y/Y) of Online Video Time Spent

Mobile Share of Online Video Plays and Time, 8/11 – 12/13, Global



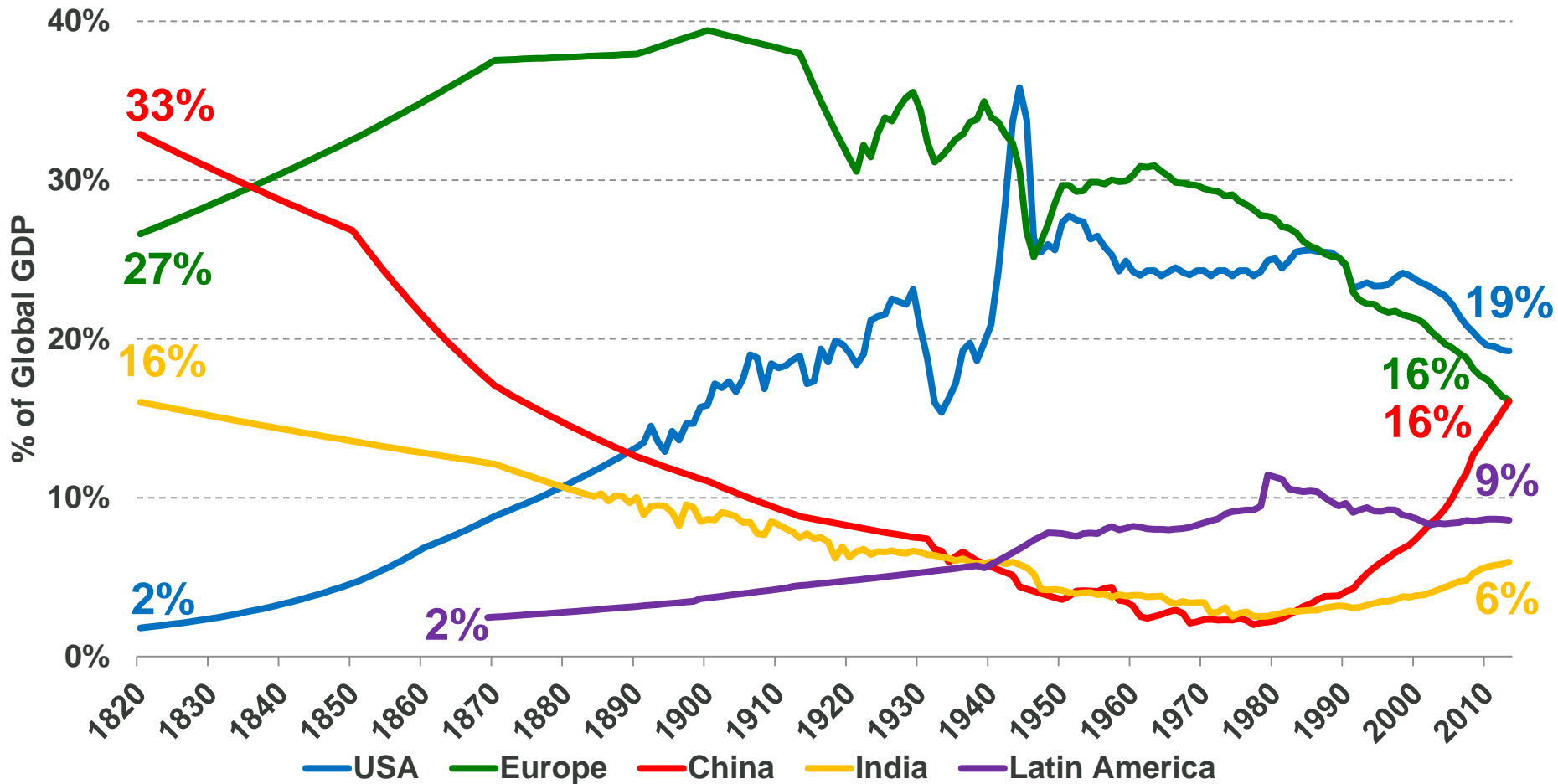
Future of TV – Reed Hastings (Netflix CEO / Founder)

- 1) *Screens Proliferating*
- 2) *[Traditional] Remote Controls Disappearing*
- 3) *Apps Replacing Channels*
- 4) *Internet TV Replacing Linear TV*

CHINA'S EPIC SHARE GAINS

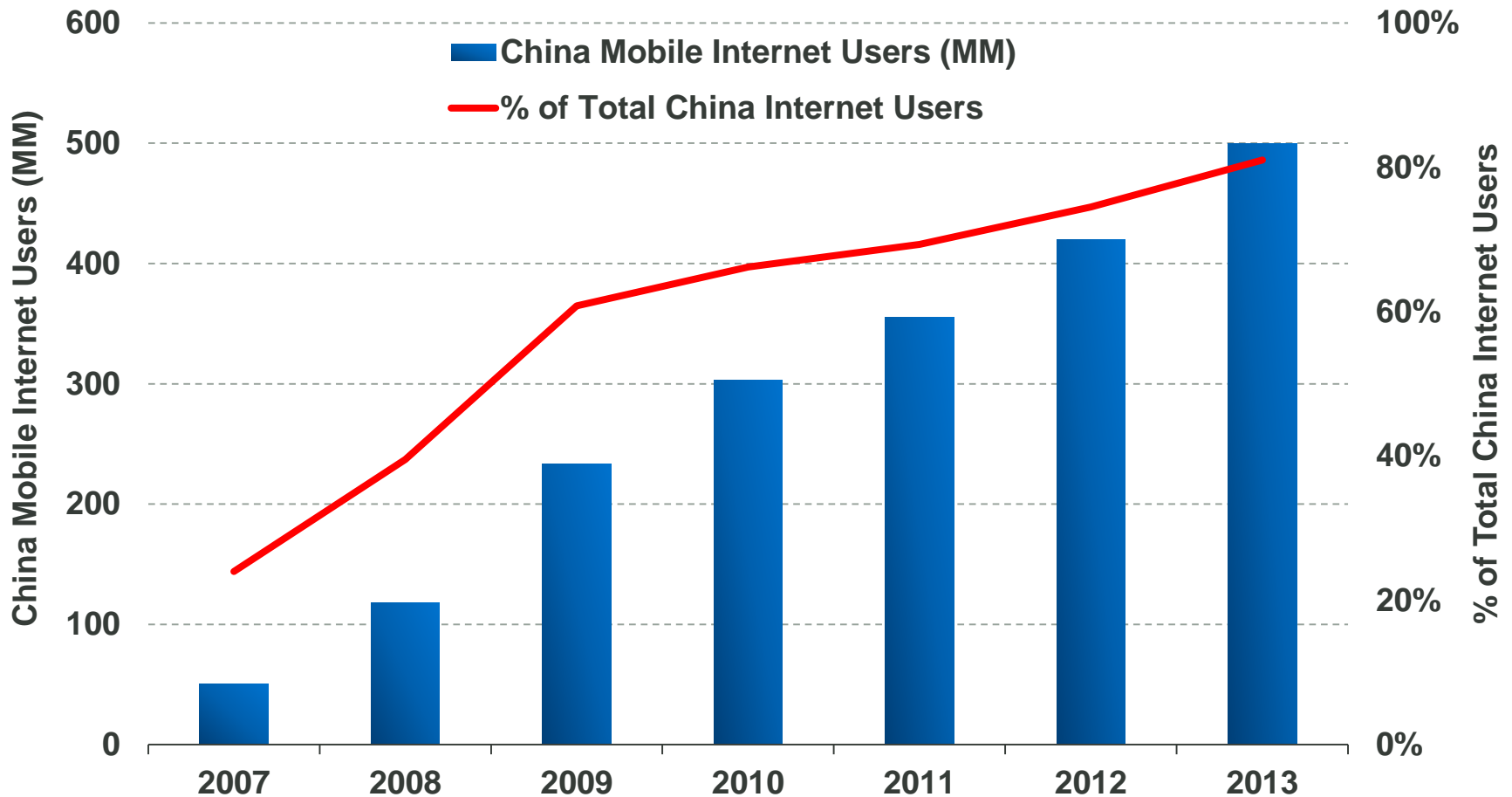
Global GDP = China Rise Continues

Percent of Global GDP, 1820 – 2013, USA vs. Europe vs. China vs. India vs. Latin America



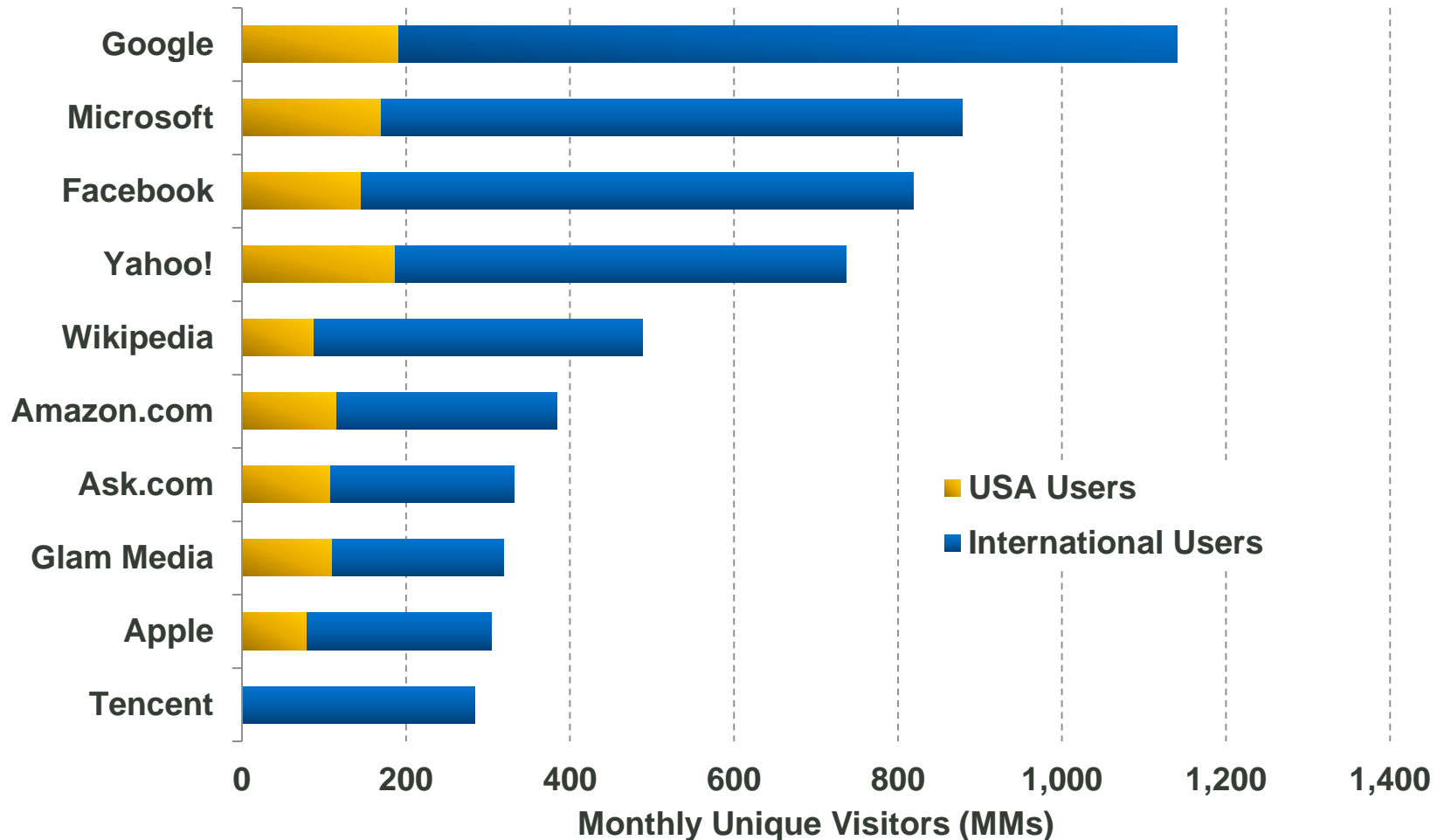
500MM (80%) of China Internet Users = Mobile... More Critical Mass than Any Place in World

China Mobile Internet Users as % of Total Internet Users, 2007 – 2013



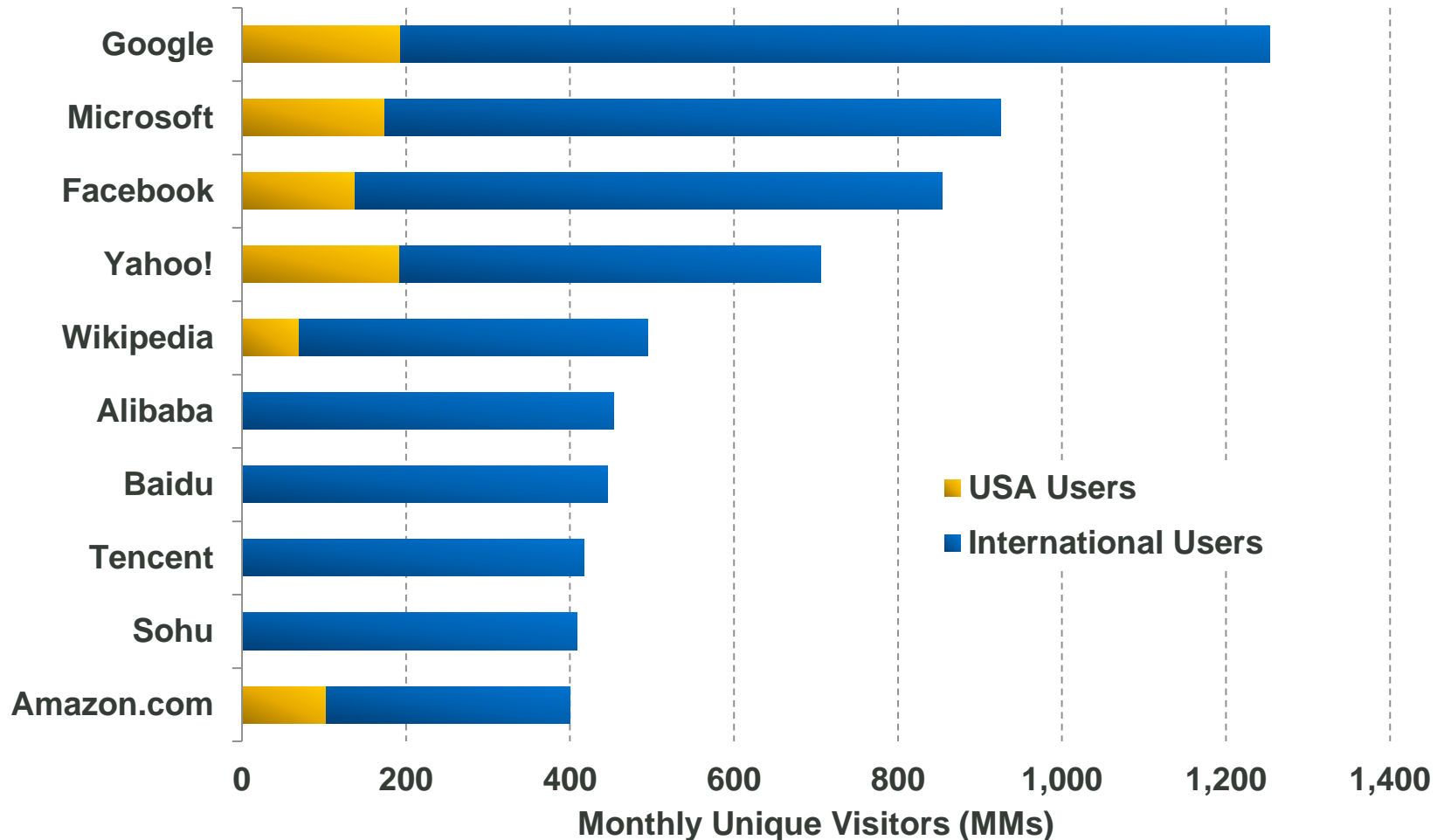
1/13 – 9 of Top 10 Global Internet Properties ‘Made in USA’... 79% of Their Users Outside America

Top 10 Internet Properties by Global Monthly Unique Visitors, 1/13



3/14 – 6 of Top 10 Global Internet Properties ‘Made in USA’... >86% of Their Users Outside America...China Rising Fast

Top 10 Internet Properties by Global Monthly Unique Visitors, 3/14



China = Mobile Commerce Innovation Leader

Source: Liang Wu, Hillhouse Capital*

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Tencent WeChat = 400MM Mobile Active Chat Users... Increasingly Using Payments + Commerce

WeChat 'My Bank Card' Page



Manage money / invest in money market funds via WeChat Payment



Order taxi - powered by Didi - pay via WeChat Payment



New Year Lucky Money – fun / social game to incentivize users to link bank cards to WeChat Payment...
5MM users used on Chinese New Year Eve, 2014



Find restaurants / daily group buy deals - powered by Dianping - pay via WeChat Payment

Tencent WeChat Services = Virtual Assistant

WeChat Service Accounts = Interactive Accounts with Communication / CRM / Ordering Capability

Personal Banker

China Merchant Bank allows customers to check & repay balances and ask live questions via WeChat



Shopping Assistant

Mogujie / Meilishuo (fashion discovery & shopping sites) give customers tailored suggestions via WeChat



Private Chef

Hahajing (a chain deli restaurant) allows customers to order & deliver food via WeChat



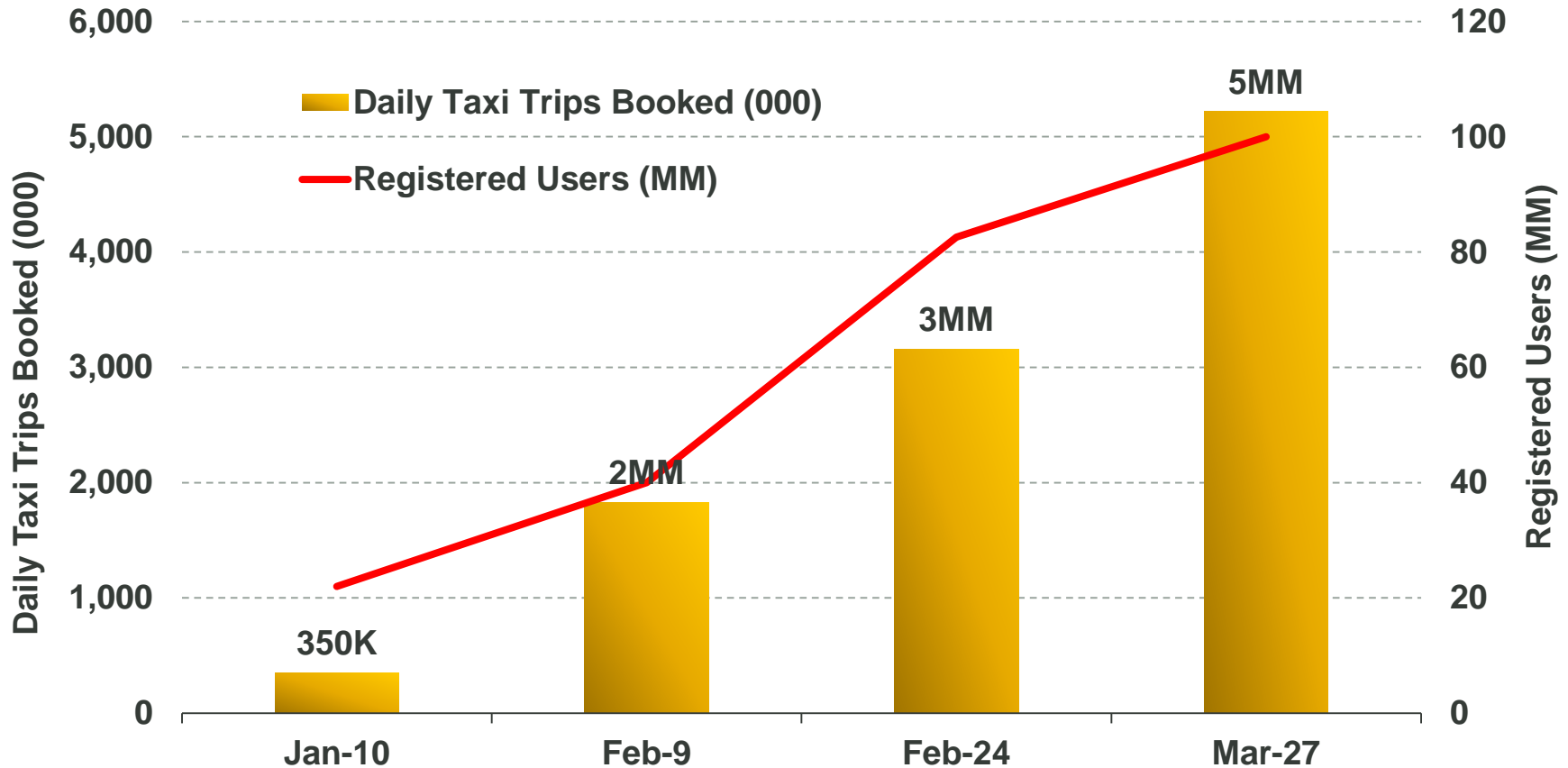
Grocery Getter

Xiaonongnv (a grocery delivery startup) prepares fresh groceries & delivers to your address via WeChat



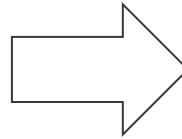
Didi Taxi – 100MM+ Users = 5MM+ Daily Rides, +15x in 77 Days... Driven by WeChat Payment Integration & Subsidy*

Didi Taxi, Daily Taxi Trips Booked, 1/10/2014 – 3/27/2014



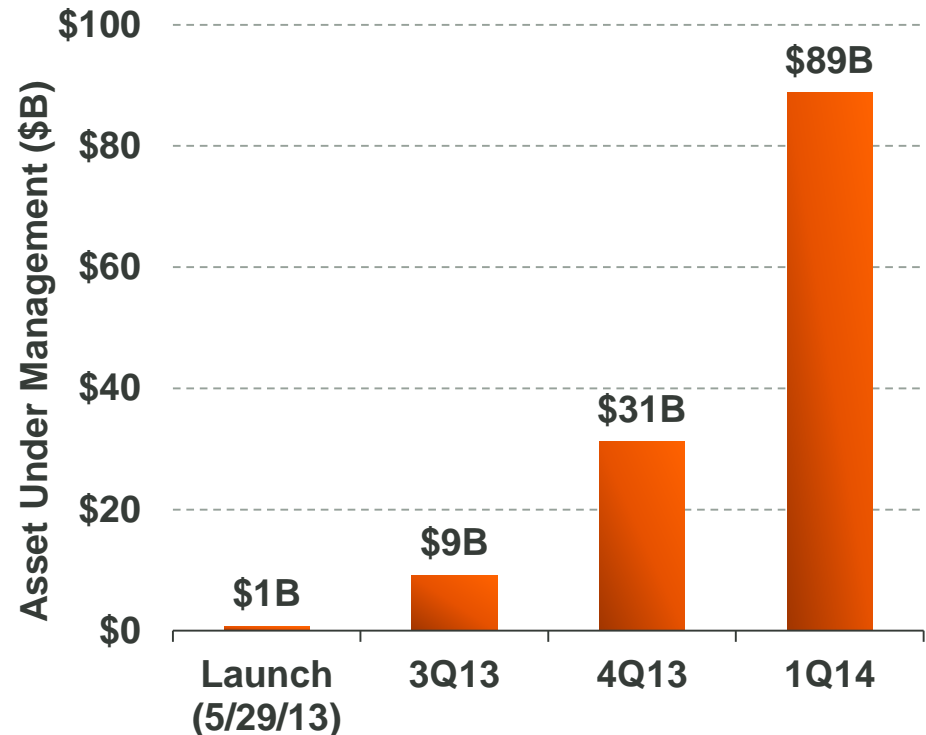
Alipay Yu'E Bao – Mobile Money Market Fund Launch... Drove \$89B AUM* in 10 Months

- Simple, fun-to-use mobile product
- Built on top of Alipay – the most popular online payment platform in China with 160MM+ accounts.
- Technology enables same-day settlement.



- \$0 → \$89B asset under management in 10 months
- Top 3 global money market fund by assets under management (AUM)

Alipay Yu'E Bao Assets Under Management, 5/13 to C1:14



*Note: AUM is asset under management, Fidelity and Vanguard manage more assets than Alipay's Yu'E Bao.
Source: Alipay, Liang Wu (Hillhouse Capital).

PUBLIC COMPANY TRENDS

Global Internet Public Market Leaders = Apple / Google / Facebook / Amazon / Tencent...

Rank	Company	Region	2014 Market Value (\$B)	2013 Revenue (\$MM)
1	Apple	USA	\$529	\$173,992
2	Google	USA	377	59,825
3	Facebook	USA	157	7,872
4	Amazon	USA	144	74,452
5	Tencent	China	132	9,983
6	eBay	USA	66	16,047
7	Priceline	USA	63	6,793
8	Baidu	China	59	5,276
9	Yahoo!	USA	35	4,680
10	Salesforce.com	USA	33	4,071
11	JD.com	China	29	11,454
12	Yahoo! Japan	Japan	25	3,641
13	Netflix	USA	24	4,375
14	Naver	Korea	23	2,190
15	LinkedIn	USA	19	1,529
16	Twitter	USA	18	665
17	Rakuten	Japan	16	4,932
18	Liberty Interactive	USA	14	11,252
19	TripAdvisor	USA	13	945
20	Qihoo 360	China	11	671
Total			\$1,787	\$404,644

...Global Internet Leaders = Intense M&A + Investment Activity

Company / Market Cap (\$B)	Volume, 2012-2014YTD (\$B)	Select Transactions, 2012-2014YTD					
Google \$377B	\$6B (M&A)	DeepMind	\$400MM (1/14)	Nest	\$3B (1/14)	Waze	\$1B (6/13)
	\$3B* (Investments)	Cloudera	\$160MM* (3/14)	DocuSign	\$100MM* (3/14)	Uber	\$258MM (8/13)
Facebook \$157B	\$24B (M&A)	Oculus	\$2B (3/14)	WhatsApp	\$19B+ (2/14)	Instagram	\$1B (4/12)
Tencent \$132B	\$7B* (Investments)	JD.com	\$3B (3/14)	CJ Games	\$500MM (3/14)	Activision Blizzard	\$429MM (7/13)
Alibaba TBD	\$5B (M&A)	ChinaVision	\$800MM (3/14)	AutoNavi	\$1B+ (2/14)		
	\$5B* (Investments)	Youku Tudou	\$1B (4/14)	Weibo	\$1B (4/13)		

ONE MORE THING(S)...

*From One Extreme
To the Other...*

Live Streaming = Oculus Rift-Enabled Drones?



Re-Imagining Global Access to Internet? ☹️



Thanks...

KPCB Partners

Especially Alex Tran / Cindy Cheng / Alex Kurland who helped take spurts of ideas and turn them into something we hope is presentable / understandable...

Participants in Evolution of Internet Connectivity

From creators to consumers who keep us on our toes 24x7...

Walt & Kara

For continuing to do what you do so well...

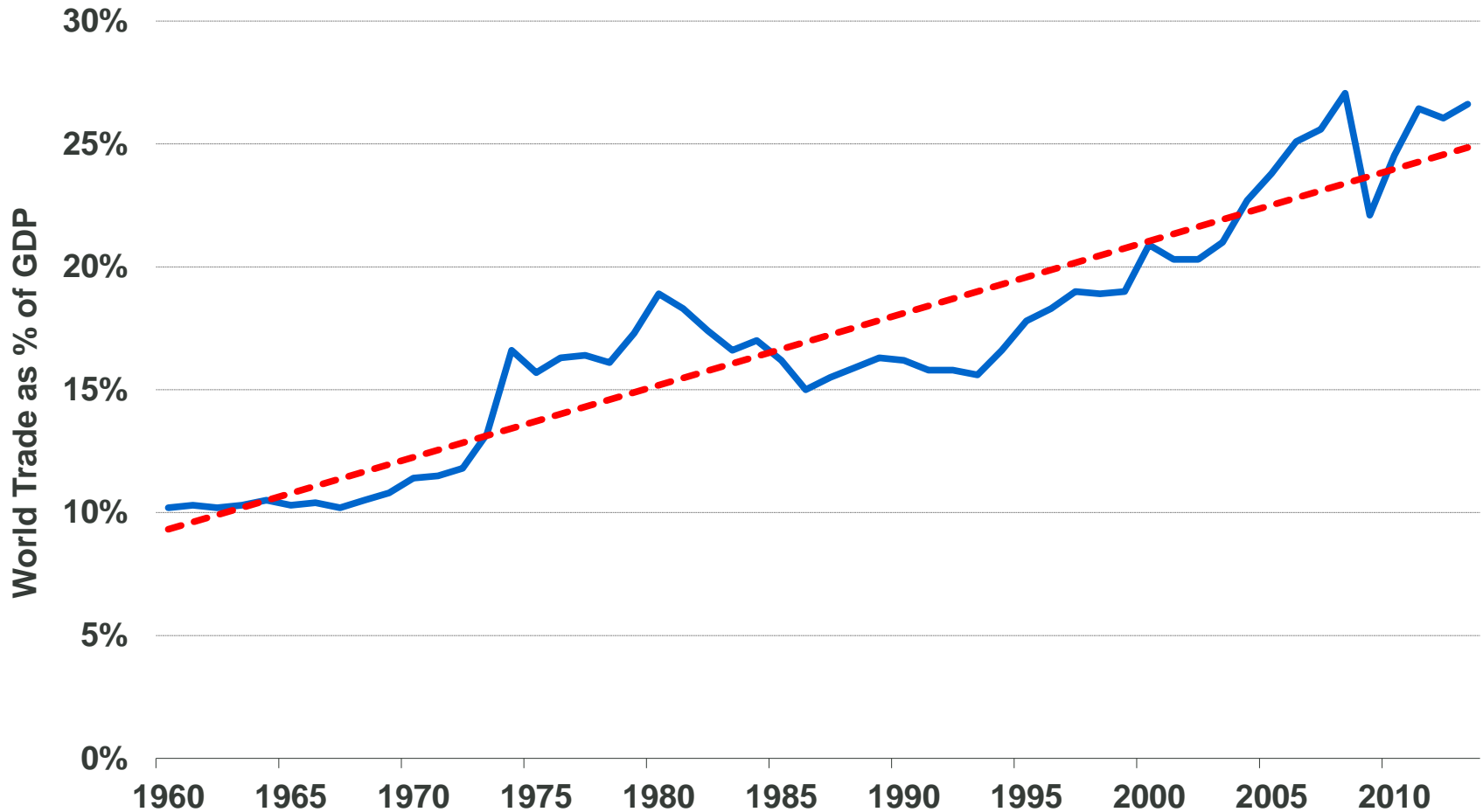
RAN OUTTA TIME THOUGHTS / APPENDIX

IMMIGRATION UPDATE

REPORT: <http://www.kpcb.com/file/kpcb-immigration-in-america-the-shortage-of-high-skilled-workers>

Global Economies / People = Increasingly Connected / Co-Dependent

World Trade as % of World GDP, 1960 - 2013



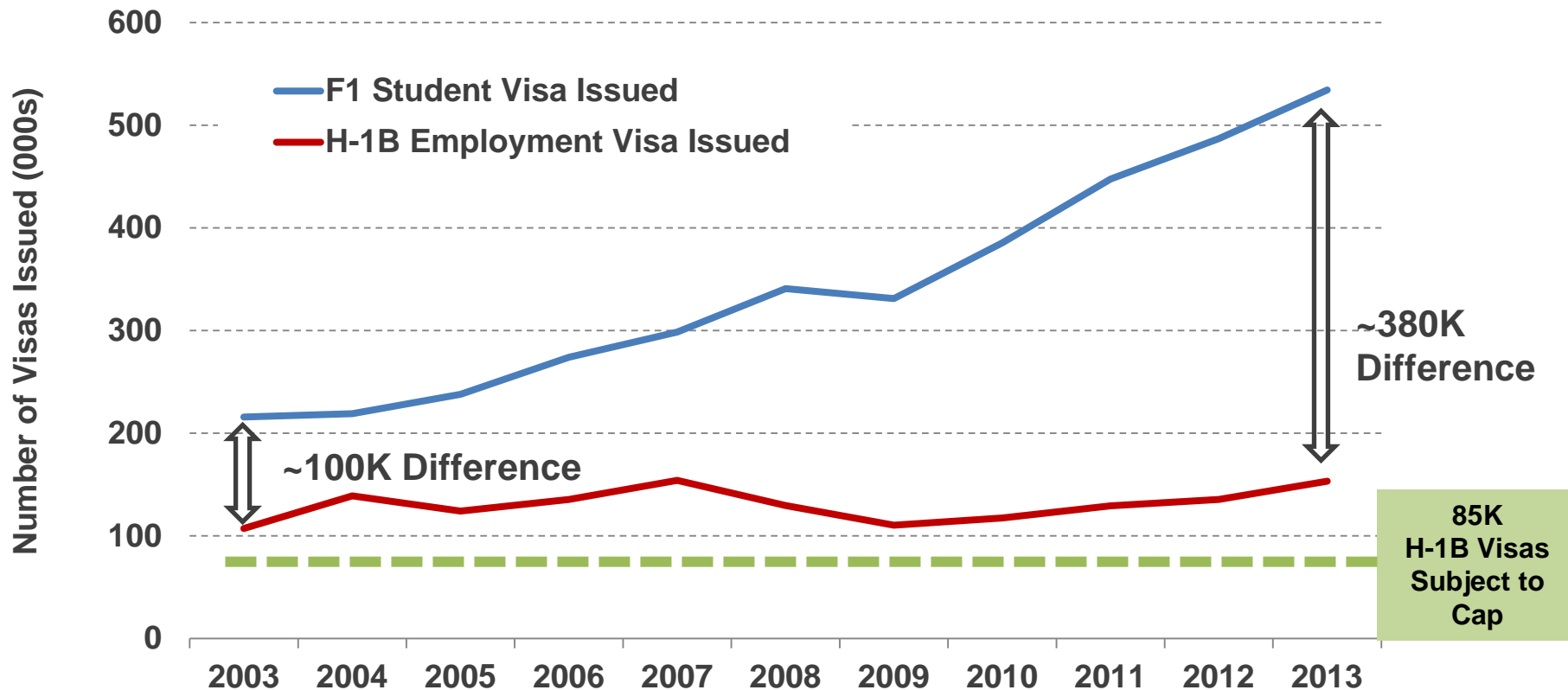
60% of Top 25 Tech Companies Founded by 1st and 2nd Generation Americans = 1.2MM Employees, 2013

Founders / Co-Founders of Top 25 USA Public Tech Companies, Ranked by Market Capitalization

Rank	Company	Mkt Cap (\$MM)	LTM Rev (\$MM)	Employees	1st or 2nd Gen Immigrant Founder / Co-Founder	Generation
1	Apple	\$529,000	\$176,035	80,300	Steve Jobs	2nd-Gen, Syria
2	Google	376,536	62,294	47,756	Sergey Brin	1st-Gen, Russia
3	Microsoft	331,408	83,347	99,000	--	--
4	IBM	188,205	98,827	431,212	Herman Hollerith	2nd-Gen, Germany
5	Oracle	187,942	37,902	120,000	Larry Ellison / Bob Miner	2nd-Gen, Russia / 2nd-Gen, Iran
6	Facebook	157,448	8,916	6,337	Eduardo Saverin	1st-Gen, Brazil
7	Amazon.com	143,683	78,123	117,300	Jeff Bezos	2nd-Gen, Cuba
8	Qualcomm	134,827	25,712	31,000	Andrew Viterbi	1st-Gen, Italy
9	Intel	130,867	52,892	107,600	-- *	--
10	Cisco	125,608	47,202	75,049	--	--
11	eBay	65,927	16,561	33,500	Pierre Omidyar	1st-Gen, France
12	Hewlett-Packard	63,903	111,820	317,500	William Hewlett	--
13	Priceline	62,767	7,133	9,500	Jay Walker	--
14	EMC	54,458	23,314	63,900	Roger Marino	2nd-Gen, Italy
15	Texas Instruments	49,920	12,303	32,209	Cecil Green / J. Erik Jonsson	1st-Gen, UK / 2nd-Gen, Sweden
16	VMware	41,549	5,376	14,300	Edouard Bugnion	1st-Gen, Switzerland
17	Automatic Data Processing	38,014	11,958	60,000	Henry Taub	2nd-Gen, Poland
18	Yahoo!	35,258	4,673	12,200	Jerry Yang	1st-Gen, Taiwan
19	salesforce.com	32,783	4,405	13,300	--	--
20	Adobe Systems	32,004	4,047	11,847	--	--
21	Cognizant Technology	29,583	9,245	171,400	Francisco D'souza / Kumar Mahadeva	1st-Gen, India** / 1st-Gen, Sri Lanka
22	Micron	29,253	13,310	30,900	--	--
23	Netflix	24,120	4,621	2,327	--	--
24	Intuit	22,595	4,426	8,000	--	--
25	Sandisk	21,325	6,341	5,459	Eli Harari	1st-Gen, Israel
Total Founded by 1st or 2nd Gen Immigrants		\$2,053,676	\$577,580	1,226,873		

USA Sending More Qualified Foreign Students Home Post Graduation – 3.5x Rise in Student & Employment Visa Issuance Gap Over Decade

Number of Student Visas (F1) vs. Employment (H-1B) Visas Issued per Year, 1992 – 2013



USA, INC. UPDATE

REPORT: http://www.kpcb.com/usainc/USA_Inc.pdf

VIDEO: <http://www.kpcb.com/insights/2011-usa-inc-video>

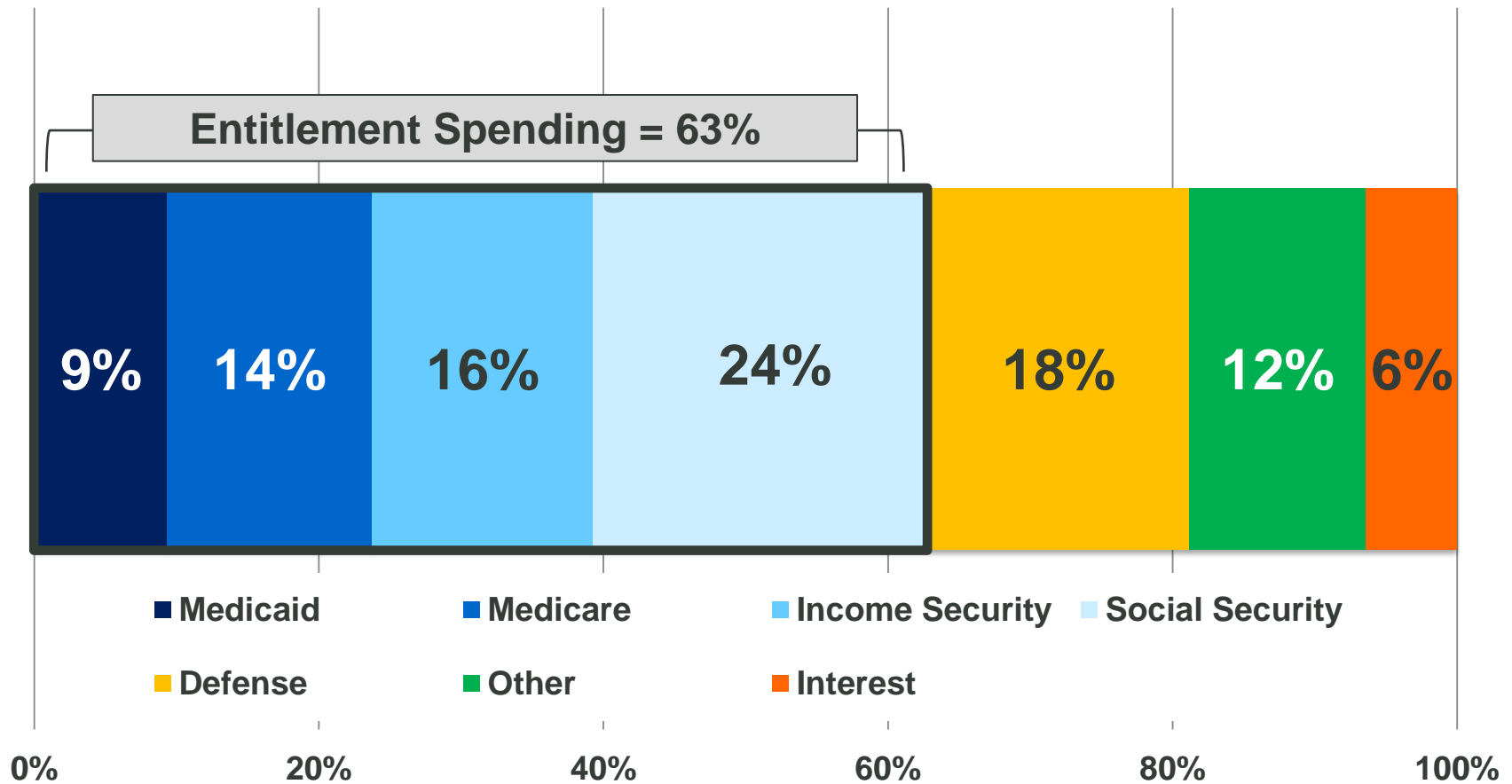
USA Inc. Income Statement, F2013 – Revenue (Taxes) +13%...Expenses -2%...-24% Net Margin

USA Inc. Profit & Loss Statement, F1998 / F2003 / F2008 / F2013

	F1998	F2003	F2008	F2013	Comments
Revenue (\$B)	\$1,722	\$1,783	\$2,524	\$2,775	On average, revenue grew 3% Y/Y over the past 15 years
Y/Y Growth	9%	-4%	-2%	13%	
Individual Income Taxes*	\$829	\$794	\$1,146	\$1,316	Largest driver of revenue
<i>% of Revenue</i>	48%	45%	45%	47%	
Social Insurance Taxes	\$572	\$713	\$900	\$948	Payroll tax on Social Security & Medicare
<i>% of Revenue</i>	33%	40%	36%	34%	
Corporate Income Taxes*	\$189	\$132	\$304	\$274	Fluctuates significantly with economic conditions
<i>% of Revenue</i>	11%	7%	12%	10%	
Other	\$133	\$144	\$174	\$237	Includes estate & gift taxes / duties & fees; relatively stable
<i>% of Revenue</i>	8%	8%	7%	9%	
Expense (\$B)	\$1,652	\$2,160	\$2,983	\$3,455	On average, expense grew 5% Y/Y over the past 15 years
Y/Y Growth	3%	7%	9%	-2%	
Entitlement / Mandatory	\$870	\$1,168	\$1,582	\$2,049	Significant increase owing to aging population and rising healthcare costs
<i>% of Expense</i>	53%	54%	53%	59%	
Non-Defense Discretionary	\$273	\$434	\$518	\$551	Includes education / law enforcement / transportation / general government
<i>% of Expense</i>	17%	20%	17%	16%	
"One-Time" Items	--	--	\$14	--	Includes discretionary spending on TARP, GSEs, and economic stimulus
<i>% of Expense</i>	--	--	0%	--	
Defense	\$268	\$405	\$616	\$633	Significant increase owing to on-going War on Terror
<i>% of Expense</i>	16%	19%	21%	18%	
Net Interest on Public Debt	\$241	\$153	\$253	\$221	Decreased owing to historic low interest rates
<i>% of Expense</i>	15%	7%	8%	6%	
Surplus / Deficit (\$B)	\$69	-\$377	-\$459	-\$680	USA Inc. median net margin between 1998 & 2013 = -16%
Net Margin (%)	4%	-21%	-18%	-24%	

Where Your Tax Dollars Go – Entitlements as % of Government Spending = 63% vs. 59% Y/Y

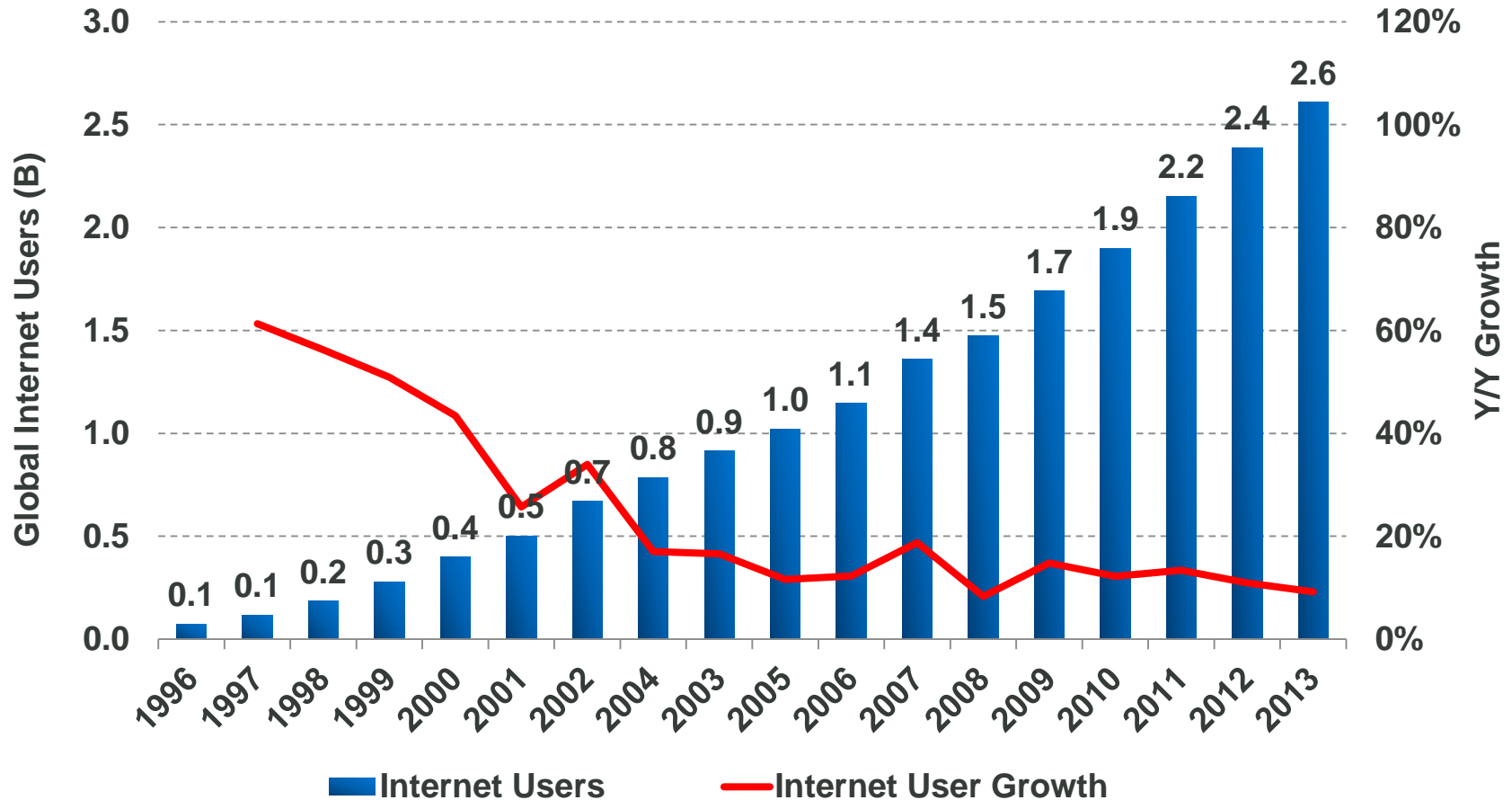
% of USA Federal Government Spending, 2013



...KEY INTERNET TRENDS

Internet User Growth = +9% in 2013 vs. +11% in 2012 = Solid, But Slowing

Global Internet Users, 1996 – 2013 (B)



Established 'Big' Internet Markets (China / USA / Japan / Brazil / Russia) = +7% Growth in 2013 vs. 8% Y/Y = Slowing, Past / Near 50% Penetration

Countries with Internet Penetration >45%, 2013

Rank	Country	2013 Internet Users (MMs)	2013 Internet User Growth	2012 Internet User Growth	Population Penetration	Total Population (MMs)
1	China	618	10%	10%	46%	1,350
2	USA	263	2	2	83	316
3	Japan	101	0	1	79	127
4	Brazil	100	12	12	50	201
5	Russia	76	9	14	53	143
6	Germany	68	1	1	84	81
7	United Kingdom	55	1	3	87	63
8	France	55	5	4	83	66
9	Iran	45	16	19	56	80
10	South Korea	41	1	0	84	49
11	Turkey	36	6	9	45	81
12	Italy	36	2	6	58	61
13	Spain	34	7	3	72	47
14	Canada	30	5	4	87	35
15	Poland	25	0	4	65	38
Top 15		1,583	6%	7%	58%	2,739
World		2,609	9%	11%	37%	7,098

'Big' Internet Markets (India / Indonesia / Nigeria / Mexico / Philippines) = +20% Growth in 2013 = Strong, Material Penetration Upside

Countries with Internet Penetration ≤45%

Rank	Country	2013 Internet Users (MMs)	2013 Internet User Growth	2012 Internet User Growth	Population Penetration	Total Population (MMs)
1	India	154	27%	36%	13%	1,221
2	Indonesia	71	13	15	28	251
3	Nigeria	57	19	21	33	173
4	Mexico	46	11	14	38	119
5	Philippines	38	27	18	36	106
6	Egypt	38	13	29	44	85
7	Vietnam	37	14	16	39	92
8	South Africa	20	20	41	41	49
9	Pakistan	19	12	14	10	193
10	Thailand	18	12	6	27	67
11	Ukraine	15	17	22	34	45
12	Kenya	14	17	105	32	44
13	Venezuela	13	11	9	44	28
14	Peru	11	7	5	38	30
15	Uzbekistan	10	22	52	37	29
Top 15		560	18%	24%	22%	2,532
World		2,609	9%	11%	37%	7,098

Established 'Big' Smartphone Markets (USA / Japan / UK / Germany / Korea) = +17% Growth in 2013 = Slowing, Well Past 50% Penetration

Markets with >45% Penetration

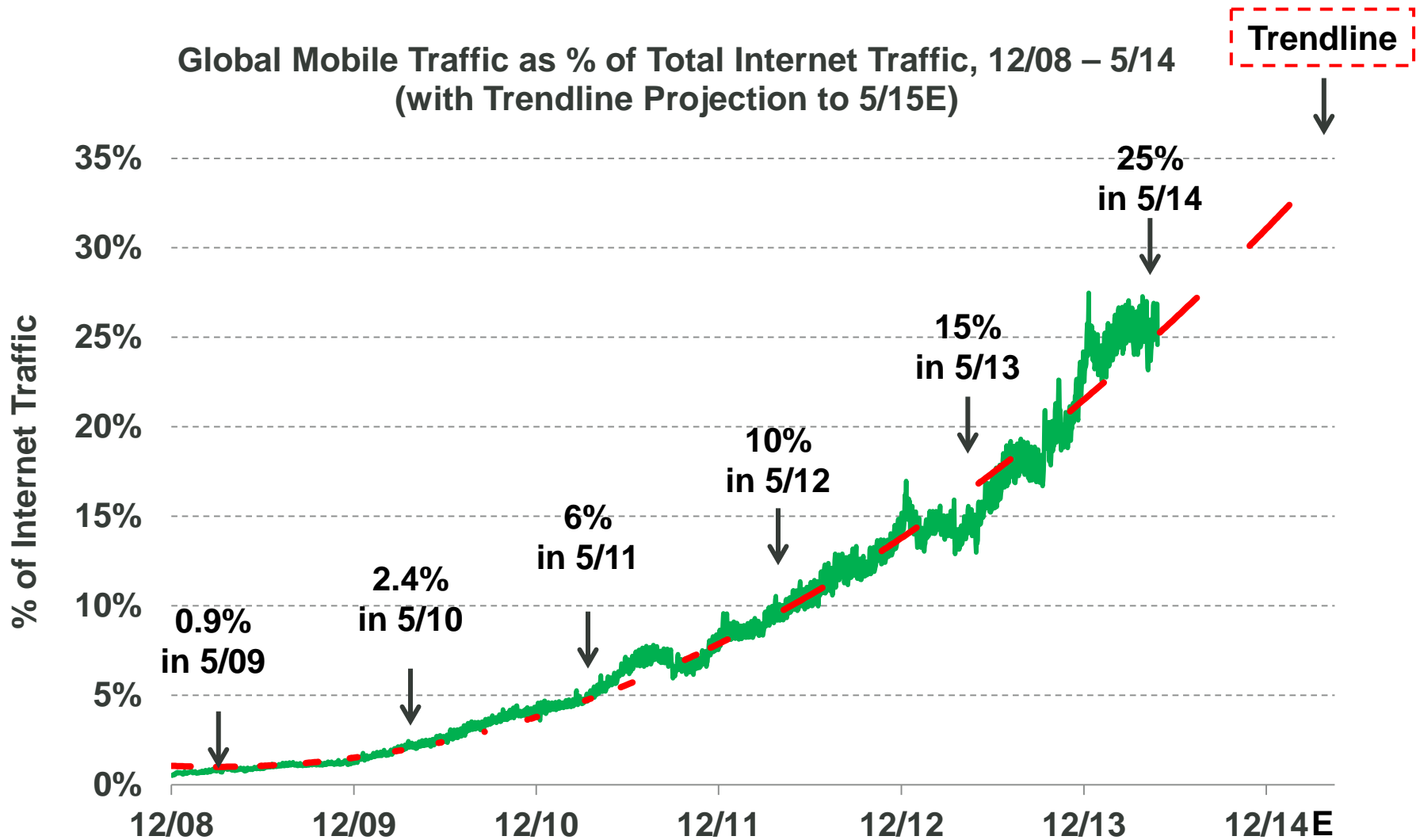
Rank	Country	2013 Smartphone Subs (MMs)	2013 Smartphone Sub Growth	Population Penetration	Total Population (MMs)	2014E Smartphone Sub Growth
1	USA	188	21%	59%	316	12%
2	Japan	99	5	78	127	5
3	UK	43	18	68	63	12
4	Germany	40	34	49	81	31
5	Korea	38	18	79	49	5
6	France	33	29	50	66	21
7	Saudi Arabia	30	20	110	27	15
8	Poland	22	29	57	38	24
9	Australia	19	20	85	22	12
10	Canada	18	21	53	35	15
11	Malaysia	16	23	54	30	21
12	Netherlands	12	18	69	17	13
13	Taiwan	11	23	49	23	27
14	Sweden	9	10	94	10	4
15	UAE	9	20	160	5	14
Top 15		588	19%	65%	910	13%
World		1,786	28%	25%	7,098	24%

Developing 'Big' Smartphone Markets (China / India / Brazil / Indonesia / Russia) = +32% Growth in 2013 = Strong, Material Penetration Upside Remains

Markets with ≤45% Penetration

Rank	Country	2013 Smartphone Subs (MMs)	2013 Smartphone Sub Growth	Population Penetration	Total Population (MMs)	2014E Smartphone Sub Growth
1	China	422	26%	31%	1,350	19%
2	India	117	55	10	1,221	45
3	Brazil	72	38	36	201	30
4	Indonesia	48	42	19	251	36
5	Russia	46	30	33	143	27
6	Mexico	22	49	19	119	39
7	Egypt	21	41	25	85	36
8	Italy	21	33	34	61	41
9	Spain	21	20	44	47	17
10	Philippines	20	43	19	106	36
11	Nigeria	20	43	12	173	39
12	South Africa	20	32	41	49	27
13	Thailand	18	27	27	67	24
14	Turkey	18	32	22	81	28
15	Argentina	17	40	41	43	34
Top 15		905	33%	23%	3,996	28%
World		1,786	28%	25%	7,098	24%

Mobile Traffic as % of Global Internet Traffic = Growing >1.5x per Year & Likely to Maintain Trajectory or Accelerate



...PUBLIC COMPANY TRENDS

Financial Philosophy – Michael Marks (Stanford GSB)

- 1) **Three Ways to Get Capital into Company** – Sell stock, borrow money, earn it. Earn it is best!
- 2) **Balance Sheets Matter** – Without a balance sheet, it's hard to understand where a company stands.
- 3) **Great Companies Grow Revenue, Make Profits *and* Invest for Future** – Companies that do just 2 of 3 are signing up for being just 'OK,' not 'great.'
- 4) **Companies Learn to Make Money *or* Not** – Companies that make money generally continue to do so, companies that don't make money generally continue that also. It becomes core to 'culture.'

Tech Companies = Top 1 or 2 Sector by Market Cap in S&P500 for Nearly 2 Decades

20 Years Ago:

Dec 1994 – S&P500 = \$3.2T

Sector	Weight	Largest Companies
CONS. STAPLES	14%	COCA-COLA ALTRIA
CONS. DISC.	13%	MOTORS LIQUIDATION FORD
INDUSTRIALS	13%	GENERAL ELECTRIC 3M
FINANCIALS	11%	AIG FANNIE MAE
TECHNOLOGY	11%	IBM MICROSOFT
HEALTHCARE	10%	MERCK JOHNSON & JOHNSON
ENERGY	9%	EXXON MOBIL
TELECOM	8%	SOUTHWESTERN BELL GTE
MATERIALS	7%	DUPONT DOW CHEMICAL
UTILITIES	4%	SOUTHERN COMPANY DUKE ENERGY

Peak of NASDAQ:

Mar 2000 – S&P500 = \$11.7T

Sector	Weight	Largest Companies
TECHNOLOGY	35%	MICROSOFT CISCO
FINANCIALS	13%	CITIGROUP AIG
CONS. DISC.	10%	TIME WARNER HOME DEPOT
HEALTHCARE	10%	MERCK PFIZER
INDUSTRIALS	8%	GENERAL ELECTRIC TYCO
TELECOM	7%	SOUTHWESTERN BELL AT&T
CONS. STAPLES	7%	WAL-MART COCA-COLA
ENERGY	5%	EXXON MOBIL CHEVRON
MATERIALS	2%	DUPONT ALCOA
UTILITIES	2%	DUKE ENERGY AES

Today:

May 2014 – S&P500 = \$17.4T

Sector	Weight	Largest Companies
TECHNOLOGY	19%	APPLE GOOGLE
FINANCIALS	16%	WELLS FARGO JPMORGAN CHASE
HEALTHCARE	13%	JOHNSON & JOHNSON PFIZER
CONS. DISC.	12%	AMAZON.COM WALT DISNEY
INDUSTRIALS	11%	GENERAL ELECTRIC UNITED TECHNOLOGIES
CONS. STAPLES	11%	WAL-MART PROCTOR & GAMBLE
ENERGY	10%	EXXON MOBIL CHEVRON
MATERIALS	3%	DUPONT MONSANTO
UTILITIES	3%	DUKE ENERGY NEXTERA ENERGY
TELECOM	2%	VERIZON AT&T

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