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

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

Source: Smartphone shipments per Morgan Stanley Research. User base per KPCB estimates based on Morgan Stanley Research and ITU data. Smartphone users & mobile phone users represent unique individuals owning mobile devices, as noted on slide 8; Mobile Subscribers based on number of connections & may therefore overstate number of mobile users.
Tablet Units = Growing Faster Than PCs Ever Did... +52%, 2013

Source: Morgan Stanley Research. Note: Notebook PCs include Netbooks.
Tablet Users = Loads of Growth Ahead...
@ 56% of Laptops / 28% of Smartphones / 8% of TVs

Source: KPCB estimates based on Morgan Stanley Research and ITU data. TV Users is estimate for users with TVs in household, given 1.4B households with TVs in world.
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

Source: 2005 & 2010 data per Gartner, 2013 data per IDC.
Each New Computing Cycle = 10x > Installed Base than Previous Cycle

Source: Morgan Stanley Mobile Internet Report (12/09)
Advertising / Monetization = Mobile Especially Compelling
Internet Advertising = Remains Strong... +16%...Mobile +47% to 11% of Total

Global Internet Advertising, 2008 – 2013

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

<table>
<thead>
<tr>
<th>Annualized Ad ARPU ($)</th>
<th>Q1:12</th>
<th>Q2:12</th>
<th>Q3:12</th>
<th>Q4:12</th>
<th>Q1:13</th>
<th>Q2:13</th>
<th>Q3:13</th>
<th>Q4:13</th>
<th>Q1:14</th>
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<tbody>
<tr>
<td><strong>Google ($)</strong></td>
<td>$37</td>
<td>$37</td>
<td>$38</td>
<td>$43</td>
<td>$42</td>
<td>$41</td>
<td>$41</td>
<td>$46</td>
<td>$45</td>
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<tr>
<td><strong>Y/Y Growth</strong></td>
<td>9%</td>
<td>6%</td>
<td>6%</td>
<td>14%</td>
<td>14%</td>
<td>11%</td>
<td>10%</td>
<td>8%</td>
<td>8%</td>
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</table>

| **Facebook ($)**       | $4.00 | $4.28 | $4.43 | $5.15 | $4.60 | $5.65 | $6.14 | $7.76 | $7.24 |
| **Y/Y Growth**         | 1%    | (2%)  | 7%    | 12%   | 15%   | 32%   | 39%   | 51%   | 57%   |
| **Mobile % of MAU**    | 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 |
| **Y/Y Growth**         | 90%   | 134%  | 108%  | 93%   | 52%   | 48%   | 61%   | 69%   | 80%   |
| **Mobile % of MAU**    | --    | --    | --    | --    | --    | 75%   | 76%   | 76%   | 78%   |

Source: SEC Filings & Comscore. ARPU = Average Revenue per User, defined as annualized revenue per Monthly Active User (MAU). Google ARPU is calculated using Google’s gross revenue & Comscore unique visitors.
Remain Optimistic About Mobile Ad Spend Growth... Print Remains Way Over-Indexed

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

<table>
<thead>
<tr>
<th>Media Type</th>
<th>Time Spent</th>
<th>Ad Spend</th>
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<tbody>
<tr>
<td>Print</td>
<td>19%</td>
<td>5%</td>
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<tr>
<td>Radio</td>
<td>12%</td>
<td>10%</td>
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<tr>
<td>TV</td>
<td>38%</td>
<td>45%</td>
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<tr>
<td>Internet</td>
<td>25%</td>
<td>22%</td>
</tr>
<tr>
<td>Mobile</td>
<td>20%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Internet Ad = $43B
Mobile Ad = $7.1B

Source: Advertising spend based on IAB data for full year 2013. Print includes newspaper and magazine. $30B+ opportunity calculated assuming Internet and Mobile ad spend share equal their respective time spent share. Time spent share data based on eMarketer 7/13 (adjusted to exclude outdoors / classified media spend). Arrows denote Y/Y shift in percent share.
Mobile App Revenue = Still Trumps Mobile Ad Revenue... @ 68% of Mobile Monetization

Global Mobile App + Advertising Revenue, 2008 – 2013

Source: Global Mobile App revenue per Strategy Analytics; comprises virtual goods, in-app advertising, subscription, & download revenue. Global Mobile Advertising revenue per PWC; comprises browser, search & classified advertising revenue.
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

Source: *FireEye Operation Saffron Rose, **Honeynet Project.
STATUS UPDATE –
TECH STOCKS / EDUCATION / HEALTHCARE
Technology Company Valuation Excess?

Some? Yes...

But, Let’s Look @ Patterns...
Global Technology IPO Issuance, 1990 – 2014YTD

March 10, 2000 = Technology Market Peak, NASDAQ @ 5,049

May 22, 2014 = NASDAQ @ 4,154

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

United States
North America
Asia
Europe
South America
NASDAQ

Annual Technology IPO Volume ($B)

Number of IPOs per Year

Source: Morgan Stanley Equity Capital Markets, 2014YTD as of 5/21/14, data per Dealogic, Bloomberg, & Capital IQ.

*Facebook = 75% of 2012 IPO $ value.
USA Technology Venture Capital Financing, 1989 – 2013

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

Source: Thomson ONE. Funding per Financing ($M) calculated as total venture financing per year divided by number of deals.
Tech Companies @ 19% of S&P500 Value = Well Below 35% March, 2000 Peak Level

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

March 10, 2000 = NASDAQ Peak, Tech as % of S&P @ 35%

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 4\textsuperscript{th} 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 27\textsuperscript{th} globally in math / 20\textsuperscript{th} in science / 17\textsuperscript{th} 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
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

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

Source: Duolingo, Coursera.
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 complaint with taking medicine to manage disease = $100B on avoidable hospitalizations (2010)

• **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

@KPCB Source: Beth Seidenberg, KPCB General Partner; Lynne Chou, KPCB Partner. Sources: ACA data per CBO office. HITECH Act data per HIMSS Report Frost and Sullivan & HealthIT. Consumerization of healthcare data from Deloitte, 2012.
...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
Both WhatsApp and Secret represent the ascendency of the phone book over the friend graph. It's back to the future.
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
  - Messages / Day = 5.2B, +24% Y/Y
  - Revenue = $203MM, +4xY/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

Source: Publicly disclosed company data for 2013. Note: Snapchat messages / day comprises number of snaps sent per day and number of stories viewed per day.
Evolution of Messaging → New Social Graphs...

- **Edges = Potentially More Value than Nodes...**

Nodes = # of Contacts

- **High**

Edge Weights = Frequency of Communication

- **Low**

Broadcasting Fewer Messages to Large Audiences

Frequent Interactions with Smaller Group of Close Contacts

Source: Anjney Midha, KPCB Associate; Jared Morgenstern, KPCB Entrepreneur Partner.
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...’

Source: Megan Quinn, KPCB Partner.
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 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

<table>
<thead>
<tr>
<th>Publisher</th>
<th>Facebook Shares</th>
<th>Facebook Likes</th>
<th>Facebook Comments</th>
<th># of Interactions (MM)</th>
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<tbody>
<tr>
<td>BuzzFeed</td>
<td>39</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Huffington Post</td>
<td>28</td>
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<tr>
<td>ABC News</td>
<td>19</td>
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<td>Fox News</td>
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<tr>
<td>Daily Mail</td>
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</table>

### Top Twitter News Publishers, 4/14

<table>
<thead>
<tr>
<th>Publisher</th>
<th># of Shares (MM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBC</td>
<td>3</td>
</tr>
<tr>
<td>New York Times</td>
<td>2</td>
</tr>
<tr>
<td>Mashable</td>
<td>2</td>
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<tr>
<td>ABC News</td>
<td>2</td>
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<tr>
<td>CNN</td>
<td>1</td>
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<tr>
<td>Time</td>
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<tr>
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<td>Forbes</td>
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<tr>
<td>The Guardian</td>
<td>1</td>
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<tr>
<td>BuzzFeed</td>
<td>1</td>
</tr>
<tr>
<td>Fox News</td>
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</table>

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

Source: Buzzfeed, 5/14.
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

6MM Guest Stays
550K Listings, +83% Y/Y
11x Ratio Guest Stays / Listings

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

All data for 2013. Sources: Company data, SEC filings. Airbnb Listings is total number at year-end. In 2013, Alibaba’s China retail marketplaces comprised of Taobao, Tmall, and Juhuasuan, which generated Gross Merchandise Volume of $248B from 8MM active sellers. GrubHub’s average annual $ to restaurants calculated using 2013 Gross Food Sales totaling $1B+ across 29K restaurants on platform.
Re-Imagining Grocery Shopping

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

Source: Comscore. Images: Indiana Public Media, Film North Florida; Kearny Hub, Wall Street Journal.
USA Music Consumption, 2013

Music Streams
- 2013 Units: 118B
- Y/Y Growth: 32%

Digital Track Sales
- 2013 Units: 1.3B
- Y/Y Growth: -6%

Physical Music Sales
- 2013 Units: 172MM
- Y/Y Growth: -13%

(First Y/Y Decline)

Source: Nielsen & Billboard 2013 US Music Report, 1/14. Note that absolute consumption comparisons are apples-and-oranges as tracks / physical sales are likely played multiple times but data is illustrative as growth rate is key indicator.
Re-Imagining Money
Re-Imagining Money
Fact that ~5MM Bitcoin Wallets (+8x Y/Y) Exist Proves Extraordinary Interest in Cryptocurrencies

<table>
<thead>
<tr>
<th>Date</th>
<th>Android Bitcoin Wallet</th>
<th>Coinbase</th>
<th>Multibit</th>
<th>Blockchain</th>
</tr>
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<tbody>
<tr>
<td>11/11</td>
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<td>3/12</td>
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Number of Bitcoin Wallets by Wallet Provider, 4/14

Source: CoinDesk. Largest wallet providers (Blockchain / MultiBit / Coinbase / Bitcoin Wallet) at ~4.9MM wallets account for majority of Bitcoin wallets created.
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
Houzz – Content (Photos) / Community (Professionals + Consumers) / Commerce (Products), 4/12 – 4/14

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

Source: Houzz, Consumer defined as unique monthly users, Active Professional defined as active users of Houzz with a business profile.
## Inspiration - Photos

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

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## Editorial - Guides / Articles

10K (+143%) ‘Wikipedia’ of home design

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## Services – Professionals

400K (+198%) Portfolios & reviews

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## Discussions

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

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## Products

2.5MM (+590%) Discover & purchase

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### Source: Houzz, 4/14.
Biggest
Re-Imagination of All =

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

# of Photos Uploaded & Shared per Day (MM)

Uploadable / Sharable / Findable – Mojo Update

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

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

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

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

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

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

Source: Company data.
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)

*Note: "Not findable" = uploaded content not searchable / publicly available
Source: Company data.
‘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...

Note: 1 petabyte = 1MM gigabytes, 1 zetabyte = 1MM petabytes.
Sensor Use
Rising Rapidly
Sensors = Big / Broad Business, Rapid Growth, Rising Proliferation IN Devices...

**Apple**
- **iPhone (2007)** 3 Sensors
  - Accelerometer / proximity / ambient light
- **iPhone 5s (2013)** 5 Sensors
  - 3-axis gyro / fingerprint / accelerometer / proximity / ambient light

**Samsung**
- **Galaxy S (2010)** 3 Sensors
  - Accelerometer / proximity / compass
- **Galaxy S5 (2014)** 10 Sensors
  - Gyro / fingerprint / barometer / hall (recognizes whether cover is open/closed) / RGB ambient light / gesture / heart rate / accelerometer / proximity / compass

Note: Sensor count for illustrative purposes only – Apple & Samsung sensor count methodology may differ.
Source: Publicly available data from Apple & Samsung, and third party reviews.
...Sensors = Big / Broad Business (+32% Y/Y to 8B)
Rising Proliferation OF Devices

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

Source: IHS Consumer & Mobile MEMS Market Tracker, April 2014.
MEMS = microelectromechanical systems. Includes sensors + actuators (a type of motor that is responsible for moving or controlling a mechanism or system, such as an autofocus system in a camera).
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

Note: Y-axis on graph is logarithmic scale.
Decreasing cost / performance of digital storage enables creation of more / richer digital information...

Global Storage Cost Trends

Note: Y-axis on graph is logarithmic scale.

...Storage Costs Declining = 38% Annually, 1992-2013...
Declining cost / performance of bandwidth enables faster collection & transfer of data to facilitate richer connections / interactions...

Global Bandwidth Cost Trends

Note: Y-axis on graph is logarithmic scale. Source: John Hagel, Deloitte, 5/14.
Smartphone prices continue to decline, increasing availability to masses...

Average Global Smartphone Pricing Trends

$450
$430
$400
$350
$300

2008 2009 2010 2011 2012 2013

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

Objects Stored in Amazon S3* (B)

Number of Amazon S3 Objects (B)


*Note: S3 is AWS' storage product and used as proxy for AWS scale / growth.
Source: Company data.
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

Image: iTunes.
Hailing Cab

Uber

Images: Flickr - KayVee, CultofMac.
Re-Imagining User Interfaces – Managing Traffic With Crowdsourcing

Driving in Traffic

Waze

Images: THEMETAQ, streettrafficapp.
Re-Imagining User Interfaces – Finding Music

Satellite Radio

Spotify

Images: Spotify.
Re-Imagining User Interfaces – Finding Video With Voice

TV Remote Control

Amazon Fire TV

@KPCB Images: idownloadblog, diytrade.com.
R.I.P. Bad User Interfaces

Data Mining / Analytics Tools
Improving & Helping Find Patterns
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

**SnapLogic**  
*Cloud Integration / Data Transmission*  
- 500MM+ machine / device scans integrated per day  
- 160+ data / cloud connectors on SnapStore  
- +128% Y/Y subscription revenue, 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

**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

---

Source: Company data.
Early Emergence of Data / Pattern-Driven Problem Solving
### 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

### 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

### 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)

### 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

---

*Based on Nest comparison of actual schedules and set points to a hypothetical (holding constant temperature). **Includes fees + underperformance; client savings of $5MM+ assumes $8 per trade retail.
Source: Company data.*
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**

*UK Department of Health. ** American Clinical Laboratory Association / BattelleTechnology Partnership Practice. Image: Illumina. Note: Genome sequencing data per Eric Schaldt. $1,000 cost is price of sequencing a genome at 30x coverage in the Mount Sinai Genome Core, 5/14.
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
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

@KPCB Image: Telegraph.
Global TV vs. PC (Desktop + Notebook) vs. Mobile (Smartphone + Tablet) Shipments, 1999 – 2013

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

Sources: TV unit shipments per NPD DisplaySearch (2004-2013 data) and Philips (1999-2003 data). PC (laptop + desktop) and smartphone + tablet unit shipments per Morgan Stanley Research.
Smartphones = Most Viewed / Used Medium in Many Countries, 2014

Daily Distribution of Screen Minutes Across Countries (Mins)

<table>
<thead>
<tr>
<th>Country</th>
<th>Screen Minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indonesia</td>
<td>132</td>
</tr>
<tr>
<td>Phillipines</td>
<td>99</td>
</tr>
<tr>
<td>China</td>
<td>89</td>
</tr>
<tr>
<td>Brazil</td>
<td>113</td>
</tr>
<tr>
<td>Vietnam</td>
<td>69</td>
</tr>
<tr>
<td>USA</td>
<td>147</td>
</tr>
<tr>
<td>Nigeria</td>
<td>131</td>
</tr>
<tr>
<td>Colombia</td>
<td>114</td>
</tr>
<tr>
<td>Thailand</td>
<td>78</td>
</tr>
<tr>
<td>Saudi</td>
<td>102</td>
</tr>
<tr>
<td>South Africa</td>
<td>115</td>
</tr>
<tr>
<td>Czech</td>
<td>111</td>
</tr>
<tr>
<td>Russia</td>
<td>98</td>
</tr>
<tr>
<td>Argentina</td>
<td>104</td>
</tr>
<tr>
<td>UK</td>
<td>148</td>
</tr>
<tr>
<td>Kenya</td>
<td>132</td>
</tr>
<tr>
<td>Australia</td>
<td>125</td>
</tr>
<tr>
<td>Spain</td>
<td>124</td>
</tr>
<tr>
<td>Turkey</td>
<td>111</td>
</tr>
<tr>
<td>Mexico</td>
<td>93</td>
</tr>
<tr>
<td>India</td>
<td>96</td>
</tr>
<tr>
<td>Poland</td>
<td>98</td>
</tr>
<tr>
<td>South Korea</td>
<td>127</td>
</tr>
<tr>
<td>Germany</td>
<td>129</td>
</tr>
<tr>
<td>Canada</td>
<td>104</td>
</tr>
<tr>
<td>Slovakia</td>
<td>95</td>
</tr>
<tr>
<td>Hungary</td>
<td>98</td>
</tr>
<tr>
<td>Japan</td>
<td>125</td>
</tr>
<tr>
<td>France</td>
<td>134</td>
</tr>
<tr>
<td>Italy</td>
<td>89</td>
</tr>
</tbody>
</table>

Note: Survey asked respondents “Roughly how long did you spend yesterday...watching television (not online) / using the internet on a laptop or PC / on a smartphone or tablet?” Survey respondents were age 16-44 across 30 countries who owned or had access to a TV and a smartphone and/or tablet. The population of the 30 countries surveyed in the study collectively represent ~70% of the world population.
Mobile Owners (84%) Use Devices While Watching TV...
~2x Higher Over 2 Years

What Connected Device Owners are Doing While Watching TV, USA

<table>
<thead>
<tr>
<th>Activity</th>
<th>Smartphone</th>
<th>Tablet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surfing the Web</td>
<td>49%</td>
<td>66%</td>
</tr>
<tr>
<td>Shopping</td>
<td>24%</td>
<td>44%</td>
</tr>
<tr>
<td>Checking Sports Scores</td>
<td>27%</td>
<td>29%</td>
</tr>
<tr>
<td>Looking Up Info on Actors, Plot, Athletes, etc.</td>
<td>29%</td>
<td>41%</td>
</tr>
<tr>
<td>Emailing / Texting Friends About Program</td>
<td>23%</td>
<td>29%</td>
</tr>
<tr>
<td>Reading Discussion About TV Program on Social Media Sites</td>
<td>12%</td>
<td>18%</td>
</tr>
<tr>
<td>Buying A Product / Service Being Advertised</td>
<td>7%</td>
<td>14%</td>
</tr>
<tr>
<td>Voting or Sending Comments to a Live Program</td>
<td>9%</td>
<td>12%</td>
</tr>
<tr>
<td>Watching Certain TV Program Because of Something Read on Social Media</td>
<td>10%</td>
<td>17%</td>
</tr>
</tbody>
</table>

Note: Data gathered from USA general population sample 13+ years old with 9,448 respondents who own a Tablet, e-Reader, Smartphone, or Streaming Capable Device. Study conducted in 9/13.
Average Minutes per Day Following the Olympics, by Device, 2012 Olympics Fans

<table>
<thead>
<tr>
<th>Device Combination</th>
<th>Minutes Spent per Day</th>
<th>Source: ComScore Single Source Multi-Platform Study, London Olympics Lab for NBC, 7/12.</th>
<th>Note: Data based on total day time spent. N = 720 panelists that use multiple devices and are Olympic fans.</th>
</tr>
</thead>
<tbody>
<tr>
<td>TV Only</td>
<td>259</td>
<td>2x Higher for 4 Screen Users vs. Solo TV During Olympics</td>
<td></td>
</tr>
<tr>
<td>TV + PC</td>
<td>268</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TV + PC + Phone</td>
<td>300</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TV + PC + Phone + Tablet</td>
<td>367</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PC (Desktop + Notebook)</td>
<td>50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phone</td>
<td>51</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tablet</td>
<td>55</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tablet</td>
<td>47</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phone</td>
<td>40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tablet</td>
<td>55</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
More Screens = Consumers Get More Content in Less Time?

5 Hours of TV Screen Media

= 4 Hours of Content + 1 Hour of Commercials

5 Hours of Multiple Screen Media

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

= >5 Hours of Content?

Sources: Millward Brown AdReaction, 2014. Nielsen TV Advertising Audiences Report, 5/14. Note: Average global daily screen media time = 417 minutes, of which 147 are on smartphones, 113 on TV, 108 on PC (desktop + notebook), 50 on Tablets. In 2013, an average of 14 minutes of commercials were shown for each hour of Network TV Programming.
[Traditional] Remote Controls Disappearing
Re-Imagining Remote Controls =
The ‘Now’ = A New IP-Enabled Search Engine

Then... ...Now

Images: eBay, YouTube.
As Smartphones Eclipsed Feature Phones...

Smart TV Adapters + Smart TVs = Game Changers for Internet-Enablement of Screens (Big & Small)
<table>
<thead>
<tr>
<th>Company / Product</th>
<th>Launch Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amazon Fire TV</td>
<td>4/14</td>
</tr>
<tr>
<td>Google Chromecast</td>
<td>7/13</td>
</tr>
<tr>
<td>Roku</td>
<td>5/08</td>
</tr>
<tr>
<td>Apple TV</td>
<td>1/07</td>
</tr>
<tr>
<td>Nintendo Wii</td>
<td>12/06</td>
</tr>
<tr>
<td>Nintendo Wii U</td>
<td></td>
</tr>
<tr>
<td>Sony PlayStation 3</td>
<td>11/06</td>
</tr>
<tr>
<td>Sony PlayStation 4</td>
<td></td>
</tr>
<tr>
<td>Microsoft Xbox 360</td>
<td>11/05</td>
</tr>
<tr>
<td>Microsoft Xbox One</td>
<td></td>
</tr>
</tbody>
</table>

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

Source: Generator Research, 2014.
Note: Smart TVs defined as internet-enabled television sets and exclude connected devices or adapters that stream content to television sets, such as game consoles or hybrid set-top boxes.
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

Sources: ESPN, BBC, HBO.
Internet = Evolved from Directory to Search / Apps...

TV = Evolving from Directory to Apps / Search

TV Guide

YouTube - Search Bar

Comcast - X1 Guide
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

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

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

Source: YouTube, 5/14.
Note: Y/Y growth rates as of 5/14. Select Top YouTube channels that primarily feature a new artist. Excludes channels that aggregate videos around specific topics.
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

Source: YouTube
**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*

Source: 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

<table>
<thead>
<tr>
<th>Rank</th>
<th>Site</th>
<th>Volume (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Twitch</td>
<td>44%</td>
</tr>
<tr>
<td>2</td>
<td>WWE</td>
<td>18%</td>
</tr>
<tr>
<td>3</td>
<td>Ustream</td>
<td>11%</td>
</tr>
<tr>
<td>4</td>
<td>MLB.com</td>
<td>7%</td>
</tr>
<tr>
<td>5</td>
<td>ESPN</td>
<td>6%</td>
</tr>
</tbody>
</table>

*ReadWrite

Source: Company data. Qwilt, 4/14.

©KPCB
Social TV =
Can Provide Advertiser Lift
TV + Twitter = Boosts Ad Impact

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

<table>
<thead>
<tr>
<th></th>
<th>Ad Recall</th>
<th>Brand Favorability (% Lift)</th>
<th>Purchase Intent (% Lift)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TV Only Viewers</td>
<td>40%</td>
<td>7%</td>
<td>16%</td>
</tr>
<tr>
<td>TV x Twitter Viewers</td>
<td>53%</td>
<td>18%</td>
<td>30%</td>
</tr>
<tr>
<td>TV Only Viewers vs. No Recent TV</td>
<td>18%</td>
<td>16%</td>
<td>30%</td>
</tr>
<tr>
<td>TV x Twitter Viewers (Tweeters) vs. No Recent TV</td>
<td>7%</td>
<td>18%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Note: TV x Twitter users defined as people who used Twitter while watching TV. N = 7,500+ respondents who were part of a study to assess impact of TV ads among people who watched TV with and without Twitter.
Consumers Voting for
Personalization
Netflix = Personalization...

A Father of Two

A Female Millennial

Images: Screenshot of Netflix homepages of two subscribers.
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

Note: Study encompassed quantitative survey of 1,000 USA consumers (800 millennials age 16-34 and 200 non-millennials age 35-64). Data collected on 11/13.
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

57%

23%

10%

6%

4%

TV Set (Live)

DVR / VOD / DVD

Connected TV

Computer

Mobile Device

Note: Study based on 1,200 interviews in 1/14 among heads of households (18+) who watch any kind of TV.
Live TV defined as watching linear programming that is not time-shifted from original programming time intended.
TV Content defined as any type of video content. Computer includes desktop + notebook. Mobile includes smartphone + tablet.
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

Source: Ooyala Global Video Index.

Data based on anonymized viewing habits of nearly 200MM unique viewers in over 130 countries and data from Ooyala’s video publishers, which include hundred of broadcasters and operators.
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

Source: Netflix Long Term View.
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

Source: Angus Maddison, University of Groningen, OECD, data post 1980 based on IMF data (GDP adjusted for purchasing power parity).
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

China Mobile Internet Users (MM)

% of Total China Internet Users

Source: CNNIC.
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

- Google
- Microsoft
- Facebook
- Yahoo!
- Wikipedia
- Amazon.com
- Ask.com
- Glam Media
- Apple
- Tencent

Monthly Unique Visitors (MMs)

Source: comScore, 1/13.
3/14 – 6 of Top 10 Global Internet Properties ‘Made in USA’... >86% of Their Users Outside America...China Rising Fast

Source: comScore, 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

Find restaurants / daily group buy deals - powered by Dianping - 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

Source: Tencent, Liang Wu (Hillhouse Captial).
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**
Moguie / 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.

Source: Liang Wu (Hillhouse Capital).
Didi Taxi – 100MM+ Users = 5MM+ Daily Rides, +15x in 77 Days... Driven by WeChat Payment Integration & Subsidy*


- Daily Taxi Trips Booked (000)
- Registered Users (MM)

Note: * Subsidy ranges from $1-3 per ride. Estimated total subsidy during this period was ~$233MM.
Source: Didi, Liang Wu (Hillhouse Captial).
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

$1B $9B $31B $89B

$0 $20 $40 $60 $80 $100

Launch (5/29/13) 3Q13 4Q13 1Q14

Drove $89B AUM* in 10 Months

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

Note: Colors denote current market value relative to Y/Y market value. Green = higher. Red = lower. Purple = newly public.
### Select Transactions, 2012-2014YTD

<table>
<thead>
<tr>
<th>Company / Market Cap ($B)</th>
<th>Volume, 2012-2014YTD ($B)</th>
<th>Select Transactions, 2012-2014YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Google</strong> $377B</td>
<td>$6B (M&amp;A)</td>
<td>DeepMind $400MM (1/14) Nest $3B (1/14) Waze $1B (6/13)</td>
</tr>
<tr>
<td><strong>Facebook</strong> $157B</td>
<td>$24B (M&amp;A)</td>
<td>Oculus $2B (3/14) WhatsApp $19B+ (2/14) Instagram $1B (4/12)</td>
</tr>
<tr>
<td></td>
<td>$7B* (Investments)</td>
<td>JD.com $3B (3/14) CJ Games $500MM (3/14) Activision Blizzard $429MM (7/13)</td>
</tr>
<tr>
<td><strong>Tencent</strong> $132B</td>
<td>$5B (M&amp;A)</td>
<td>ChinaVision $800MM (3/14) AutoNavi $1B+ (2/14)</td>
</tr>
<tr>
<td></td>
<td>$5B* (Investments)</td>
<td>Youku $1B (4/14) Tudou $1B (4/14) Weibo $1B (4/13)</td>
</tr>
</tbody>
</table>


Note: Includes investments that corporations and their subsidiaries/affiliates have made in companies. Google’s Docusign investment represents the latest round; however, the Company had been a previous investor.

*Some data may include entire funding round, of which a portion may be attributable to investors other than the Company listed here.*
ONE MORE THING(S)...
From One Extreme
To the Other...
Live Streaming = Oculus Rift-Enabled Drones?
Re-Imagining Global Access to Internet? 😞.

This painting is not available in your country.
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

Global Economies / People = Increasingly Connected / Co-Dependent

World Trade as % of World GDP, 1960 - 2013

Source: Trade data per World Trade Organization (WTO), GDP data per United Nations (UN).
Note: World trade calculated as the sum of all countries’ imports (or exports). The biggest trading partners of USA includes EU nations, Canada, China, Mexico, Japan and South Korea.
Founders / Co-Founders of Top 25 USA Public Tech Companies, Ranked by Market Capitalization

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

Total Founded by 1st or 2nd Gen Immigrants: $2,053,676, $577,580, 1,226,873


*Note: while Andy Grove (from Hungary) is not a co-founder of Intel, he joined as COO on the day it was incorporated. **Francisco D'souza is a person of Indian origin born in Kenya.
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

- F1 Student Visa Issued
- H-1B Employment Visa Issued

USA, INC. UPDATE

REPORT: http://www.kpcb.com/usainc/USA_Inc.pdf
USA Inc. Income Statement, F2013 – Revenue (Taxes) +13%...Expenses -2%...-24% Net Margin

<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>-------</td>
</tr>
<tr>
<td><strong>Revenue ($B)</strong></td>
</tr>
<tr>
<td><strong>Y/Y Growth</strong></td>
</tr>
<tr>
<td>Individual Income Taxes*</td>
</tr>
<tr>
<td>% of Revenue</td>
</tr>
<tr>
<td>Social Insurance Taxes</td>
</tr>
<tr>
<td>% of Revenue</td>
</tr>
<tr>
<td>Corporate Income Taxes*</td>
</tr>
<tr>
<td>% of Revenue</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>% of Revenue</td>
</tr>
<tr>
<td><strong>Expense ($B)</strong></td>
</tr>
<tr>
<td><strong>Y/Y Growth</strong></td>
</tr>
<tr>
<td>Entitlement / Mandatory</td>
</tr>
<tr>
<td>% of Expense</td>
</tr>
<tr>
<td>Non-Defense Discretionary</td>
</tr>
<tr>
<td>% of Expense</td>
</tr>
<tr>
<td>&quot;One-Time&quot; Items</td>
</tr>
<tr>
<td>% of Expense</td>
</tr>
<tr>
<td>Defense</td>
</tr>
<tr>
<td>% of Expense</td>
</tr>
<tr>
<td>Net Interest on Public Debt</td>
</tr>
<tr>
<td>% of Expense</td>
</tr>
<tr>
<td><strong>Surplus / Deficit ($B)</strong></td>
</tr>
</tbody>
</table>

Note: USA federal fiscal year ends in September; *individual & corporate income taxes include capital gains taxes. Non-defense discretionary includes federal spending on education, infrastructure, law enforcement, judiciary functions.
Where Your Tax Dollars Go – Entitlements as % of Government Spending = 63% vs. 59% Y/Y

% of USA Federal Government Spending, 2013

Entitlement Spending = 63%

- Medicaid: 9%
- Medicare: 14%
- Income Security: 16%
- Social Security: 24%
- Defense: 18%
- Other: 12%
- Interest: 6%

Source: White House OMB.
Note: Income security includes unemployment; food, nutrition and housing assistance; federal retirement. Other expenses include transportation, education, justice, and other general government functions.
...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

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>2013 Internet Users (MMs)</th>
<th>2013 Internet User Growth</th>
<th>2012 Internet User Growth</th>
<th>Population Penetration</th>
<th>Total Population (MMs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>China</td>
<td>618</td>
<td>10%</td>
<td>10%</td>
<td>46%</td>
<td>1,350</td>
</tr>
<tr>
<td>2</td>
<td>USA</td>
<td>263</td>
<td>2</td>
<td>2</td>
<td>83</td>
<td>316</td>
</tr>
<tr>
<td>3</td>
<td>Japan</td>
<td>101</td>
<td>0</td>
<td>1</td>
<td>79</td>
<td>127</td>
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<td>4</td>
<td>Brazil</td>
<td>100</td>
<td>12</td>
<td>12</td>
<td>50</td>
<td>201</td>
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<td>5</td>
<td>Russia</td>
<td>76</td>
<td>9</td>
<td>14</td>
<td>53</td>
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<td>6</td>
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<td>1</td>
<td>1</td>
<td>84</td>
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<td>United Kingdom</td>
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<td>1</td>
<td>3</td>
<td>87</td>
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<td>8</td>
<td>France</td>
<td>55</td>
<td>5</td>
<td>4</td>
<td>83</td>
<td>66</td>
</tr>
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<td>9</td>
<td>Iran</td>
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<td>19</td>
<td>56</td>
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<td>South Korea</td>
<td>41</td>
<td>1</td>
<td>0</td>
<td>84</td>
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<td>6</td>
<td>9</td>
<td>45</td>
<td>81</td>
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<td>13</td>
<td>Spain</td>
<td>34</td>
<td>3</td>
<td>7</td>
<td>72</td>
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<td>14</td>
<td>Canada</td>
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<td>4</td>
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<td>15</td>
<td>Poland</td>
<td>25</td>
<td>0</td>
<td>4</td>
<td>65</td>
<td>38</td>
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<tr>
<td></td>
<td>Top 15</td>
<td>1,583</td>
<td>6%</td>
<td>7%</td>
<td>58%</td>
<td>2,739</td>
</tr>
<tr>
<td></td>
<td>World</td>
<td>2,609</td>
<td>9%</td>
<td>11%</td>
<td>37%</td>
<td>7,098</td>
</tr>
</tbody>
</table>

Source: United Nations / International Telecommunications Union, US Census Bureau. Iran Internet user data from KPCB estimates per data from Islamic Republic News Agency, citing data released by the National Internet Development Center.
### Countries with Internet Penetration ≤45%

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>2013 Internet Users (MMs)</th>
<th>2013 Internet User Growth</th>
<th>2012 Internet User Growth</th>
<th>Population Penetration</th>
<th>Population (MMs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>India</td>
<td>154</td>
<td>27%</td>
<td>36%</td>
<td>13%</td>
<td>1,221</td>
</tr>
<tr>
<td>2</td>
<td>Indonesia</td>
<td>71</td>
<td>13</td>
<td>15</td>
<td>28</td>
<td>251</td>
</tr>
<tr>
<td>3</td>
<td>Nigeria</td>
<td>57</td>
<td>19</td>
<td>21</td>
<td>33</td>
<td>173</td>
</tr>
<tr>
<td>4</td>
<td>Mexico</td>
<td>46</td>
<td>11</td>
<td>14</td>
<td>38</td>
<td>119</td>
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<tr>
<td>5</td>
<td>Philippines</td>
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<td>27</td>
<td>18</td>
<td>36</td>
<td>106</td>
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<td>6</td>
<td>Egypt</td>
<td>38</td>
<td>13</td>
<td>29</td>
<td>44</td>
<td>85</td>
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<tr>
<td>7</td>
<td>Vietnam</td>
<td>37</td>
<td>14</td>
<td>16</td>
<td>39</td>
<td>92</td>
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<tr>
<td>8</td>
<td>South Africa</td>
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<td>560</td>
<td>18%</td>
<td>24%</td>
<td>22%</td>
<td>2,532</td>
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<td>11%</td>
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Established ‘Big’ Smartphone Markets (USA / Japan / UK / Germany / Korea) = +17% Growth in 2013 = Slowing, Well Past 50% Penetration

### Markets with >45% Penetration

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>2013 Smartphone Subs (MMs)</th>
<th>2013 Smartphone Sub Growth</th>
<th>Population Penetration</th>
<th>Total Population (MMs)</th>
<th>2014E Smartphone Sub Growth</th>
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<td>1</td>
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<td>588</td>
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<td>World</td>
<td>1,786</td>
<td>28%</td>
<td>25%</td>
<td>7,098</td>
<td>24%</td>
</tr>
</tbody>
</table>

Source: Informa. Note: Japan data per Gartner, Morgan Stanley Research, and KPCB estimates.
Developing ‘Big’ Smartphone Markets (China / India / Brazil / Indonesia / Russia) = +32% Growth in 2013 = Strong, Material Penetration Upside Remains

## Markets with ≤45% Penetration

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>2013 Smartphone Subs (MMs)</th>
<th>2013 Smartphone Sub Growth</th>
<th>Population Penetration</th>
<th>Total Population (MMs)</th>
<th>2014E Smartphone Sub Growth</th>
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<tbody>
<tr>
<td>1</td>
<td>China</td>
<td>422</td>
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<td>31%</td>
<td>1,350</td>
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<td><strong>Top 15</strong></td>
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<td><strong>905</strong></td>
<td><strong>33%</strong></td>
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<td><strong>28%</strong></td>
<td><strong>25%</strong></td>
<td><strong>7,098</strong></td>
<td><strong>24%</strong></td>
</tr>
</tbody>
</table>

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

Source: StatCounter Global Stats, 5/14. Note that PC-based Internet data bolstered by streaming.
...PUBLIC COMPANY TRENDS
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**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Weight</th>
<th>Largest Companies</th>
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<tbody>
<tr>
<td>CONS. STAPLES</td>
<td>14%</td>
<td>COCA-COLA, ALTRIA</td>
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<tr>
<td>CONS. DISC.</td>
<td>13%</td>
<td>MOTORS LIQUIDATION, FORD</td>
</tr>
<tr>
<td>INDUSTRIALS</td>
<td>13%</td>
<td>GENERAL ELECTRIC, 3M</td>
</tr>
<tr>
<td>FINANCIALS</td>
<td>11%</td>
<td>AIG, FANNIE MAE</td>
</tr>
<tr>
<td>TECHNOLOGY</td>
<td>11%</td>
<td>IBM, MICROSOFT</td>
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<tr>
<td>HEALTHCARE</td>
<td>10%</td>
<td>MERCK, JOHNSON &amp; JOHNSON</td>
</tr>
<tr>
<td>ENERGY</td>
<td>9%</td>
<td>EXXON MOBIL</td>
</tr>
<tr>
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<td>SOUTHWESTERN BELL, GTE</td>
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<td>MATERIALS</td>
<td>7%</td>
<td>DUPONT, DOW CHEMICAL</td>
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<td>UTILITIES</td>
<td>4%</td>
<td>SOUTHERN COMPANY, DUKE ENER</td>
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