

EXHIBIT 211

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From: Kacie Thomas <KThomas@theoutcastagency.com>
Sent: Monday, April 20, 2015 5:26 PM
To: Johanna Peace; Eliza Kern
Cc: FBPlatform
Subject: Re: Next Steps on Forbes and Entrepreneur

Hi JP and Eliza – Know we're full steam ahead with the 4/30 migration but following our conversation below about putting our Entrepreneur byline on hold until after F8, we went ahead and edited the article so that new tools and features announced at F8 are included.

Quick question – we took a look at the Showcase website and noticed there weren't any updated examples to incorporate in our article. Do you know if there are any newer examples we can reference in this article?

In terms of next steps, we've reached out to the Entrepreneur contributor to confirm his interest. If he for some reason is no longer able to accept this, we will shop the article around elsewhere. Below, we've bulleted key edits made throughout; let us know if you have any additional thoughts/edits:

- Updated the 1.4M apps available in Google Play based on a new Statista entry. There weren't anymore recent updates to Apple's numbers (presume this is because Google Play has already surpassed them and they probably don't want to keep rubbing that fact in)
- Took out Parse analytics and incorporated more background on Analytics for Apps instead since that was introduced at F8.
- Added in a reference to the Messenger Platform, in addition to Open Graph and Share Dialogue in the "Expansion through Social" section (We originally called this "Expansion through Social Sharing, but I think it makes more sense to keep it at Social so we can include reference to Messenger)
- Added in some social plugin language in the "Expansion through Social" section per F8

Let us know if you have any questions. Thanks!

Best,
Kacie

KACIE THOMAS

kthomas@theoutcastagency.com
DIRECT: 415.345.4705
MOBILE: 559.287.0325
www.theoutcastagency.com



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From: Johanna Peace <johannap@fb.com>
Date: Thursday, January 15, 2015 at 4:34 PM

To: Kacie Thomas <KThomas@theoutcastagency.com>, Eliza Kern <elizakern@fb.com>

Cc: FBPlatform <FBPlatform@theoutcastagency.com>

Subject: Re: Next Steps on Forbes and Entrepreneur

Thanks, Kacie! Yes, I agree we should table until after F8 — because, although the topic of “How to build an app using FB” is pretty evergreen, my sense is that we’ll have more new/different/valuable tips for developers after the announcements of F8 go public.

Let’s save the draft you guys put together, and tweak/repurpose when we’re ready!

Thx,
Johanna

From: Kacie Thomas <KThomas@theoutcastagency.com>

Date: Thursday, January 15, 2015 at 2:16 PM

To: Johanna Peace <johannap@fb.com>, Eliza Kern <elizakern@fb.com>

Cc: FBPlatform <FBPlatform@theoutcastagency.com>

Subject: Re: Next Steps on Forbes and Entrepreneur

Hi JP and Eliza – Thank you so much for your input on the Entrepreneur byline. In light of Eliza’s feedback to incorporate a reference to the app events/app insights, which will change at F8 along with other products, we recommend tabling this until after the event ends, in March. This will also allow us to continue the news momentum, following F8.

Please feel free to let us know if you have any other thoughts. Otherwise, we will provide the reporter with an update on timing. Thanks!

Best,
Kacie

KACIE THOMAS

kthomas@theoutcastagency.com

DIRECT: 415.345.4705

MOBILE: 559.287.0325

www.theoutcastagency.com



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From: Kacie Thomas <KThomas@theoutcastagency.com>

Date: Friday, December 12, 2014 at 1:16 PM

To: Johanna Peace <johannap@fb.com>, Eliza Kern <elizakern@fb.com>

Cc: FBPlatform <FBPlatform@theoutcastagency.com>

Subject: Re: Next Steps on Forbes and Entrepreneur

Hi JP – Thanks again to you and the team for all of your insights listed out below. Please find attached the first draft of our Entrepreneur byline ready for your review. In terms of next steps, once we get your green light, we will go ahead and share this with the reporter (Eric) to see how he feels about the content. From there, we can determine best next steps for infographic development to supplement this blog post.

In addition, we saw the TIME cover that appeared! It looked fabulous! With that said, know you mentioned we wanted to hold on Forbes until it appeared, so wanted to gauge your interest in picking this back up again with Ben.

Looking forward to your thoughts! Thanks.

Best,
Kacie

The OutCast Agency

Kacie Thomas

KThomas@theoutcastagency.com | main: 415.392.8282

direct: 415.345.4705 | cell: 559.287.0325

www.theoutcastagency.com

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From: Johanna Peace <johannap@fb.com>**Date:** Monday, November 24, 2014 at 12:39 PM**To:** Kacie Thomas <KThomas@theoutcastagency.com>, Eliza Kern <elizakern@fb.com>**Cc:** FBPlatform <FBPlatform@theoutcastagency.com>**Subject:** Re: Next Steps on Forbes and Entrepreneur

Hi Kacie,

It's the Internet.org team who's working on the TIME piece. Not sure which reporter, but I know it's been in the works for quite a while. Should be a good one!

Thanks,
Johanna

From: Kacie Thomas <KThomas@theoutcastagency.com>**Date:** Monday, November 24, 2014 at 12:27 PM**To:** Eliza Kern <elizakern@fb.com>, Johanna Peace <johannap@fb.com>**Cc:** FBPlatform <FBPlatform@theoutcastagency.com>**Subject:** Re: Next Steps on Forbes and Entrepreneur

Thank you so much for all of this helpful information! Eliza, I don't think I saw the deck come through that you mentioned. I'll get going on the draft for Entrepreneur and will let you know if I have any questions or need anything else.

Also, who are you working with at TIME on FB's efforts in emerging markets? Sounds like a cool opportunity. I'll let Ben know we can re-visit in the next couple of months when we have more to share.

Thanks!
Kacie

The OutCast Agency

Kacie Thomas

KThomas@theoutcastagency.com | main: 415.392.8282

It was a pleasure to meet you both last week in-person! As a follow-up to our meeting, I'd love to get started on the two pending story opportunities for both Entrepreneur and Forbes while we have confirmed interest.

Below, I've provided more details on the storylines, with some suggested next steps. Let me know if you have any questions!

Thanks,
Kacie

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Overview of Ideas:

- **Entrepreneur**, Eric Siu – Eric would like us to draft a blog post with a supplementary infographic that would outline the “Top 10 ways to build a highly profitable app using Facebook.” The article would be authored by him, but we would have control over editorial direction, which is great for us! He’s flexible on the timeline, but the sooner the better :) Here’s the landing page to his articles so you can get a sense for his style of writing: <http://www.entrepreneur.com/article/232457>
 - Next Steps:
 - Is there a list of case studies that list out some of the best ways to leverage the Facebook platform for applications to gain profit?
 - If not, it’d be great if we could set up a few calls with three separate for-profit apps that have built on the Facebook platform. I’m happy to reach out and interview them to absorb some of their top tips and draft up an article for review/internal approval.
- **Forbes**, Ben Kepes – Interested in doing a story about how Facebook is enabling entrepreneurs in emerging countries to accelerate the creation of and/or contribution to more robust vertical markets (i.e. Healthcare, banking, education, real-estate, etc.). For example, we talked about Lenddo during our meeting last week, which is a social finance start-up within the Omidyar Network. Lenddo announced its Facebook app (WIRED article for more third-party perspective) to make personal finance information more easily accessible to local banking institutions at the user’s convenience – essentially helping people in emerging markets prove their identity and trustworthiness to get real-time loans from local financial institutions. This is an example of how Facebook is providing a platform on which to build platforms that accelerate successful vertical market growth.
 - Assets needed:
 - A strong case study around an app that developers have built to facilitate acceleration in vertical market production
 - Statistics to share on insights in emerging markets
- **He’s also interested in the following to supplement the above story, which I know is in the works right now:** A Heat Map to showcase app trends we’re seeing internationally. Depending on the app story we decide to feature, we can potentially break this down by total amounts of apps created in various countries, how app developers are building apps for developing countries (i.e. Nuances, tips or considerations), the types of apps that are being created (i.e. Games, services, etc.)
 - Next Steps:
 - Option #1: Are there any upcoming social good app launches that target the developing world coming up that we might be able to use and exclusive for?
 - Option #2: I could always reach out to Lenddo since I know the CEO well and Ben’s already familiar with it. I can try to get an update on their user numbers to see how successful they’ve become with the use of the Facebook platform. Or perhaps they could source an inspirational story that could feature an entrepreneur that was able to get their business up and running fast with the help of getting a quick loan via Facebook. This storyline could also tie in the Internet.org storyline.
 - Option #3: We could feature one of the apps in this list and offer Ben an overview of how they got started and the types of results they’re seeing since they decided to build their app on Facebook.

Kacie Thomas

KThomas@theoutcastagency.com | main: 415.392.8282

direct: 415.345.4705 | cell: 559.287.0325

www.theoutcastagency.com

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“Top 5 Ways to Build a Successful App On Facebook”

By Eric Siu, Entrepreneur

Introduction:

There are over 1.4M apps available in Google Play and 1.2M apps available in the Apple App Store (source: [Statista](#); 2015 and [Statista](#); 2014). So, how can *your* app break through the noise and reach the right person, and ultimately make money?

The proliferation of the app marketplace is why digital platforms are taking a lead on the mobile app development runway. Facebook, for example, has an existing global audience of 1.3B users so integrating a platform that already has a massive following is not a bad idea for today's app developers. But as we're seeing more and more new devices roll out, developers are a bit perplexed about how to build their app so it leverages the best tools out there and maintain cross-platform compatibility.

We've done the homework for you and included below some expert tips from a handful of Facebook's successful applications to find out exactly what that special sauce is made of when it comes to monetizing your apps on Facebook, and ultimately making them a hit with consumers on multiple devices.

1.) Go Cross-platform

There's no question that we're living in a platform-dominated world. People want access at any given moment, whether they're at home, in the office or on-the-go. As more and more people gravitate toward a mobile-centric world, it will be imperative that your app be platform agnostic, and accessible via desktop or mobile; Android or iOS.

[Throne Rush](#), for example, is a real-time military strategy game that was built on Facebook and only three months after the Facebook and mobile launch, Throne Rush revenue hit \$100K per day. One of the ways they were able to hit these revenue numbers was by synchronizing the Facebook version of the app with iOS and Android. This allowed them to facilitate a 25% increase in Facebook loyal player-base by using Facebook Login. The number of paying consumers among cross-platform players is 4X higher for Throne Rush.

Another example is King's casual game [Candy Crush Saga](#), which was ranked as the most popular game on [Facebook's Top Rated Social Games of 2012](#). Going cross-platform was key for Candy Crush Saga because it was able to leverage its existing user-base on Facebook to drive adoption and more engagement when King launched the mobile versions.

The app also found that mobile consumers who already played on their desktop would get bookmarks, Open Graph stories and notifications on their Facebook native app. As a result, Candy Crush Saga scored more users earlier than they would have without the extra help; mobile and desktop users are almost twice as engaged as single platform users.

2.) Make the Sign-up Process Simple

Another thing to keep in mind when you develop your app, especially when it's new and you have no existing user-base, is to make your sign-up process very simple. If people need to go through three steps that require added layers of data (email and passwords), they often lose interest and never come back. This is exactly what initially happened to Foursquare when it went mobile, and they found themselves with a conversion rate of 60%.

They switched their original three-step process over to one-click signup with Facebook Login. This means that potential users were able to authenticate Foursquare with their Facebook account – making them a Foursquare user in one step without any further information needed. As a result, the new user conversion rate jumped to 90%.

3.) Expansion through Social

Let's face it, when it comes to mobile, the bottom line is that people ultimately want to feel connected with one another. The collaboration builds a sense of camaraderie and helps make ideas stronger. Tools like the new Messenger Platform – with its 600 million existing users – bring growth and engagement opportunities to developers. Here, people can better express themselves with GIFs, photos, videos, audio clips and more, as opposed to informal calls or emails.

Also, Facebook offers social plugins with a single line of HTML, so you can easily integrate collaborative tools that people are already used to using like the Like button, Share button, comments, embedded posts and a comments box to continue the conversation outside of your app.

There are also tools like Open Graph and Share Dialogue, which allows users to make friends and keep that friendly dialogue consistent and most importantly - embedded onto your app.

Candy Crush Saga enables their players to share progress and achievements via Open Graph stories when they pass a friend's level or beat their score. Even reengagement was proving to be successful through the extra lives and boosters that players could share with each other.

4.) Target the Right People

Building a robust audience is important, but what's even more important is that you build a relevant audience to test and evaluate the game.

955 Dreams launched Applauze, a ticketing app, in March 2013 and experimented with Facebook's mobile app ads, with a budget of only \$200.

Their experiment resulted in a 10X higher click-through rate and a 50% lower cost per install compared to other mobile consumer acquisition platforms, making Facebook its top-returning channel.

Here's how they did it:

- Leveraged high-quality images and experimented with a mix of broad and narrow targeting. The app targeted various demographics and incorporated copy that was tailored to the specific demographic. For example, "Plan a great night out in Chicago, in seconds with Applauze."
- Refreshed ad copy regularly to avoid coming across to potential users as stereotypical ad, and referenced specific activities going on in that particular region. For example, "From art crawls to the championship game, find out what's going on near you."
- Presented a call-to-action in its posts, such as "Get tickets to your favorite bands in seconds from Applauze."
- Used Power Editor, a bulk ad-uploading tool, and Facebook's software development kit to track app performance. This allowed 955 Dreams to own all mobile app ad campaign management.
- Incorporated app performance insights to shift its focus and optimize accordingly for return on investment rather than cost-per-install (CPI). As a result, its return on investment rose at more than double the CPI rate.

5.) Track your App's Performance

Knowing how your app is performing is crucial, and even more crucial is having a deep understanding around *why* your app is performing a certain way. Facebook recently announced [Analytics for Apps](#) at F8, its annual developer conference, which is a free cross-device tool that makes it simple for developers to understand things like, "what percentage of the people in Canada that installed my mobile app ended up purchasing on my website?"

With this helpful tool, you can now understand exactly who your audience is and how to better engage them. For example, you'll be able know how people are navigating through your app and where they tend to drop off, specific breakdowns of people using your app by age, gender, country and language, and the value of your lifetime network or campaign.

Conclusion:

App development is an exciting way to create something that you want to share with the world, and with the right tools and support, developers can often build an influential piece of the business world puzzle and make money while doing it. Facebook is a developer's best friend when used properly because it provides all the tools you need to build, grow and monetize an app of any size and idea.