

EXHIBIT 144

UNREDACTED VERSION OF DOCUMENT SOUGHT TO BE LODGED UNDER SEAL

Facebook Messenger Bundle & Platform Opportunities

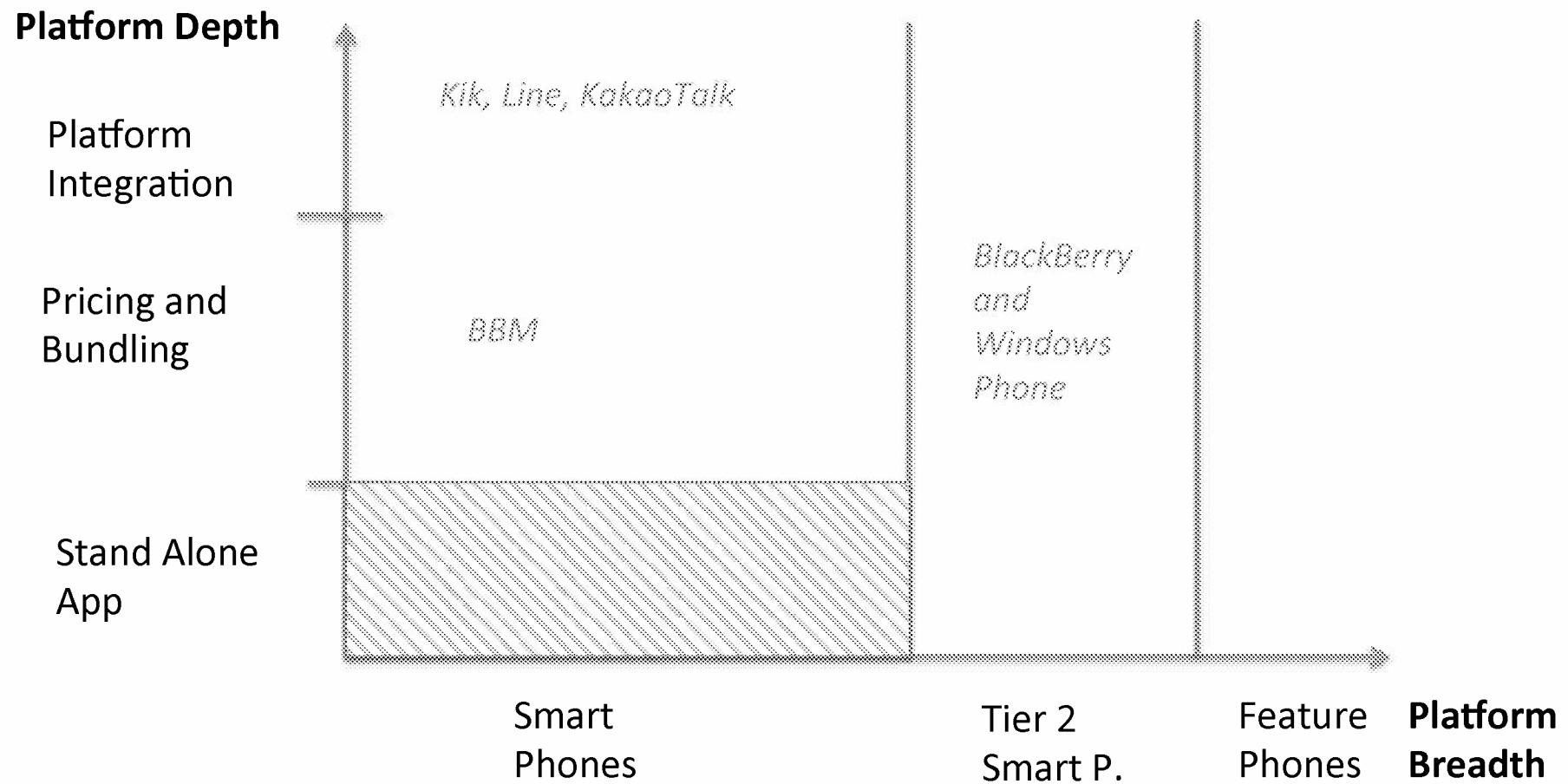
October 2013

Intro

- Platform/ Product Partnership Lead on OTT Video, Stickers, and Messenger
- Spent 10 years building platform services for operators and developers at BlackBerry.
 - Led team responsible for XP-BBM.
 - Big believer in leveraging partners for innovation (devs) and reach (operators).
- Introducing some potential opys; what should we chase?

Consider ‘Design Space’

- Opportunity to expand Messenger “coverage”



Existing Ecosystem Bundling

- Operators are partnering/ pre-loading for combinations of 3 reasons:
 1. Increase entry-level data adoption
 2. Differentiate offering with exclusive partnerships
 3. Directly Monetize
- Examples: Orange + Spotify ([link](#)), Reliance + WhatsApp ([link](#)), DT + Path ([link](#))
- Operators are already bundling Facebook, but we have 3 barriers to doing so sustainably:
 1. Complex product leads to complex integrations (eg. click off to YouTube)
 2. Undifferentiated: Facebook is the same for every operator.
 3. No opportunity to directly recoup costs associated with zero-rating.



Facebook Messenger Bundling Opportunities

- Goal: Accelerate the take up of Facebook Messenger/ Facebook by leveraging operator and partner promotion.
 - Allows us to test “Messenger as a Platform” effects without significant eng effort.
 - Allows FB to soften the SMS-revenue threat to operators.
- Two potential models:
 1. FB Messenger + Music Partner:
 - Deezer (220 countries) & Spotify (35 countries) have partnered with operators to zero-rate traffic, but rev share premium subscription revenue. Requires carrier billing integration.
 - FB drives WOM with ‘private recommendation’ integration using Messenger channel.
 2. FB Messenger + Game Partner:
 - FB game publishers select a property with high transaction frequency. Requires carrier billing integration.
 - Facebook zero-rates our, and game traffic. Provides game access to users who wouldn’t otherwise afford the data (incremental).
 - FB drives WOM with ‘highly curated experiences’ for invites and game mechanics leveraging Messaging channel.
 - Game revenue pays for data costs. Concept ‘pitched’ to Tigo with some interest.

Bundling Opportunities

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Why a Platform?

- **GOAL:** Leverage the characteristics of a multi-sided platform to make Facebook Messenger the #1 Mobile Messaging client globally.
- Currently, we're competing on the basis of single-sided network effects (ie more people = increased likelihood your friends are on Messenger). See 'Invisible Engines, MIT Press)
 - Similar strategy to WhatsApp.
 - Difficult to break these effects when penetration is high/ category is mature with low product differentiation, and high ease in multi-homing (ie if the only difference between WhatsApp and FB Messenger are the friends list, I'll just install two app).
- Introduction of a second-side to the platform allows Facebook to:
 - **Increase multi-homing costs for competitive services:** exclusive app integrations creates differentiation between us and competition. (ie gives a user a functional reason to use Facebook Messenger)
 - **Benefit from cross-side network effects:** more apps drives more users.
 - **Accelerates single-side effects:** retaining and driving engagement for existing users, will compound messenger adoption by new users.
 - **Promotional Leverage:** Partners/ developers/ operators are constructively aligned with us to evangelize Messenger for us.
 - **Compete asymmetrically with category leader:** WhatsApp (though this is a similar approach as Kakao, Line, BBM, and Kik).
 - **Rely in innovation leverage of 3rd parties:** We won't need to predict everything worth building.

Opportunities for Platformization

FB Role	Description	Opportunity/ Risk
Facebook as Content Distribution Platform	<ul style="list-style-type: none"> Facebook provides 'hooks' to partners to include their experience in our Messenger product. Eg. Kik, KakaoTalk, Line 	<ul style="list-style-type: none"> Creates differentiation that resists multi-homing (ie power users of Evernote will be inclined to use FB Messenger, and competitors must implement features to catch up).
Facebook as Interop Partner	<ul style="list-style-type: none"> Facebook interops with 'competitive' 3P and operator services. Eg. iMessage, BBM, SMS. 	<ul style="list-style-type: none"> Creates a 'commoditization' effect by breaking down network effects (ie, if we can't win, commoditize) Ideally, done in a way to ensure 'adoption' is in FB's favor. (eg. iMessage 'pecking order' approach). With operators, leverage their fear of commoditization by offering 'a seat at the table' / alternative \$ streams.
Facebook as Service Provider	<ul style="list-style-type: none"> Facebook maintains namespace (user must be FB user) and UX integrity (eg. Chat heads), but extends the Messenger experience inside 3rd party apps. Eg. BBM 	<ul style="list-style-type: none"> Creates additional contexts/ use cases for people to use the FB platform. Drives increased engagement in app context, but does it drive sustained, app-agnostic, usage? Kick starts partner 'community' efforts (ie aren't required to build auth, identity, and communications stacks).
Facebook as Infrastructure Provider	<ul style="list-style-type: none"> Facebook white labels infrastructure assets to Eg. Layer, Twilio (sort of) 	<ul style="list-style-type: none"> Reduces cost basis to offer Messenger (eg. Amazon AWS) On ramp for platform adoption.

Competitive View

Competitor	Integration
KakaoTalk	<p>KakaoLink API (link): Leverage Custom URL Schemes to enable developers to send URL and App links through KakaoTalk.</p> <p>Evernote attachment integration. Share EN documents privately with friends.</p> <p>Candy Crush platform integration: sending requests via KakaoTalk (includes AUTH, and user data) and custom-built emoticons (stickers).</p>
Line	<p>Line Channel & Line Coin: Support two types of apps: HTML5-based Web apps and native. The introduction will allow users to play games and engage with other content — including including music, coupons, digital books</p>
Kik	<p>Kik Cards: Content owners have a presence inside KIK and allows users to send HTML5 attachments.</p>
BBM	<ul style="list-style-type: none"> • BBM contact list, user profiles, and invitations: <ul style="list-style-type: none"> • Invite BBM contacts to download your app or initiate a social interaction within your app. • Determine which BBM contact has downloaded your app. • Access user profile info such as avatar, status, and location. • Application box in user profiles: Add a customizable application box to a user's BBM profile to broadcast achievements or provide updates. • Content/chat from application to BBM: <ul style="list-style-type: none"> • Initiate embedded chats with BBM contacts from within your app. • Share content with BBM contacts from within your apps. • Content/chat from application to application: <ul style="list-style-type: none"> • Create sub-communities within your application, even if the users are not pre-existing BBM contacts • Enable social interactions within your sub-communities. • Streaming data between applications (QoS?): Stream data between users of your applications for real-time activities such as communication, gaming, and location tracking.
Layer	<p>Infrastructure to handle: Auth, Security, Sync, Offline, Push, Infra</p>
WhatsApp	<p>Custom URL Schemes (link)</p>

Partner View

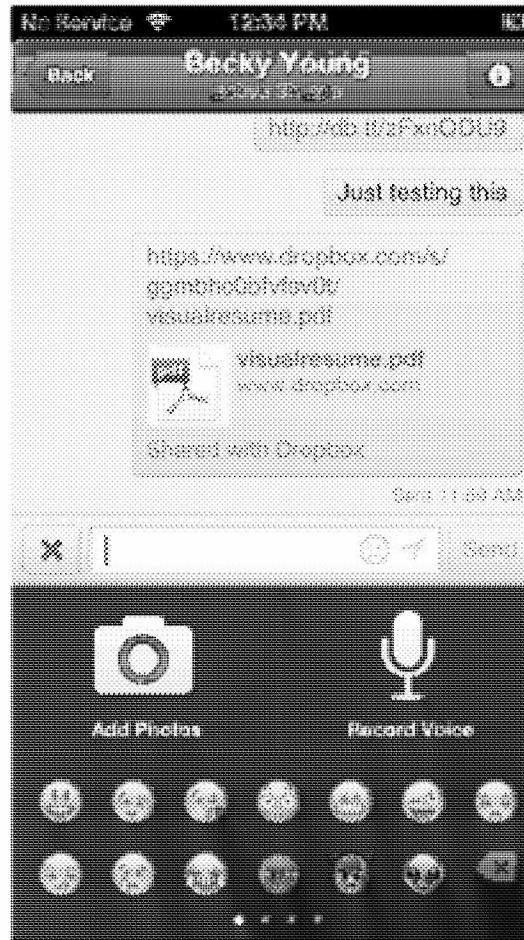
Category	Product	Description
Evernote	Service Provider	From within their Skitch product, allow people to initiate a chat from specific 'mark ups' on documents to collaborate on changes synchronously.
Nike	Service Provider	1/ From within Nike+ allow friends to chat/ co-ordinate runs. 2/ Pivot based on app-users and allow groups to co-ordinate a pick up football game.
Dropbox	Content Distribution	From within Messenger, allow people to select an attachment that originates in Dropbox.
Apple	Interop Partner	From within the iMessage interface, 'fail over' to Facebook Messenger gracefully, before SMS. Prevents iMessage users from adopting another Mobile Message client.
Song Kick	Service Provider	From within SongKick, allow friends to share a concert and co-ordinate logistics for going to a concert (chat heads within SongKick to keep them in the app).
Netflix	Private Sharing	Not really a Messenger opportunity. They are looking for a request/ invite channel to allow users to share recommendations.
Pinterest	Private Sharing	Not really a Messenger opportunity. They are looking for a request/ invite channel to allow users to share recommendations.

Next Steps

- Lean in to bundling opportunity: Identify opportunities to draft Messenger behind 3P value proposition.
- Continue to look at Messenger as a platform, but ‘on ice’ until lockdown ends.

APPENDIX

Extensible Attachment Support



Messenger Today

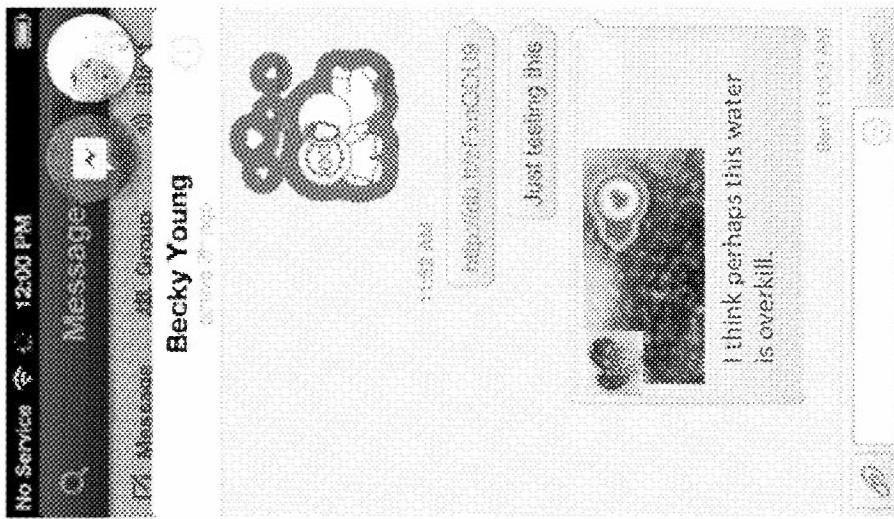


Messenger Concept

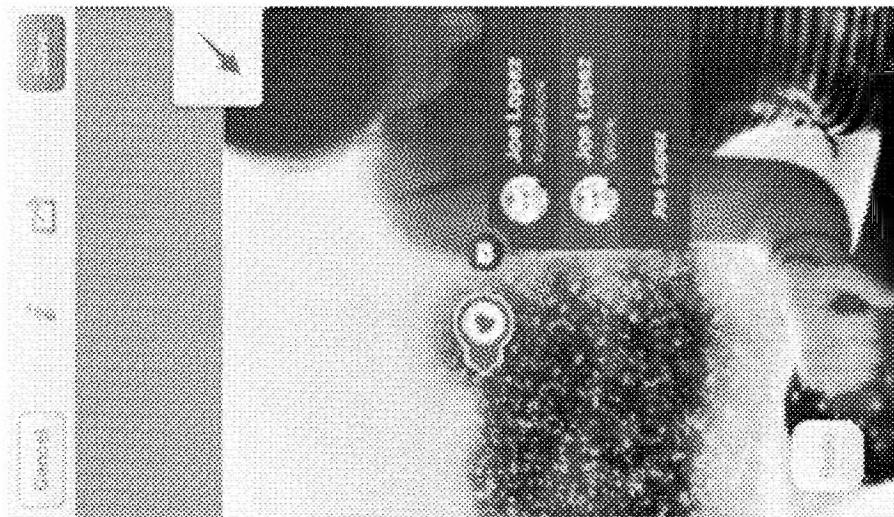
- Simple extensible platform support increases utility leverage for the FB Messenger platform.
- Requested by both Evernote and Dropbox
 - Rich preview (vs. just file type thumbnail).
 - Deep linking

App-Initiated Private Messaging

- Allows app developers to leverage Messenger as their collaboration channel (vs. email).
- Preview support.
- Deep linking (hand off between 3rd party app chat head and native FB messaging).



Chat head opens with app attribution and preview of edit. Joe can click through.



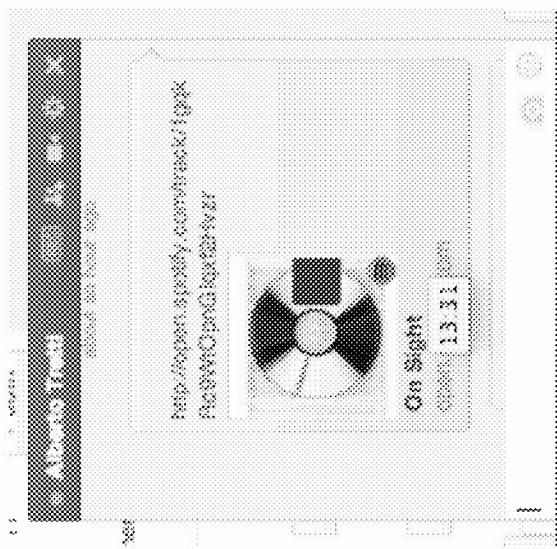
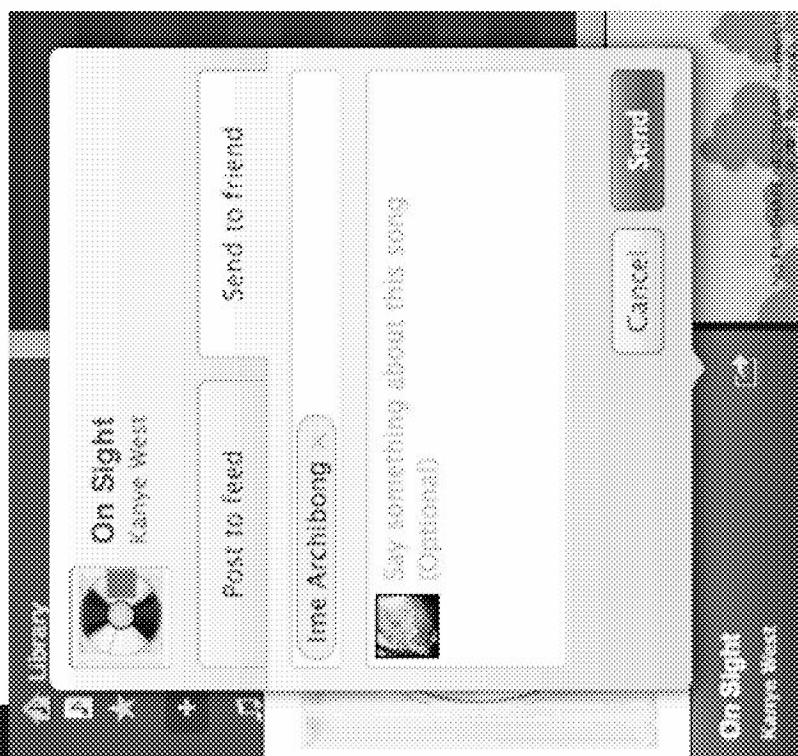
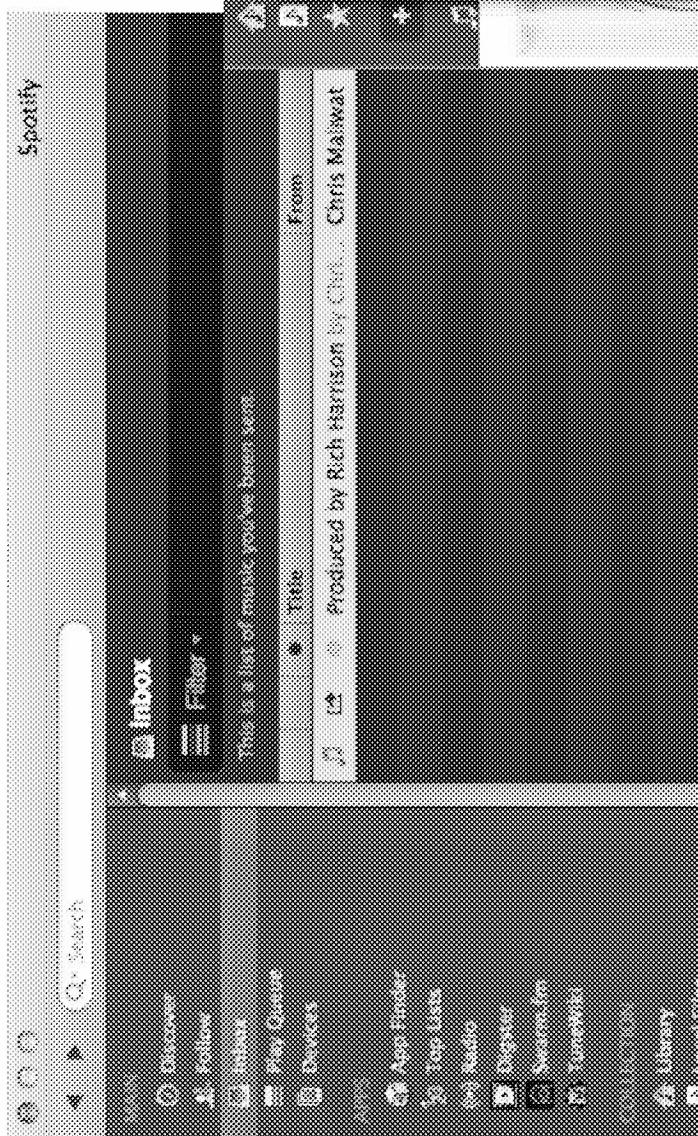
Becky edits document in Skitch and sends markup to Joe over Messenger

Current ‘Titan’ Partners

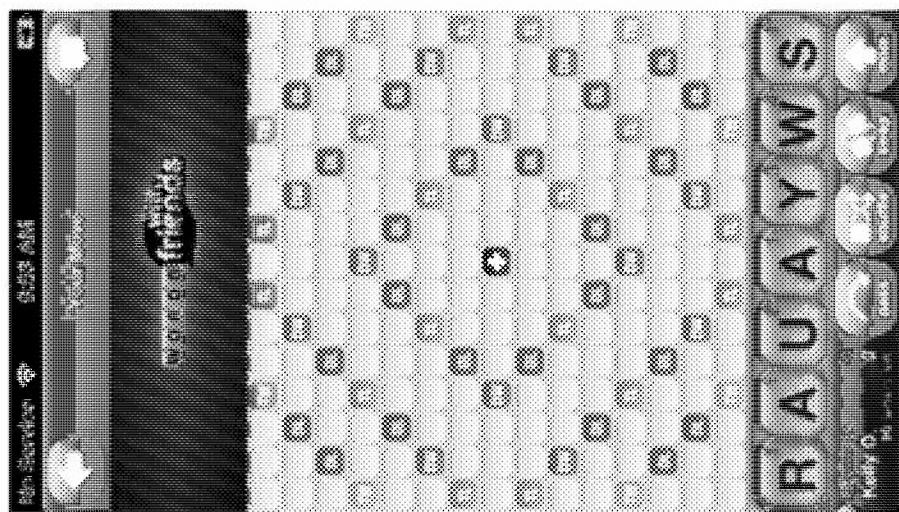
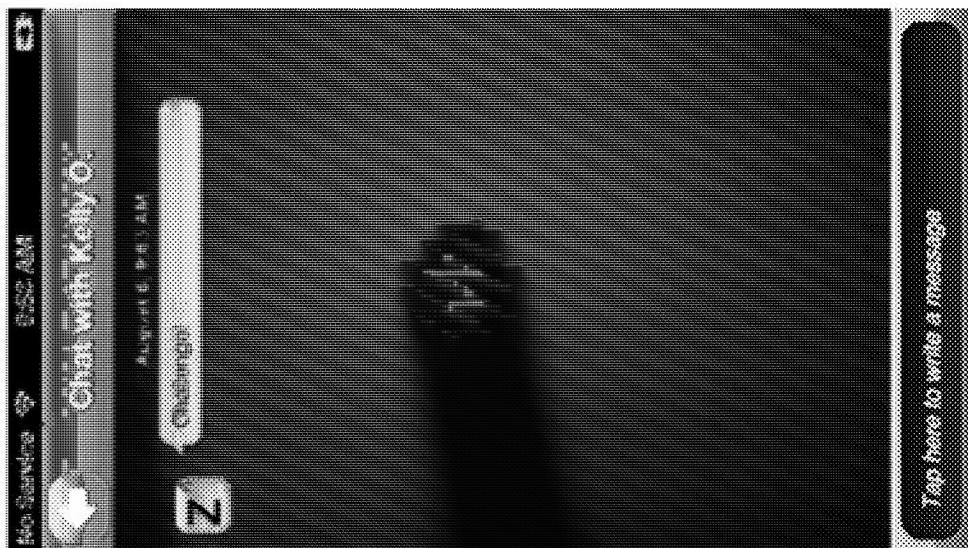
Current:

- Waze (343050668156)
- RBC Social Payments (246485198823635)
- Netflix (163114453728333)
- Foursquare (86734274142)
- Spotify (174829003346)
- Dropbox (210019893730 & 226682337344242)
- Rockmelt (96105046534)
- + many mobile OEMs (BlackBerry, Nokia, etc)

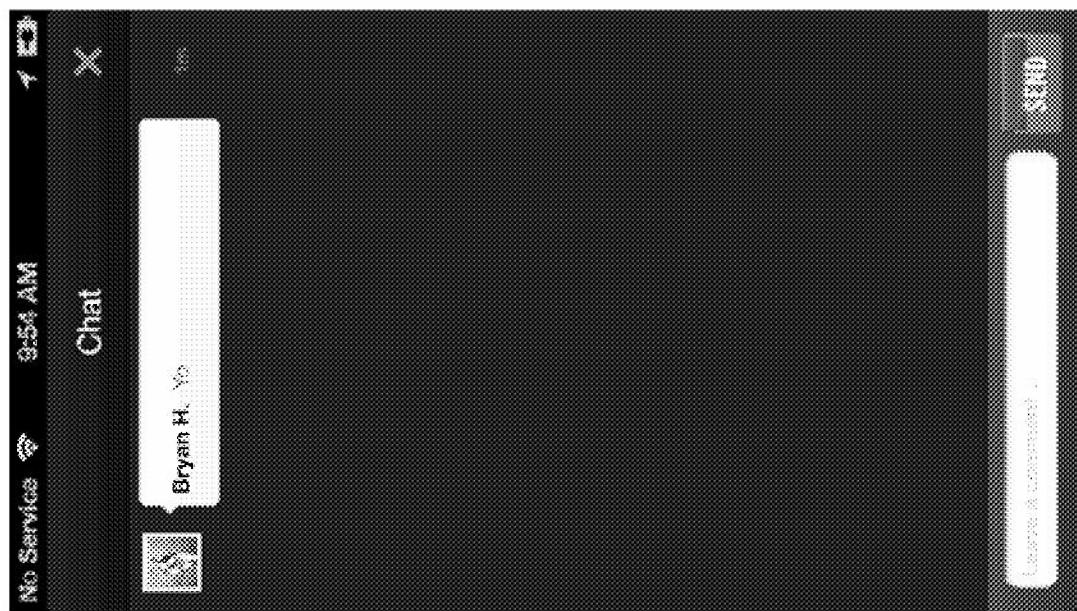
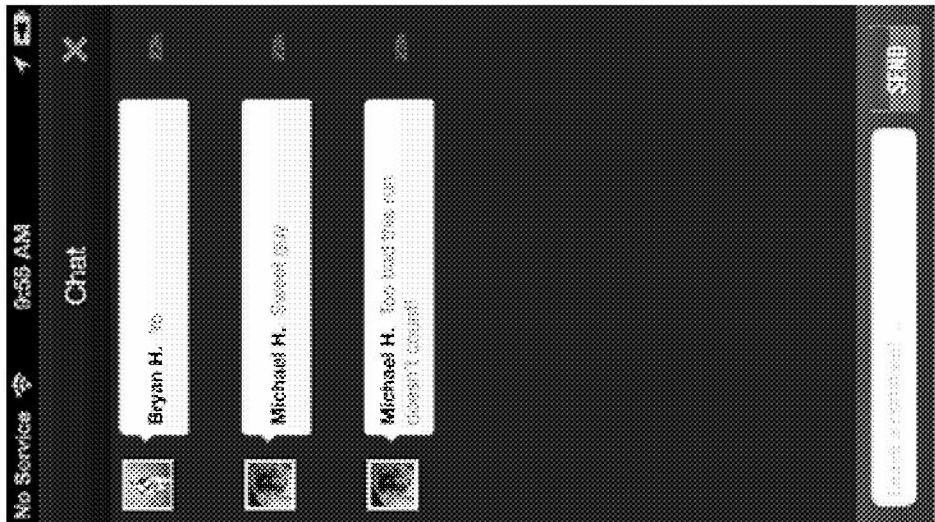
Potential: Nike, Evernote, Pinterest, Timehop, Zynga?



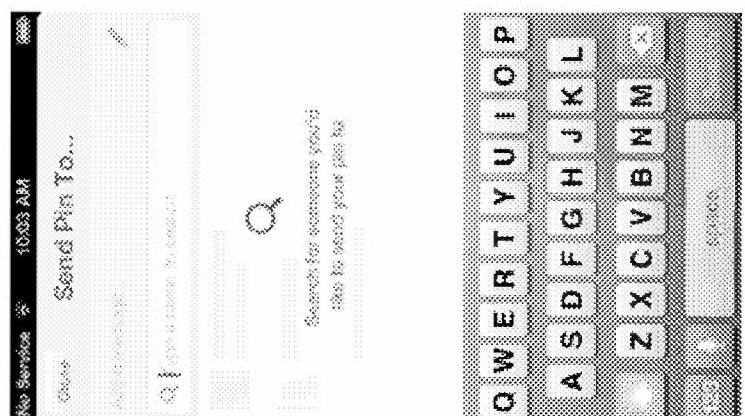
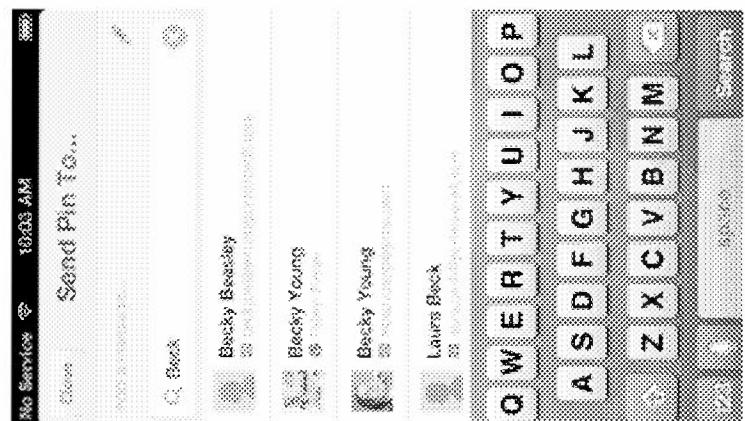
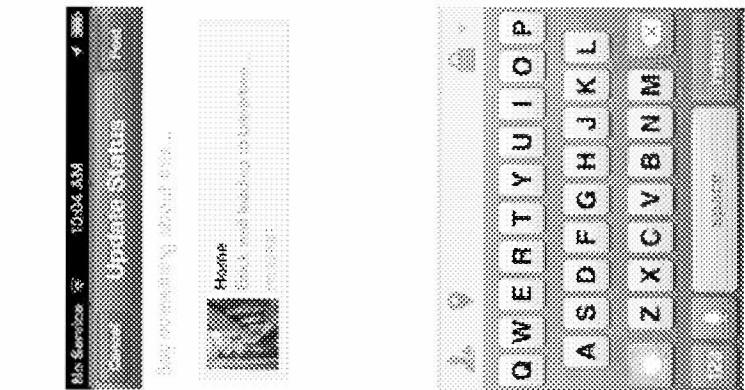
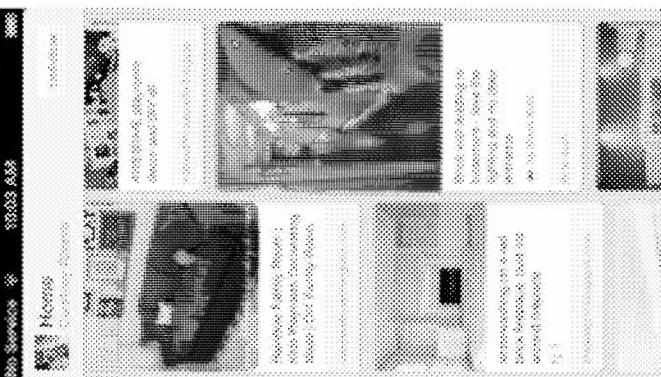
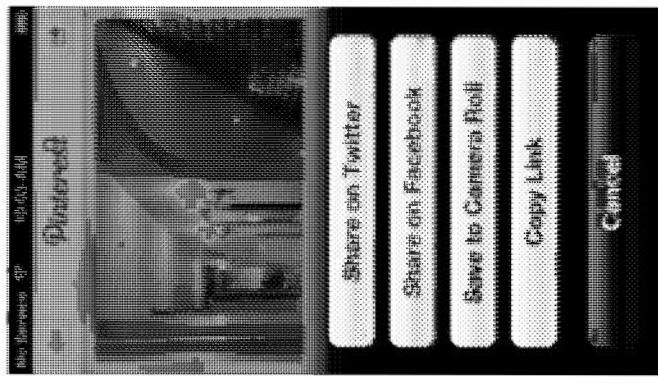
ZYNGA



NIKE



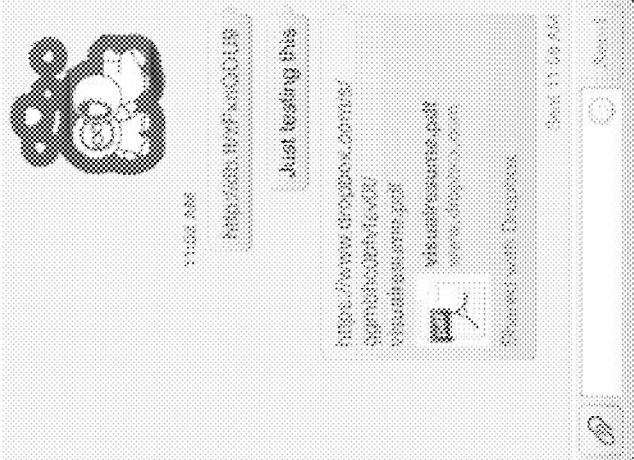
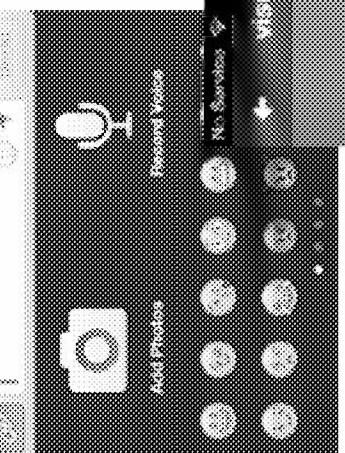
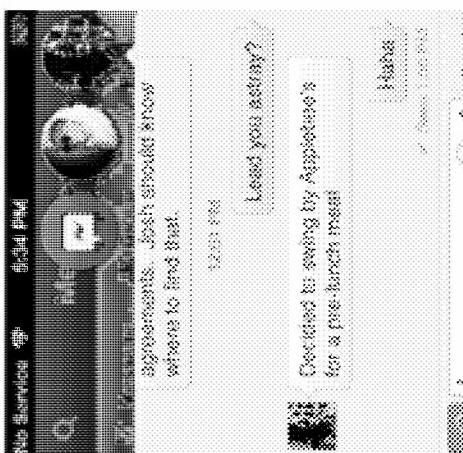
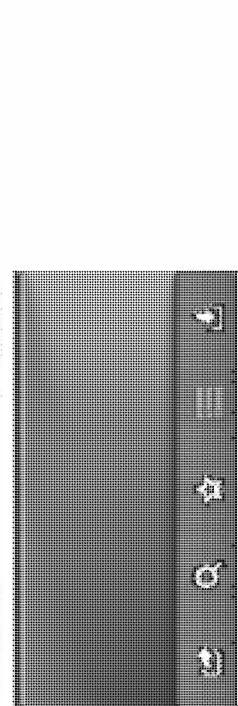
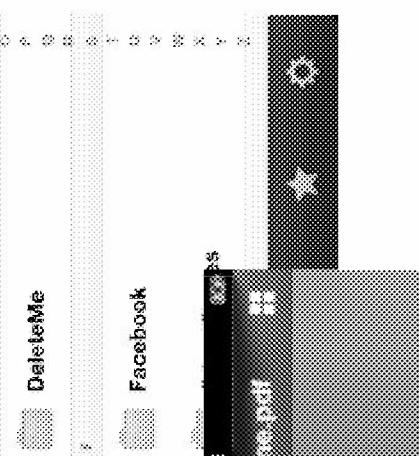
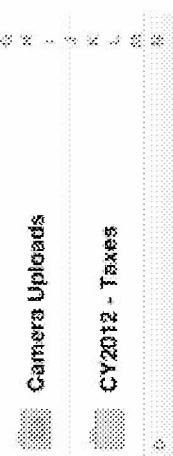
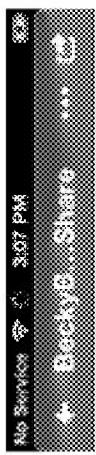
PINTEREST

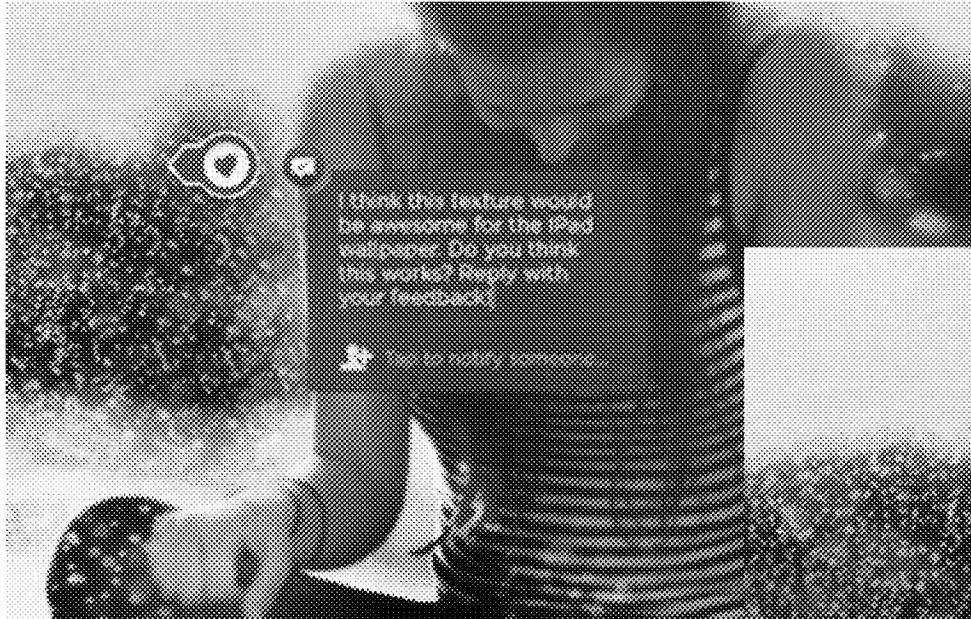


KIK



DROPBOX





EVERNOTE

