

Pitch the way VCs think
presenting powerpoint with emotion...

Reasons to Invest

Data/Technology

- First provider of video
- Low-cost gizmos enable locations to be monitored on a weekly basis, impossible with current technology
- Will be able to image anywhere within 90 minutes, no capability exists to do so in less than a day
- Will be able to downlink imagery every two weeks, nearly 10x competitors of today
- Business intelligence will lead a transition from mapping to monitoring
- Exponential increase in customer base
- Can launch latest advanced commercial electronics into space 5x faster than competitors
- Designed world's highest performance gizmo with data costs less than 1/20 that of competitors
- Developed proprietary designs for world's lowest cost gizmo system

Business

- High barrier to entry for potential competitors (technology, regulatory, capex, specialized experience)
- A \$4.5M gizmo has the capacity to generate \$60M+ in revenue over its 2 year lifetime

Initial market

- Currently a \$1.5B+ addressable market
- Today's two providers operate at software-like gross margins
- Positive response from lead customers with deep pockets (Google, Microsoft, oil & gas sector)
- Will be cash flow positive off first gizmo(2013)

Huge potential market

- Today, X is a \$1.5B market, Y is a \$3B market, and Z is a \$6-8B market, Gizmo will revolutionize all 3
- Automate monitoring of land, vehicles, infrastructure & facilities (billions of dollars annually)
- Market research reports have consistent potential for gizmo to be a \$10B industry

Team

- Gizmo team among world experts in microsatellite technology
- Unique combination of silicon valley start-up experience with strong Stanford ties

Reasons to NOT invest (risks)

- Launch vehicle delay or failure
- 1 fails before 2 year design lifetime
- US Government regulation
- Customer product requirements mandate scope creep & cost increases
- Technology development results in cost increases & delays
- Delay in recruiting remainder of team
- Large information product market fails to materialize
- Anchor customers reduce data budgets
- Actual images fail to meet lead customer requirements
- Competitors match Gizmo's low commercial pricing
- Lower cost monitoring solutions materialize
- Payload supplier can't deliver on time/on budget
- Automated analysis capabilities require more time/effort to implement than anticipated
- US Government commissions similar to Gizmo
- Gizmo security compromised
- Foreign government competes with Gizmo

Reasons to Invest

1. \$10m gizmo generates \$60m high margin revenue; **(wow!, greed)**
 2. Low risk, very low capex approach to rapid & extensive monitoring: **[10X data over competitors]**
 3. Proprietary high data rate system = 95% lower data costs; 900% more data **(technical advantage)**
 4. Revolutionizing \$1.5b sensing, \$3b GIS, \$6b BI markets **(large existing, huge potential markets)**
 5. First gizmo = cash flow positive company **(Easy economics if we get to stage 1 we're there)**
- Read
“Fascinate”**

Reasons to NOT Invest

- 1. Contingency for delay or failure
- 2. Gizmo fails before 2 year design lifetime
- 3. Technology development delays & cost increases
- 4. Automated analysis technology risks
- 5. Large information product market fails to materialize

**Read
“contingency
plans”**

O Start: Budget your presentation (20-25 slides)

Reasons to Invest

1. \$10m gizmo generates \$60m high margin revenue; **(1)**
2. Low risk, very low capex approach to rapid & extensive monitoring: 10X data over competitors **(3)**
3. Proprietary high data rate system = 95% lower data costs; 900% more data **(3)**
4. Revolutionizing \$1.5 sensing, \$3b GIS, \$6b BI markets + new potential **(4)**; Competition **(1)**
5. First gizmo = cash flow positive company **(2)**

O Start: Budget your presentation (20-25 slides)

Other Information & MESSAGES

1. Risks **(3)** - well planned for contingencies
2. Team **(1)** – very good but “additional needs”
3. Financials **(3)** - upside revenue, reasonable cash flows, capex, low burn rate
4. Others **(1)** – what you deliver with each Series?
Contingencies?

0

Start: Unbudgeted backup

Have a backup slide

for every question you might encounter!

... impressive to know presenter has thought of all the questions

0

Start: Rules and tips

1. No clutter: where does the eye go first?
2. Don't go to the edges; don't clutter or mix messages
3. Examine every word, picture, bullet. Is it necessary?
4. Single line “de-worded” uncluttered messages: titles, bullets...
5. How will each slide, be perceived? In 5 seconds?
6. Superlatives don't mean anything. “Show” DON'T “Tell”
7. Start with an agenda and repeat where you are in agenda

O

Follow VC's thought process

- a. Mission – what pain does company alleviate
- b. Reasons to invest
- c. Risks and mitigation strategies
- d. Team: how good?
- e. Financials with cash flow: how dangerous?
- f. Appendix: answers to all the critical questions

O

Remember (exceptions happen)

When Song & Schwarz presented “exercise instructions” in Arial, readers guessed that the exercise would take 8.2 minutes to complete. When presented the identical instructions in Brush Script MT, they guessed it would take 15.1 minutes. Plus they were more willing to incorporate the Arial-presented exercise into their daily routine.

Implication:

If we want people to adopt a new behavior, the instructions don't just need to be semantically clear, they also need to be visually easy to read, otherwise the behavior will seem too demanding

O

Consistency

Make all numbers match

Verbal descriptions should be consistent

Details tied through appendix

Consistent P&L

Glucose Monitors Today



Strips

- Type 1 (need 8-10/day; test 2-4/day)
- Type 2 (need 1-2/day; test 2-4/week)
- \$8B spend annually; CAGR 5.3%



Continuous Monitoring

- reimbursed only for Type 1 (\$5K/yr)
- semi-invasive
- 2-4 strips still required for daily calibration
- Sensors replaced 3 or 7 days
- Medtronic, Dexcom, Abbot (~200M)
- skin infections



Confidential information..

1 State the problem clearly: decent

Our Mission – No More Finger Sticks

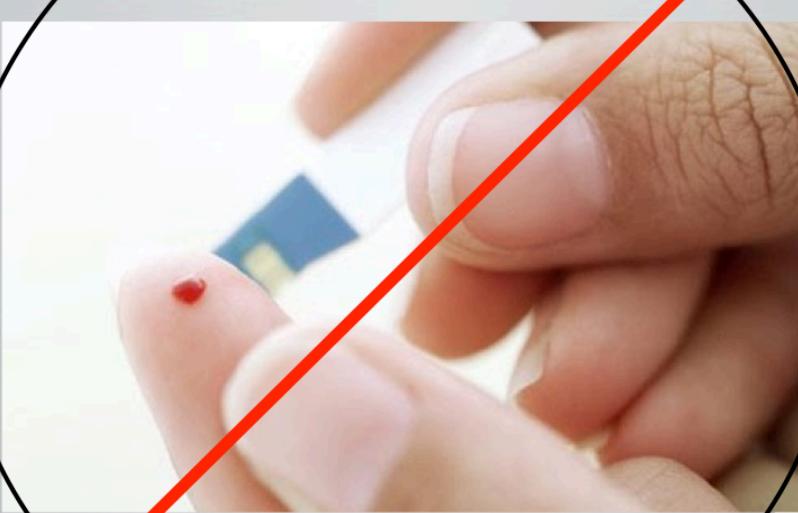
Convenient, infection-free non-invasive glucose measurement in real-time throughout the day and night



INSULIN DOSING
TYPE 1



TYPE 2
INSULIN/ORAL MEDS



GESTATIONAL
DIABETES



PERFORMANCE
ATHLETE



WORRIED
WELL

1

The visceral punch?



Our Mission - No More Finger Sticks

1

State the problem clearly



Problem

No economical means for daily monitoring of global activity, security & environmental impact



Ideal Energy Storage

- Dispatchable electricity for \$50 / kWhr and \$500 / kW
- Deployable anywhere
- Emissions-free: No fossil fuels
- Scalable from kilowatts to megawatts
- Store and deliver energy in any form

Reasons to invest in Zyomed

Only solution to a critical need for 362M chronic diabetics

Silicon-realizable invention cuts across all glycemic use-cases

Skeptical evaluation team concludes: “shockingly good results”

Team with strong science & area expertise

\$8m to device prototype & science validation in multi-center trials

Easy path to Series C & billion dollar market



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Technology: Silicon-realizable invention for all glycemic use-cases

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Easy path to Series C & billion dollar market

2 State the reasons to invest upfront

Gizmo: \$10m gizmo generates \$60m high margin revenue

Low capex, frequent & extensive earth monitoring: 10X more

Proprietary high rate system = 95% lower data costs; 900% more data

Disrupt \$1.5b sensing, \$3b GIS, \$6b BI markets PLUS massive potential

First gizmo = cash flow positive company

Risk management strategy planned

Team: engineered to address key risks

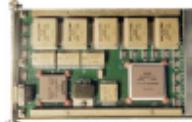
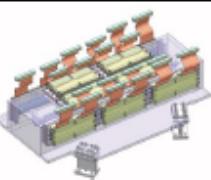
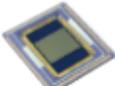
3

One key message per slide



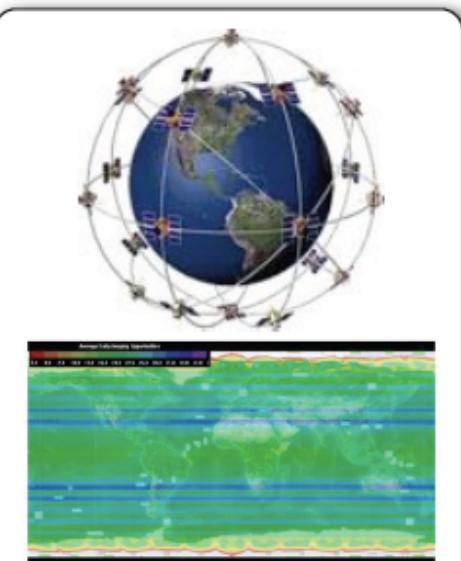
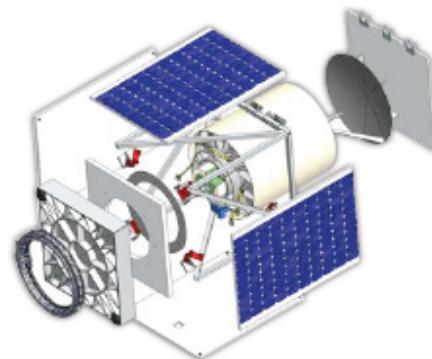
How?

Logo

DIGITALGLOBE®	Logo
GeoEye	
	
	

- \$XX vs. \$XXX,XXX main processor
- Commercial Camera-derived imaging chip vs custom aerospace line scanner

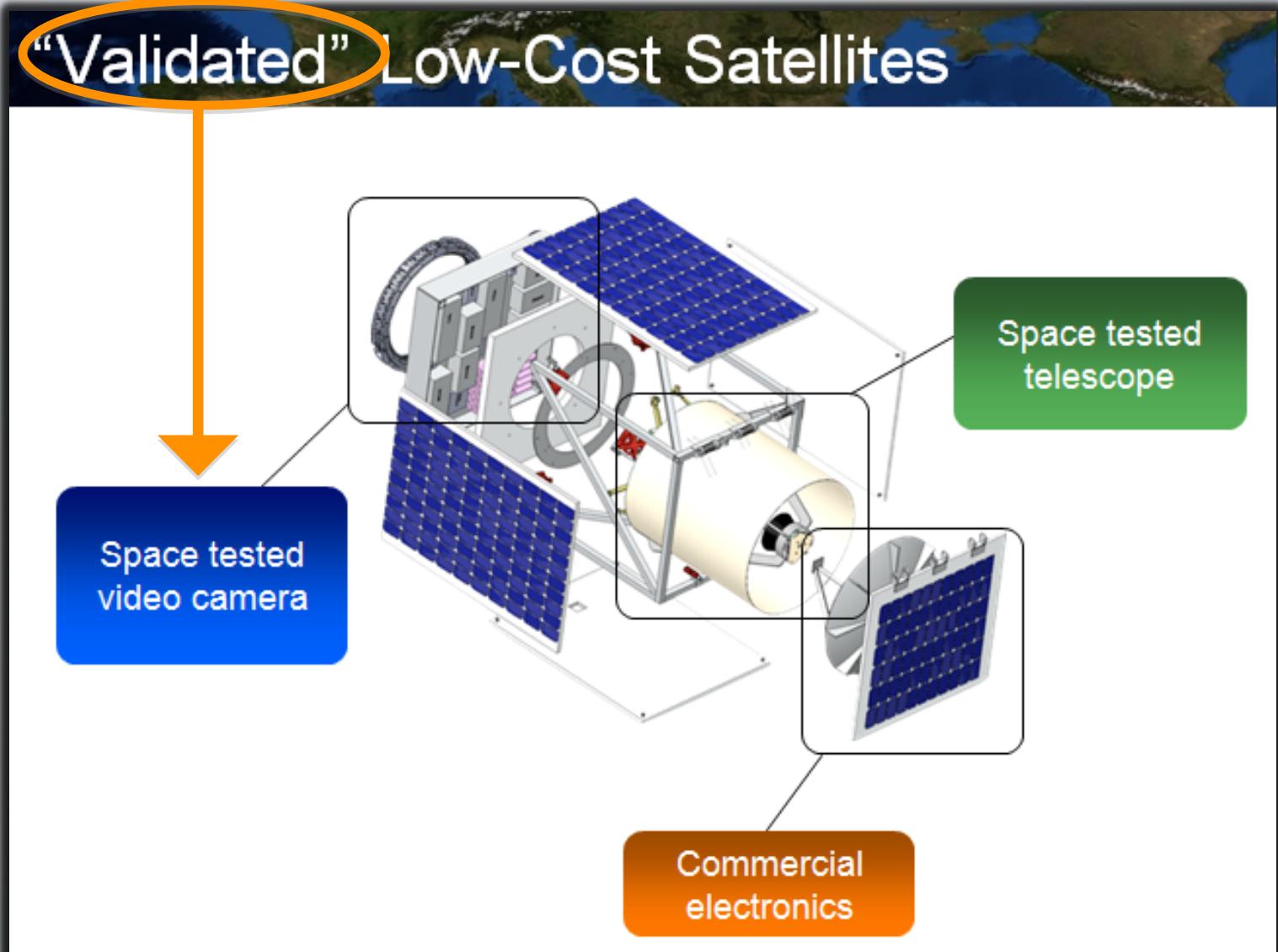
Company product cost approximately \$XX to build and launch vs \$XX for our competitors



With 36 Satellites, Company will be able to:

3

One key “emotional” message per slide



4

Title is key message



Satellite Comparison

Logo

	Comp A	Comp B
Weight	XX	XX
Cost		
Satellite Bus	XX	XX
Optical Payload	XX	XX
Launch	XX	XX
Insurance	XX	XX
Total Satellite CapEx	XX	XX
Amortized cost to Image Earth's landmass	XX	XX

4

Title is key message



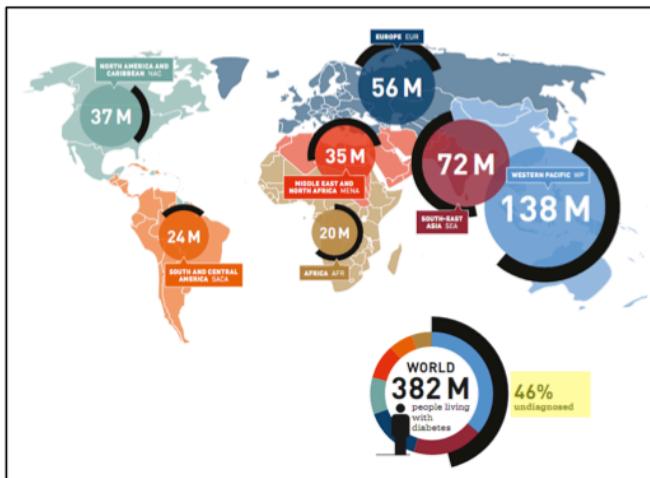
96% lower data cost

	Company A	Competitors
Revenue/km ²	\$XX	\$XX
CapEx/km ²	\$X	\$XX
OpEx/km ²	\$XX	\$XX
Total Cost/km ²	\$XX	\$XX

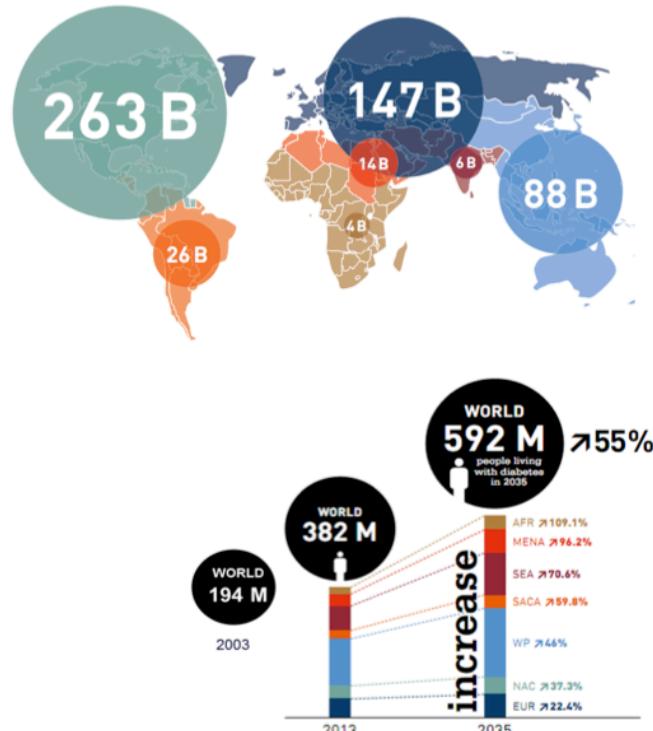
Diabetes Problem



2013 Diabetic Population



2013 Diabetic Healthcare Expenditure



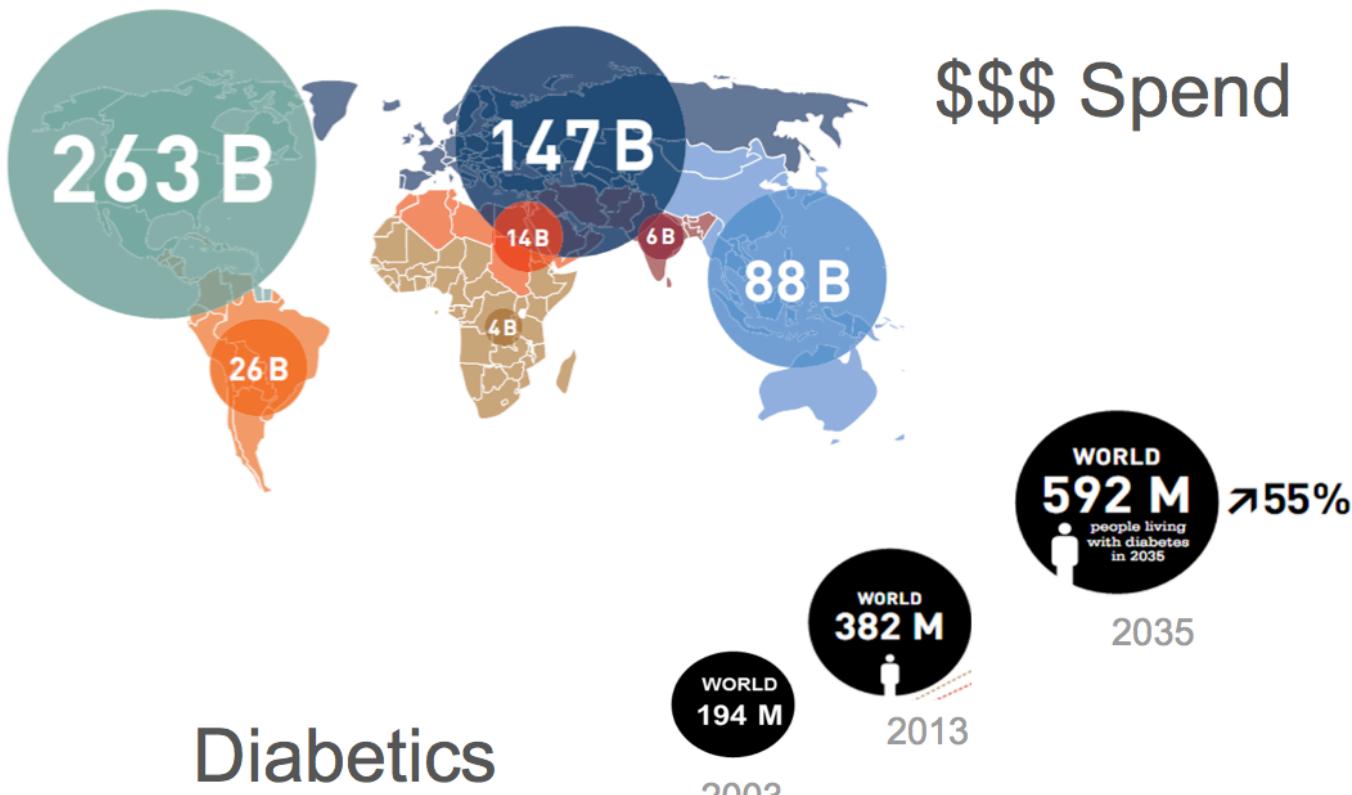
- Pandemic due to
 - poor diagnosis rates
 - lack of blood glucose control
- \$548B – 2013 US costs for diabetes & related complications

Source: International Diabetes Federation: Diabetes Atlas 2013.



Confidential information..

Pandemic diabetes growth; massive \$560B spend today!



Diabetics
Population Growth

5 De-word! 25 word rule + Single line title rule!

The production process combines a proven technology with a proprietary catalyst



BCC process leverages proven fluid catalytic cracking (FCC) technology



- The FCC unit is the most important conversion unit in a refinery
- FCC technology has been in operation in refineries for over 60 years and produces over 50 billion gallons of gasoline annually
- Well-known scale up and cost
- Minimal retrofit for biomass feed

KiOR uses a novel and proprietary catalyst in its BCC process

- KiOR has spent over 2 years developing, testing, and manufacturing its proprietary catalyst
- The catalyst is feedstock flexible with virtually any source of biomass



- It is lower cost and simpler to produce versus a traditional FCC catalyst

KiOR is currently proving the viability of its BCC process at a demonstration facility which can produce 15 barrels of renewable crude per day from woodchips

5

No extra words: less is more!



Scale-ready technology: 15 bbl/day demo operational

Proven fluid catalytic cracking (FCC)



Proprietary novel catalyst



- FCC used in every refinery
- Well characterized scale up & cost

- Flexible with virtually any source of biomass
- Lower cost than traditional FCC catalyst

5 No extra words, no extra colors, lines, boxes!

Study – Enabling 2 Unmet Needs



GLYCEMIC WELLNESS (worried well/obese/prediabetics)

Range Prediction Alg.

- Red: <80mg
- Green: between 80 - 180mg/dl
- Yellow: >180mg/dl

HBA1C testing
OGTT (if warranted by PCP)

GLUCOSE MONITORING (Type-1 & Type-2)

Glucose Value Prediction

BGL: 221 mg/dl
Rate: +1.82mgl/dl/min

Replace both current CGMS and Finger Stick Meters
Feedback control of insulin pumps

ENDGAME

Wearables

- watch, jewelry
- arm-band
- headband
- glasses
-

- smart-phone form factor
- clip-on units
- Integrated with pumps
-  watch



Confidential information..

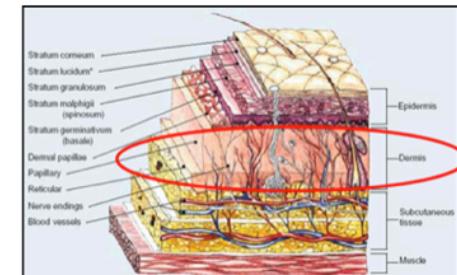
Ultimate Challenge



- Non-invasive glucose monitoring unsolved for 40 years
 - many have tried (C8, J&J, Abbott, InLight, Sensys,.....)
- Thru skin challenge for optical methods

.01%-.1% of signal intensity changes due to glucose variations

99.99%-99.9% signal variation in feature intensities due to tissue scattering, variable diffusion, patient's variability



- glucose drowned in interference
 - required signal-to-clutter enhancement – 4 to 5 orders of magnitude
 - outside reach of conventional signal processing

Extremely High Technical Barrier

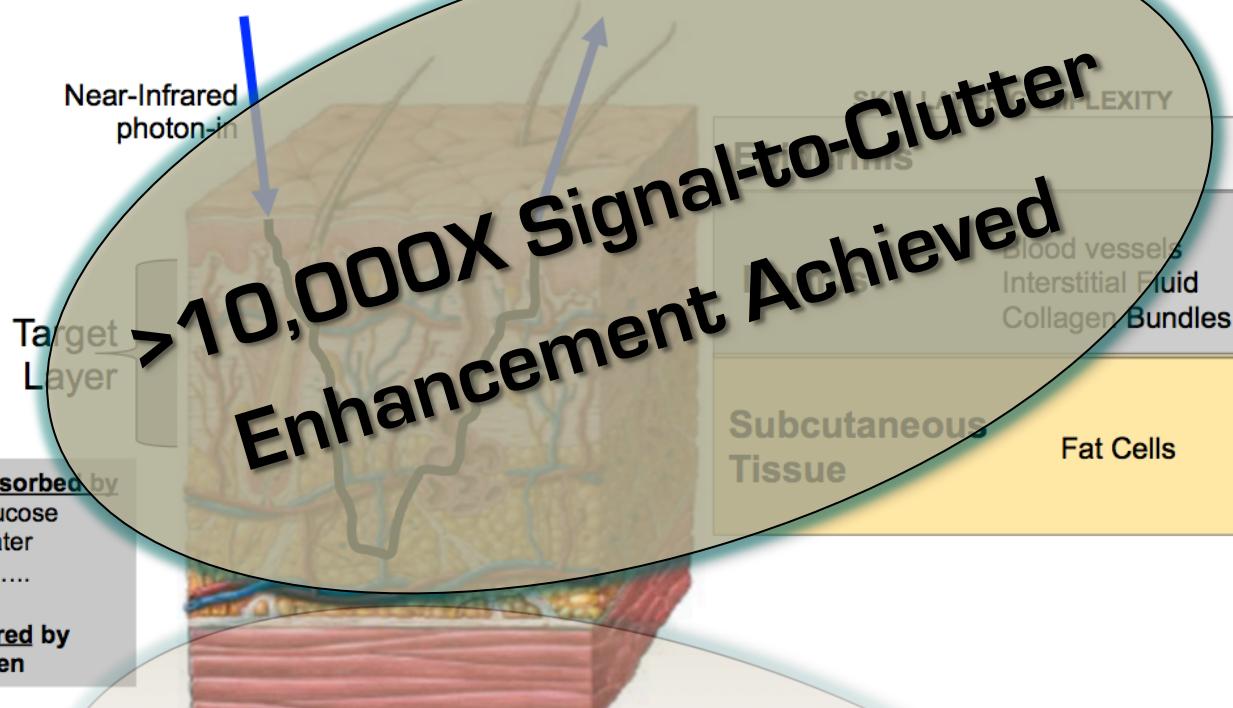




Optical non-invasive problem: Unsolved for 40 years

0.01% light absorption
due to tissue glucose

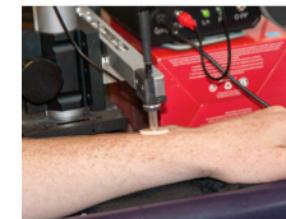
99.99% absorption due to confounders



Clinical Trial Results



- Human IRB Clinical Study at Sansum Diabetes Hospital, Santa Barbara
- Blinded Trial (ZYO03) July '13 - Feb '14
 - 9 Type 1 diabetic; most on insulin pumps
 - daily life cycle with no control of food or insulin administration
 - 8-10 hours of data acquisition on two visits (18 total visits)
 - non-invasive measurement at 15-20 min. intervals (~30/day)
 - compared with invasive Finger Stick, Alternate Site & FDA-approved CGMS
- Calibration data using earlier Lab and Clinical studies ZYO01/ZYO02
 - 11 unblinded Type 1 visits – scored with strong, partial and poor tracking
 - acquired with different instrument configuration and NIR detector
 - Oct '12-thru May '13 vintage



5

No extra words, simplify complexity!

Achievement Better than FDA Approved Devices



- ZYOMED: **12.4% best in class!**
- Medtronic: Published MARD: 16%
- Dexcom: Published MARD: 13-16%

Table 1.
Aggregated Error^a

Sensors	Pairs	MARD (SD)	Median
7193	90,472	15.89 (16.86) 16.14 (17.48)	11.56 11.85

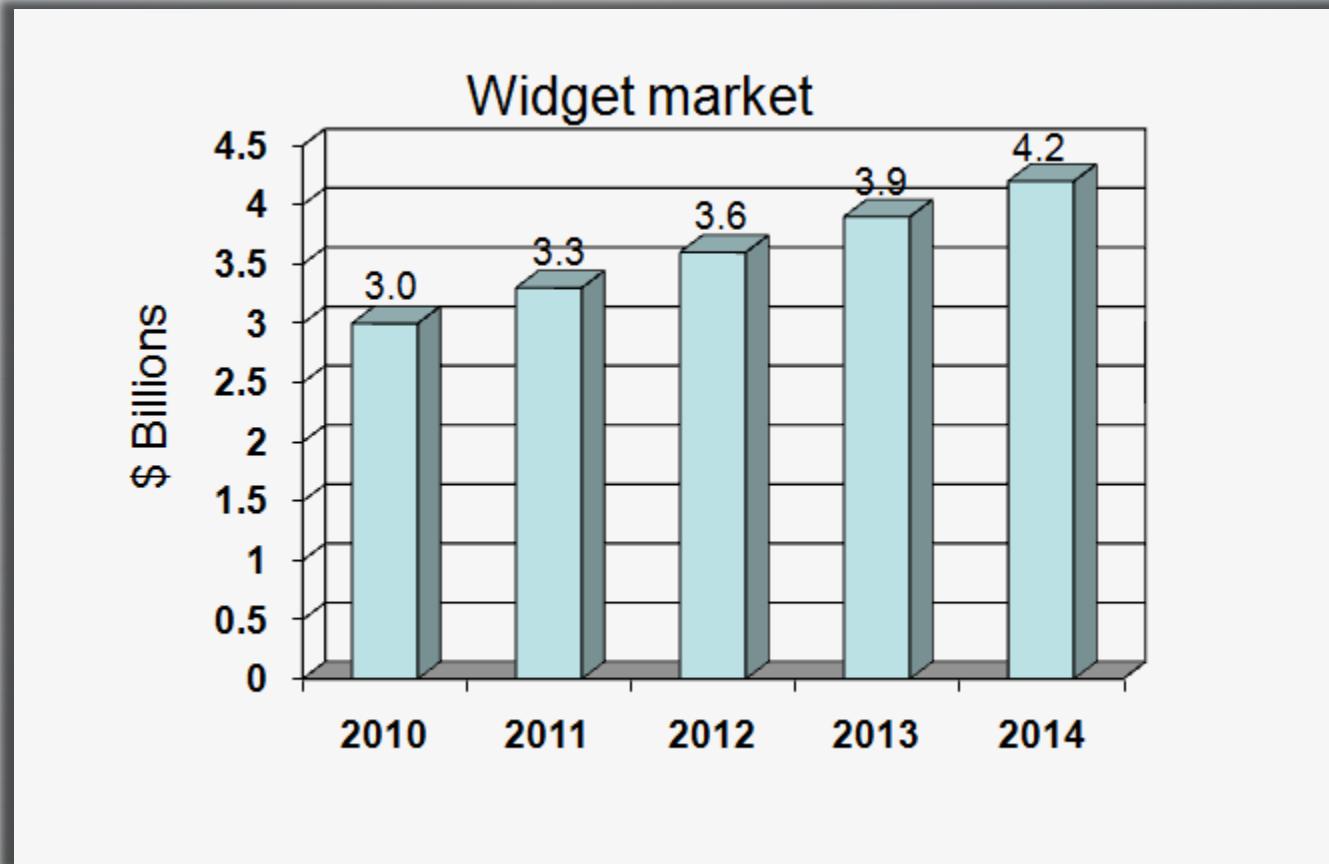
^a The PRT calibration algorithm is represented as bold following results of the Veo calibration algorithm.

TABLE 1. COMPARISONS OF PERFORMANCE METRICS
BETWEEN THE DEXCOM G4 PLATINUM
AND SEVEN PLUS SYSTEMS

Parameter	DG4P	DSP	P value
Sensors (n)	108	67	—
Number of samples paired with reference (YSI)	13,538	1,827	—
%20/20 mg/dL	82%	76%	<0.0001
MAD (mg/dL)	21	25	<0.0001
MARD	13%	16%	<0.0001

Human IRB clinical studies at Sansum Diabetes Hospital

6 Bottoms up market projection, not top down



6 Bottoms up market projection, not top down



Credibility
matters

	2010	2011	2012	2013
Worldwide widget shipments	450	525	600	675
Installed base of widgets	1,300	1,565	1,852	2,157
Widgets with expansion port shipped	70	100	250	375
Widgets with semi-link shipped phones	50	196	407	700
% that can be updated	0%	15%	20%	25%
Number of updates per year	1	1.5	2	2.5
Price/update	\$5.00	\$5.00	\$4.00	\$3.50
Annual Opportunity	\$35	\$221	\$651	\$1,532

7

Financials: 7 rows maximum



(\$000) <u>Unaudited</u>	2009 Actual	Q1 2010 Actual	Q2 2010 Forecast	Q3 2010 Forecast	Q4 2010 Forecast	2010 Forecast	Q1 2011 Forecast	Q2 2011 Forecast	Q3 2011 Forecast	Q4 2011 Forecast	2011 Forecast
Revenue											
Aftermarket Modules	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2500.0	2500.0
License/NRE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2500.0	0.0	2500.0
Total Revenue	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2500.0	2500.0	5000.0
Gross Margin	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2500.0	2500.0	5000.0
GM Percent	NA	NA	NA	NA	NA	NA	NA	NA	100%	100%	100%
Expenses											
Compensation											
R&D	2147.5	662.0	757.5	972.0	1074.3	3465.1	1196.0	1324.0	1400.0	1500.0	5420.0
Marketing & BD	0.0	0.0	60.0	120.0	200.0	380.0	240.1	300.0	325.0	340.0	1205.1
G&A	303.5	100.3	96.3	115.0	125.0	436.6	125.0	125.0	135.0	140.0	525.0
Total Compensation	2451.0	762.3	914.1	1207.0	1399.3	4282.7	1561.1	1749.0	1860.0	1980.0	7150.1
Benefits	486.4	102.0	228.5	301.8	349.8	982.1	390.3	437.3	465.0	495.0	1787.5
Consulting	594.4	211.0	117.0	117.0	117.0	562.0	117.0	117.0	117.0	117.0	468.0
Depreciation	175.3	66.6	106.4	127.7	148.9	449.6	165.0	180.0	205.0	230.0	780.0
Other Expenses	1057.2	216.4	376.0	385.0	407.6	1385.0	451.5	451.5	455.0	455.0	1813.0
Total Expenses	4764.3	1358.3	1742.0	2138.5	2422.6	7661.4	2684.9	2934.8	3102.0	3277.0	11998.6
Less: Patent Capitalization	-262.1	-47.6	-75.0	-75.0	-75.0	-272.6	-75.0	-75.0	-75.0	-75.0	-300.0
Net Operating Expenses	4502.2	1310.7	1667.0	2063.5	2347.6	7388.8	2609.9	2859.8	3027.0	3202.0	11698.6
Net Operating Margin	-4502.2	-1310.7	-1667.0	-2063.5	-2347.6	-7388.8	-2609.9	-2859.8	-527.0	-702.0	-6698.6
Ending Headcount	21	21	30	40	45	45	50	55	60	60	60
Capital Expenditures	-477.1	-156.4	-370.0	-370.0	-370.0	-1266.4	-370.0	-370.0	-370.0	-370.0	-1480.0
Other Expenditures/Accruals	-172.8	62.0	0.0	0.0	0.0	62.0	0.0	0.0	0.0	0.0	0.0
Interest Income	33.6	0.0	2.0	1.0	0.0	3.0	0.0	0.0	0.0	0.0	0.0
Cash Beginning	7891.7	2682.8	1296.7	15793.1	13413.3	2682.8	10769.6	7879.7	4755.0	3988.0	10769.6
Cash Burn	-5205.3	-1386.1	-2003.6	-2379.8	-2643.7	-8413.2	-2889.9	-3124.8	-767.0	-917.0	-7698.6
Investment - Net	-3.6	0.0	16500.0	0.0	0.0	16500.0	0.0	0.0	0.0	0.0	0.0
Cash Ending	2682.8	1296.7	15793.1	13413.3	10769.6	10769.6	7879.7	4755.0	3988.0	3071.0	3071.0
	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====

7

Financials: 7 rows maximum



	Q3'10	Q4'10	Q1'11	Q2'11	Q3'11	Q4'11	Q1'12	Q2'12	Q3'12	Q4'12
Revenue	-	-	-	-	-	-	-	-	950	2,400
COGS	-	-	-	-	-	-	36	36	550	550
OpEx	2,083	3,432	1,679	2,851	2,075	1,604	1,906	1,588	731	1,751
EBITDA	-2,141	-3,489	-1,729	-2,845	-2,129	-1,581	-1,950	-1,459	-394	78
Cash Flow	25,113	-767	-1,021	-1,600	-433	-307	-1,575	-32	-1,061	-273
Capex	2,355	867	1,116	1,509	255	182	1,396	-	785	21

7

Financials: 7 rows maximum



(\$'000s)	2010 (0)	2011 (0)	2012 (2)	2013 (2)	2014 (6)	2015 (6)
Revenue	0	0	2,800	25,100	79,200	161,100
COGS	300	1,800	4,600	9,200	16,200	21,300
SG&A R&D	6,800	9,900	6,700	10,800	18,000	28,900
Operating Income	-7,100	-11,700	-8,400	5,100	45,000	110,900
Financing Activity	16,000	26,000	0	0	0	0
EOY Cash	11,400	22,100	5,000	4,700	26,400	89,200

8

Is this team strong?



John Smith
Chief Executive Officer

John Smith
Chief Technology Officer

John Smith
Chief Marketing Officer

John Smith
Director

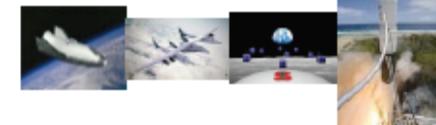
John Smith
Director

Current Company Headcount : 13

Team Backgrounds



Space Mission Experience





John Smith | CEO/Co-Founder

- PhD - optimal design of spacecraft (NASA/Stanford)
- Space shuttle operations (NASA)

John Smith | CTO/Co-Founder

- Co-founded microsatellite communications manufacturer
- Program Manager, Stanford Space Systems Laboratory

John Smith | VP Government/Co-Founder

- National Reconnaissance Office: Program Manager
- Stanford University (MBA '09), MIT (MS EE/CS '01)

John Smith | Director, Image Processing

- PhD Efficient Multiframe Superresolution Enhancement
- 13 patents in image processing and enhancement

Proactive risk mitigation

	Risk	Mitigation
Satellite	<ul style="list-style-type: none"> 1. Optic over time & budget 2. Satellite build delayed past launch window 3. Satellite fails to initialize on-orbit 4. Satellite fails to meet 2 year lifetime 	<ul style="list-style-type: none"> 1. Firm-fixed price contract 2-4. Second satellite built and launched 6 months after first <i>[Dependent on incremental Series B funding]</i>
Regulatory	<ul style="list-style-type: none"> 1. FCC licensing 2. Export license denial (launch) 	<ul style="list-style-type: none"> 1. 2 pre-consultations completed, govt-centric board member 2. Top-tier regulatory attorneys
Launch	<ul style="list-style-type: none"> 1. Launch provider delay 2. Launch failure 	<ul style="list-style-type: none"> 1. Second launch slot 6 months following first <i>[Dependent on incremental Series B funding]</i> → Insured launch, second satellite built, launched in 6 months <i>[Dependent on incremental Series B funding]</i>
Team	<ul style="list-style-type: none"> 1. Hiring: technical team 2. Hiring: executive level 	<ul style="list-style-type: none"> 1. Extensive technical network 2. Current recruiter relationships
Market	<ul style="list-style-type: none"> 1. Conditional contracts fail to materialize 2. Image quality doesn't meet user needs 	<ul style="list-style-type: none"> 1. Meetings with lead customers T-24 months from launch 2. Optic provider track record

Funding History & Milestones



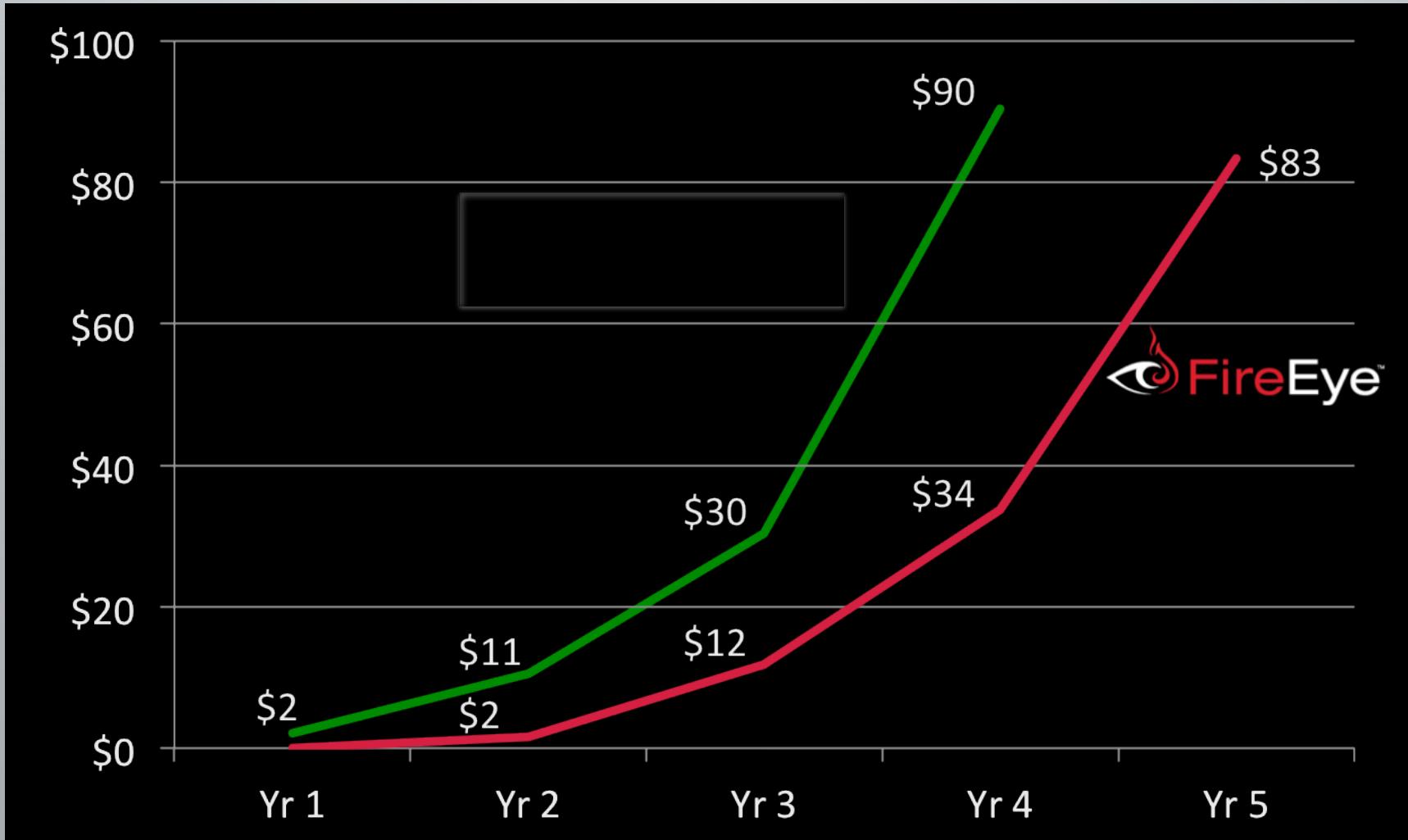
Round	Series A	Series A-1	Today
DATE	Aug. 2010	Oct. 2011	April 2014
Status	Viewgraph - fresh approach	Demonstrated 1mg/dl glucose detection sensitivity in blood - in-vitro - used 3 rd party FDA dataset	<ul style="list-style-type: none"> Invented Spectroscopic Tomography <ul style="list-style-type: none"> - CT-scan equivalent for non-invasive biochemistry Universal Calibration Built-platform; Proved in lab Clinical Human Study – MARD of 12.5% in blinded Type 1 patient study with external PI Demonstrated better accuracy over FDA approved CGMS Path to approval for diabetics Path for Miniaturization – consumer & diabetic products Business validation – Samsung due diligence for consumer glucose watch collaboration <p>Gene Pool Team – 19 (10 FTE + 9 consultants)</p>
Pre-Money Valuation	\$2M	\$7M	
Investment \$	\$1M	\$3M	



\$xx m Series B deliverables...

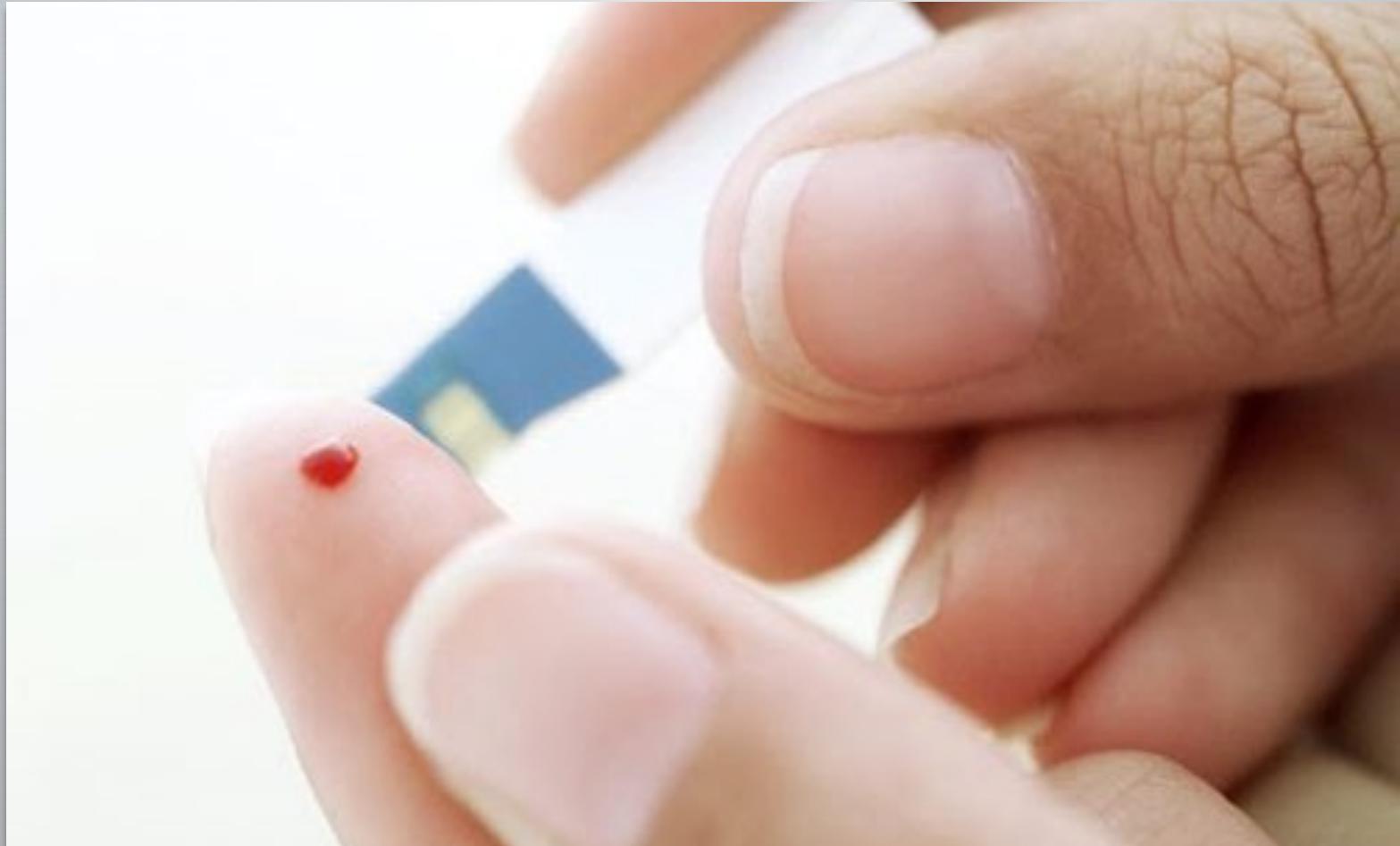
	Completed	Series B	Post Series B
Product	Designed	In Space	Scaled to Constellation
Regulatory	NOAA License Granted	FCC License Granted	Constellation Licensing
Launch	3 quotes obtained	Launch Contract/Launch	Constellation Launch
Market Adoption	Google/Microsoft/Oil & Gas/US Government Deep Dives	Initial Revenue	Scale
New Applications	250 Interviews Completed	Beta Testing	Scale

10 Analogies help



11

Finish with a flourish!



12

Engineer the investor's "email"

The screenshot shows a Microsoft Word window with the title bar 'Prysm -- opportunity - Message (HTML)'. The ribbon menu includes 'Message', 'Insert', 'Options', 'Format Text', and 'Developer'. The toolbar contains various icons for clipboard operations, text styling (bold, italic, underline), and file attachments. The message body starts with 'Team,' followed by a paragraph about reviewing a company. It then lists several bullet points about the company's opportunity, technology, competitive advantages, and risks. The message concludes with a statement about discussing it on Monday and ends with the signature 'Alex' and contact information for Alex Kinnier.

To... Vinod Khosla; Pierre Lamond; David Weiden; Samir Kaul; Jim Kim; Gideon Yu; Ramy Adeeb;
Cc...
Subject: Prysm -- opportunity

Team,

Reviewed a very interesting company today.

- Opportunity: 100 inch plus displays at ¼ the price of best in class competitive technologies.
- Technology: Laser TV on phosphorus screen.
- Competitive advantages: COGS—utilizes off the shelf components. Bezel—it has none, enabling stackable displays. Energy—20% of competitive technologies.
- Risks: Valuation is high. Market adoption may be slower than company expects.

I would like to discuss on Monday and get help with diligence calls.

Alex

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Menlo Park, CA 94025

Message sent is not the same
as message received

Top dozen Powerpoint rules

State the problem; Emotion over details

Title should be a message (e.g. "massive market") not a topic (e.g. "Market")

If the slide is on a screen for 5 seconds what would viewer take away from the slide?

When slide is flashed up there should be one place to focus the users eyes... or slide is too complexity

4 or 5 lines per page and no more than one picture/graphic per page (two very rarely)

5-6 words per line generally and 25 words per slide; try & fit all messages / sub-heads/headings in one line

Minimum font size 22 or 24 pt for big headings & 18 or 20 pt font for sub-headings; 12 pt for "picture" view

Have a lot of white space in each slide & light fonts to reduce complexity.

Visceral story more important than complete story

Make sure you cover all risks & contingency against each risk; if you don't know say so

Make sure you state what you are asking for and what will be deliverable for the "ask"

Engineer the takeaways

Comments?

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