

Message

From: Maxine Williams [/O=THEFACEBOOK/OU=EXTERNAL (FYDIBOHF25SPDLT)/CN=RECIPIENTS [REDACTED]]
Sent: 12/13/2022 12:49:10 AM
To: Mike Schroepfer [REDACTED]@meta.com; Andrea Besmehn [REDACTED]@meta.com; Naomi Gleit [REDACTED]@meta.com; John Hegeman [REDACTED]@meta.com; Jennifer Newstead [REDACTED]@meta.com; Maxine Williams [REDACTED]@meta.com; Santosh Janardhan [REDACTED]@meta.com; Chris Cox [REDACTED]@meta.com; Vishal Shah [REDACTED]@meta.com; Marne Levine [REDACTED]@meta.com; Maher Sabarwal [REDACTED]@meta.com; Loredana Crisan [REDACTED]@meta.com; Dan Levy [REDACTED]@meta.com; Stephane Kasriel [REDACTED]@meta.com; Adam Mosseri [REDACTED]@meta.com; Alex Schultz [REDACTED]@meta.com; Andrew Bosworth [REDACTED]@meta.com; Michel Protti [REDACTED]@meta.com; Will Cathcart [REDACTED]@meta.com; Nick Clegg [REDACTED]@meta.com; Joel Kaplan [REDACTED]@meta.com; Guy Rosen [REDACTED]@meta.com; Susan Li [REDACTED]@meta.com; Lori [REDACTED]@meta.com; David Wehner [REDACTED]@meta.com; Javier Olivar [REDACTED]@meta.com; David Ginsberg [REDACTED]@meta.com; Mark Zuckerberg [REDACTED]@meta.com; Tom Alison [REDACTED]@meta.com
Subject: Message summary [{"otherUserFbId":null,"threadFbId":4189461347745878}]
Attachments: 1a_CompanyMilestones_Dec22_ACPRIV.pdf; 1b_CompetitiveLandscape_Dec22_ACPRIV.pdf; 2_ReelsDE_Dec22.pdf; 4a_Monetization_Intro_Dec22.pdf; 3_CommunityMessaging_Dec22.pdf; 4c_Monetization_BizMessaging_Dec22.pdf; 4d_Monetization_CommerceMFT_Dec22.pdf; 4b_Monetization_Ads_Dec22.pdf; 4e_Monetization_NME_Dec22.pdf; 5_Infra_Dec22.pdf; 319562288_727540901794551_1255092125651034609_n.png; 319403920_477823260927097_5707296273970299080_n.png; 318158109_841660507116954_7248490922905887241_n.png; 319326176_1170205126929560_5919631895446516443_n.png; 319198050_440679268106206_557322396352849295_n.png

Andrea Besmehn (12/12/2022 11:22:42 PST):
>Bumping this thread and the pre-read materials for today's reviews so they are top / easy to access.

Andrea Besmehn (12/12/2022 11:22:53 PST):

shared: 1a_CompanyMilestones_Dec22_ACPRIV.pdf

Andrea Besmehn (12/12/2022 11:22:54 PST):

shared: 1b_CompetitiveLandscape_Dec22_ACPRIV.pdf

Andrea Besmehn (12/12/2022 11:22:55 PST):

shared: 2_ReelsDE_Dec22.pdf

Andrea Besmehn (12/12/2022 11:22:56 PST):

shared: 4a_Monetization_Intro_Dec22.pdf

Andrea Besmehn (12/12/2022 11:22:57 PST):

shared: 3_CommunityMessaging_Dec22.pdf

Andrea Besmehn (12/12/2022 11:22:58 PST):

shared: 4c_Monetization_BizMessaging_Dec22.pdf

Andrea Besmehn (12/12/2022 11:22:58 PST):

shared: 4d_Monetization_CommerceMFT_Dec22.pdf

Andrea Besmehn (12/12/2022 11:22:59 PST):

shared: 4b_Monetization_Ads_Dec22.pdf

Andrea Besmehn (12/12/2022 11:23:00 PST):

shared: 4e_Monetization_NME_Dec22.pdf

Andrea Besmehn (12/12/2022 11:23:01 PST):

shared: 5_Infra_Dec22.pdf

Andrea Besmehn (12/12/2022 11:23:14 PST):

>We'll be on the same dial in throughout the day here:

>

><https://fb.zoom.us/j/93363990072?pwd=OU1pRWxnMFVtVWJpeStCc3JoRmZ2UT09>

Andrea Besmehn (12/12/2022 11:23:34 PST):

>Schedule as follows

Andrea Besmehn (12/12/2022 11:23:36 PST):

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Andrea Besmehn (12/12/2022 11:24:32 PST):

>And our debrief doc will be here, I'll run the process to take notes / outcomes and get an audit from STOs ahead of tomorrow's debrief.

Andrea Besmehn (12/12/2022 11:24:35 PST):

><https://fburl.com/gdoc/ickmd5v4>

Andrea Besmehn (12/12/2022 11:24:36 PST):

>#shareadoc

Santosh Janardhan (12/12/2022 12:59:46 PST):

>To Adam's point, IG's Active Last Minute has been doing really well. We hit a new high on Sunday.

Santosh Janardhan (12/12/2022 13:01:24 PST):

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Susan Li (12/12/2022 13:54:31 PST):

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Stephane Kasriel (12/12/2022 14:31:39 PST):

>Would it help if we told the team that they can reinvest 50% (or more?) of any incremental revenue they generate for Reels towards a creator bonus budget which would drive more creation and thus more engagement?

Andrea Besmehn (12/12/2022 15:47:46 PST):

>Last one for today....

Lori [REDACTED] (12/12/2022 15:51:22 PST):

>dialing back. couldn't hear you. brb.

Susan Li (12/12/2022 15:57:37 PST):

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Andrea Besmehn (12/12/2022 16:45:27 PST):

>To set expectations on timelines for discussions:

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>January offsite: north star, financial model + Move Fast / Efficiency (including Dev efficiency). We might also cover Brand / Comms here too.

>

>Paid verification and customer support: we're planning to discuss on Jan 17, if we can resolve scheduling conflicts.

>

>AI content gen: Irina and I had discussed Jan. 19th... I need to extend the time / make more time in the schedule for a longer discussion and will include all the right folks here.

Andrea Besmehn (12/12/2022 16:45:49 PST):

>Thanks to those that have dropped into the debrief doc so far to edit your actions (and notes).

>

><https://fburl.com/gdoc/ickmd5v4>

Andrew Bosworth (12/12/2022 16:47:57 PST):

>I wonder if we want to try to do some of the AI convo at the offsite also. Just a hunch it will come up if recent history is my guide

Andrea Besmehn (12/12/2022 16:48:27 PST):

>Oh, I have this in the intro... yes.

Andrea Besmehn (12/12/2022 16:48:29 PST):

>Good idea.

Andrea Besmehn (12/12/2022 16:49:09 PST):

>Mark is still reviewing this so the timing and topics might shift around a little.

Andrea Besmehn (12/12/2022 16:49:10 PST):

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Company Milestones



Context

In October, we aligned that Company Milestones represent “what winning looks like.” Company Milestones are how we measure progress on Company Priorities.

The audience for Company Milestones is the Board and Small Group who will hold us accountable:

- Review with Board quarterly
- Review in H1/H2 reviews with Small Group

Beyond that, Company Milestones will inform:

- 3/5/10 year Roadmap
- External Narrative (i.e. celebrating Milestones when we hit them)

To discuss:

- For 2022 Milestones
 - For things in green, do we agree we met them?
 - For things in yellow, did we meet them?
 - For things in red, what does this mean in 2023?
- For 2023 Milestones, do these look right?

Reality Labs Milestones

Confidence Levels
80% chance of hitting milestone 50% chance of hitting milestone 20% chance of hitting milestone 5% chance of hitting milestone

1. Metaverse

2022	2023	2024	2025	2026
- Re-establish that Horizon and Avatars can be inspiring 200K Horizon MAU, 45M Avatar DAU - Horizon retention > 8%	- Establish Horizon PMF - Inspiring new Avatar style 1M Horizon MAU, 75M Avatar DAU - Horizon retention > 20%	- Establish Horizon as the fastest growing VR Social & Avatar Platform 6M Horizon MAU, 110M Avatar DAU - Horizon retention > 30% \$75M TPV (incl. Horizon and Avatar)	- Establish Horizon as the leading VR Social & Avatar Platform 20M Horizon MAU, 150M Avatar DAU \$200M TPV (incl. Horizon and Avatar)	40M Horizon MAU, 200M Avatar DAU \$600M TPV (incl. Horizon and Avatar)

2. VR

- Quest Pro (Arcata) establishes our leadership position in MR 8M MAU, \$750M App Store TPV - Strong PMF in Gaming - Arcata + MSFT partnership establishes credibility for enterprise VR	- Quest 3 (Stinson) extends consumer product leadership 12M MAU, \$1.2B App Store TPV - Early PMF - Horizon (VR), Fitness - Enterprise managed service-layer accelerates VR adoption - Fit into tight Gross Profit envelope	- Ship low priced (<\$250) VR 2.0 device OR ship Pro 2 (Cardiff) as the first mainstream work VR device 16M MAU, \$1.7B App Store TPV - China OEM launch - Horizon, Media find PMF - B2B channel fully established, unlocks co-selling with ecosystem partners - Fit into tight GP envelope	- Ship Pro 2 (Cardiff) as the first mainstream work VR device OR Ship low priced (<\$250) VR 2.0 device 26M MAU, \$2.9B App Store TPV - X OEM Partner(s) signed - Work: VR has PMF for Training, Collaboration, Community, and Creative use cases - Fit into tight GP envelope	- Quest 4 (La Jolla) further extends consumer leadership 37M MAU, \$4.2B App Store TPV - Y OEM partner(s) signed - Work drives \$400M in ARR and represents 5% of VR MAD - Line of sight to be cash flow positive for VR BU in '33.
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3. AR

AR on mobile hits 800M MAU and is the largest consumer AR platform	Quest Pro is clear preference for developers building MR apps	- Ship Orion, showing the world's first full AR glasses - Ray Ban Stories 2 accelerates lead in smart glasses with 1M MAU	Ship Hypernova display glasses with neural interface	- Ship Artemis, the world's first pair of full AR glasses 5M MAU smart glasses by Lux, #1 in market, \$1B business with Lux
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4. Neural Interfaces

		Demonstrate Neural Interface band (Ceres) with Orion, showing how Neural Interfaces enable "on-the-go" input that is subtle, low-friction and efficient.	Ship Ceres publicly with Hypernova glasses – the world's first consumer neural interface	- Neural interface watch (Malibu) launches with extended use cases - Launch "Silent Text" (handwriting based) in 2026/2027, that will significantly increase the bandwidth of input. On a path to support future high-speed handwriting with personalization and co-adaptation.
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Family of Apps Milestones

Confidence Levels

- 80% chance of hitting milestone
- 50% chance of hitting milestone
- 20% chance of hitting milestone
- 5% chance of hitting milestone

	2022	2023	2024	2025	2026
1. Reels		Reels becomes net positive revenue tailwind for both FB and IG	Meta short-form video is clearly on a path to being the world's biggest short-form video destination		Meta short-form video is the world's biggest short-form video destination
2. Discovery Engine		- FB and IG double unconnected posts while meaningfully growing feed VPVs and sessions** - A growing percent of people are participating in the discovery -> messaging -> sharing flywheel - FB starts seeing interesting sparks of unique creator activity - Begin to ship more AI creation tools	- FB has significant participation from creators. 10M Valuable Creators meaningfully engaging with fans and peers, 10x 2022 baseline - IG continues creator leadership - Begin to see AI-based creator accounts	- FB & IG creators have highest sentiment across the set of leading creator destination (TikTok, YouTube) - A growing percent of content is created by AI	
3. Facebook		- US/CA/WE MAU & DAU flat or better - Global MAU and DAU Y/Y accelerating, with India, Brazil, and Indonesia each on a healthy track - YA on path to stop decline, then grow	- US/CA/WE MAU and DAU growing (both Young Adults and overall) - Revenue-weighted engagement is growing y/y		
4. Instagram		- Stabilize teens MAU in the US and globally 40 minutes per DAU * 1.5B DAU	- Grow teen MAU in the US and globally 42 minutes per DAU * 1.65B DAU	44 minutes per DAU * 1.8B DAU	- Instagram is the largest teen destination by MAU in the US and globally 46 minutes per DAU * 1.95B DAU
5. WhatsApp	Continued primacy (>90% MAU reach of internet connected population) in top existing countries.	150M DAU in active Communities - Business Messaging Milestone: \$1B+ run-rate in paid messaging (non Ads)	230M DAU in active Communities 40% US MAU Reach.	Business Messaging Milestone: \$3B+ run-rate in paid messaging (non Ads)	50% US MAU Reach.
6. Messenger		- CM at scale (e.g. Discord; 70M Communities DAU) - Messenger is multi-network (FB, IG, Horizon) - FB network is default E2EE	- Channels at scale (e.g. Telegram) - IG network is default E2EE - Messenger is growing		

Monetization Milestones

Confidence Levels

- 80% chance of hitting milestone
- 50% chance of hitting milestone
- 20% chance of hitting milestone
- 5% chance of hitting milestone

	2022	2023	2024	2025	2026
1. Revenue Trajectory		● Share of digital ads grows each year starting in 2023			● Regain peak digital ads share ● Reach \$230B of revenue (15% EPS CAGR with current cost projections)
2. Supply (inc. Reels)		● Reels become net positive tailwind for revenue on both IG + FB	● Deliver more than \$1B in incremental revenue across FB and IG		● Reels have 50%+ ME compared to Facebook mobile feed.
3. Signal Growth		● Retain more than 40% of the value from 3PD conversions for opted out users through use of PETs ● Exceed 25% of revenue optimized for 1PD high value conversions (or more than 15% excluding in-app browser)	● Retain more than 50% of the value from 3PD conversions for opted out users through use of PETs ● Exceed 35% of revenue optimized for 1PD high value conversions (or more than 20% excluding in-app browser)	● Retain more than 50% of the value from 3PD conversions for opted out users through use of PETs ● Exceed 40% of revenue optimized for 1PD high value conversions (or more than 25% excluding in-app browser)	● Retain more than 50% of the value from 3PD conversions for opted out users through use of PETs ● Exceed 50% of revenue optimized for 1PD high value conversions (or more than 1/3 excluding in-app browser)
4. Shops Ads		● Achieve PMF & \$1Bn revenue	● \$5Bn revenue ● Launch key international markets	● 14Bn revenue	● \$32Bn revenue
5. Business Messaging		● \$1B+ run-rate in paid messaging (non Ads)		● \$3B+ run-rate in paid messaging (non Ads)	● Click-to-message ads at \$10B run rate (incremental, not gross)
6. New Monetization Experiences		● Ship paid verification / support	● Reach \$1-2B from paid premium products		

Privacy + Integrity + Infra Milestones

Confidence Levels

- 80% chance of hitting milestone
- 50% chance of hitting milestone
- 20% chance of hitting milestone
- 5% chance of hitting milestone

	2022	2023	2024	2025	2026
1. Privacy		- Meeting regulatory requirements - Regrettable delay due to Privacy Review approaches zero - Company level of effort to adapt to changing regulatory requirements decreases driven by availability of PAI tech for 8+ major data use cases	- Relative scrutiny by regulators decreases (more investigations and enforcement actions against competitors, less against us) - PAI tech available for 12+ major data use cases	- Significant majority of users understand and feel control over our data practices leading them to seek out more personalized experiences - PAI tech available for all purpose-limited data use commitments	
2. Infra		- Normalize and track ROI from critical areas (Ads and Engagement) - In top 3 companies for AI Leadership by market sentiment	- Infra capex feels under control and trending back to X%* of revenue - Best in world for major ML use-cases measured by model freshness and refresh rate.	Infra capex returned to stable state, capped at X%* of revenue.	
3. Integrity		- Met expectations for DSA (and other key regs) - Supported Reels, Metaverse development - Enforcement mistakes are not a material headwind to company metrics	- Supported US 2024 election effectively - Unified systems and processes across Integrity for increased efficiency	Significant majority of users and regulators agree that the platform manages integrity better than our competitors	

Brand Milestones

Confidence Levels

- 80% chance of hitting milestone
- 50% chance of hitting milestone
- 20% chance of hitting milestone
- 5% chance of hitting milestone

Brand

2022	2023	2024	2025	2026
	[Own our story] - create momentum on innovation and excitement for our metaverse vision. [Reduce the noise] – limit negative press cycles and ensure we’re not singled out in news; more proactive stories than reactive; fewer, clearer messages aligned with our CSNs [Make our products successful] – inspire YAs with clear use cases across the FoA; generate/convert demand for our products; grow creator ecosystem	- Majorities globally and in US/US-like countries believe our Best Days are Ahead - Grow excitement around Meta’s vision for the future and preference for Meta’s apps. - Continued license to operate - Less negativity about our brand	- Majorities globally and in US/US-like countries believe our Best Days are Ahead - People are excited about Meta’s vision for the future and show preference for Meta’s apps - Continued license to operate	- People rooting for Meta’s vision and wanting us to succeed - Continued license to operate - People remain positive about our brand

Appendix

Reality Labs Questions

Questions

1. Metaverse

- A. *Will 1B+ people use social metaverse products beyond just "games"?*
- B. *Will this happen in the next decade?*
- C. *Will we lead in this area?*
- D. *Will this be a business on the scale of \$10s or \$100+ billion?*
- E. *Will people be inspired and excited by our metaverse products?*
- F. *Will we deliver on the interoperable platform vision we set out?*

2. VR

- A. *Will VR replace computers for most use cases beyond just games?*
- B. *Will 50-100M VR devices be bought annually by 2030?*
- C. *Will we be able to maintain our lead against Apple, ByteDance, Playstation, Android, etc?*
- D. *Will this be a significant business based on digital commerce and apps without premium hardware profits?*
- E. *Will Meta be able to succeed in building a platform for work, productivity, and enterprises?*

3. AR

- A. *Will 50M+ smart glasses be bought annually by 2030?*
- B. *Will full AR glasses be built and affordable within the next 5 years?*
- C. *Will Meta lead in this area vs Apple, Google, etc?*
- D. *Will this be a significant business without premium hardware profits?*

4. Neural Interfaces

- A. *Will neural interfaces be possible and become a preferred way of interacting with computers?*
- B. *Will this be relevant this decade?*
- C. *Will Meta be able to lead here vs Apple, Google, and others that have watch platforms?*
- D. *Will this generate long-term value or become a generic feature like keyboards?*

Family of Apps Questions

Questions

1. Reels

- A. *Can Meta compete and lead in short-form unconnected video?*
- B. *Will Reels be meaningfully incremental to Feed, Stories, and long-form video, or will it replace other engagement?*
- C. *Will Reels be a meaningful driver of revenue and profit growth?*

2. Discovery Engine

- A. *Will unconnected content become a large percent (30-40%) of social feeds?*
- B. *Will this unconnected content be incremental to other Feed content, or will it replace it?*
- C. *Will we be able to maintain or strengthen our social flywheel with unconnected content?*
- D. *Will we be able to be the leading destination for creators?*

3. FB

- A. *Will FB be able to maintain and grow engagement in key markets?*
- B. *Will FB be relevant to the next generation of social media users?*

4. IG

- A. *Will IG be able to maintain and grow engagement in key markets?*
- B. *Will IG be relevant to the next generation of social media users?*

5. WhatsApp

- A. *Will we maintain or grow relevance in our popular countries as competitors grow?*
- B. *Will we gain relevance in the US?*
- C. *Will we grow a big business from WhatsApp?*

6. Messenger

- A. *Will Messenger maintain or grow in relevance?*
- B. *Will Messenger contribute to revenue and our business?*

Monetization Questions

Questions

1. Revenue Trajectory

- A. Will revenue tailwinds from AI, etc grow faster than headwinds?
- B. Will Meta FOA revenue outpace the growth of the overall digital ads industry?
- C. Will we grow revenue (and contain costs) enough to achieve 15% EPS CAGR through 2026?

2. Reels Monetization

- A. How close to feed can you get in terms of monetization per time spent?
- B. When will Reels be a tailwind to revenue growth vs. a headwind? 2023? If not why not?

3. Signal Loss

- A. Can we recapture some or all of the losses from ATT?
- B. Can we be resilient to future changes from Apple?

4. Shop Ads

- A. Can we bring the timeline for when it will be profitable for the company?

5. Business Messaging

- A. Can Biz Messaging be a meaningful revenue source for Meta?
- B. Can you monetize WhatsApp on platform (directly vs. via FB/IG ads)?
- C. Is that additive to the existing ads business (vs. substitution)?

6. New Monetization Experiences

- A. Can we develop paid premium experiences that become a meaningful contributor to FoA revenue?

Privacy + Infra Questions

Questions

1. Privacy

- A. *Are we meeting our global regulatory and compliance obligations with respect to privacy and data practices?*
- B. *Are we on a clear path to dramatically increase the efficiency of engineering and reduce the operational complexity of privacy review and privacy compliance, while ensuring rigor of oversight?*
- C. *Are we finding the right ways to both honor privacy and accelerate the business? Are there instances where we are being too conservative and harming innovation for consumers and businesses?*
- D. *Can we get to a place where our privacy capabilities are an affirmative benefit to our business and/or a competitive advantage against our rivals?*

2. Infra

- A. *When will we know if our massive AI investment is ROI positive?*
- B. *Will tailwinds from AI offset the headwinds from signal loss on the ads side? Can AI-powered ads be better than pre-ATT ads in terms of targeting?*
- A. *Will we be able to reduce our annual capex investments over time in CPU, GPU, or both?*
- B. *Will Meta be the best place for AI engineers to come and make an impact?*

3. Integrity

- A. *Are we meeting regulatory and reputational expectations with respect to managing integrity issues?*
- B. *Are we supporting company priorities with increasing efficiency?*
- C. *Are we protecting voice and economic opportunity of people and businesses?*

Brand Questions

Questions

1. Brand

- A. *How will you improve Meta's brand reputation and explain it to the world?*
- B. *How significant are Meta's brand headwinds to future success, e.g. hardware sales, regulatory/legal outcomes?*
- C. *How will you improve relevance with strategically important audiences like Young Adults?*
- D. *[Alt, more specific] How do we maintain our positive brand equity and shed reputational baggage as Meta goes through major transformations (e.g., shift to metaverse, discovery engine)?*

DOCUMENT SLIPSHEET

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EX. 01378.00017

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