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Ex. No.  
UPX2114  
1:20-cv-03010-APM

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**From:** Ning Li <Redacted\_com>

**Date:** Monday, April 12, 2021 at 1:52 AM

**To:** Jon Eide <Redacted@fb.com>, Dan Levy <Redacted@fb.com>, Ameer Kamdar <Redacted@fb.com>, David Sasaki <Redacted@fb.com>, Sam Mincer <Redacted@fb.com>, Mary Ku <Redacted@fb.com>, Graham Mudd <Redacted@fb.com>, Marc Bourget <Redacted@fb.com>

**Cc:** McKenzie Thomas <Redacted@fb.com>

**Subject:** Re: Follow up (not urgent) re: innovator's dilemma

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4. In my view, AI was/is the disruptive technology for our ads product with a belief / assumption that ultimately, performance drives spend (we wrote a lot about this in a long note to Mark that explained an auction change in 2018).

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- c. Since people don't come to core FB products with intent (unlike search), from the beginning, we knew we were about demand generation, not demand fulfilment (we can talk about retargeting another day). But in the early days, this meant brand advertising. We were not believed that our ads could be performance ads.

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