

The background of the slide is a dark, abstract network of glowing lines and nodes. The nodes are small, bright circles in shades of blue, cyan, and orange, connected by thin, light-colored lines that form a complex web. The overall effect is one of digital connectivity and complexity.

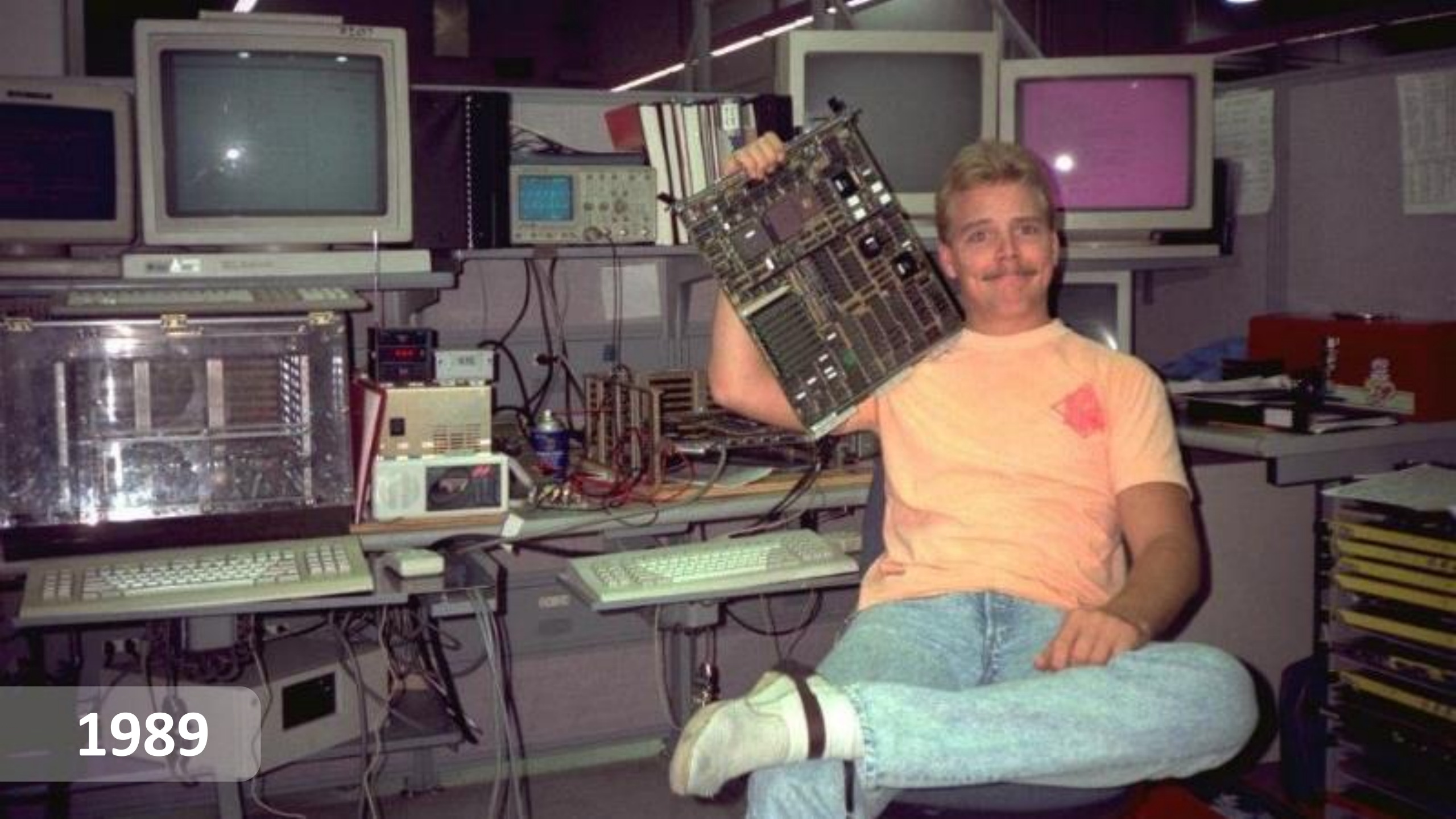
The Beauty of Simplifying IT

Dean Nelson



1982





1989



University Graduate

2009



2017





9,000+ members
66 countries



Sun[®] Acquired
microsystems

ORACLE[®]

ebaytm

2009





Up-level The Conversation

Digital Service Efficiency (DSE)



Established Infrastructure Taxonomy
Translated into Business Terms
Align to business level KPIs
Measured ebay.com as a single system
Simplified IT



2013

Community



2013

tbmcouncil.org

Consolidation

The eBay logo is displayed in its characteristic multi-colored font: 'e' is red, 'b' is blue, 'a' is orange, and 'y' is green. A small 'tm' trademark symbol is positioned to the upper right of the 'y'. The logo is centered within a light gray rectangular box.

ebaytm

The PayPal logo is shown in a bold, dark blue, italicized sans-serif font. A small 'tm' trademark symbol is located to the upper right of the 'l'. The logo is centered within a light gray rectangular box.

*PayPal*tm

2014

Split \$255Bn Commerce Engine

ebay[™]

PayPal[™]

2015

Infrastructure Masons



2016

imasons.org

INFRASTRUCTURE MASONS



1,446 Members in 49 countries

Top 8% of our current members

- >\$100Bn in Infrastructure
- In 139 Countries
- >1,000 Patents
- >2000 years of experience



A map of New York City and surrounding areas, including parts of New Jersey and Connecticut. The map is dark blue with white text for city names and street names. Yellow dots represent Uber driver locations, with a high concentration in Manhattan and the surrounding areas. A large black rectangle with the word "UBER" in white is overlaid on the right side of the map.

UBER

Fastest growing,
most disruptive startup of all time

2016

3,000 M

UBER

Completed Trip Volume

2,000 M

6

Continents

76

Countries

608

Cities

5M

Trips/Day

1.5M

Act Drivers

1,000 M

UBER
U4B

\$ Reduction

UBER
EATS

60 Cities

UBER
RUSH

NY, SF, CH

UBER
FREIGHT

Launched



0 M

Jun 10

Dec 10

Jun 11

Dec 11

Jun 12

Dec 12

Jun 13

Dec 13

Jun 14

Dec 14

Jun 15

Dec 15

Jun 16

Dec 16

- Infrastructure grew 10x in 2 ½ years
- Structured for next wave of infrastructure growth
- Established Taxonomy
- Established Business Office
- Implemented DSE - Trips/Core, \$/Trip
- Leveraged iMasons Community
- The journey continues...

UBER





Thank You