

From: [REDACTED] Travis Kalanick
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 8:55:43 AM(UTC+0)

Good hanging..

United States District Court Northern District of California Trial Exhibit 10275 Case No. <u>3:17-cv-00939-WHA</u> Date Entered _____ By _____ Deputy Clerk
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CONFIDENTIAL

LEV_002075

From: [REDACTED] Travis Kalanick
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 8:56:15 AM(UTC+0)

1. Burn the village

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 8:56:15 AM(UTC+0)

Yup

From: [REDACTED] Travis Kalanick
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 8:56:26 AM(UTC+0)

2. Perception vs. reality

From: [REDACTED] Travis Kalanick
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 8:56:42 AM(UTC+0)

3. Keep it unreal

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 8:57:22 AM(UTC+0)

4. Keep the conservative vibe

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 8:58:07 AM(UTC+0)

Need to think PR strategy and when to show our cards more

From: [REDACTED] Travis Kalanick
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 8:58:33 AM(UTC+0)

Yeah.. Ties to when we close and when we open kimono

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 8:58:39 AM(UTC+0)

We need to keep open questions before competition decides to drop \$xxB

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 8:59:04 AM(UTC+0)

I'll push our guys to sign in two weeks

From: [REDACTED] Travis Kalanick
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 8:59:22 AM(UTC+0)

5. Tight messaging for your peeps after close

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 8:59:51 AM(UTC+0)

Yes need to have the partnership story through through

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 8:59:58 AM(UTC+0)

Thought through

From: [REDACTED] Travis Kalanick
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 9:00:42 AM(UTC+0)

Random thought.. Bezos gets weird when he hears about uber doing trucks

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 9:01:42 AM(UTC+0)

Yeah but bezos already knows you're coming for him

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 9:01:57 AM(UTC+0)

Trucks just makes it more real

From: [REDACTED] Travis Kalanick
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
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Time Stamp: 3/1/2016 9:01:57 AM(UTC+0)

Basically got to keep bezos, cook, musk, zuck, page on our minds

From: [REDACTED] Travis Kalanick
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 9:02:06 AM(UTC+0)

That's what I mean

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 9:02:35 AM(UTC+0)

I get it. Yes, just not sure why zuck. He could be ally against others

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 9:02:59 AM(UTC+0)

I just see this as a race and we need to win, second place is first loser

From: [REDACTED] Travis Kalanick
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 9:03:11 AM(UTC+0)

Transportation is social graph of physical world

From: [REDACTED] Travis Kalanick
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 9:03:15 AM(UTC+0)

Agreed

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 9:03:47 AM(UTC+0)

Ok, I get that about FB, but that could be an ally

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

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Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 9:04:05 AM(UTC+0)

Not sure how, but he doesn't like G or Amazon

From: [REDACTED] Travis Kalanick
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
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Time Stamp: 3/1/2016 9:06:41 AM(UTC+0)

Not being in this game could get him partnered with a weaker loser

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

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Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 9:08:27 AM(UTC+0)

Yes, I feel we would be able to find a win/win with FB

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 9:08:51 AM(UTC+0)

Ive spent 0 time thinking about this

From: [REDACTED] Travis Kalanick
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
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Time Stamp: 3/1/2016 9:10:28 AM(UTC+0)

They could gobble up a zooks

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
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Time Stamp: 3/1/2016 9:11:26 AM(UTC+0)

Zoox won't sell

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 9:11:31 AM(UTC+0)

Not for 10B

From: [REDACTED] Travis Kalanick
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
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Time Stamp: 3/1/2016 9:18:42 AM(UTC+0)

When they realize they can't win they will

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

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Time Stamp: 3/1/2016 9:22:19 AM(UTC+0)

I get that, but why would FB want a player that can't win, I want to write down all the permutations to see where the big risks are, but FB + zoox when neither has a good chance doesn't scare me nearly as much as G, Apple or tesla. Let's track it nonetheless.

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

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Start Time: 2/13/2016 8:39:09 PM(UTC+0)
Last Activity: 3/21/2016 11:00:56 PM(UTC+0)

Time Stamp: 3/1/2016 9:22:40 AM(UTC+0)

Amazon will put up a big fight

From: [REDACTED] Anthony Levandowski
Participants: [REDACTED] Anthony Levandowski
[REDACTED] Travis Kalanick

Source: iMessage: [REDACTED]
Start Time: 2/13/2016 8:39:09 PM(UTC+0)
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Time Stamp: 3/1/2016 9:23:20 AM(UTC+0)

We could team up with Walmart against them