



**Testimony of Bret Taylor  
Chief Technology Officer  
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**Before the U.S. Senate Committee on Commerce, Science, and  
Transportation**

**July 27, 2010**



Good afternoon, Chairman Rockefeller, ranking Member Hutchison, and Members of the Committee. I am Bret Taylor, Chief Technology Officer for Facebook. Thank you for the opportunity to be here today to testify before the Committee.

### **Executive Summary**

Facebook is a service that enables people to connect and share with one another, forming and deepening relationships and communities that enrich their lives and our social discourse as a whole. Last week we were proud to announce that more than 500 million people all over the world are now actively using Facebook. We take pride in this growth because we are empowering people to share and connect with the world around them. While marking this milestone, we also remind ourselves that the people who use Facebook and their satisfaction lie at the heart of what we do.

In my testimony today I will address three topics. *First*, I will describe how Facebook and other social technologies are making the Internet a forum for social interaction, sharing information, and building communities. In just a few years the Internet has been transformed from an isolated, passive, and anonymous experience into a uniquely powerful means of connecting with other people, deepening personal relations, and creating communities that better the lives of others.

*Second*, I will discuss how user control and responsiveness are essential to sharing and connecting using Facebook. The people who use Facebook supply Facebook's content, and are the driving force behind the continued innovation and constant improvement of our service. Our goal is to make it simpler for people to connect and share, and to give them the tools to control their information.

*Third*, I will describe the important economic growth created and supported by the people who use Facebook and by those companies that innovate based on Facebook's social

technology. Facebook provides a platform for thousands of entrepreneurs to develop, offer, and market valued products and services to people across the globe. We connect advertisers with people in a way that is unobtrusive, and that enables the advertiser to direct information toward the people who are most likely to find it relevant and valuable. We do this without selling user information to advertisers or giving advertisers access to personal information.

## **1. The Transformative Effect of Social Technology**

The Internet now connects nearly 2 billion people around the world.<sup>1</sup> Until recently, though, the Internet was an isolated, one-way, one-dimensional experience. Users visited websites, read articles, and gathered information, but had little if any meaningful interaction with one another on the web. Internet communications that did occur often were anonymous, with users' identities obscured by pseudonyms or meaningless sequences of letters and numbers. The Internet was responsive to users' requests and instructions, but it was not truly interactive.

In a few short years the Internet has evolved from an impersonal, anonymous medium to an interactive social experience defined by a person's connections, interests, and communities. That transformation has occurred in tandem with what has been called "Web 2.0," an explosion in innovative functionalities that could not have been imagined during the Internet's infancy. These developments provide interactive experiences and allow users to generate and define relevant content. They enlist people as both the viewers *and* creators of online content, frequently in a framework that is social and involves open forums or communities defined by the users themselves.

Since its creation in a Harvard dorm room by Mark Zuckerberg in 2004, Facebook has been at the forefront of this change, growing from a network at a handful of universities to a

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<sup>1</sup> *Internet Usage Statistics, The Internet Big Picture*, World Internet Users and Population Stats, <http://www.internetworldstats.com/stats.htm>.



worldwide community of users in over 180 countries. As Facebook has expanded, we have also continually innovated and implemented new tools for users, responding to the immense public demand for more and better ways to share and connect. These immensely popular innovations include a photo-sharing feature that, with some 50 billion pictures online, constitutes the largest photo archive in the world; a “Wall” feature through which users can post messages on their friends’ individual pages; and the “News Feed,” which provides users up-to-the minute interactive content based on updates by the user’s friends and his or her interests and communities. Each of the 500 million people that use Facebook experience their own personalized homepage and News Feed when they go to Facebook.com, connecting them to their own community of friends and interests.

Facebook and other social technologies have the power to enrich users’ lives—and society as a whole—in ways that were un-imagined 5 years ago. Families and friends in locations across the globe are in closer contact than ever before and can more easily follow issues, people, and causes of interest to them; identify others who share their enthusiasms; and deepen their knowledge and understanding of their world. Facebook has become an invaluable communication tool, allowing individuals to connect for myriad purposes—for charitable causes, in the political realm, for grassroots organization, and for local community building.

To celebrate the 500 million people that have been empowered and connected by Facebook, last week we launched a new application called Facebook Stories ([stories.facebook.com](https://stories.facebook.com)), which allows individuals to share stories about how Facebook has enriched their lives. Among the thousands of examples we have received are the following:

- Ben Saylor, a 17-year-old high school student, turned to Facebook to organize a community effort to rebuild the oldest outdoor theater in Kentucky, which had been damaged by floods in May.

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- Holly Rose, a mother in Phoenix, credits a friend's status message asking women to check for breast cancer with her being diagnosed in time to treat the disease. She used Facebook for support during the treatment and became an online prevention advocate herself.
- Many have now even begun using Facebook to reach out to their communities to find organ donors—Sarah Taylor of Pennsylvania quickly found a kidney donor after spending eight years in renal failure.

As more and more people join and use Facebook, the possibilities for individual and collective action will multiply almost exponentially.

Facebook and other social technologies have even played a key democratic function at home and abroad. Because these services allow users to quickly share information and build communities, democratic organizers have embraced Facebook as a key tool in places such as Iran and Colombia.<sup>2</sup> Government leaders and policy makers are now using Facebook to communicate with citizens.

- In the U.K., Prime Minister David Cameron launched a “crowdsourcing” initiative to seek out citizen proposals on cutting government spending. On a web conference with Mark Zuckerberg, Prime Minister Cameron thanked Facebook for providing the medium for such an initiative.<sup>3</sup>
- Here at home, the 2008 presidential race has been called the “Facebook Election,” as President Obama and Senator McCain relied on the service for developing grassroots

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<sup>2</sup> Lev Grossman, *Iran Protests: Twitter, the Medium of the Movement*, NEWSWEEK, June 17, 2009; Sibylla Brodzinsky, *Facebook Used to Target Colombia's FARC with Global Rally*, CHRISTIAN SCI. MONITOR, Feb. 4, 2008.

<sup>3</sup> Gina Lovett, *Government Drafts in Facebook for Second Crowdsourcing Initiative*, NEW MEDIA AGE, July 9, 2010, <http://www.nma.co.uk/news/government-drafts-in-facebook-for-second-crowdsourcing-initiative/3015666.article>.

support, and Facebook cosponsored one of the presidential debates (together with a traditional media outlet, ABC News).<sup>4</sup>

- It is estimated that more than 300 Members of Congress use Facebook in their official capacity.<sup>5</sup>
- Even federal agencies have adopted Facebook as a powerful communication tool—22 out of 24 major federal agencies use Facebook.<sup>6</sup>

In these and other ways, Facebook has become an integral part of everyday communication and community-building across the globe. Continual innovation and new technologies have been essential to this. These innovations and new technologies are designed to improve not only how people interact with one another on the Internet, but also how they interact with the Internet itself. By providing tools and services that people can use to build their Internet experience around their personal interests, we help make the Internet more responsive and relevant to them even when they visit sites other than Facebook.

To that end, in 2007 Facebook launched Facebook Platform, which allows developers to create innovative social applications and make them available to people who use Facebook. This innovation made Facebook an entry point to a new universe of tools, experiences—and of

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<sup>4</sup> Brian Stelter, *ABC News and Facebook in Joint Effort to Bring Viewers Closer to Political Coverage*, N.Y. TIMES, Nov. 26, 2007; Virginia Heffernan, *Clicking and Choosing: The Election According to YouTube*, N.Y. TIMES, Nov. 14, 2008; Matthew Fraser & Soumitra Dutta, *Barack Obama and the Facebook Election*, U.S. NEWS AND WORLD REP., Nov. 19, 2008.

<sup>5</sup> Posting of Tony Romm to The Hill, *'Congress on Facebook' Goes Live*, <http://thehill.com/blogs/hillicon-valley/technology/97683-congress-on-facebook-goes-live> (May 13, 2010 7:58 EDT).

<sup>6</sup> *Information Management: Challenges in Federal Agencies' Use of Web 2.0 Technologies*, Hearing Before the Subcomm. on Information Policy, Census, and National Archives of the H. Comm. on Oversight and Government Reform, 111th Cong. (July 21, 2010) (statement of Gregory C. Wilshusen, Director of Information Security Issues, Government Accountability Office).



course, games—that deepen the connection among people on the Internet. The hundreds of thousands of applications made available through Facebook Platform include the following:

- The *Causes* application, which provides an online platform for individuals and organizations to raise funds for charitable causes.
- The *Circle of Moms* application, a local support group for mothers that draws on the collective knowledge of the community for support.
- The *Birthday Calendar* application, which allows you to track birthdays, anniversaries, and other important dates of friends.

These developments on Facebook Platform go beyond mere socializing, and provide real, meaningful interactions for people who use Facebook.

Earlier this year we extended Facebook Platform to offer this connectivity and customization to other sites on the Internet. In April, we introduced “social plugins,” easy-to-use tools that allow previously generic websites to become customized to an individual’s interests and network of friends and associations. For example, a Facebook user visiting a website can instantly share content of interest by clicking on the Facebook “Like” button, which can bring that content to the attention of the person’s friends on their real-time News Feed on their home page, and when they visit the same site. With social plugins, websites are instantly made more social, interactive, and relevant to the individual; as people move through the Internet, websites increasingly reflect their body of relationships and connections on the Internet.

This customization can be seen on many of the Internet’s most frequently visited websites. The popular movie database, IMDb, which previously served simply as a repository of movie information, now offers a way for friends to share information about their favorite movies and actors. Traditional news outlets, such as CNN and the *Washington Post*, have also



adopted the power of the social network, offering the ability to access tailored and personalized news sources. Instead of wading through an entire newspaper, people who use Facebook now have the option to focus on the information that is relevant in the context of their interests and connections, in much the same way that Members of this Committee are greeted in the morning by news clips that have been selected according to issues of special importance to you and your constituents. Facebook's "Like" button has become a ubiquitous feature of the web, allowing individuals to quickly and easily share their favorite parts of the Internet with their friends and broader communities.

As Mark Zuckerberg put it at the conference where Facebook launched these social plugins, "Our goal is [for] people [to] have instantly social experiences wherever they go."<sup>7</sup> At the same time, social plugins do not require any personal information to pass from Facebook to an external website. Plugins promote a tailored Internet experience, while maintaining user control over personal information. Since the launch of social plugins in April of this year, they have been incorporated by more than 350,000 websites, bringing a more personalized Internet to millions.

Facebook is now offering a pilot program, Instant Personalization, which will allow individuals to have a more robust personalized experience with partner sites, initially Yelp, Pandora, and Microsoft Docs.com. These sites now provide a truly personal and tailored experience to visitors as soon as they arrive. These innovations address people's real frustration with the static, anonymous Internet of the past. Instead of visiting a generic website and wading through a lot of irrelevant content, Instant Personalization makes it possible for you to go to a site and immediately receive content that is relevant to you and your friends, the place you live, and the things you like to do. By offering personalized service, these partner sites experience greater engagement from people who use Facebook.

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<sup>7</sup> Mark Zuckerberg, CEO, Facebook, Inc., Remarks at f8 Developers' Conference, Apr. 21, 2010.





For example, the website Yelp already offered a valuable service by compiling user reviews of restaurants, bars, clubs, and other services. These reviews could come from any reviewer, anywhere on the Internet. Through Facebook's Instant Personalization, Yelp became a tailored experience that is even more relevant and useful. While you can still read generic reviews on the site, you can also now choose to focus on reviews by your friends and acquaintances. By enabling you to learn the favorite restaurants of people you trust in a city you're visiting for the first time, Instant Personalization immeasurably increases the value of the site.

Similarly, the music streaming service Pandora already offered a highly personalized service by using advanced algorithms to tailor music playlists to your tastes—based on the music you currently listen to, Pandora introduces you to new music that you're also likely to enjoy. By adopting Instant Personalization, Pandora can magnify the personalization of this experience by identifying music through the lens of your social networks. People have long relied on friends, coworkers, and relatives for music recommendations; now Pandora can enhance this experience online with the help of Facebook. Of course, Facebook has worked diligently to provide multiple and meaningful opportunities for users to learn about and choose to participate in Instant Personalization, and to ensure that our partners adopt and enforce adequate protections for personal information.

## **2. Facebook's Focus on User Control and Responsiveness**

People are at the heart of what we do at Facebook. On Facebook, individuals provide the content—they have the freedom to share what they want, when they want, and how they want. As a result, Facebook is personalized to each individual user. Unlike other web companies, Facebook does not offer a single homepage; each of the 500 million people that use Facebook has their own personalized News Feed, customized to their interests, friends, and communities. For these reasons, user control has always been integral to Facebook. People



who use Facebook determine what content is shared and how it is shared. Facebook is built from the bottom up, taking what we call a hyper-grassroots approach to sharing information.

People who use Facebook are engaged in building a safe, secure experience for themselves and their friends. As a result, we have developed powerful mechanisms for self-regulation and user protection. Individuals use social technologies to connect and share information, but they also play an important role in policing the medium itself. In fact, users are actively involved in monitoring and controlling their online presences, and can often provide the best check on a company's information sharing policies. An important recent study by the Pew Research Center found that 57% of adult Internet users monitor their online presence.<sup>8</sup> Among users age 18 to 29, 71% have adjusted their settings and controls to regulate how much they are sharing with others, and 65% of all social-networking site users have done so.<sup>9</sup> If these users feel that a service is overstepping its bounds, they will actively take steps to control their own personal information.

Facebook continually seeks to improve our user interface, our data-sharing policies, and the overall experience of people who use our service. Recent changes to Facebook's controls and privacy policy provide a prime example of how social technologies have a dynamic ability to respond to users and self-correct. Over the last year, Facebook has continued to innovate new ways to offer simpler and better controls:

- **Privacy Transition Tool.** When Facebook introduced a new privacy framework in December of last year, we took the unprecedented step of requiring all users to navigate through a privacy "transition tool" to confirm their settings for sharing information and to change the settings if they chose. Instantly, hundreds of millions of

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<sup>8</sup> MARY MADDEN & AARON SMITH, PEW INTERNET & AMERICAN LIFE PROJECT, PEW RESEARCH CENTER, REPUTATION MANAGEMENT AND SOCIAL MEDIA 8, 21 (May 26, 2010).

<sup>9</sup> *Id.*



individuals took time to meaningfully engage with the concept of privacy and consider whether their settings accurately reflected their preferences, in a manner that had never occurred before, on or off the Internet.

- **Contextual Privacy Control.** Also last year, Facebook deployed a contextual privacy control, which allows people to control who will see their content when it is shared. Like the transition tool, Facebook sought to maximize both simplicity and control, a delicate balance, while assisting each user to select the extent of sharing that makes them feel comfortable.
- **One-Click Sharing Control.** In April, Facebook offered a new simplified control for sharing that lets people control over twenty categories of information with just one click. Facebook implemented these changes and additions to its controls working quickly—in the face of enormous technical complexity—to respond to views expressed in the user community. In addition, Facebook offered an easy way for people to control the access that Platform developers have to their information.
- **Granular Data Permissions.** In June, Facebook became the first provider to require developers to obtain “granular data permissions.” Developers using Platform must now specifically request data directly from the individual—who retains the ultimate simple choice of whether to share information with an outside developer. This granular permissions model actually gives people more control over their information than comparable services, while allowing developers to continue the vibrant innovation that has marked the Platform economy.

To facilitate responsiveness to users, Facebook introduced a “notice and comment” process for vetting some of its potential changes, modeled in part on the federal government’s rulemaking procedures. This process also serves to educate and engage users about potential policy changes. At times we will even hold a user vote on proposed policy changes, as we did in April



when we issued our Statement of Rights and Responsibilities and revised Privacy Policy. We are aware of no Internet-based company, large or small, that goes to such lengths to publicize and incorporate individuals' feedback into those key documents. It is a further reflection of our commitment to hearing peoples' voices in the governance of their community. This commitment translates into real practical tools that people can and do use.

As we move forward, the people who use Facebook will continue to shape our future by how they balance their demand for sharing and connection on the one hand, with their desire to control the content they share on the other hand. Just as we innovate new ways for sharing and connection, we also innovate new ways to offer users control. And, of course, the people who use Facebook also retain control over the service and offer us real-time feedback by the choices they make -- to join, to leave, to use our tools, or to engage less. In this way too, it is the people who use Facebook that ultimately drive our innovation.

Such innovation is essential to the Internet, yet the best innovations can be unexpected—they can surprise. This was the case with Facebook's News Feed, which gives users a real-time and interactive "ticker" of the updates and content their friends are sharing on Facebook, along with customized content related to the interests the user has identified and the associations he or she has formed on the Internet. The News Feed is integral to the connectivity, personalization, and immediacy of the Facebook experience and today is among our most popular features, but when it was introduced in 2006 it initially drew strong opposition from a large number of Facebook users. Appropriately, some formed Facebook groups against the News Feed. We listened, made some modest changes, and now most Facebook users could not imagine our service without it.

Facebook is thus an example of the tremendous self-corrective capacity of Internet-based services, particularly with respect to the balance between openness and privacy. Facebook's response to user feedback has helped it to become a better service while continuing

to enhance the user experience and pioneer new ways to share information. And, Facebook's pioneering development of user controls for the information they share is an example for regulators in the U.S. and abroad of how approaches that vest decision-making in individual users, rather than in government regulators, are the most promising means of furthering user satisfaction and Internet innovation.

Of course, the involvement of the federal government is also needed, for example, to guard against criminals and miscreants who would leverage the Internet's openness to engage in scams, identity theft, and other activities that cause financial or even physical harm. That is why we applaud Congress for enacting targeted statutes that address those problems without cabining the creative freedom that is the life force of the Internet. The Computer Fraud and Abuse Act,<sup>10</sup> the Child Online Privacy Protection Act,<sup>11</sup> and the Controlling the Assault of Non-Solicited Pornography and Marketing Act (the "CAN-SPAM" Act)<sup>12</sup> all have served to protect the public from some of the Internet's dangers and annoyances.

Facebook often works arm-in-arm with the government in these areas. For example, it has invoked the CAN-SPAM Act vigorously to defend its users against malicious online attacks and to help make the Internet safer for all by taking spammers out of commission: we have obtained the two largest-ever civil judgments under the Act.<sup>13</sup> We are also proud that last year TRUSTe, a nonprofit privacy standard-setting organization, rated Facebook one of its ten most trusted companies based on a public survey and an expert review.<sup>14</sup>

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<sup>10</sup> Pub. L. No. 99-474, 100 Stat. 1213 (Oct. 16, 1986).

<sup>11</sup> Pub. L. No. 105-277, 112 Stat. 2581 (Oct. 21, 1998).

<sup>12</sup> Pub. L. No. 108-187, 117 Stat. 2699 (Dec. 16, 2003).

<sup>13</sup> A 2008 judgment against Adam Guerbez and Atlantis Blue Capital (\$873 million) and a 2009 judgment against the "Spam King" Sanford Wallace (\$740 million).

<sup>14</sup> TRUSTe, *Press Release: 2009 Most Trusted Companies in Privacy*, Sept. 16, 2009.



Facebook and other social technologies are increasingly important forums for public communication, speech, and debate on a broad range of social and even political matters. Our country's traditions appropriately include a great hesitancy to regulate communication and the sharing of information in such areas. We believe that Congress's approach toward the Internet to date, which has avoided open-ended grants of regulatory authority or over-inclusive prohibitions, should serve as a model for any future legislative initiatives. As always is the case, it will be valuable for Congress to build an evidentiary record establishing the need for intervention before it acts. Overbroad or burdensome regulation carries the risk of stifling the innovation that is the lifeblood of the Internet and has served as a major source of jobs and economic growth.

To conclude on this topic, user control is central to how Facebook operates, and will remain so. We share the commitment of Congress to ensure a safe, secure Internet experience, while facilitating the innovation and sharing of information that people expect. We value our relationships with the federal government, with states, and with enforcement agencies throughout the world, and will continue to work with Congress and others to ensure that our users, especially young people, have a safe and productive Internet experience.<sup>15</sup>

### **3. Facebook's Economic Role for Users and American Business and Workers**

Facebook and its leadership are driven by a vision of the Internet's capacity to make the world more connected, enriching our personal lives, our society, even our democracy. But of course the Internet is also an important economic presence, particularly in these challenging

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<sup>15</sup> Facebook offers its service to people age 13 and over. We clearly describe this age limit in our Privacy Policy, and if we learn that a child under 13 has shared information on our service, we will delete that information as quickly as possible. *See also The Role of Innovation in Creating a Safer Online Environment – The Facebook Experience, Before the Subcomm. on Consumer Protection, Product Safety, and Insurance of the S. Comm. on Commerce, Science, and Transportation, 111th Cong. (2010) (Testimony of Timothy Sparapani, Director, Public Policy, Facebook), available at [http://commerce.senate.gov/public/?a=Files.Serve&File\\_id=dac6055f-274c-4813-955a-414ccd0c4b3a](http://commerce.senate.gov/public/?a=Files.Serve&File_id=dac6055f-274c-4813-955a-414ccd0c4b3a).*

economic times. It is this economic vitality that makes the Facebook experience possible and free of charge to our users, without Facebook ever sharing personally identifiable information with advertisers.

In 2009, online retail spending in the United States was nearly \$130 billion, only slightly lower than in 2008 despite the enormous impact of the recession on the U.S. economy.<sup>16</sup> One estimate suggests that the commercial Internet adds \$1.5 *trillion* in value to businesses and consumers worldwide.<sup>17</sup> And in a time of economic hardship, Web 2.0—and social networking services in particular—are providing a much needed source of jobs, growth, investment, and innovation. Facebook is a U.S.-based company—even though 70% of Facebook users are outside of the United States, 80% of its employees are located here. The Chairman of the Federal Communications Commission recently recognized how the entrepreneurial power of services like Facebook can drive economic growth and create jobs here at home.<sup>18</sup>

Facebook Platform, which helps create innovative and more personalized experiences for users, also serves American businesses and workers by fostering what is in a sense an entire Platform economy. It is a marketplace to which hundreds of thousands of third-party developers may bring their ideas and inventions and offer them to Facebook users. More than half a million applications are now available on Platform. Some of these applications are associated with businesses that employ hundreds of people and have hundreds of millions, even billions of dollars in value:

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<sup>16</sup> Jeff Clabaugh, *Online spending in 2009 falls*, MILWAUKEE BUS. J., Feb. 9, 2010.

<sup>17</sup> ROBERT D. ATKINSON ET AL., THE INFO. TECH. & INNOVATION FOUND., THE INTERNET ECONOMY 25 YEARS AFTER .COM 1, 4 (2010).

<sup>18</sup> Referring to Facebook, FCC Chairman Julius Genachowski noted the power of the Internet's "distributed innovation and ubiquitous entrepreneurship," which creates "jobs and opportunity everywhere there is broadband." Julius Genachowski, Chairman, Fed. Comms. Comm'n, Prepared Remarks at the Brookings Institute (Sept. 21, 2009), available at <http://www.openInternet.gov/read-speech.html> (emphasis added).

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- Leading games developer Zynga, creator of the popular Farmville game that was developed on Facebook Platform, has nearly 1,000 employees, up from 375 employees a year ago, and now has some 400 job openings. Its games have 211 million players every month (according to AppData.com's count), and the company has been valued at more than \$4.5 billion.<sup>19</sup>
- In 2009, games developer Playfish was acquired by Electronic Arts for an amount reported to be as much as \$400 million. Although based in the U.K., Playfish has developed a substantial presence in the United States, which includes at least four development studios.<sup>20</sup>

This vibrant economy of features and applications has shattered the barriers that may have previously limited what one company could offer to users. Facebook for its part helps protect users' Platform experience by arming users with control over the information applications receive, through rigorous policies and technical controls that apply to our Platform, and in reviews and investigations conducted by our Platform Operations Team.

Online advertising is of course a critical component of the economic growth that the Internet has spurred. As mentioned, it also enables Facebook to offer its service for free, without ever sharing personally identifiable information with advertisers. Facebook believes that social advertisements complement the way people already use Facebook to discover, share, and connect with people and the world around them. Whether it's a new car, clothes, or music, many of the things people discover on the Internet come from their friends—through Facebook, advertisers can complement what people learn from their friends in an unobtrusive way.

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<sup>19</sup> Miguel Helft, *Will Zynga Become the Google of Games?*, N.Y. TIMES, July 24, 2010.

<sup>20</sup> Erick Schonfeld, *Not Playing Around. EA Buys Playfish for \$300 Million, Plus a \$100 Million Earnout*, TECHCRUNCH, Nov. 9, 2009.





We achieve this by only providing advertisers with anonymous, aggregated data. We ask advertisers to identify characteristics of users they wish to advertise to, such as age, gender, or location. Facebook then itself distributes those advertisements to the appropriate audience on its site, without ever disclosing personally identifiable information to its advertisers. After the advertisements run, Facebook will provide a report to the advertiser so they can measure the success of their ads—these reports, too, contain no personally identifiable information. This model allows consumers and businesses alike to enjoy the efficiencies of personalized advertising, while protecting personal information. The advertisements that result—which are a far cry from the annoying pop-ups and flashing banner ads of days past—provide people with relevant and targeted commercial messages that further growth and innovation on the Internet.

### **Conclusion**

The 500 million people across the globe that actively use Facebook have made the world a more open and connected place. They have driven innovation in ways that few would have predicted a decade ago; the promise of this thriving community is limitless. But the real power of Facebook lies with the individuals who use the service to connect and share on a daily basis. Facebook seeks to remake the Internet for them and for those who have yet to join. We will continue to show leadership in giving people greater control over personal information. And using innovative technologies like social plugins and the economic catalyst of social advertising, Facebook will continue to facilitate a more personalized, more responsive Internet experience.