

Amazon.com, Inc.  
March 9, 2018  
Attachment 4(c) - 7

**From:** Booms, Douglas  
**To:** [Komorous, Nick](#); [Krawiec, Peter](#)  
**Subject:** FW: Ring feedback from your team...  
**Date:** Wednesday, November 1, 2017 8:55:53 PM

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Please don't forward. Just FYI for you guys.

Dave and his guys are hopping on a call tomorrow AM at 7:00 to get aligned. I think we are close. My sense is that if Dave signs off on the model tomorrow at 2pm, we will be in a position to submit and negotiate a TS by that afternoon. My guess.

Stay tuned.

Thanks.

DB

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**From:** Booms, Douglas  
**Sent:** Wednesday, November 01, 2017 5:53 PM  
**To:** Limp, Dave  
**Subject:** Ring feedback from your team...

Dave,

I pinged folks on a backchannel for their thoughts on Darwin/Ring as we discussed. Here is what I got back from Lindo, Rob W., and Charlie T. I asked them all if I could share with you before forwarding their email content. They all said yes.

Rob Stites sent his to the whole group it would seem.

Anyhow, in advance of our call tomorrow AM, here is where the others are netting out.

Thanks.

DB

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#### LINDO'S THOUGHTS

I'm supportive of Ring. I don't know how we can get big fast in that segment without an acquiring someone and they should remain a standalone business. It would bring up an interesting issue around charters for the Lab functional teams. But that's not something that should hold up this decision.

#### ROB W.'S THOUGHTS

I've become confident that Waffle is the right thing to do. Lots of upside on little risk and I've

become more confident that we will do well in this segment ourselves without Ring though we may be a distant second for a long time. Ring + Waffle puts Amazon in a very good position and we should try to make it work. We're being naïve about how independent it will be – this is going to take a lot more help from various parts of Dave's team than we are admitting (think about how it fits together with Rausch's team for example). Even if it is managed quite independently, I think about how much work it was to do the [REDACTED] project and sort of assume that this will be some multiple of that across the org. We should still make an offer though. I'm not sure how to handicap the chances that we'll close ... because of the financials and the weird employee set up, I put it at 50/50. Happy to discuss live.

#### CHARLIE T's THOUGHTS

I am a little torn given the price tag. We are so far behind in entering the market and Ring does have a number of products that accelerate us quickly (although to be fair, Blink does too, just not as mature. although worried that one is going sideways). From spending the day with Jamie and team and DD to date, feels like a solid company (at least as a startup that has broken through) with a strong product set and lots of potential growth. There is a lot of overlap with what we want to do (and they already have), and very little that we don't want to do. Jamie could also be a natural to be the STO/GM for our camera/home security business and we could spin it out of Emerging Products sooner.