

Cloud, On-prem, Both?

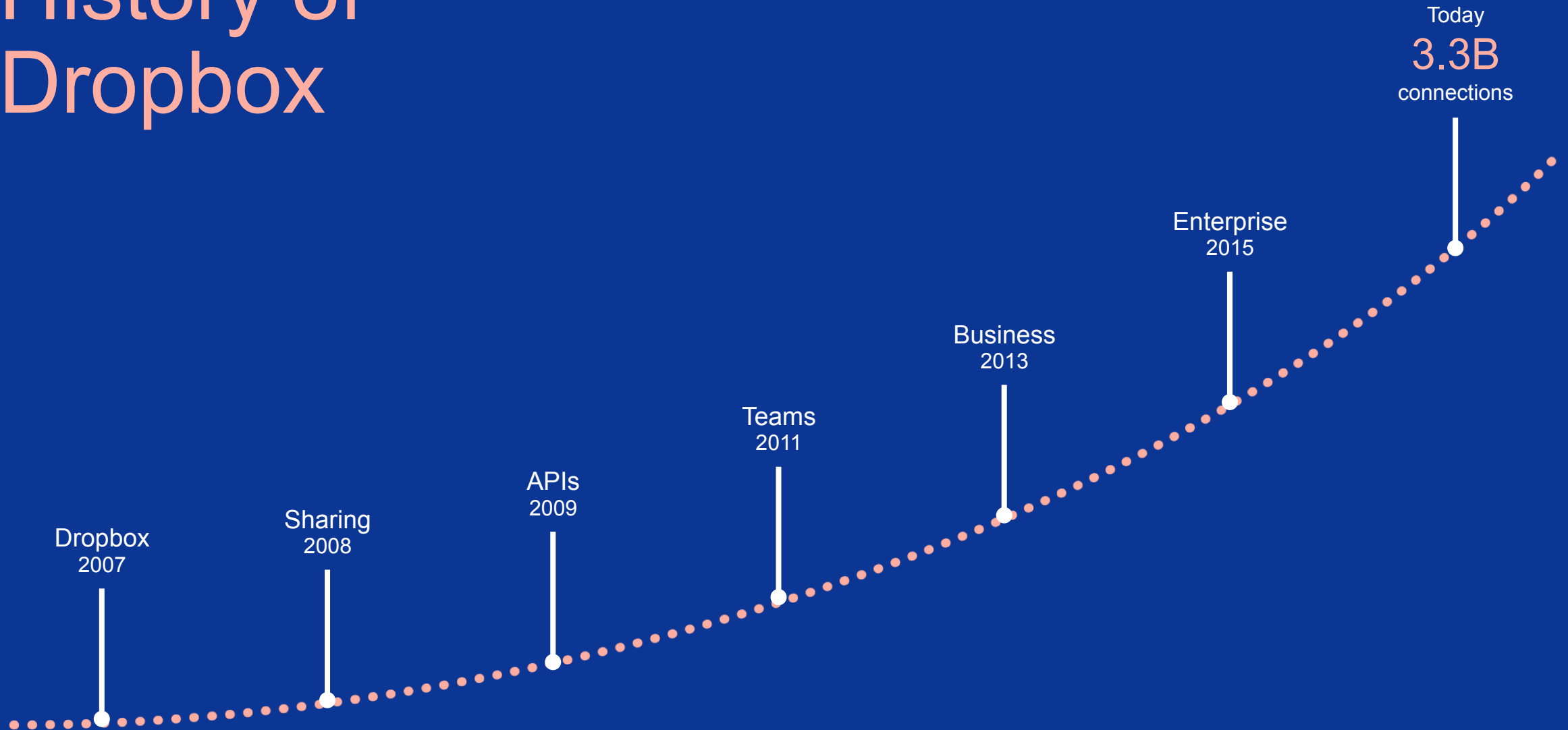
Dropbox's approach to
Infrastructure



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VP Engineering

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History of Dropbox



Size & Scale of Dropbox



500M+
Users



300K+
Dropbox Business Customers

Media	Tech	Edu	CPG/Retail	Industrial	Regulated	Other
<i>News Corp</i>	facebook	CALIFORNIA STATE UNIVERSITY FULLERTON	UNDER ARMOUR	SILICON LABS	MACQUARIE	CSC
21ST CENTURY FOX	Hewlett Packard Enterprise	DAVIDSON	HYATT	ECOLAB	NAVILAND CARGO	RE/MAX
BAUER MEDIA GROUP	Zillow GROUP	UNC CHARLOTTE	adidas GROUP	FMC	RaiaDrogasil	IDEO
HEARST corporation	Pinterest	MIT	The Absolut Company Pernod Ricard	Centricprojects	Nasdaq	Lagardère
NATIONAL GEOGRAPHIC	Spotify	UCL	Auchan	KSB	OAK RIDGE National Laboratory	dentsu
The Washington Post	YAHOO!	ASU ARIZONA STATE UNIVERSITY	Expedia	Mercedes-Benz CAT	bostonheart diagnostics	World Vision NO CHILD WITHOUT A FUTURE
macmillan Publishers	intuit	Kellogg	BEN & JERRY'S	SIS SCHUFF STEEL		Children's Miracle Network Hospitals

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Scale of our Infrastructure

1+ EB

Customer data

20%

Growth in storage year
to year

50+ K

Total systems

2+ Tb/s

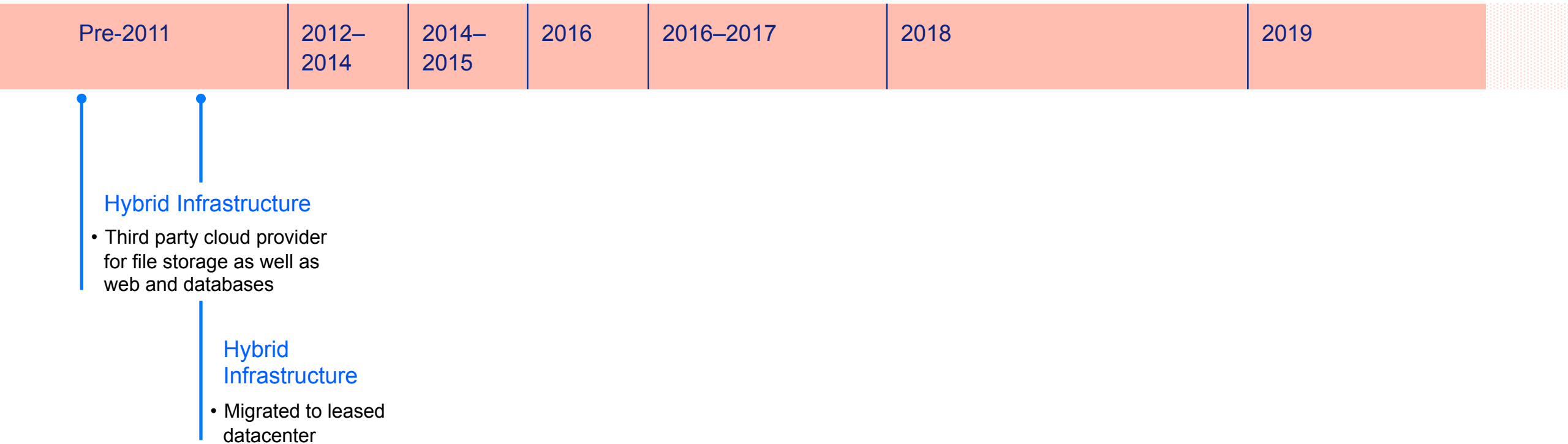
Ingress/Egress

14+ MW

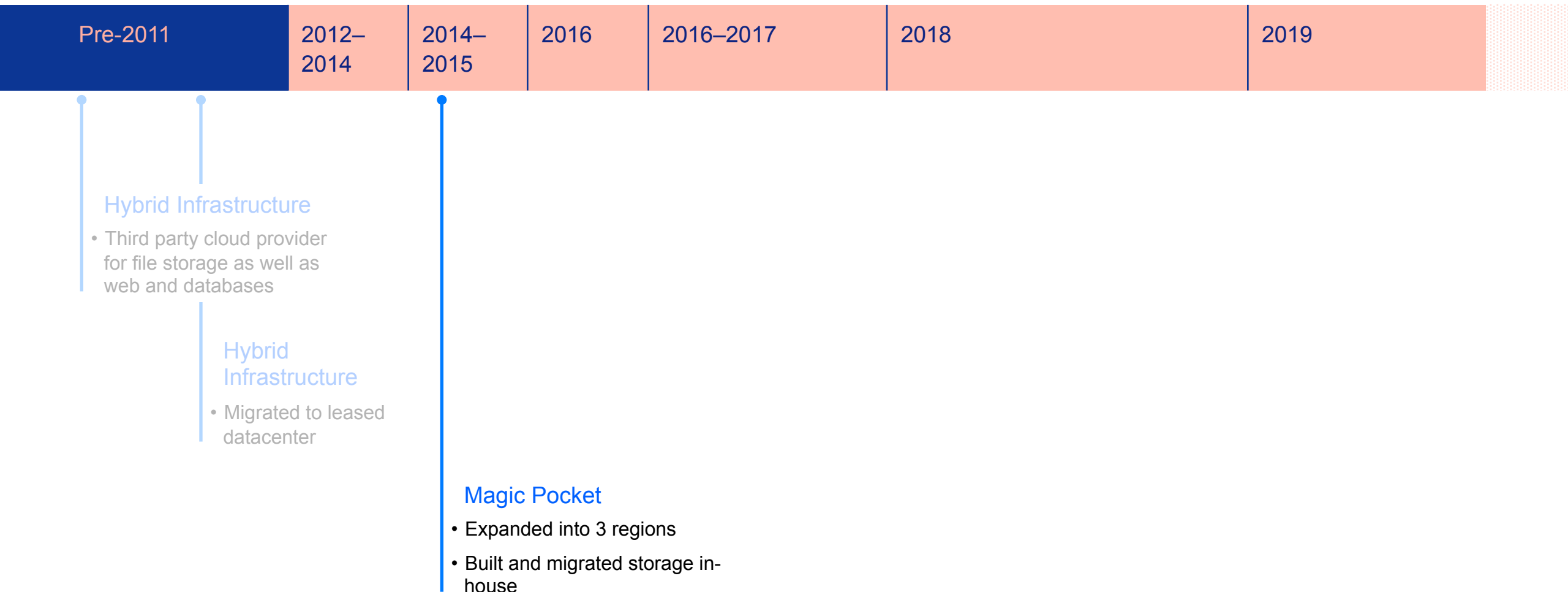
Total power

Dropbox Infrastructure Evolution

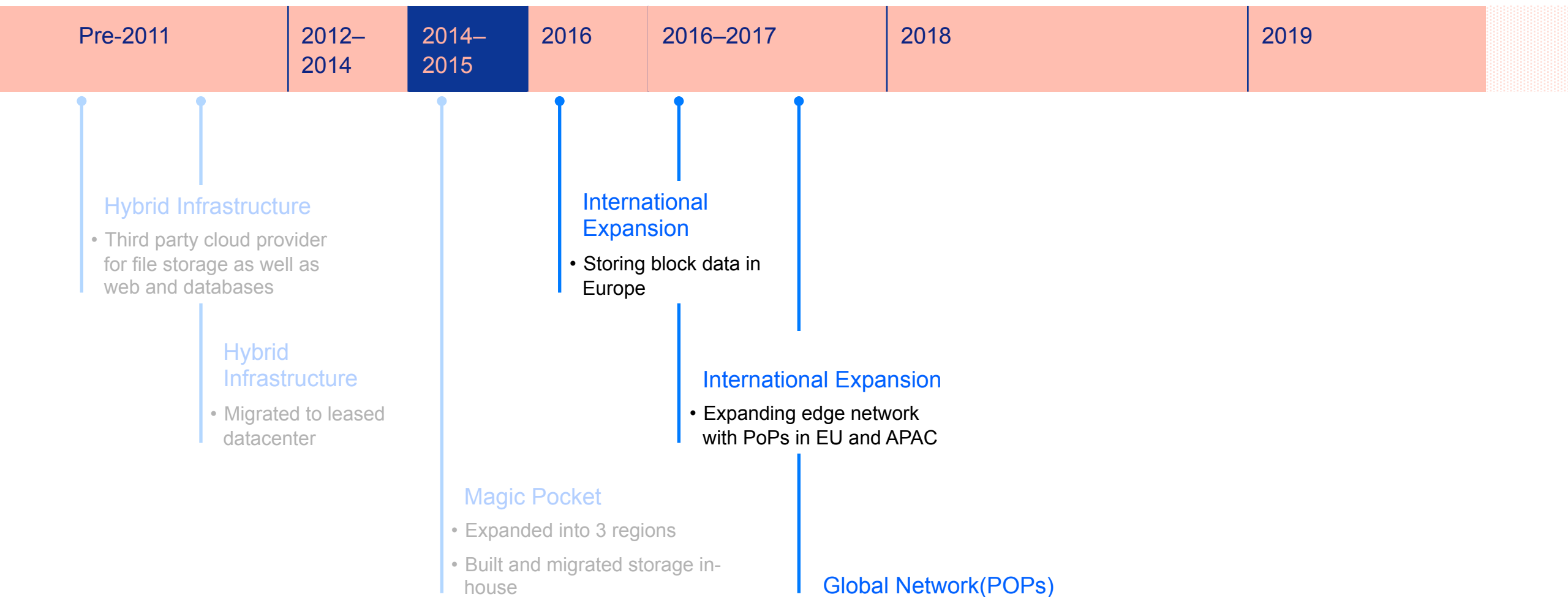
Evolution of Infrastructure Footprint



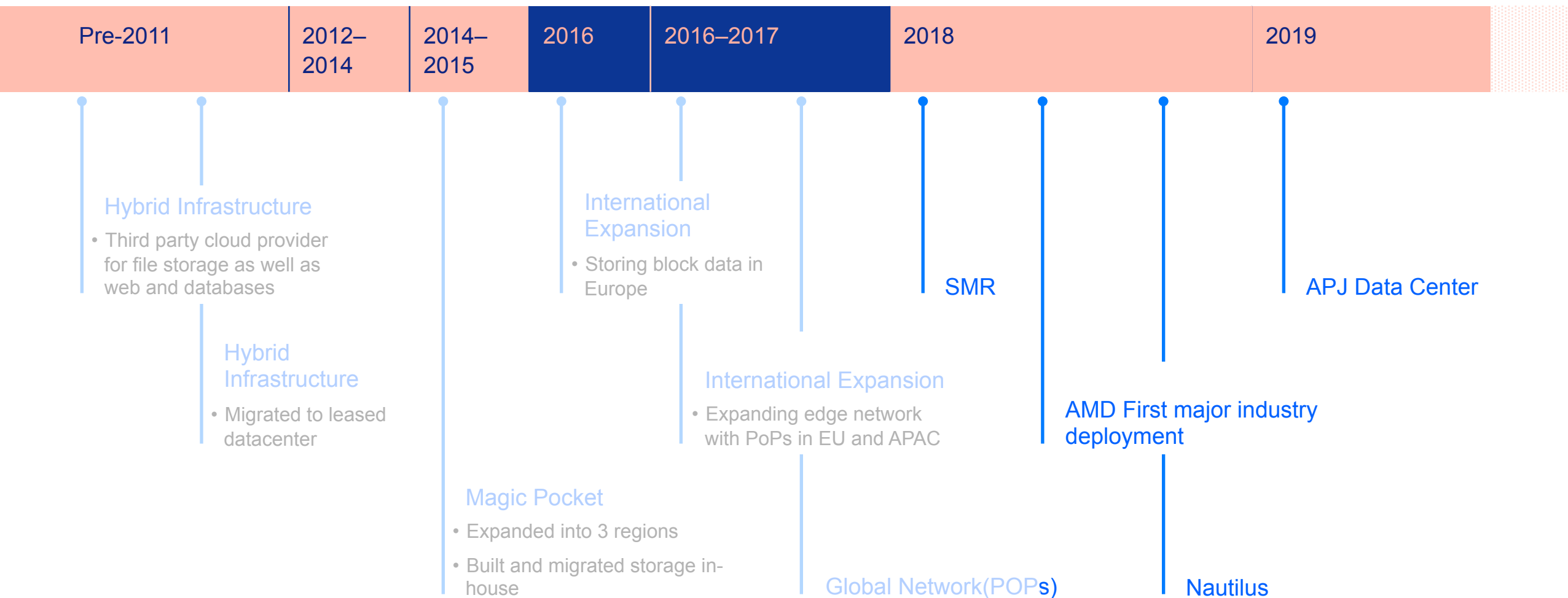
Evolution of Infrastructure Footprint



Evolution of Infrastructure Footprint



Evolution of Infrastructure Footprint



Dropbox Infrastructure Strategy

To be on public cloud or not to be...



The 3 question test



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The 3 question test

1

Do we have a scale at which investment in infrastructure is cost effective?



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The 3 question test

1

Do we have a scale at which investment in infrastructure is cost effective?

2

Does our scale enable us to innovate by building custom services and integrate hardware/ software more tightly?



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The 3 question test

1

Do we have a scale at which investment in infrastructure is cost effective?

2

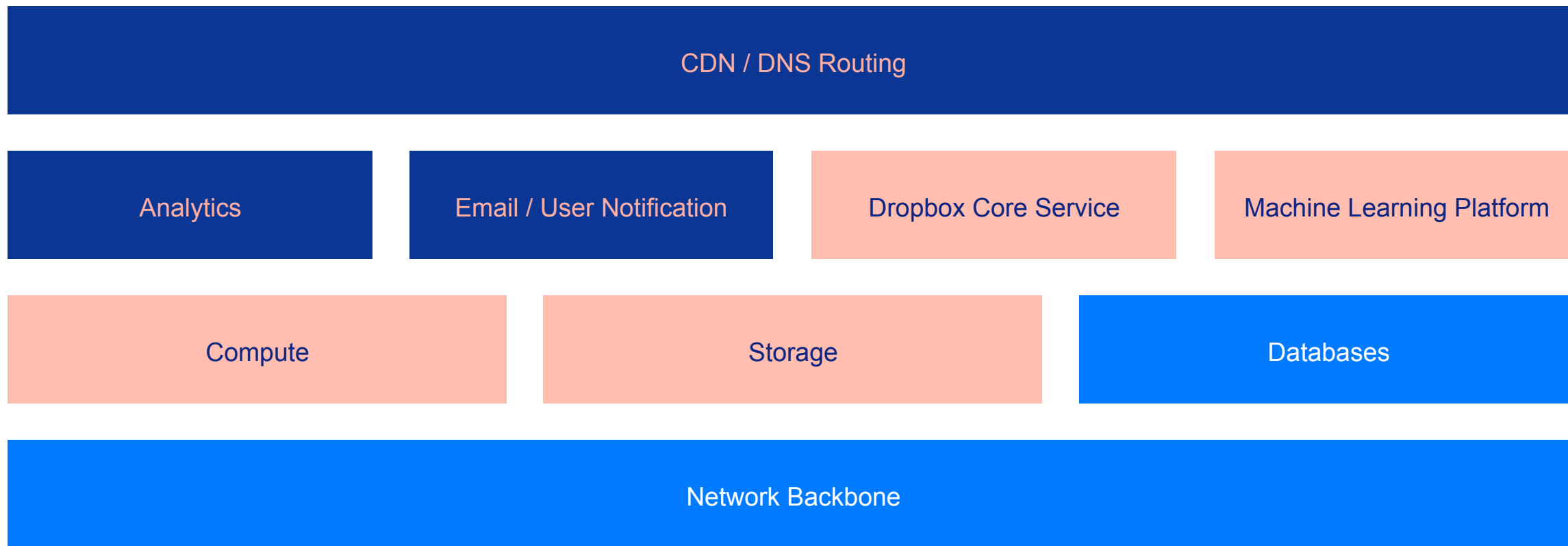
Does our scale enable us to innovate by building custom services and integrate hardware/ software more tightly?

3

Can that innovation add value for users?



Dropbox Hybrid Infrastructure



Dropbox Private Cloud



Public Cloud



Hybrid Cloud



Lessons learned

1

Establish and communicate a clear POV and strategy



Lessons learned

1

Establish and communicate a clear POV and strategy

2

Leverage automation for hybrid infrastructure strategy



Lessons learned

- 1 | Establish and communicate a clear POV and strategy
- 2 | Leverage automation for hybrid infrastructure strategy
- 3 | Establish discipline in using public cloud & scaling

Three questions:

- 1 | Scale
- 2 | Ability to innovate
- 3 | Business impact of innovation

Key lessons:

- 1 | Communicating your POV
- 2 | Leveraging automation
- 3 | Taking the same operational approach for public and private cloud

Q&A



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Thank you!



1

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Dropbox Infrastructure Strategy

When to look beyond public cloud

3 questions to evaluate

1

Do we have a scale at which investment in infrastructure is cost effective?



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Do we have a scale at which investment in infrastructure is cost effective?

2

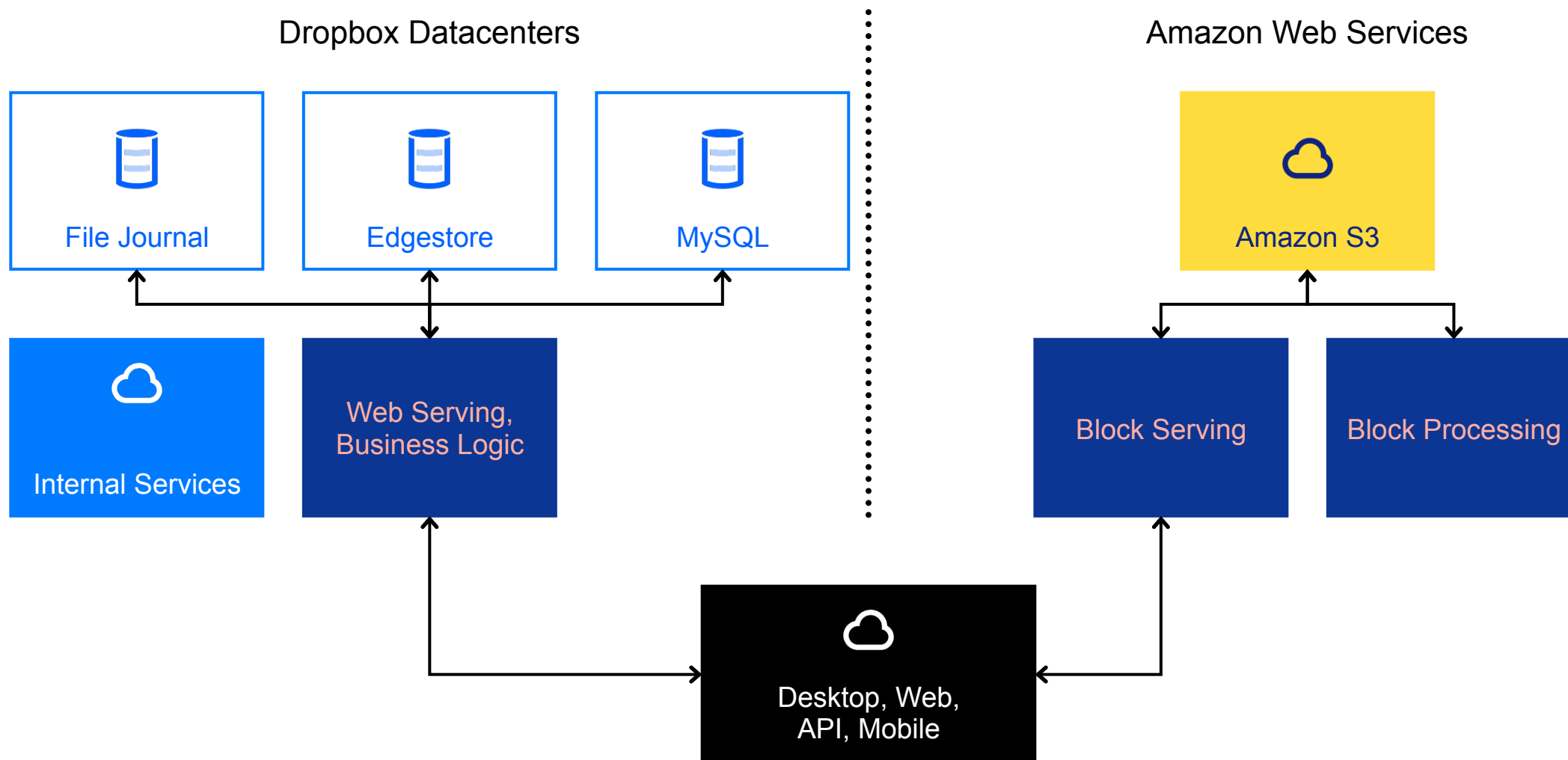
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Early Hybrid Infrastructure



Infrastructure Expansion

