

Now Naveen, give me your early beginnings, because you are a unique human and you didn't just do this as an adult.

Naveen Jain:

So, I grew up in India and we were very, very poor. As a matter of fact, there were days we had no food to eat. There was no place we called home and interesting thing is we didn't have to be poor. My Dad had a decent job. He was an overseer and his job was to actually work, build the buildings for the government. In India, as you can imagine, there is a tremendous amount of corruption and the government said, "You know, everybody's gonna take a bribe anyway, so why pay them?" So, they pay them a little bit of money and they're gonna take a bribe. My Dad decided that, you know, he's going to be an honest man and now you imagine we have very, very little money and it turns out that was never the problem because human bodies really not designed to eat that much. If you don't eat every so often, it's okay. In fact, when you eat too much, you start to get things like love handles, right, but, so that was not the problem, right?

What really happened was that the way the system works is my Dad tell the contractor, "Hey, don't use the cement in the building, use half sand and half cement. This building is gonna fall apart in a few years, but who cares, right? We get the money." And the money that the contractor saves he'll give them a piece of that to the overseer. He will take his part of the bribe, pass it on to his boss, his boss will take the piece of his bribe, and pass it on to his boss, and everybody all the way to the President will get the money, and that's how the system works. Every six months, his boss would call the contractor and say, "Hey, I'm not getting any money, Is he keeping it all?" And the contractor would say, "You know what he's asking me to do?" "What?" "He's asking me to build the building to the spec. Have you ever heard of that? I am losing my shirt. If I knew I had to build a building to the spec, I would have never bid on it, right?"

And now, guess what happens, in government, you never get fired. You get transferred. So every six months, we get transferred to more and more rural villages until we went to such a rural village, there's nothing to be built. They don't care he's getting paid for not doing anything. They just don't want anybody's bribes to be taken away, so we went to the most rural places. Most of my education was done in places where there were no schools. We sat on the floor. We write on the floor and some elderly will come to feel pity on you to teach you something.

My sister, older sister, went on to become a post doctorate in applied mathematics. My brother had a PhD in statistics. He runs a very, very large company that is a 150 countries out of Washington, DC. I was the least educated person in my family with an engineering with an IT and MBA, came to the United States with \$5.00, 35 years, so did not speak the language. God has been very kind to us any which way you look at it and I can tell you the thing that really changed my life was a very small story and I want to share that with you because I think sometimes a story tells who a person is.

I built my first company in 96. I started a company called InfoSpace and by 98 I took it public. In 99, the company was worth 35 billion dollars and coming for poverty, that much money is not something you ever imagine and life has been very, very good. I've started seven companies and knock on wood, all seven of them have been wildly successful, just not successful, wildly successful. So, now the first company's done, I'm working for my third company and one day, obviously when I came to this country, life was very tough. I was ... ended up in New Jersey, that's not a place anybody wants to live. I was living in this town. I came in summer, beautiful summer days and I thought, "Wow. What a great country."

I found a farm house, big house that I've ever seen. There's stream of water going in the back and I'm thinking what a life I can live here and one day I remember the winter came about and I saw the white stuff fall from the sky and I thought "Wow, what an amazing country because I've never seen the white stuff." I said, God has blessed this country. This white stuff falls here, right? Guess what happens, by morning the whole thing is full of it and I have no warm clothes and I have no shoes, so I wear leather shoes. I've got holes in my shoes now and I don't know what to do and I'm miserable. I'm making \$300 dollars. I was making \$3 an hour and I was thinking, this is not the life I want and I wanted to go back to India.

And, so I decided, I'm just, this is enough is enough, I'm going to go back and when I was about to go back, I sent an email to one of the guys that I'd met and I told him, "Look, it's been good meeting you. Someday you end up in India, come look me up and I would like to take you, go out and have some fun together" And the guy said, "No. No. No. You're really a smart guy. Don't go back. You should go to Silicon Valley. That's where all the good stuff happens and you really are the smartest guy this country needs so you should stay here and I'm gonna set up a couple of interviews for you. You should go there and check it out." And life just, you know, I moved to Silicon Valley and things have been great.

So now, coming back to the story about 15, 20 years ago, I got a call from a lady, and at that time I had exited my first company and she said, "My husband is in ICU and he wants to speak with you." And my first thing was "Ma'am, I understand the hospital bills can be very expensive. We have a foundation. Please send me an email. I promise you, I will take care of all the bills you have and she says, "No sir. He really wants to speak with you."

I said, "Ma'am, I really do not have time. I promise, you just send me the bills and I'll take care of them." And she said, "Do you have 30 seconds, can you spend with my husband?" And I'm thinking easiest thing to do will be to just talk with the husband and be just done with it, so I said, "Ma'am, just put me on the call, and the first thing I say to this guy is, 'Sir, what is it that I can do for you?'" And he said, "Nothing." And I said, "Sir, I don't have time to play games here. I'm really busy. Your wife insisted I speak with you, so just tell me what you want so I can get off this call."

And he says, "Well, I just want you to know that I have been watching you succeed in this country and I'm so proud of you and I just wanted you to know that. You may not remember when you were trying to go back to India, I told you not to go and I've just watched you with amaze of what you have done and I just wanted you to know that I'm proud of you."

I didn't know what to say to him and I say, "There must be something I can do for you." He said, "Absolutely nothing. I'm just totally fine. I'm at peace." And that was the moment I realize, Oh my God. What have I become? I don't remember the people that help me and the worst case, the worst thing that happens to you is the people that help you don't need your help. That is the worst feeling in the world, that you can't pay back your debt. Somebody helped you and they don't need your help back and that's when I made a decision in my life that I'm gonna dedicate my life to doing everything I can to pay forward if I can't pay back, I'm gonna pay forward and do everything that I can to help billions of people around the world. I'm gonna help every entrepreneur what they can do.

Dave: That's what I wanted to hear. Thank you.

Naveen Jain: So, now with that, let me go back on this idea of, why everything is possible and why even going to the moon is possible. Seven years ago, it occurred to me that technology is moving at such a pace where individuals and small group of people can do things that could only be done by the large companies in the countries and I thought, what's the best way to show that entrepreneurs are now capable of doing things other than to just go to the moon. Everyone that start a company, what's the first thing they say, We are going to go to the moon and I say, well let's just go to the moon and be done with it, right? At that time, we didn't think about every problem that's gonna come when we say, you're going to the moon. Everybody thought, you know the first time we went to the moon it cost us 25 billion dollars and in today's dollars that would be about 100 billion dollars, right? I was convinced most people said, you know, it could be done for one billion dollars because technology is cheaper now and I was convinced you could do it for 100 million dollars.

And I say, you know what, let's go build a company and we're gonna go and find the resources on the moon that's gonna benefit the humanity and gonna come back and what happens. It turns out, here we are seven years later within six months of landing on the moon and our cost, so you think I was ten times optimistic. I thought the cost was going to be from 100 million down to ten million. It turns out the cost is going to be under ten million, so I was ten x pessimistic when I thought I was being ten x optimistic and that's the power of exponential technologies, so I'm gonna give you a couple of ideas about how that, you know, how you think like that and how is it possible.

So first thing that really happened was, we didn't worry about every problem that possible was gonna happen. We didn't ask ourselves, "Wait a sec, How can we go to the moon. Doesn't someone have to grant you permission to leave the

earth or to land on the moon?" We say we'll cross that bridge when we get there. It so happens that we did cross the bridge about a year ago, a year and a half ago, July 20th last year, we got, we became the only company in the universe has permission to leave the earth orbit and land on the moon. Think about that for a second, so people think about Elon and Jeff, that's Elon Musk and Jeff Bezos and Richard Branson. They are the ones that are going to the space. Let me tell you something, they're stuck in the lower orbit. Not one of them have the permission to leave earth's orbit, right? They can talk all they want.

December of 2015, President Obama signed into the law that says anything that we bring back, we get to own it. We did not worry about, even if we bring back something, who's going to own it. We said we'll cross that bridge when we get there and we did cross that bridge, so what I'm trying to tell you is, an entrepreneur you can think of hundred reasons why you should not start a company, or you take one step a time, you set the moon shot and you say, we'll cross that bridge when we get there. And let me give you one more advice, when you cross that bridge, burn that bridge behind you. There is no going back. If you think you have a plan B, that becomes your plan A. Never ever think you can go back. Once you move forward, there is no going back, so you burn that bridge, so you don't even think about going back and that's how the entrepreneurship are built.

Now I'm gonna tell you the second part, Dave, that I think you're gonna enjoy. It's easier to build a large, moonshot company than to build something smaller and you think that's very counter intuitive. Actually, it's so much easier to do that and I'm gonna tell you how it's done. When you do something small, what happens is, So let's just say I tell someone, "Hey, I'm gonna build a company that's gonna be an Iphone app that's gonna help you find a roommate." People are gonna say, "Eh, good idea. Go do it. Have fun." When you tell someone, I'm gonna start a company that's gonna make it less optional, what if you can create a world where no one ever has to be sick and what if we can find a way where the chronic illness can become a matter of choice not matter of bad luck. What if that was possible and that's what I set out a year ago. I said, so as I was finishing up the Moon Express, I start thinking, what should be my next Moon Shot, and I started think, should I solve the problem of health care or should I solve the problem of education?

And it turns out that both of the problems are very similar and you say why are they similar, they seem very different to us. In both cases, the people believe the system is just not working and people believe the system is just broken. The education system is broken. Our healthcare system is broken. Turns out, neither one of them is actually broken, it's doing exactly what it was designed to do. It's that our needs today are very different than our needs when the system was designed. For example, an education system, it was designed to teach us the skills. In the world of exponential technology, you heard from Peter, in that world of exponential technology, it doesn't matter what skill you learn, that skill becomes obsolete every five to seven years. By the time you graduate, that skill

is no longer needed because that has already been surpassed by the next set of technologies.

That means the education system that was designed to teach you skills, so you can use it for rest of your life is no longer valid. Now the education system has to completely change, learning to change, learning to have interdisciplinary approach to solve problems, learning to collaborate with each other. In the education system, when you talk to a neighbor and say, "Hey, what's the answer," they think it's cheating. In work, we call that teamwork. It's very broken. So now, in the healthcare system, the same thing happened. We designed the healthcare system when we were all dying from infectious diseases. Guess what happened, today we are living in a world where we have chronic diseases. A system that was designed for episodic sickness. When you are sick, you go to the doctor, he gives you the medicine and you're fine now have to deal with something that you're always sick. The system wasn't designed for that and here's the irony, the cure for the infectious diseases, the antibiotics, is largely responsible for actually creating the chronic diseases. Here is the thing that really puzzles me. The doctors today who graduate from medical school still believe the best healthy human being is a human being who has absolutely no bacteria and no virus. If you can kill all the bacteria and viruses in the human body, you will have a healthy body. They should have read the book that nature wrote that says, you're not alone.

So, now I'm gonna go ... before I talk about how the human body works, now I'm gonna give you some of the lessons that I learned. When you are good at doing something, when you are an expert at doing something, you actually are useless in that field. At best, you can improve it by 10% or 15%. You can make it slightly better. If you want to change something 10 times 100 times, you have to come as someone who knows absolutely nothing about it because you can challenge the foundation of everything you've taken it for granted. This man is living proof of it. He's not a doctor. He's not a scientist, but what did he do? He looked at the problem from a very different perspective. He came from an engineering side. He understood how that works and he wasn't thinking outside the box. He was thinking in a different box which is he was applying the knowledge of engineering to the knowledge in the healthcare industry. That's thinking in a different box and that is what allows to disrupt something. He believed, just like in engineering, all you have to understand, you're an electrical engineer, right?

Dave: Computer science.

Naveen Jain: Computer scientist, right, how the things are connected, how these modules interact with each other and by the way, you can just have one subsystem and see if I fix it, somehow everything will work together. Guess what happens in software, if one thing is broken, everything starts to fall apart. You have to look at it from a systems approach and you've been thinking like engineers, how the things are connected, and when I tweak this, what else happens everywhere. Isn't that what you did there?

Dave: That's exactly what this is about. It's systems thinking applied to things that are usually thought of as individual pieces, so if someone's a kidney doctor, it's like seriously, maybe all the stuff that goes into the kidneys might matter.

Naveen Jain: And that is really the way to look at the stuff. We, as a, if you look at it from a nature perspective, let me tell you that, coming from outside the world, what I learned, and maybe that will actually really interesting. Everyone told me your destiny is decided by your genes. Your genes are your destiny. Turns out, actually our genes really don't matter that much and here's why. Our human genes only produce, our human DNA only produces 19,000 genes period. Our microbiome in our gut produces somewhere between five million to ten million genes. Think about that for a second.

They control everything that's happening inside our body. Knowing what DNA is, doing even the gene sequencing that Peter talked about, it is okay. That actually does not really matter as much because what really matters is what is being expressed. It's not what is there, what could happen, it is about what is actually happening and if you don't believe me, let me tell you one thing, your DNA, if you look at your hair, has exactly the same DNA as your throat, as your heart, and as your lung, and you sure don't want that growing up on your head. That would not look good.

Same DNA can manifest itself. Your kidney, your skin, your heart, your hair, your anything, same DNA, so what really matters is what is being expressed. So, you can have the same DNA and completely different. You can have a gene that makes you susceptible to some diseases, but if the gene is not being expressed, it doesn't really matter. So how does that happen? That is called epigenetics. That means that you control that controls how much is gonna be expressed, over expressed, under expressed, or not expressed at all. And these epigenetic things are controlled by lot of the things including the metabolic in your body, so when you are taking the metabolites, it controls your gene expression. 25% of all metabolites that we know in the human body that are completely unique to microbiome, so think about that for a second.

Those microbiomes are actually controlling your gene expressions to large extent. In fact, you don't have to take my word for it. Everything that I say, you can google it for itself, so you don't have to take my voodoo science. Everything that I'm gonna tell you here is real science so the reason I started healthcare daily was that I read a lot. So again I'm gonna recommend if you really really want to be good at anything, what I ask you to do is, is start becoming intellectually curious. So, I'm gonna talk about as an entrepreneurial advice and I'm gonna, you know, there will be plenty of time to talk about Viome some day, but this is my time to give back to you so you can find your moon shot. I don't want to use my time to tell you how wonderful I am or how wonderful Viome is. That's not my goal here, so I'm gonna give you the nuggets of wisdom so you can be at your best and you can find your own moon shot and I hope your moon shot is just going to be the one that's just going to change the trajectory of how humanity is going to live.

Every time you start a company, ask yourself two questions. God forbid, if I'm actually successful in doing what I'm doing, is it gonna change the life of billion people? Make it scalable from day one. Don't start thinking, Oh my God it works, now what do I do? I can't scale. Start thinking how do I do something that does not require physical infrastructure, how do you digitize it, how do you demonetize it, because once you do that, it can scale to billions of people instantly. Second thing is when you start something, is this something you're simply doing to make money or is this something you're doing because it's your purpose in life because you believe it can change everything. Now, I'm not the guy that's telling you don't worry about money. What I'm saying is, doing good and doing well are not mutually exclusive. As a matter of fact, the only way to do well in the long term, is to do good and the only way to do good in the world is to create profitable venture. If you want to do a small good in the world, start a nonprofit. If you want to do a little bit of good in the world, become a social entrepreneur. Social entrepreneur is someone who's a shitty entrepreneur but they do something good so we give them a consolation prize and say, you're really a shitty entrepreneur so we're gonna call you a social entrepreneur.

Dave: That's awesome.

Naveen Jain: A real entrepreneur is an entrepreneur who are solving a big problem. The best way to create a billion dollar problem is a really really simple. Solve a ten billion dollar problem. Find a problem that is so big that ten billion dollar problem you're solving and if you solve that you'll have a billion dollar company in your head. It's that simple. A problem that can help a billion people is massive and if you solve that you can create an amazing company.

Dave: Naveen, I've got to share a little story that so supports your point. You guys would never know this, but I've talked about how to run an anti-aging non profit group for 20 years and when I had this idea, like I'm going to write about all this stuff. I'm going to share it and I think that it's going to help people. I went to my board and I already have a job. I'm happy to put all this stuff I'm going to do inside the nonprofit and after the board argued with each other for three months about the right URL, I was like, come on guys, I'm just gonna go do this, and that was how I started Bulletproof because I just realized, look if I'm going to have a very large microphone, which is what it takes to change billions of lives, I'm gonna have to pay for that microphone somehow. And I have zero guilt or shame or any problem with running the business so that it can pay for the microphone. That's really important, so if you're looking to do change, just like you're saying ...

Naveen Jain: Yeah, I think that is such a good point. Profit is the engine that allows you to scale, so never be ashamed to tell someone the thing I do makes money because that's what allows me to help more people. It doesn't matter even if you're the richest man in the world, and I do know the richest man in the world. They will eventually run out of money if they something that does not make money. You can only do small good in the world before you run out of money. If

you want to do large good, create something that actually is profitable, then you can do large good.

Dave: There's also that issue that, when we're getting started as entrepreneurs there's that I have to feed my family thing and you've got to reach escape velocity so that you know that you've got that covered and everything after your basic needs is a tool to change the world, not a way to line my bank account or something like that, but if you're walking around, like when you first came to the country, what's the mindset there?

Naveen Jain: Here's the thing, success is not about how much money you have in the bank. Success is simply about how many lives have you been able to improve. That is the definition of success, so I can tell you that it's very interesting the couple of things I'm gonna talk about family and the children because I really that is something each one of us can learn. I grew up poor and it was okay for me to be hungry to go out and do things. I have three children who grew up in an extremely affluent family. How do you still give them that value so they can go out and change the world?

My first thing was every time we had a conversation with our children, Dave, I would tell them, your self worth never comes from what you own. Your self worth comes from what you create. If you own a lot and you haven't created anything, you're still a piece of shit to the society. You're still a parasite on society. So don't be a parasite on society. Go out and create something because that's your self worth and how do you know in your life when you've become successful? The day you become humble is the day you become successful. If you still have an iota of arrogance left in you, that means you're still trying to prove something to someone else or yourself. You're not successful and that's the reason our President will never be successful. Now, coming back to the theme, my theme that I started with, I believe the entrepreneurs of today are going to be the superpowers of tomorrow.

What is it that we want the nation's kids to do? Go to the space, solve the problem for healthcare, solve the problem for education, create abundance of food, create abundance of agriculture, create abundance of water. Everyone of these things are now being done by entrepreneurs. Entrepreneurs are solving the problems that used to be in the domain of nation states. Nation states are going to become irrelevant because the entrepreneurs are going to be solving the problems, but here's the best part, entrepreneurs can be held responsible every single day rather than every election cycle. You elect an idiot, you're stuck with that idiot for four years and I'm not talking about our President right now, but I am. As an entrepreneur, if you do something that is counter to what society wants you to do, they can hold you responsible every single day.

Let me give you couple of examples, remember few months ago when so called President put a ban on all the immigrants, the Muslim immigrants coming into this country, guess what did we do, we protested, and all the taxi companies protested. Uber decided they're gonna send the Uber to the airport and take

advantage of that. That single day, 200,000 people deleted Uber from their iPhones. Next day, the CEO of Uber resigned from President's committee. That's how you hold people responsible. When he started to not treat the women in the company well, guess what happened, he got terminated. That's how we hold entrepreneurs responsible, right? And we cannot hold elected officials responsible until the next election cycle and even then they can fool us and there lots of people who are governing our country are just have no moral authority to be governing this country.

When you are the President and you can say, I can do what I want because I'm powerful. I can sexually harass a woman. That's not the President we intend to have, right? I am not the guy who's running for President, so don't vote for me, but coming back to it, why else you can also be the entrepreneurs are gonna be superpowers? Several other things. Second thing is, as an entrepreneur, you are no longer bound by the geographies. The country can only use the resources within those countries. As an entrepreneur, you don't care where the resources are, you go wherever you find the best solution. We started Moon Express, we didn't say, we have to use the rocket that's built in America. We found a rocket that's being built in New Zealand and here's the best thing, we're living in a world where you can go to a website, put a rocket in the shopping cart and say buy. I'm not kidding you. RocketLab dot com, you can buy a rocket for 4.9 million dollars. You know what we did, we put five of them in the shopping cart, called the CEO, said look at the shopping cart, what do you think the price might be? And that was 3.7, so you know.

Dave: Now, you have another kind of secret power here. You're the only guy who got a government to say, "Sure, go to the moon. See what you can find." And when you were first telling me about Viome, you said, well, I went to Los Alamos Natural Labs and this is, by the way, where most of my family was born in Los Alamos because my grandparents worked in the labs when they were just founded and you went there and said, well I'm interested in this technology you have that cost 2 billion government dollars to create and so, I'm interested in not detecting bioweapons. I'm interested in detecting what's going on in here. I'd like to use this and they basically gave it to you, right?

Naveen Jain: Yes. It's very interesting.

Dave: How did you do that?

Naveen Jain: So again, remember. I was going to talk about that audacious goal and now that Dave asked me, so here's what happened. When you set out a goal, you say, not that I'm going to go out and do something small, I'm going to create a world where sickness is a matter of choice, amazing things happen. First thing I got a call from the head of the IBM Watson research, he says I've been working on artificial intelligence for 20 years. I know how to apply artificial intelligence to solve your problem. He was making close to 2 million dollars a year. He quit his job and said I want to solve this problem. This could be my legacy, so people who were successful, what they want to do is become significant. You give them

something to be significant. You give them a tough problem that they say they can, if they are successful, it will change the way people live their lives.

Second call I got was Dr. Helen Massier. She has a PhD in microbiology. MD. Doctor Doctor, not just Doctor, Doctor, Doctor. Working for Craig Venture that Peter talked about on hemo longevity, working on extending the life. She was the best person. She calls me says, you know what's the point of living longer if people are gonna sick anyway. Let me help you. I'm gonna quit my job, join you, and help you solve the problem of doing that. Next thing

Dave: By the way, she's one of the best. I had worked with Helen a few months before that and I was so blown away and when Naveen was like, "Oh, I hired Helen." I was like, "How do you do this? You're finding the best people. They come to you." So you brought her on.

Naveen Jain: The third thing was Dr. Euchawitch. Los Alamos National Lab. He say you know what you're trying to do is to look what's happening inside the body. WE have been doing that for ten years for national security for the defense work. We have spent ten years and billions of dollars trying to understand what's going on inside your body in case a bad actor were to get hold of something that we don't like. We need to know what's making us sick. We have that technology and we can get that accessible to you. So the reason when we went there and they were willing to give it to us was, they saw the dedication of, we are not doing it just to make money, we're doing it to solve a problem so that they can be proud of. So when they want to go do something, they want to say, the technology that came out of Los Alamos National Lab was used to solve a problem and people were never sick and that to me was the interesting thing was, when people were starting to make money. Don't get me ... I'm not saying don't make money. Making money is like having an orgasm. If you focus on it, you'll never get it. You just have to enjoy the process.

Dave: What, the lesson here is, we talked about the ...

Naveen Jain: She gets lots of orgasms, that's how ...

Dave: We, we talked about these mitochondrial behaviors and yes, orgasms are one of those, but one of them is that when our basic needs are met that we're wired to help each other. We're wired to be kind and what Naveen's experiencing, same sort of thing I am. When you're doing the right thing, people come out of the woodwork and they want to do this. We're all wired to help each other. The guy who called you when you were about to leave the country, I just want to help. It's not about, I just want to help you so I can be transactional and get it back and that was what happened with the guy from Los Alamos, basically "Use this tech, please cause it'll work."

Naveen Jain: So that is the thing, interesting thing is, most people always build relationships that are transactional and those relationships do not give satisfaction to anyone.

If you do something for someone without expecting something back, the feeling that you get is something we can live. So, I'm going to give you one more advice that I think I have really learned which is, people will forget what you tell them, but they will never forget how you made them feel. Don't focus on what you say, focus on how they feel. When they leave your conversation, how they feel becomes your business card. Your business card is not what you give them, they will always remember and say, I like that guy or God, he sucked the energy out of me. I hate him. It doesn't matter what your business card says. You will be the guy who sucked the energy. So point is, you are defined by how you make people feel, so don't focus on what you say, focus on what you are doing, how they feel.

A couple other things, I'm going to just continue on the entrepreneurial path, Dave because I really think people really need to think about this mindset. As an entrepreneur, never focus on the world as is, focus on what you want the world to be and people talk about, I want, is this glass half empty or half full as if that tells you the optimistic or pessimistic. As an entrepreneur, the only question you ask is, Do I want to fill this glass or not? If you want to fill this glass, does it really matter if it's half empty or half full? You don't want to fill this glass, do I really care if it's half empty or half full? So focus on what you want, not what is. It is not our job as an entrepreneur or as a parent or as a leader to take someone to water and then get frustrated and say I can only take you to the water but I can't make you drink.

What if we simply made them thirsty? Guess what happens. When you make someone thirsty, they will find their water rest of their life and they will drink. What is that thirst? The thirst is that intellectual curiosity. When you have children and you put them on the path of making them thirsty and always giving them intellectual curiosity, every time they say, something you said, What if, this world could be like this instead of this. The most powerful word that I learned in the English language and I did learn is called imagine. When you tell someone imagine, it opens their mind to every possibility. Try that, you say imagine. For that next second, they're willing to look at anything. You say imagine if there was a world where there was nobody sick. Imagine a world where anyone can be educated without ever having to go to school because the software will adapt to how you learn rather than you adapt to how teacher teachers. What if every person can be a teacher and a learner at the same time. There could be people to people sharing. What if that could be done? Start thinking about what if. Imagine the world what you want it to be and then suddenly you can start creating that world. And as Peter said, the best way to predict the future, is to create it yourself, you know exactly what is going to happen.

Dave:

Wow. Let's talk a little bit about the gut, one of the bio acting things.

Naveen Jain:

Okay, you'll be in the bio acting conference. Let me tell you one of the things I learned. So gut, so here's what I learned about gut. You get your one word. You got one word. Gut. So, what I learned was, every single thing, every chronic

disease, from Parkinson's. Google Parkinson's and microbiome and you will find the research paper that shows that Parkinson's starts in the gut, not in your brain. Depression, anxiety, Alzheimer, autism, obesity, diabetes, type one, type two, autoimmune diseases, IBS, IBD, bloating, you name it. These are just simply the names of the diseases that people have given to them that all really are one disease which are chronic inflammation. Chronic inflammation causes chronic disease and our microbiome is very influential in modulating your inflammation, so your microbiome is actually the immuno modulator, so when your ... depending on the diversity in your gut, depending on what these organisms are doing, that actually changes what's happening in your body. Many people you say, well I've done the microbiome test. I can tell you that the microbiomes test of yesterdays were complete scam. They were actually not measuring anything, so if you have done things like U biome or other crap and ...

Dave: Who is an exhibitor, I might ask? Hmmm ... utter crap.

Naveen Jain: No. Actually, I'm gonna give you science why it doesn't work. The technology that these companies use are called 16 S sequencing and you don't take my word for it, you go to their website and they'll tell you what they do is use 16 S sequencing. 16 S is a fraction of a gene that only exists in bacteria and a small portion of that variable gene tells you what genus bacteria belongs to. At best, depending on how you amplify them, you can get about 50% to 70% of the bacteria and only at a genus level. You don't get any virus whether it is a DNA virus, RNA virus or phages. You never get to see yeast, fungus or mold. At a genus level, even just the bacteria, at a genus level, it's completely useless because we all, every one of us has exactly the same genuses. It's a complete waste of money. Interesting is, at a genus level, we could be man. We could be dog, or we could be rats and many women are thinking, all men are dogs anyway, so what's the difference.

But, we know better. What is the difference is, what this technology from Los Alamos does it measures every RNA in your gut. That means every single organism at its gene level, not just it's species level, at its gene level, not only what they are. Every virus, whether it's a DNA virus, RNA virus, phages, yeast, fungus, mold, or even your gut lining shedding. We know who they are, we know how active they are because we're looking at the cross script, but most importantly, we know what they are doing. Are they producing the starch and fatty acid? Are they producing the vitamin B? Are they producing the Vitamin K? Are they producing the toxins? We know what they are doing and that is really the key. The same organism in one gut will do something totally different based on what else is around than the same organism in a different gut. It's like a humans. Depending on when you are in my company, people are generally calm. There in Dave's company, they're party time.

Dave: Oh yeah.

Naveen Jain: So my point is, even if know what organism is there, it depends on what they are doing and depends on what else is out there, whose company they are in

and that changes everything. Generally, bacteria, viruses, or fungus they are not bad or good, it is the whole ecosystem that works together and one of the interesting things that I've been learning is the mycobiota, which is fungal community, is just as important as the microbiota, so don't ignore the fungus in your gut. It protects your gut, right? The phages, Phages are amazing. We talked about, don't understand these bacterial phages, these are the viruses that only infect the bacteria, not the humans and they control the ecosystem. This is literally an ecosystem inside our gut and when you take antibiotics, you're throwing a nuclear bomb. You may get the bad guy, but you get everything else and when you kill these organisms in your gut, you get sick.

When your gut and these microbiome are not at ease, what do you get? Disease. Disease is simply when your body and your gut is not at ease, that unease is what we call disease and if you can keep your body at ease, you never get disease, it's that simple. So, this technology, we named it Viome, and this is one of those ... I don't know, why would you name a company that you can't pronounce as an Indian.

Dave: Let me just say it, it's Viome ... Viome.

Naveen Jain: I would say it's V as in Victor and they would say, but V doesn't start with V, just listen to me, it's V. We are always, is it Wi. Not it's Wi. See what you made me do? You made me blush. It's hard to get a brown guy to blush. Vie stands for life and O makes a sign, so really it was supposed to be the signs of life except that I should have had someone else be the CEO.

Dave: Now, you're doing something really cool at the conference. You've got the test kits and you're basically doing it at cost. You took all of the profit out of it.

Naveen Jain: Honestly, people don't believe that. Why would you want to do something? Here you're preaching to make money, why would you want to do something that doesn't make money. The cost of an RNA sequencing would cost about 3,000 dollars. We realize, with the things we can really do it about \$300 also. We decided we're gonna retail it for \$399 and Dave said, "What's your cost?" And I said, "\$299" and he said, "Just go ahead and sell them at \$299." So we decided that we're going to do that, so we, any time you go there, and there are only a couple hundred left there now. I think less than that. You go there and get the kit and if you somehow, we run out of it, use the code, bulletproof three. That's bulletproof all lowercase number three and you go to viome dot com slash bulletproof three, you'll get the same discount that expires at midnight today, so after midnight, when that clock strikes 12, it become a pumpkin.

Dave: And if you do that, you also get a copy of Headstrong.

Naveen Jain: You, by the way, get a free copy of Headstrong and that's a gift from our friend here, Dave. And this is interesting, at \$299, any subsequent test, because

remember as you're changing your diet, what do we do? We tell you what's happening inside your gut, and then we tell you what to do about it. It's not like, "Oh, tough luck." We tell you exactly what to do about it. So for example, I did my test and I was trying to lose weight and I was pre-diabetic, what everyone told me "Oh, really easy, cut down, eliminate all the carbs from your diet, eliminate all the starch, and since I'm a vegetarian, I'm eating spinach, avocado, lentils, legumes, and tofu." Guess what, neither lost weight nor my blood glucose went down. It went down for a while and back up down. I did the viome test and turns out my recommendations were, eat the carbs, cut down all the spinach. Minimize the spinach, minimize avocado, minimize lentils, legumes, and tofu. Everything that I was doing was wrong for me now.

It may have been right. What happens is, there's no such thing as universal healthy diet. What's healthy for you may not be healthy for someone else and what's healthy for you today won't be healthy for you three months from now because your body changes. As you change your diet, your body changes and you have to readapt your diet. If you keep on a certain diet, what happens is you're only feeding a certain microbe and they start to become large and everything starts to die. Guess what happens? Unease. The balance is the key. That means you have to constantly adapt, so what I was trying to say was, as you do the next subsequent test during the year, it's only \$199 and we're doing honestly, my hope is, as more people sign up, the cost of these things will come down to under \$100 and I'd like to make it available.

Some day this could be under ten dollars and if that happens, I would essentially at that point just do philanthropic work because that's something I can afford and give it to everyone for free. And here is the thing I need your help and remember we get this data, we apply the artificial intelligence and machine learning to it. The best thing we can get is get enough data so that artificial intelligence can actually do everything and learn. Every person who joins not only gets themselves better. It helps the whole community. We need one million people to use the service so that we can solve the problem of a billion people. If we have one million people, we will actually will have solved that nobody will ever be sick again, so I need your help to get there and you have my word that I'm going to dedicate the next five years of my life to making that happen and if we solve this problem, I will work on the education next and I promise you, I will solve that too.

If any one of you, every one of us has an influence on someone. Please be that ambassador. Get the word out and all we just need is that and we will continue to drive the prices down and we will never have to go just more than what we can survive. Because, we really don't, I don't need to make money. God has been very kind to us. I really don't need the money. I just need to solve this problem and if someone else solves the education problem before I do, we'll make the agriculture our next problem. Imagine what's the problem of increasing the food supply, creating abundance of food? Microbiome, changing the microbiome of the soil and the seed will create abundance of food. Imagine if you want to create abundance of water, you change the agriculture because

majority of the water is used for agriculture. Where do we use majority of agriculture? In feeding the cattle. What if we don't have to raise the cattle, what if we can simple raise the stem cell from a cow and just simply create muscle tissue, just like nature does, right? We can now solve a problem where you don't have to ... Why would you want to grow the eyes and the ears and the things that you're not going to eat anyway.

Dave: They're delicious. These vegetarians don't know about cow eyes. I mean, come on. The taste that tastes you back.

Naveen Jain: Okay. I can't win that battle. Okay. Let's assume that is true. But if you care about the environment, there is more damage done by the environment by cattle than anything you can do. There's no amount of Tesla or Prius you can drive that you can actually. If you stop eating meat just one day a week than you will do by driving a Tesla. Guess what, I'm a vegetarian, I get to drive a Ferrari.

Dave: I will add, there might be a difference between a grass fed cow and an industrial cow and I've written a lot about the science there, so I will tell you, skip meat one day a week. Remember the protein fasting day that I recommended in the book? Yeah, sure, skip meat a day a week. Just don't conflate all meat as the same. Just like all vegetarians aren't the same.

Naveen Jain: What'd he say?

Dave: This man is suffering from a gluten deficiency syndrome. On that note, Naveen, it's always a pleasure to spend time with you. Thank you for bringing the tests here for people at cost and for taking the time to share your story and your mindset and why you do what you do which is what I thought you guys would appreciate the most.

Naveen Jain: So I want to use the last 50 seconds one to just let you know how much I admire Dave for him being a good human and I have made a rule in my life that I don't care who the person is that if he's not a good human being, I just don't associate myself, I don't care how successful they are. Here's a man who's a good human being. I can tell you that, this man I adore. I adore him because of his smartness but mostly because of his kindness. He is a kind, giving human being. Let's all stand up and give him a round of applause.

Dave: Awww, you guys are amazing.