



Project 17 (AdMeld and PubMatic)

OC Sponsor: Susan Wojcicki and Jeff Huber

Deal Sponsors: Neal Mohan and Joerg Heilig

Corporate Development: Dave Sobota

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- We are presenting two companies in the yield management space: AdMeld (AM) and PubMatic (PM)
- We would buy only one – our preferred candidate is AM
- We are seeking authority to bid for both
 - First for AM
 - Failing that, then PM, but only after a secondary approval from both Susan and Jeff

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Deal Summary – Project 17



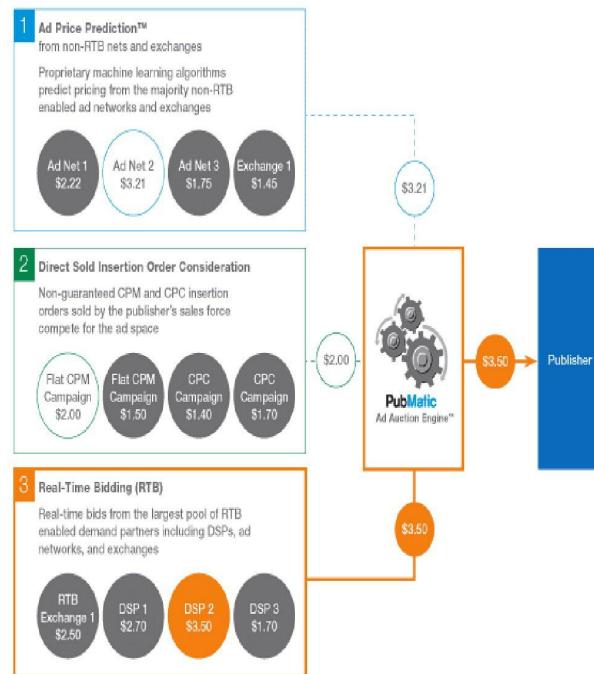
Deal Type	Acquisition of either AdMeld (AM) or PubMatic (PM), yield management companies -- help publishers manage and optimize their indirectly-sold inventory	
Company Summary	AdMeld	PubMatic
	Founded	2007
	# employees/eng	95/32
	Main Geo	NY, Toronto
	Publishers	110 in top 1000 16 in top 50
	Last VC Round	July 2010 \$15M at a \$111M post
	Investors	Foundry Group, Norwest Venture Partners, Spark Capital, Time Warner Inv.
	Total Amount Raised	\$30M (minus \$4.3M for buybacks)
	Expected Price	\$380M + retention
Strategic Rationale	<ul style="list-style-type: none"> Satisfies a pressing need for publishers -- ad network management (+ other features) Acquire fast growing business with significant revenues Reduce risk of disintermediation - ensure fair access to publisher inventory Acquire talented eng, service, and sales team experienced in publisher platforms 	
Who Will Manage Team?	<ul style="list-style-type: none"> Neal Mohan and Joerg Heilig 	
Deal and Product Issues	<ul style="list-style-type: none"> Challenge of maintaining/growing existing business and publisher relationships while integrating functionality into Google HSR reportable transaction - review will create delay between sign and close 	
What We Need	<ul style="list-style-type: none"> Approval to buy AM for up to \$380M + \$40M in retention Failing that, approval to buy PM for up to \$300M + \$30M in retention, but only after a secondary approval from both Susan and Jeff 	

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What do AM and PM do?



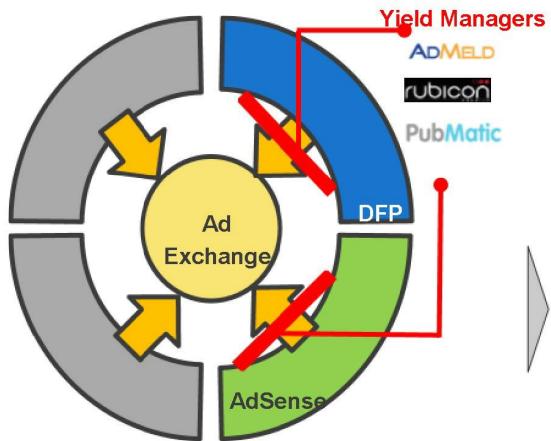
- Manage and optimize publishers' indirect inventory
 - Manage ad network relationships
 - Optimize yield for publishers by putting inventory up for bid in a real-time auction (RTB)
- Other services
 - Channel conflict management
 - Ad blocking/Brand protection
 - Advisory services
 - Audience data integration/protection
 - Private Exchange (AM)



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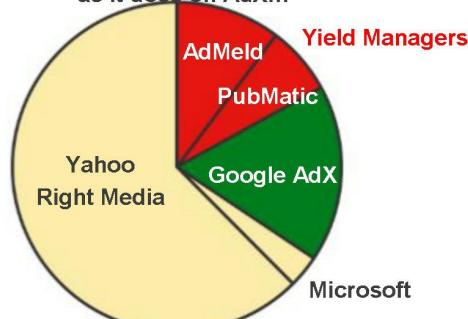
Yield Managers and Google

60% of DFP customers also use a Yield Manager



- DFP & AdX provide pubs with **dynamic auction-driven backfill** to networks
- Yield Managers fill a gap for pubs - also **handle negotiated, fixed-price managed network relationships** to provide complete inventory solution

Invite spends as much on top yield managers as it does on AdX...



...and they represent a growing share of AFC & AdX publisher inventory



- **A pressing need for publishers**

- Publishers looking for ad network management for non-RTB deals
- Large publishers seeking private deals with agency trading desks
- Yield Managers making inroads with torso / tail (AdSense) publishers

- **Deliver a complete Yield Manager to the market quickly**

- Closes product and service gaps in today's AdX+DFP offerings
- Improves time-to-market for key functionality

- **Acquire fast-growing business with significant revenues**

- Complements existing AdX growth
- Deepens our relationship with top US publishers
- New opportunities from scaling globally and into torso publishers

- **Reduce risk of disintermediation**

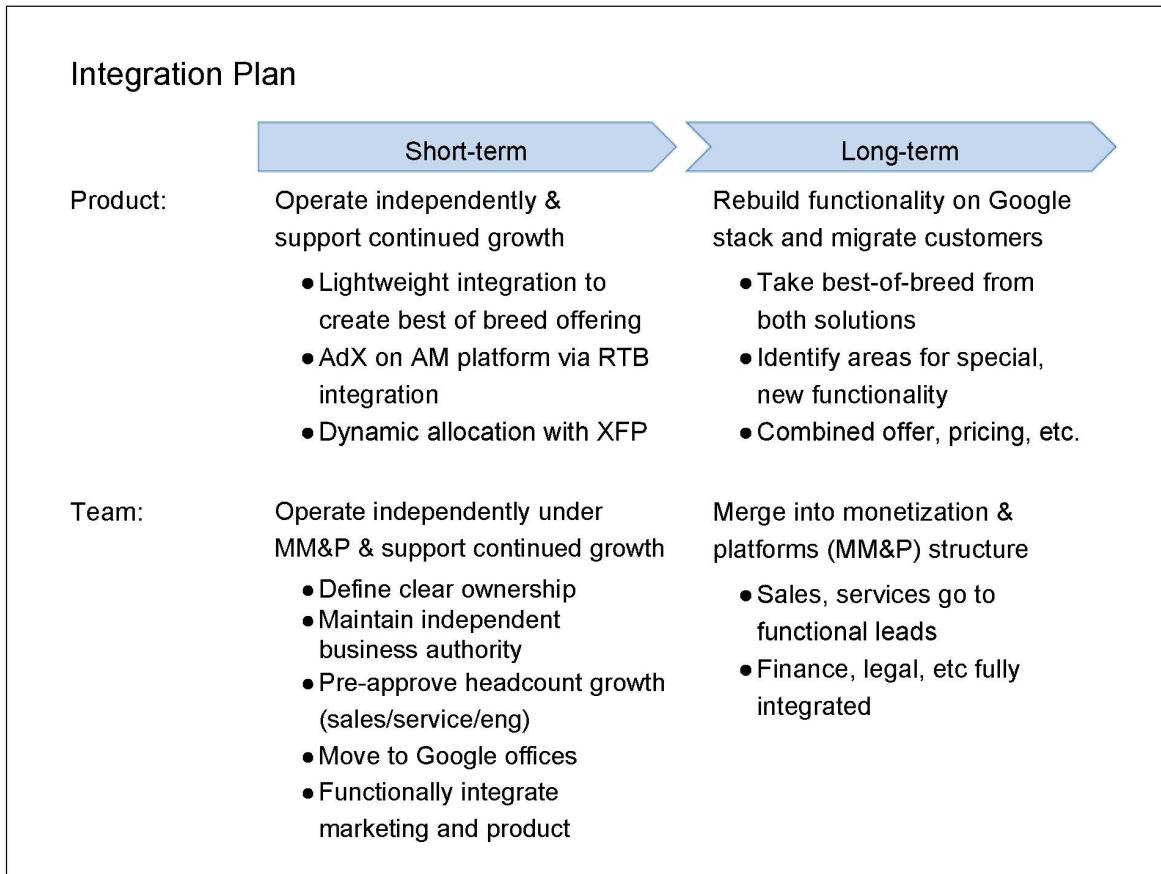
- Ensure fair access to publisher inventory

- **Acquire talented engineering, service, and sales team**

- Strong industry presence – marketing, reputation, though leadership
- Experienced in publisher platforms – AOL, Time Inc, etc.

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Integration Plan



Reasons to Buy AM

- Stronger product offering – e.g., better private exchange than Google and audience data integration, both of which are big benefit for publishers
- Better publisher base
- Management stronger
- Engineers in better location (NY / Toronto vs. Pune for PM)
- Revenue consulting team
- Better historic financial performance

Reasons to Buy PM

- Easier to integrate because PM has less RTB
- Cheaper (\$300m+ vs. \$380m+)

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Financials - Company Projections



MEDIA SPEND \$M	<u>2009</u>	<u>2010</u>	<u>2011E</u>
AdMeld - Managed Networks	\$33.1	\$58.0	\$38.9
AdMeld - Buyside / RTB Based (Note 2)	\$1.4	\$39.2	\$194.5
AdMeld - APEX (Private Exchange)	\$0.0	\$0.0	\$33.8
	\$34.5	\$97.2	\$267.2
Pubmatic - Managed Networks	\$11.5	\$43.7	\$126.5
Pubmatic - Buyside / RTB Based	\$1.4	\$15.6	\$98.8
	\$12.9	\$59.3	\$225.3
NET REVENUE \$M (Note 1)	<u>2009</u>	<u>2010</u>	<u>2011E</u>
AdMeld - Managed Networks	\$2.9	\$9.1	\$22.1
AdMeld - Buyside / RTB Based	\$0.2	\$5.9	\$23.2
AdMeld - APEX (Private Exchange)	\$0.0	\$0.0	\$3.4
	\$3.1	\$15.0	\$48.6
Pubmatic - Managed Networks	\$0.6	\$3.5	\$15.4
Pubmatic - Buyside / RTB Based	\$0.4	\$4.0	\$31.5
	\$1.0	\$7.4	\$47.0
EBITDA	<u>2009</u>	<u>2010</u>	<u>2011E</u>
AdMeld	(\$4.9)	(\$1.8)	\$16.5
Pubmatic	(\$4.3)	(\$4.3)	\$26.3

Pubmatic has more bullish (unrealistic?) growth projections

Note 1: AdMeld reports net revenue on the buy side after deducting the publishers' share. Pubmatic reports buy side gross. To compare apples to apples, under Net Revenues, we provided the Gross Margin figures for PM in this section.

Note 2: AdMeld splits its RTB fee (10% publisher, 10% buyer). Same net effect as AdX 20%

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AdX Gross Revenue (Sell-side)



As a comparison, AdX's sell-side revenue (spend on AdX publishers) is comparable and similar growth is expected

	2009	2010	2011E
AdX - Managed Networks	\$0.0	\$0.0	\$20.0
AdX - Buyside (RTB)	\$2.0	\$70.0	\$140.0
AdX - APEX (private)	\$0.0	\$0.0	\$20.0
	\$2.0	\$70.0	\$200.0

YoY expected growth: 2.85x

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- Expected Price
 - AM: \$380M + retention
 - PM: \$300M + retention
- Google Estimated Value (see appendix)
 - AM: \$182M - \$355M
 - PM: \$136M - \$325M
- Valuation based on 2011E rev and EBITDA multiples
 - Digital Media comps trade at 1x - 2.5x 2011 rev (gross) and 6x - 10x EBITDA
 - SaaS comps trade at 3x - 5x 2011 rev (net) and 15x - 20x EBITDA
- Both companies have received financing offers for ~\$300M
- **Why pay more than Google calculated value?**
 - Higher valuations justified if there is ~100% growth for 2012, which appears reasonable based on AdX growth trajectory
 - See "Strategic Rationale"

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Pursuing build strategy ([go/ym-mission](#))

- Roadmap implies earliest possible parity with already existing offerings is 1H'12
 - Development is primarily NY and London, possibly plus Moscow
 - Based on AdX and XFP platforms
 - But AM/PM will have developed more functionality by then, so we will still have a less robust offering for publishers
- Requires development in some new areas
 - Private exchange support – nascent (only \$30k of transactions today)
 - Core infrastructure changes – advertiser visibility, ad unit multi listings
 - Managed networks – integration with 200+ networks
 - Revenue consulting – promising but still in hiring mode
 - Marketing – getting our voice heard back in the marketplace
- Some small (10-15ppl) acquisitions (LiftDNA, Metamarkets) could help

Integration strategy requires a rebuild anyway (see slide 7)

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Rubicon Project

- Another large yield manager
- Google considered and determined product and traction was inferior to AM and PM

Smaller Players

- Eg, LiftDNA - 15 employees; 7 customers; just took their first round of funding

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"All-in" cost estimate



"All-In" Cost Estimates (\$M)			
	AdMeld (AM)		PubMatic (PM)
	Amount	%	Amount % Source
Purchase Consideration	\$ 380	100%	\$ 300 100% Corp Dev estimate
Contingent Consideration:			
Retention/Stay Bonuses	40	11%	30 10% HR estimate
Total Purchase Price	420	111%	330 110%
General integration costs (year one)	8	2%	8 3% Finance estimate
Deal Costs (one-time upfront):			
3rd-Party Transaction Costs (est.):			
Legal (Google)	20.0	5%	20.0 7% Legal estimate
HR Due Diligence	0.1	0.0%	0.1 0.0% HR estimate
Financial Due Diligence	0.5	0.1%	0.5 0.2% Finance estimate
Financial Integration	0.2	0.0%	0.2 0.1% Finance estimate
Valuation	0.1	0.0%	0.1 0.0% Finance estimate
Total Deal Costs	28.5	7%	28.5 9%
TOTAL	\$ 448.5	118%	\$ 358.5 119%

Incremental headcount requirements (50 heads)

50 engineers additional cost per year after closing

\$ 13

\$ 13

In addition to the cost of the transaction,
Google will require an **additional 50**
employees post close to supplement
AdMeld/PubMatic's existing headcount

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Indicative impact on Google's net income - AdMeld



Dilution/accretion - AdMeld	2011	2012	2013	2014	2015
Revenue	[]	[]	[]	[]	[]
COS	[]	[]	[]	[]	[]
Headcount (salary, bonus and fringe, excl. GSUs)	[]	[]	[]	[]	[]
Other opex	[]	[]	[]	[]	[]
Contribution margin	(a)	-	-	-	-
Deal costs	(b)	(28)	-	-	-
Unvested equity	(c)	(3)	(18)	(8)	-
Stay bonuses	(d)	(3)	(22)	(10)	-
Incremental headcount - 50 empl.	(e)	-	(13)	(13)	(13)
Amort. intangible assets	(f)	(4)	(22)	(22)	(18)
Forgone interest	(g)	(3)	(21)	(22)	(22)
Taxes	(h)	9	21	16	12
Change in net income - Pro forma	(32)	(74)	(58)	(44)	(41)

Change in EPS (dilution)/accretion

\$ (0.10) \$ (0.23) \$ (0.17) \$ (0.13) \$ (0.12)

An independent set of projections
AdMeld has not been prepared

Legend:

- Calculations above assume a close of the transaction on 10/31/2010
- (a) No independent projections were prepared
 - (b) Primarily related to legal costs for HSR review and year one integration costs
 - (c) Approximately 1M shares (9%) of AdMeld will be unvested at close. This amount will be retained by Google and paid post close to continuing employees as they vest over a 3 year period.
 - (d) An additional 10% of the purchase price (\$40 million) is allocated to stay bonuses and will be paid over a 3 year period.
 - (e) Google estimates an incremental 50 employees will have to be hired post close to support the growth of AdMeld. This assumes fully loaded average cost per employee of \$250,000 per year.
 - (f) Google estimates 25% of the purchase price will be allocated to intangible assets and will be amortized over 4 years.
 - (g) Foregone interest is calculated on the purchase price of \$380 million and assumes rate of return on cash of 5% per Treasury.
 - (h) Assumes Google's company wide effective tax rate of 22%. Actual tax rate may increase significantly depending on actual geographic composition of earnings and IP tax structuring.

This is analysis EXCLUDES any impact of
AdMeld's core business

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Headcount Analysis

Headcount plan

Role	AdMeld	PubMatic	Incremental / Budget	Business owners	Sign off
Engineering/PM	32	56	Incremental	Jeff Huber	✓
Sales	[]	[]	Incremental	Nikesh Arora	✗
G&A	[]	[]	Incremental	TBD	✗
Total	95	130			

Additional headcount

50

50

Incremental

In addition to the cost of the transaction,
Google will require an **additional 50
employees** post close to supplement
AdMeld/PubMatic's existing headcount

Legend:

- ✓ Business owners approved
- ✗ Sign off pending

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Appendix

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Feature Comparison: AM has rich feature offering



		AdX / YM today	AdX / YM end of 2011	AM	PM	Notes
General	Auction Type	2nd price	2nd price	?	1st price	
	Integrated data management	n/a	+	++	++	AM better at 3rd party data integration; PM has tool for detecting pixels in 3rd-party creative
	Number of sellers	+	+	++	+	
	Quality of sellers	++	++	+++	++	
	Creative Review	+	+++	+++	+++	AM and PM have manual creative review
	Dynamic allocation / API	DA with DFP	DA with DFP & API	API in development		
Real-time Bidding	Real-time Bidding Availability	++	++	++	+	
	Scalability of callouts	++	++	++	+	
	Robustness of callouts	++	+	+	+	
	Pricing by data segment	n/a	maybe	++	+	
	Pricing by advertiser	n/a	maybe	+	+	
	Match-coding	-	-	++	++	AM / PM callout from their system, we need to be called.
	Number of RTB buyers	+++	+++	++	+	
Yield Management	Private ad exchange support	-	+	+++	++	AM investing heavily & winning competitive deals
	Fixed price network buys	n/a	+	++	++	
	Automatic capture of non-RTB network					
	eCPM	n/a	+	+++	+++	
	Number of direct network buyers	n/a	-	+++	+++	
	Optimization across RTB and non-RTB	+	++	++	++	PM has algorithm based price prediction for non-RTB networks
Direct Sales Support	Audience based selling for direct sales team	n/a	+	++	+	
Business	Revenue consulting services	+	++	+++	?	AM has a team
	Operations services	n/a	+	++	++	
	Marketing	virtually n/a	+	++	++	
	Sales	++	+++	++	+	

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Rev Share



REV SHARE	<u>2009</u>	<u>2010</u>	<u>2011E</u>
AdMeld - Managed Networks	8.4%	9.3%	9.5%
AdMeld - Buyside	14.9%	15.2%	11.9%
AdMeld - APEX	N/A	N/A	10.0%
Pubmatic - Managed Networks	4.4%	5.8%	6.9%
Pubmatic - Buyside	29.6%	25.4%	31.9%
Pubmatic - APEX	N/A	N/A	N/A

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Impressions and CPM



IMPRESSIONS	<u>2009</u>	<u>2010</u>	<u>2011E</u>
AdMeld - Managed Networks	78	160	152
AdMeld - Buyside	1	44	253
AdMeld - APEX	0	0	34
AdMeld - Total	80	205	438
Pubmatic - Managed Networks	36	128	390
Pubmatic - Buyside	3	18	102
Pubmatic - Total	39	146	493
CPM	<u>2009</u>	<u>2010</u>	<u>2011E</u>
AdMeld - Managed Networks	0.42	0.36	0.26
AdMeld - Buyside	1.01	0.89	0.77
AdMeld - APEX	N/A	N/A	1.00
Pubmatic - Managed Networks	0.32	0.34	0.32
Pubmatic - Buyside	0.49	0.88	0.96
Pubmatic - APEX	N/A	N/A	N/A

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AM Cap Table



	\$, gross	\$ per share paid	shares	% fully diluted
Series B Preferred Stock (July 2010)				
Total Series B Preferred Stock	14,999,998.75	\$ 9.23490	1,624,273.00	13.5475%
Series A-2 Preferred Stock (Summer 2009)				
Total Series A-2 Preferred Stock	8,000,008.00	\$ 2.40440	3,327,236.00	27.7514%
Series A-1 Preferred Stock (Summer 2008)				
Total Series A-1 Preferred Stock	6,000,069.61	\$ 2.40440	2,495,454.00	20.8137%
Series A-1 Reserved For Warrant (1)				
Total Series A-1 Warrants			10,397.60	0.0867%
Series A Preferred Stock (Fall 2007)				
Total Series A Preferred Stock	1,000,000.00	\$ 1.0000	1,000,000.00	8.3407%
Common Stock (4)				
Total Common Stock	(4,267,828.35)		2,119,701.00	17.6797%
Common Stock Reserved for Stock Incentive Plan (2), (3)				
Total Stock Incentive Plan			1,412,391.00	11.7803%
Grand Total	25,732,248.01		11,989,452.60	100.0000%

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PM Cap Table



Holder	Class	Type	Approximate number of shares	% Vested
Venture and Angel Investors	Preferred	Stock	22,963,721	N/A
Founders (Amar Goel, Rajeev Goel, Mukul Kumar, Anand Das)	Common	Stock & Options	10,554,023	~93%
Management Team Excluding Founders	Common	Options	1,677,814	~25%
Employee Option Holders	Common	Options	1,138,325	~47%
Advisors & Consultants	Common	Stock	340,000	100%
Purchased Stock	Common	Stock	33,104	100%
Total			36,706,987	

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Michael Barrett, Chief Executive Officer

Mr. Barrett joined Admeld from Fox Interactive Media, where he was Executive Vice President, Chief Revenue Officer and oversaw worldwide revenue for all properties, including MySpace, IGN, FoxSports.com, Fox.com, AmericanIdol.com and Scout.com. Before Fox, Mr. Barrett held senior sales positions at interactive leaders AOL Media Networks, GeoCities/Yahoo! and Disney Online. Prior to joining Disney, he held senior positions with Meredith Publishing, Newsweek Magazine and Family PC Magazine.

Brian Adams, Co-Founder and CTO

Prior to founding Admeld, Mr. Adams was Vice President of Engineering at JumpTV. Prior to JumpTV, Mr. Adams had been with AOL where he led the development of the AOL Video advertising infrastructure. Prior to AOL, Mr. Adams was a founder of MyBookmarks.com which was sold to Backflip Inc. in 2000 and was a senior engineer at Angelfire.com.

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Amar Goel, Founder and Chairman

Founded PubMatic in October 2006. He previously led a sales and service team at Microsoft/MSN for the financial services and retail verticals. Amar previously founded and ran Chipshot.com, a leading online golf-etailer. He has also worked at McKinsey & Co. and Netscape Communications. Amar is a graduate of Harvard University, with a Master's Degree in Computer Science, and a Bachelor's Degree in Economics. He loves to play golf and once fell in a creek while playing.

Rajeev Goel, Co-Founder and CEO

Responsible for PubMatic's business strategy and execution, leading product management, marketing, and operations. Rajeev has over 10 years of experience in building and scaling products as well as in creating and executing business strategies. Rajeev was Co-Founder and VP of Technology of Chipshot.com, a leading online retailer of custom built golf equipment, where he led product management and development for the \$30M e-retailer. Rajeev was also a Principal at Diamond Management and Technology Consultants, an IT strategy consulting firm for Fortune 2000 clients. There, he led consulting teams on IT strategy engagements. Most Recently, Rajeev was Sr. Director of Product Marketing at SAP, where he was responsible for global go-to-market strategy for key new products. Rajeev holds a Bachelor's Degree from The Johns Hopkins University in Economics, Political Science, and Spanish and a Master's Degree from the University of Pennsylvania in Computer Science.

Valuation Details



- Modeled a low and high 2011 scenario
- Applied following multiples:
 - Digital Media comps trade at 1x - 2.5x 2011 rev (gross) and 6x - 10x EBITDA
 - SaaS comps trade at 3x - 5x 2011 rev (net) and 15x - 20x EBITDA

PubMatic			AdMeld		
Digital Media	Low Scenario	High Scenario	Digital Media	Low Scenario	High Scenario
Rev Mult:			Rev Mult:		
- Lo	\$142	\$229	- Lo	\$254	\$364
- Hi	\$356	\$572	- Hi	\$635	\$911
EBITDA Mult:			EBITDA Mult:		
- Lo	\$49	\$166	- Lo	\$30	\$131
- Hi	\$82	\$277	- Hi	\$49	\$219
SaaS			SaaS		
Rev Mult:			Rev Mult:		
- Lo	\$64	\$145	- Lo	\$117	\$168
- Hi	\$106	\$242	- Hi	\$196	\$280
EBITDA Mult:			EBITDA Mult:		
- Lo	\$123	\$415	- Lo	\$74	\$329
- Hi	\$165	\$554	- Hi	\$99	\$438
MEAN	\$136	\$325	MEAN	\$182	\$355