

# Chegg Analyst Day

**TRACEY FORD** // VP Investor Relations



# Chegg Analyst Day Safe Harbor

## FORWARD LOOKING STATEMENTS

This presentation contains forward-looking statements made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements relate to expectations, beliefs, projections, future plans and strategies, anticipated events or trends and similar expressions concerning matters that are not historical facts. In some cases you can identify forward-looking statements by references to future periods and use of terminology such “outlook,” “non-GAAP”, “as if,” “projected,” “new,” “transition,” or similar words or phrases which are predictions of or indicate future events or trends and which do not relate solely to historical matters. These forward-looking statements include, without limitation those regarding Chegg’s new digital business model to result from the transition of its print textbook rental business to Ingram, the non-GAAP presentations of Chegg’s results of operations as if the transition of its print textbook business to Ingram were complete, and all statements about Chegg’s financial outlook. These statements are not guarantees of future performance, but are based on management’s expectations as of the date of this presentation and assumptions that are inherently subject to uncertainties, risks and changes in circumstances that are difficult to predict. Forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause actual results, performance or achievements to be materially different from any future results, performance or achievements. Important factors that could cause actual results to differ materially from those expressed or implied by the forward-looking statements in this presentation include the following: Chegg’s ability to attract new students, increase engagement and increase monetization; competitive developments, including pricing pressures; Chegg’s ability to build and expand its digital offerings; Chegg’s ability to develop new products and services on a cost-effective basis and to integrate acquired businesses and assets; the impact of seasonality on the business; Chegg’s transition to an all digital model by 2017; Chegg’s partnership with Ingram and the parties’ ability to achieve the anticipated benefits of the strategic alliance, including the potential impact of the economic risk-sharing arrangements between Chegg and Ingram on Chegg’s results of operations; Chegg’s ability to attract students through its required materials and digital platforms; Chegg’s ability to effectively control operating costs; changed in student desires to pursue on-demand learning; changes in Chegg’s addressable market and education macro trends continuing; changes in the education market; and general economic and industry conditions. All information provided in this presentation is as of the date hereof and Chegg undertakes no duty to update this information except as required by law. These and other important risk factors are described more fully in documents filed with the Securities and Exchange Commission, including Chegg’s Quarterly Report on Form 10-Q filed with the Securities and Exchange Commission on August 3, 2016 and Chegg’s Quarterly Report on Form 10-Q for the quarterly period ended September 30, 2016, and could cause actual results to vary from expectations.

## USE OF NON-GAAP MEASURES

In addition to financial results presented in accordance with generally accepted accounting principles (GAAP), this presentation includes certain forward-looking non-GAAP financial measures of financial performance, including free cash flow, adjusted EBITDA and non-GAAP revenue. These non-GAAP financial measures are in addition to, and not a substitute for or superior to, measures of financial performance prepared in accordance with GAAP, and may be different from non-GAAP financial measures used by other companies. In addition, these non-GAAP measures have limitations in that they do not reflect all of the amounts associated with Chegg’s results of operations as determined in accordance with GAAP. Reconciliations of these non-GAAP financial measures to the most directly comparable financial measures, are contained in the Appendix to this presentation.

# Agenda

# Chegg

# Analyst

# Day

8:30	A Smarter Way to Student
9:00	The Student Graph
9:15	A Beloved Brand
9:30	Product Approach & Tour
10:00	Learning Services
10:30	Break
10:45	A Look Ahead
11:05	Financial Overview
11:30	Q&A
12:15	Lunch

# A Smarter Way to Student

DAN ROSENSWEIG // CEO

# Education is a massive industry

**15%**

ARE STUDENTS <sup>1</sup>

**\$1.3**

TRILLION <sup>2</sup>

**7%**

OF THE US GDP <sup>3</sup>

<sup>1</sup>National Center for Education Statistics and US Census Bureau, 2015

<sup>2</sup><https://www.federalreserve.gov/releases/g19/Current/#fn11b>

<sup>3</sup>[www.data.worldbank.org/indication/NY.GD.MKTP.CD?location +US](http://www.data.worldbank.org/indication/NY.GD.MKTP.CD?location+US)





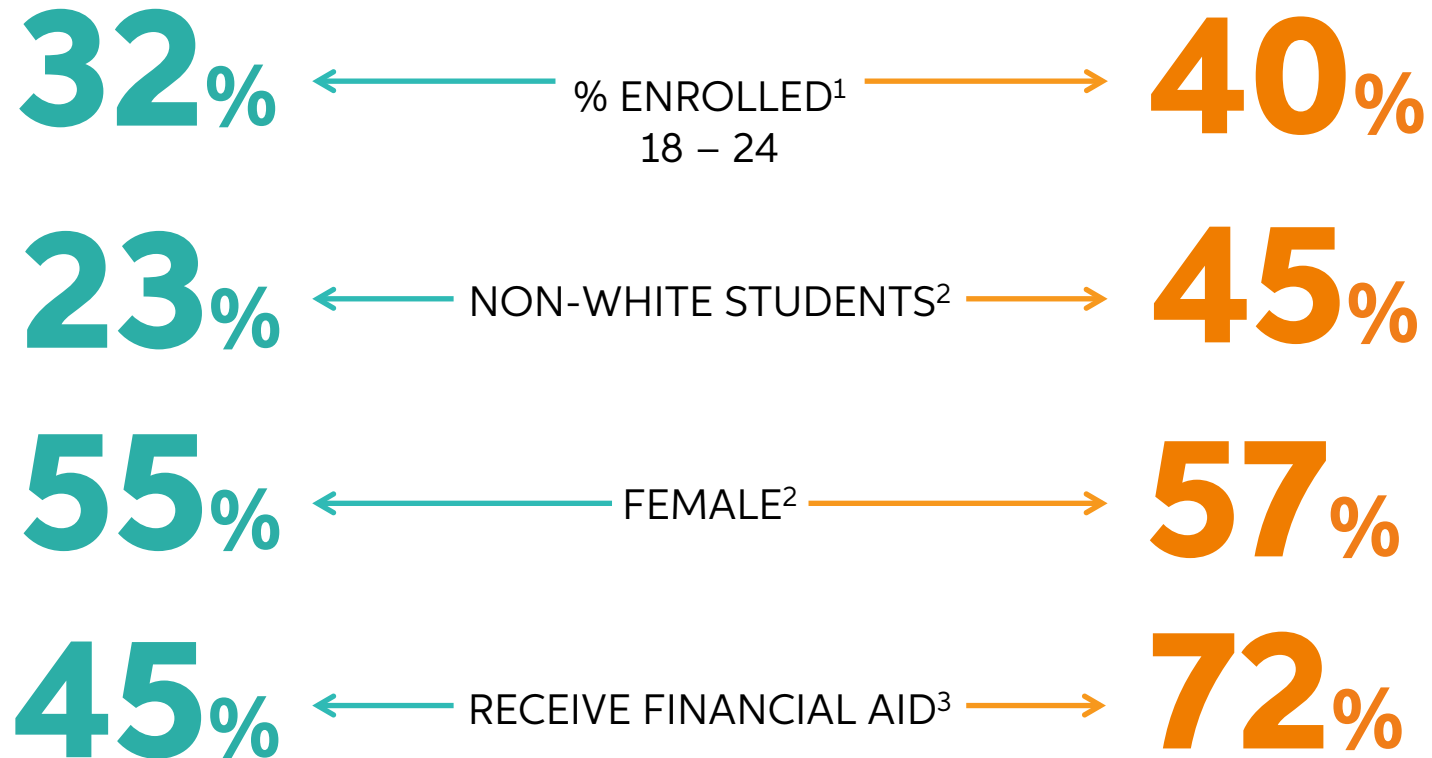
Today's student  
is different



Today's student population is larger,  
more diverse, and has more need

IN THE 90s

RIGHT NOW



<sup>1</sup>[http://nces.ed.gov/programs/digest/d15/tables/dt15\\_302.60.asp?current=yes](http://nces.ed.gov/programs/digest/d15/tables/dt15_302.60.asp?current=yes)

<sup>2</sup>[http://nces.ed.gov/programs/digest/d15/tables/dt15\\_306.10.asp?current=yes](http://nces.ed.gov/programs/digest/d15/tables/dt15_306.10.asp?current=yes)

<sup>3</sup>[http://nces.ed.gov/programs/digest/d15/tables/dt15\\_306.10.asp?current=yes](http://nces.ed.gov/programs/digest/d15/tables/dt15_306.10.asp?current=yes)

# Students face more pressure than ever



**296%**

INCREASE IN IN-STATE  
TUITION AT PUBLIC  
COLLEGE SINCE 1995<sup>1</sup>



**26**

AVERAGE STUDENT  
AGE<sup>2</sup>

**40%**

WORK AT LEAST 30  
HOURS PER WEEK<sup>3</sup>



**\$35K**

DEBT FOR THE AVERAGE  
STUDENT WHEN THEY  
GRADUATE<sup>4</sup>

<sup>1</sup>National Center for Education Statistics and US Census Bureau, 2015

<sup>2</sup>Hall and Partners 2016

<sup>3</sup><https://cew.georgetown.edu/wp-content/uploads/Working-Learners-Report.pdf>

<sup>4</sup> <http://blogs.wsj.com/economics/2015/05/08/congratulations-class-of-2015-youre-the-most-indebted-ever-for-now/>

# The system isn't working

50%

OF STUDENTS IN  
REMEDIAL COURSES<sup>1</sup>

41%

DON'T GRADUATE<sup>2</sup>

44%

IN JOBS THAT DON'T  
REQUIRE DEGREES<sup>3</sup>

<sup>1</sup><http://www.ncsl.org/research/education/improving-college-completion-reforming-remedial.aspx>

<sup>2</sup>National Center for Education Statistics, 2015

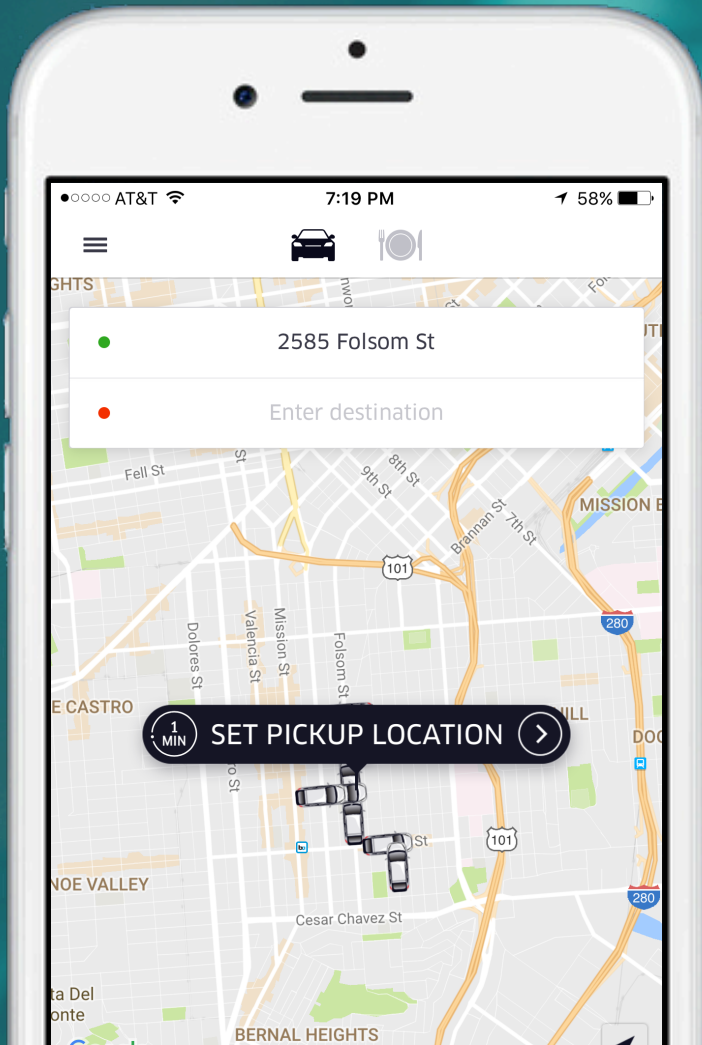
<sup>3</sup>Economic Policy Institute, 2016



The class of 2020 is different

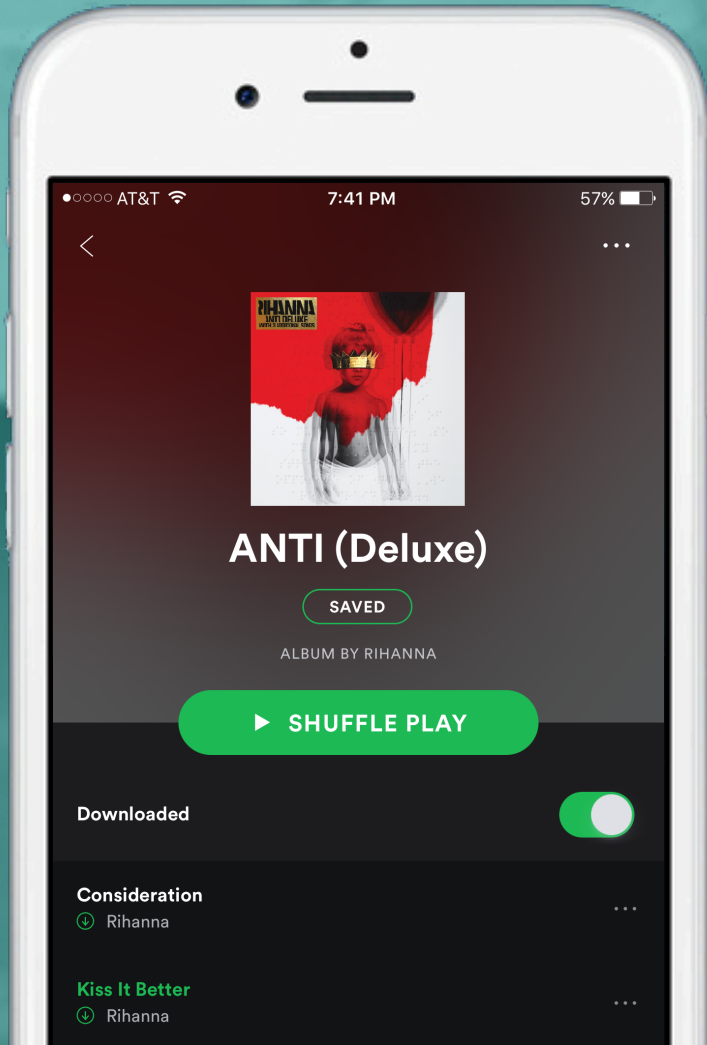
**These kids were born  
the same year as Google.  
They've only ever owned  
a smartphone.**

# They are online and on-demand





# They are online and on-demand



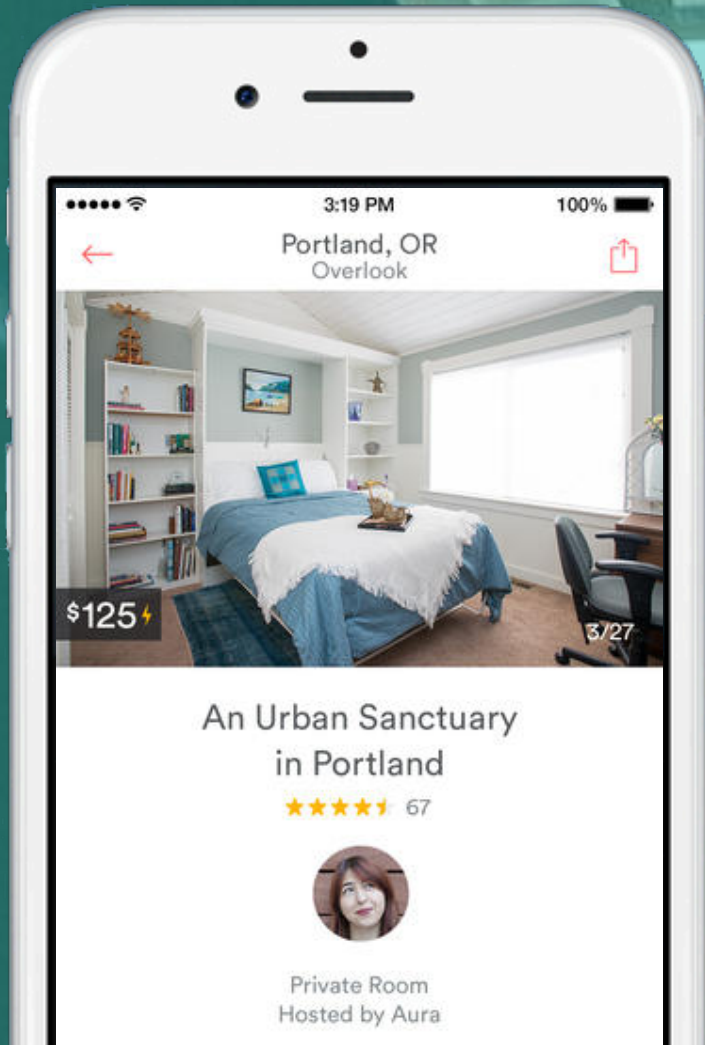


# They are online and on-demand

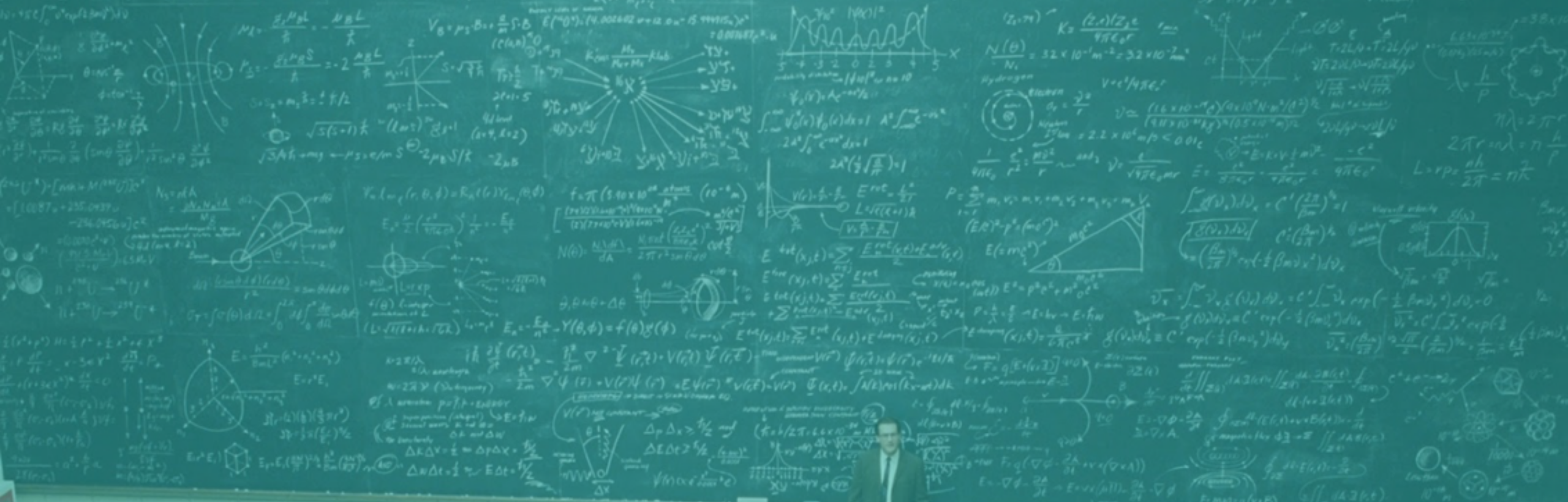




# They are online and on-demand

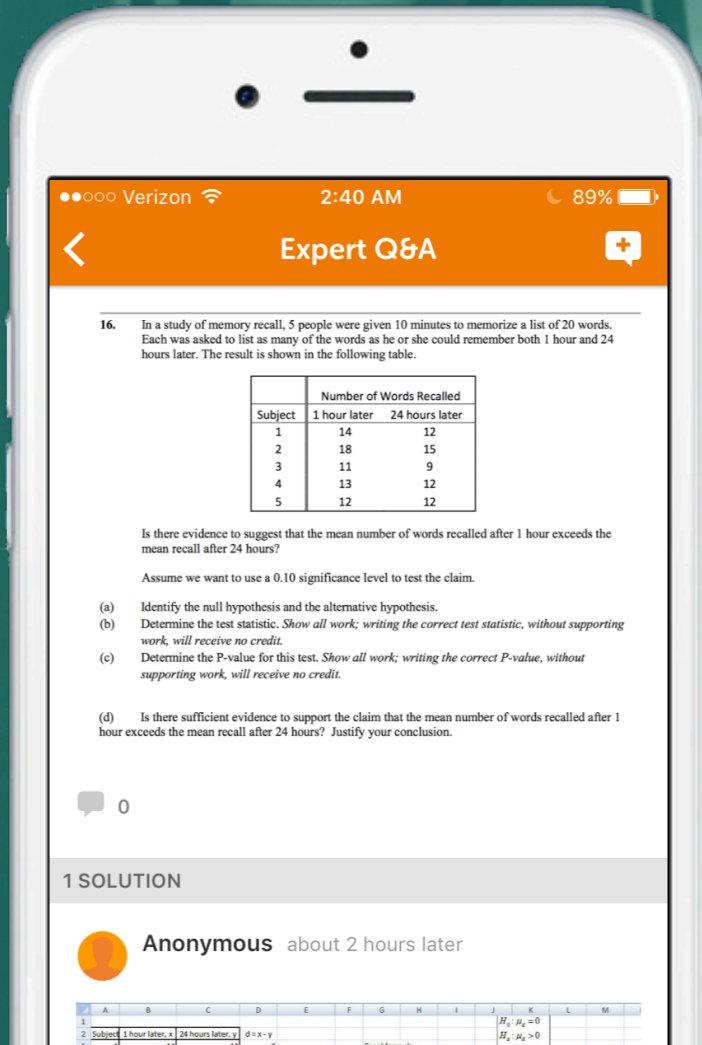








# Online On-demand Personalized Adaptive Affordable



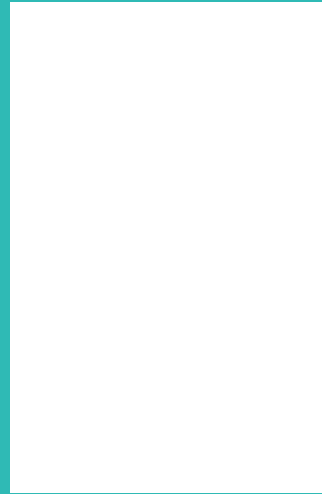
# Chegg awareness continues to grow

53%



2015  
(CHEGG)

78%



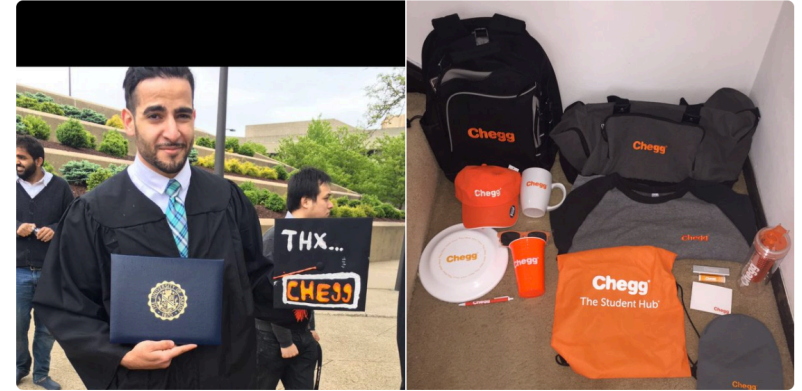
2016  
(CHEGG PLATFORM)



**Mohammed Najjar**  
@Moe\_najjar

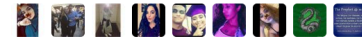
[Follow](#)

HUGE HUGE SHOUTOUT TO @Chegg FOR THE AMAZING GIFTS THEY SENT ME BECAUSE I DECORATED MY GRAD CAP WITH "thx chegg"



RETWEETS  
28

LIKES  
137





# The Student Hub <sup>SM</sup>



Rent or buy books



Find textbook solutions



Ask a study question



Find an online tutor

Find books, solutions, tutors and more...

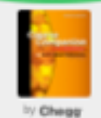


**Anna**

Stanford University '19

## TEXTBOOK SOLUTIONS

Solutions



Course Companion for Basic...

Aufmann, Richard N.

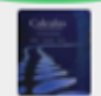
Solutions



Basic College Mathematics 10th...

Aufmann, Richard N.

Solutions



Calculus for Scientists and...

Briggs, William L.



Unlock better grades  
with Chegg Study

**BOOST YOUR GPA »**



Sell your books and  
earn some cash



Get a quote



Ship your books



Get paid

Enter ISBNs separated by comma

College has tons of stains.  
Tide PODS® gets 'em out.



Save \$2 now

KEEP OUT OF REACH OF CHILDREN

ADVERTISEMENT

All your homework

# Platforms become category leaders



SOCIAL  
GRAPH



PROFESSIONAL  
GRAPH



ENTERTAINMENT  
GRAPH



MUSIC  
GRAPH



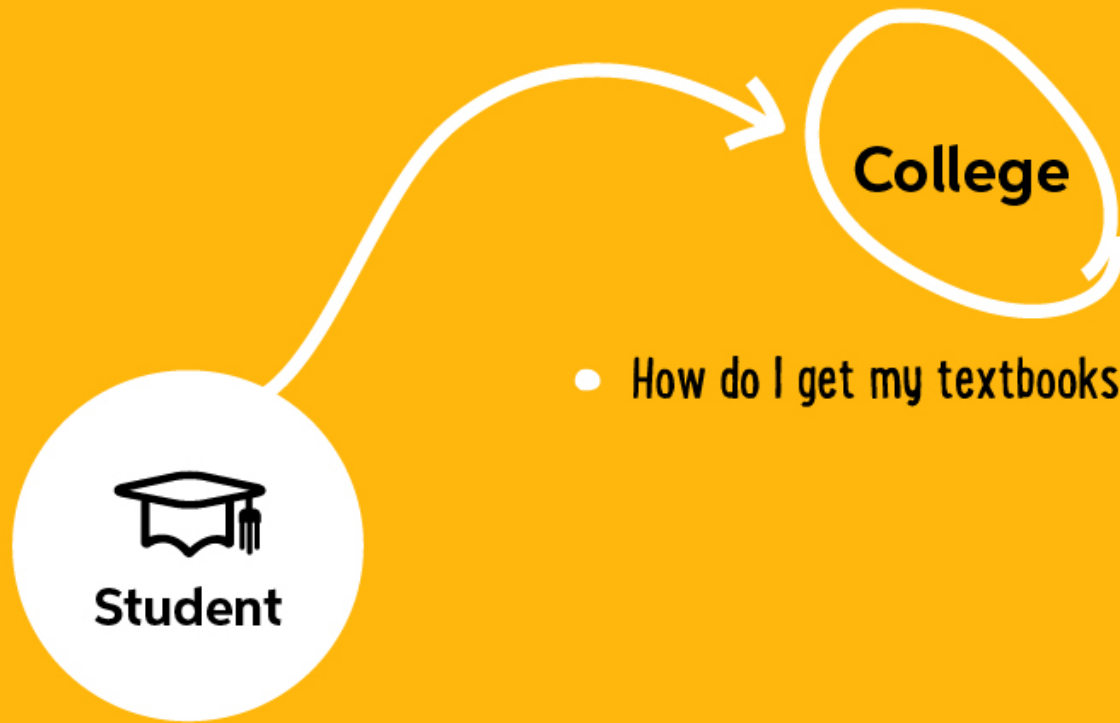
STUDENT  
GRAPH



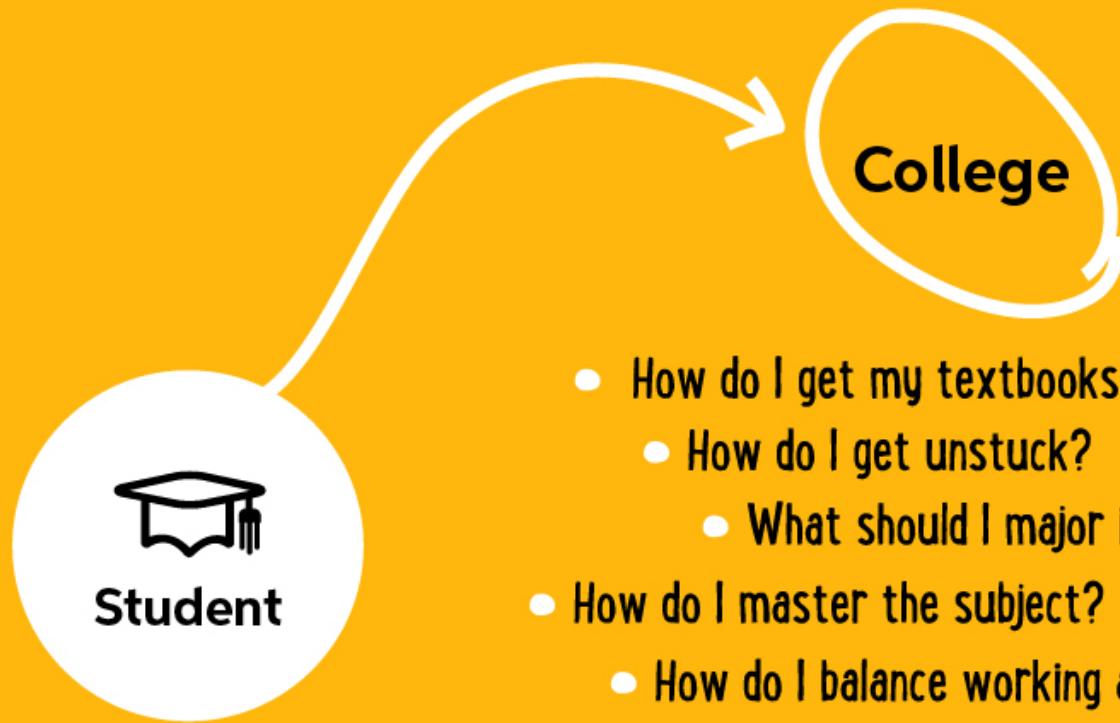




**Student**



- How do I get my textbooks for less?



- How do I get my textbooks for less?
  - How do I get unstuck?
  - What should I major it?
- How do I master the subject?
  - How do I balance working and learning?
  - How much debt should I take on?

## High School

- Should I go to college?
- Which college should i go to?
  - How do I get in?
- How can I afford it?

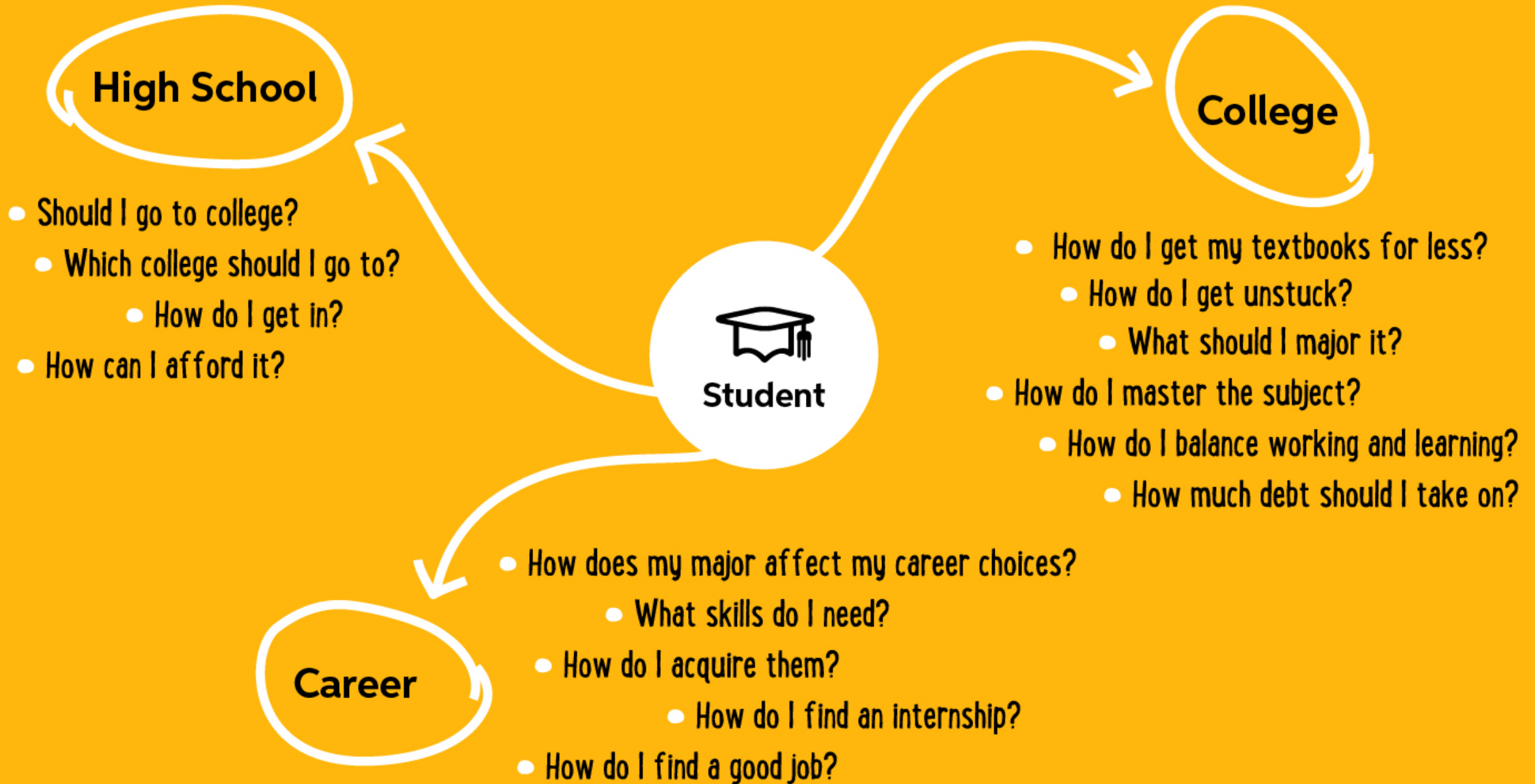


Student

## College

- How do I get my textbooks for less?
  - How do I get unstuck?
  - What should I major it?
- How do I master the subject?
  - How do I balance working and learning?
  - How much debt should I take on?

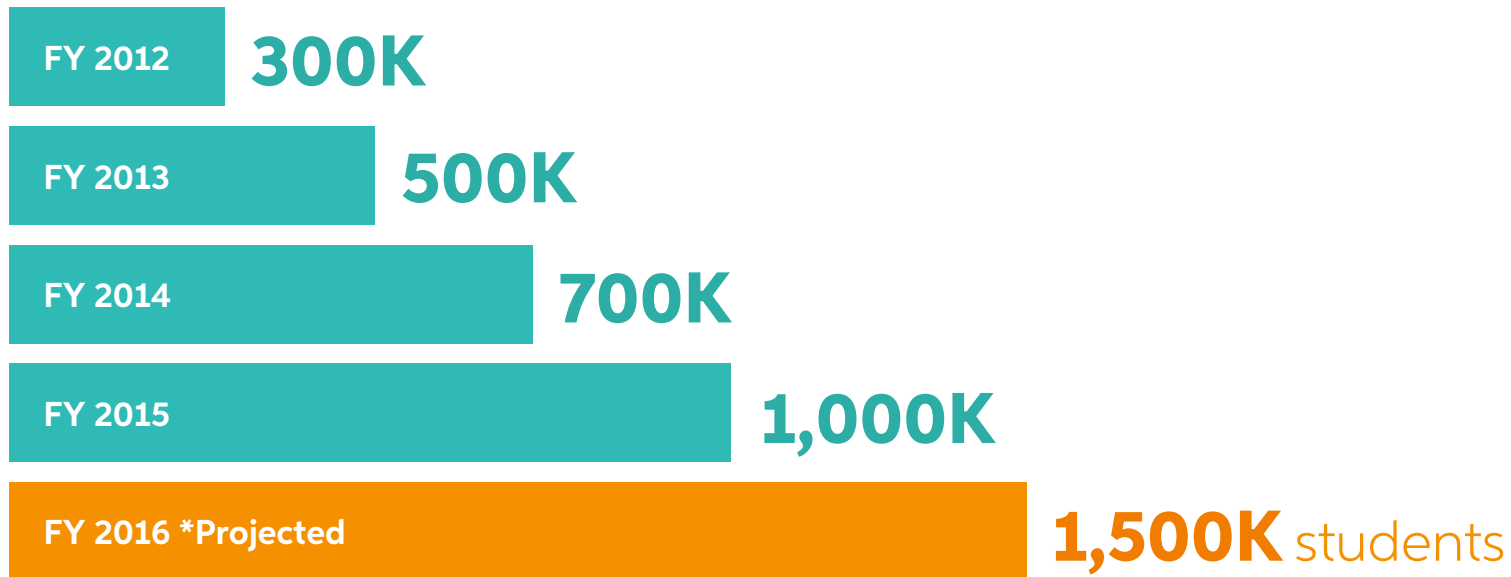






# Solving student problems is a great business

## SUBSCRIBER GROWTH



## OUR CORE SERVICES

### Learning Services:

- ✓ Chegg Study
- ✓ Chegg Tutors
- ✓ Chegg Writing Tools
- ✓ Chegg Test Prep

### Outcome Services:

- ✓ Enrollment
- ✓ Brand Partnership
- ✓ Careers

### Required Materials:

- ✓ Print Textbooks & eTextbooks

The background image shows a modern architectural complex. On the left, a large, dark, cantilevered structure extends from a building. In the center, a group of people is walking on a paved plaza. To the right, there is a large, curved, light-colored structure. The entire image has a teal overlay.

# The next 100 years

A young woman with dark hair is smiling and looking slightly to the right. She is wearing a blue and white horizontally striped shirt. She is standing in front of a brick wall. The entire image has a teal-colored overlay. The text "A smarter way to student" is written in white, bold, sans-serif font across the center of the image.

**A smarter  
way to student**

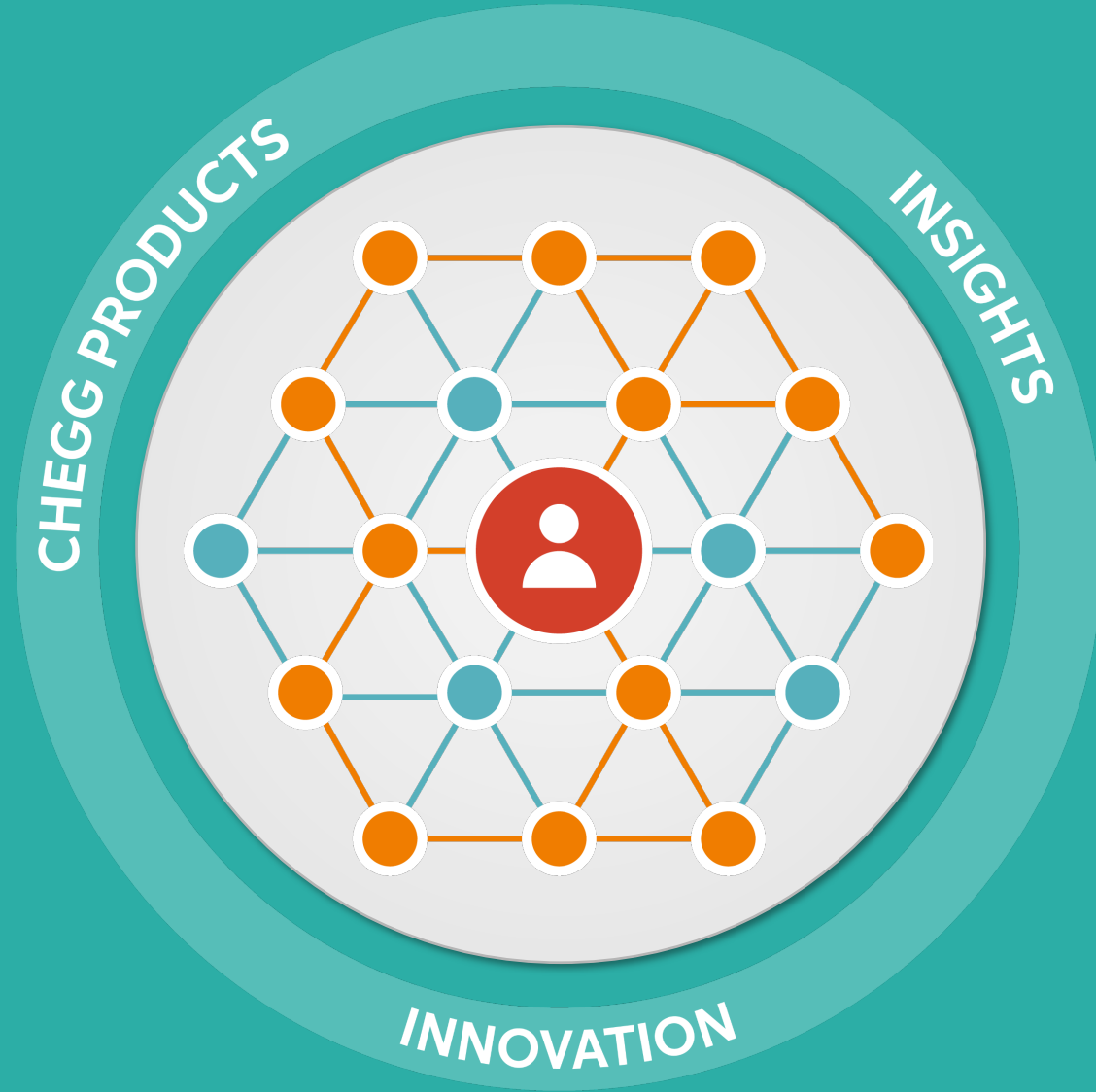
# The Student Graph

**MIKE OSIER** // CHIEF OUTCOMES OFFICER



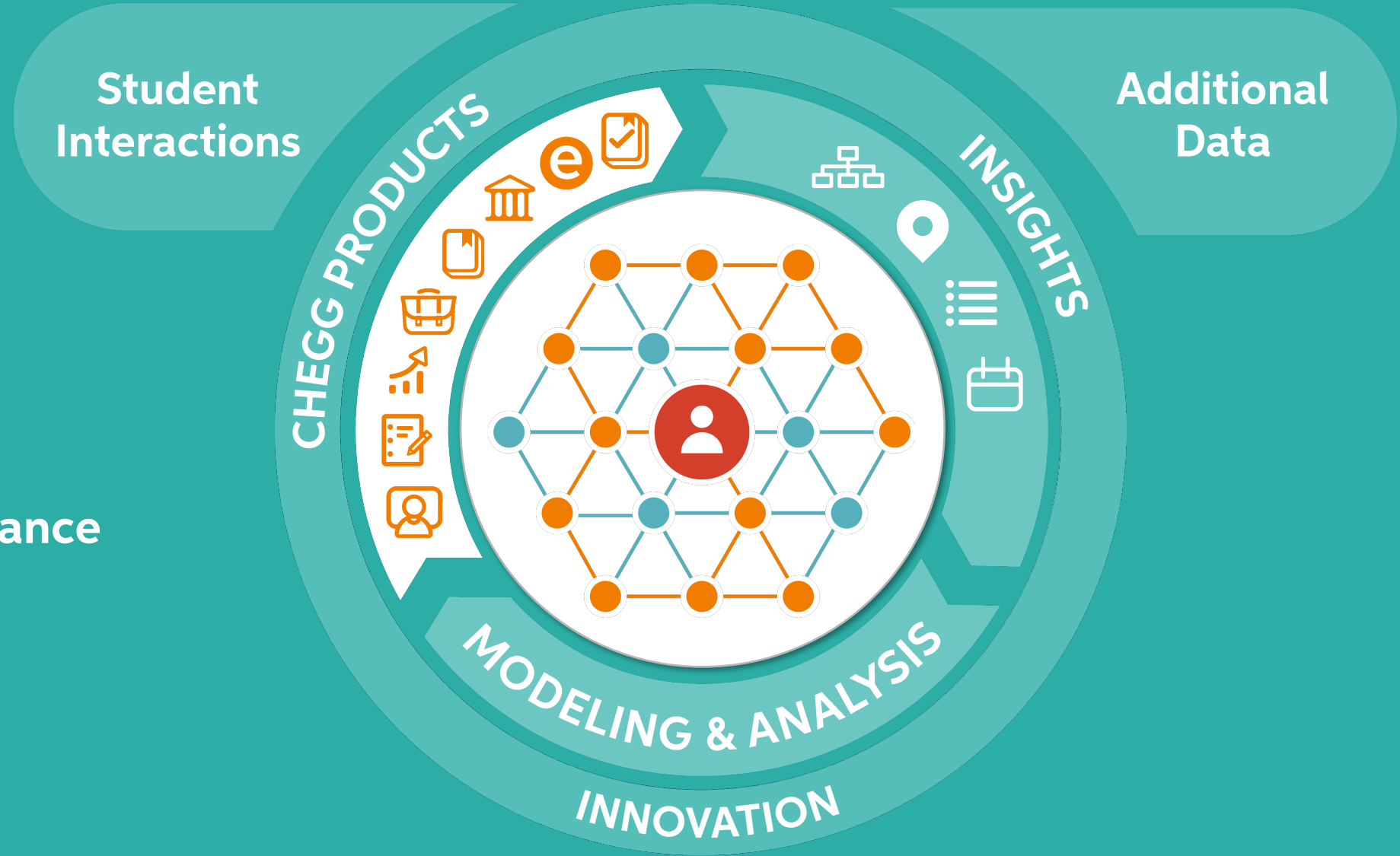
# The Student Graph

- ✓ Growth in customers
- ✓ Growth in attach rate
- ✓ Enhance products & services



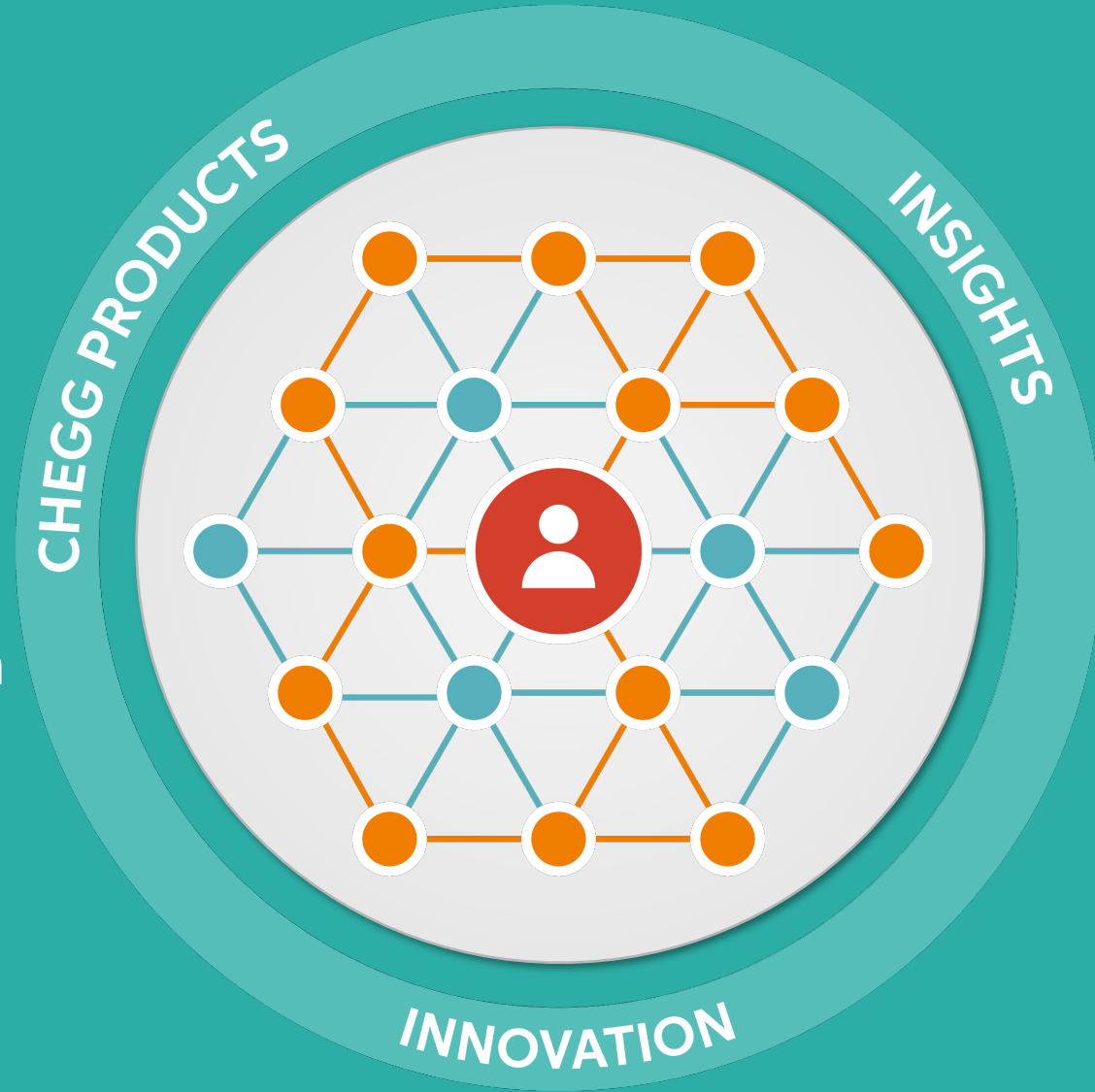
# The Chegg data flywheel

- ✓ Products improve
- ✓ Services connect
- ✓ Expands our relevance



# The Student Graph textbook transformation

- ✓ Dynamic pricing platform
- ✓ Integrated supply chain
- ✓ Program overhauls
- ✓ Planned warehouse shutdown
- ✓ Ingram partnership



# Chegg Study

- ✓ Subject interaction patterns
- ✓ Time of day engagement
- ✓ Insights from aggregate data

Student  
Interactions

Additional  
Data

CHEGG PRODUCTS

INSIGHTS

INNOVATION





# Invaluable analysis from textbook pacing

search or enter page #

Inorganic Chemistry

Contents Bookmarks

contents

388

389

390

391

392

393

structure of  $C_{60}$  has been determined by X-ray crystallography on the solid at low temperature and electron diffraction in the gas phase. The molecule consists of five- and six-membered carbon rings, and the overall symmetry is icosahedral in the gas phase (3).

3

Fullerenes can be reduced to form [60]fulleride salts,  $C_{60}^{n-}$  ( $n = 1$  to 12). Fullerides of alkali metals are solids having compositions such as  $K_3C_{60}$ . The structure of  $K_3C_{60}$  consists of a face-centred cubic array of  $C_{60}$  ions in which  $K^+$  ions occupy the one octahedral and two tetrahedral sites available to each  $C_{60}$  ion (Fig. 14.5). The compound is a metallic conductor at room temperature and a superconductor below 18 K. Other superconducting salts include  $Rb_3CsC_{60}$ , which has a superconducting transition temperature ( $T_c$ ) of 33 K, and  $Cs_3C_{60}$ , with  $T_c = 40$  K. The conductivity of  $E_3C_{60}$  compounds can be explained by con-

trochemically reversible electron transfer steps in nonaqueous solvents (Fig. 14.6). These observations suggest that the fullerenes ought to serve as either electrophiles or nucleophiles when paired with the appropriate metal. One illustration of this ability is the attack of electron-rich Pt(0) phosphine complexes on  $C_{60}$ , yielding compounds such as (4), in which the Pt atom spans a pair of C atoms in the fullerene molecule. This reaction is analogous to the coordination of double bonds to Pt-phosphine complexes. Although analogy with  $\eta^6$ -benzenechromium complexes (Section 22.19) suggests that a metal atom might coordinate to a six-fold face of  $C_{60}$ , that such hexahapto complexes do not in fact form is attributed to the radial arrangement of the  $C2p\pi$  orbitals (5), which results in them having a poor overlap with d orbitals of a metal atom centred above a six-fold face of the molecule.

4

5

Figure 14.5\* The structure of  $K_3C_{60}$ . The full cell is face-centred cubic. (The structure of solid  $C_{60}$  itself is shown in Fig. 3.1.6.)

Figure 14.6 The cyclic voltammogram of  $C_{60}$  in DMF/toluene, recorded at low temperature. The reference electrode is ferrocene (Fc).

9:40

p. 67

Chapter 4 Organization and Regulation of Body Systems 67

## Have You Ever Wondered ...

Does dieting get rid of fat cells?

Unfortunately, no. Dieting can shrink the size of the fat cells (adipocytes), but their number stays the same. This means that it is easier to regain the weight if diet and exercise are not maintained. Liposuction is the only way to remove fat cells from the body.

## Cartilage

In cartilage, the cells lie in small chambers called lacunae (sing., lacuna), separated by a solid, yet flexible, matrix. Unfortunately, because this tissue lacks a direct blood supply, it heals slowly. There are three types of cartilage, distinguished by the type of fiber.

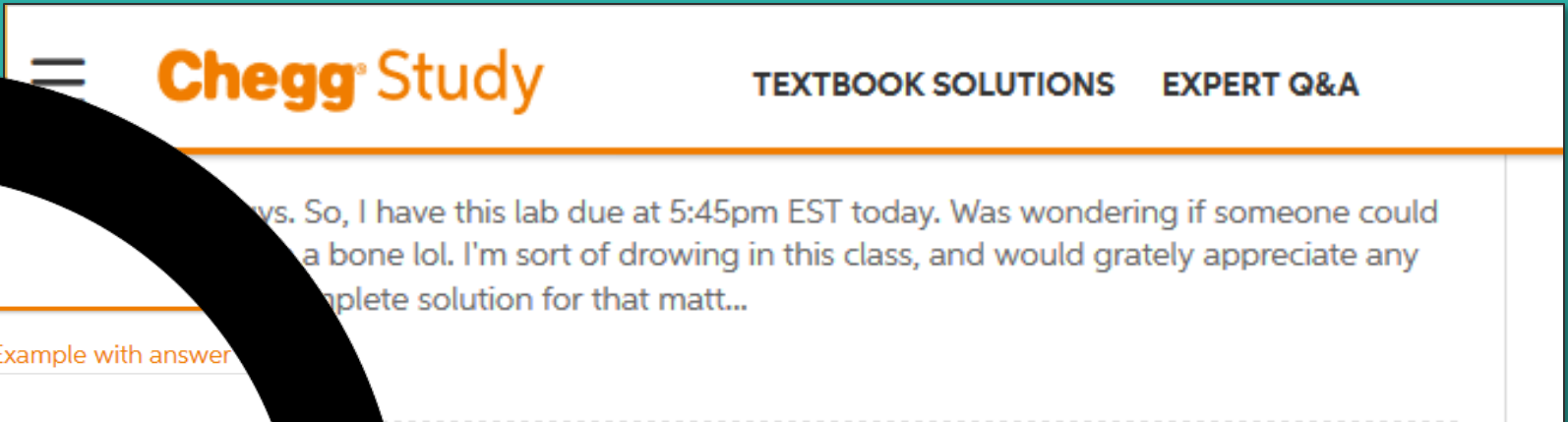
**Hyaline cartilage** (Fig. 4.2), the most common type of cartilage, contains only fine collagen fibers. The matrix has a glassy, translucent appearance. Hyaline cartilage is found in the nose and at the ends of the long bones and the ribs, and it forms rings in the walls of respiratory passages. The fetal skeleton also is made of this type of cartilage. Later, the cartilaginous fetal skeleton is replaced by bone.

## Supportive Connective Tissue

Cartilage and bone are supportive connective tissues. In both tissues, the extracellular matrix is solid. Chondroblasts and chondrocytes produce the matrix in cartilage, while osteoblasts and osteocytes form bone matrix.

Figure 4.2 What types of connective tissue are associated with the knee? The human knee provides examples of most types of connective tissue.

# Question/answer patterns drive predictions



The image shows a portion of the Chegg Study website. At the top, there is a navigation bar with the Chegg Study logo, a hamburger menu icon, and links for 'TEXTBOOK SOLUTIONS' and 'EXPERT Q&A'. Below the navigation bar, a question is partially visible, mentioning a lab due at 5:45pm EST and a class where the user is 'drowing' (likely drawing).

**Chegg Study**

TEXTBOOK SOLUTIONS EXPERT Q&A

...ys. So, I have this lab due at 5:45pm EST today. Was wondering if someone could  
...a bone lol. I'm sort of drowing in this class, and would gratefully appreciate any  
...complete solution for that matt...

**Chegg Study**

**Question:** Question 1 Question 2 Example with answer

Question 1

Use the [Definition](#) to find an expression for the area under the graph of  $f$  as a limit

$$f(x) = x^2 + \sqrt{1 + 2x}, \quad 6 \leq x \leq 8$$

$$\lim_{n \rightarrow \infty} \sum_{j=1}^n \left[ \right]$$

Question 2

The area  $A$  of the region  $S$  that lies under the graph of the continuous function is the limit of the

$$A = \lim_{n \rightarrow \infty} R_n = \lim_{n \rightarrow \infty} [f(x_1)\Delta x + f(x_2)\Delta x + \dots + f(x_n)\Delta x]$$

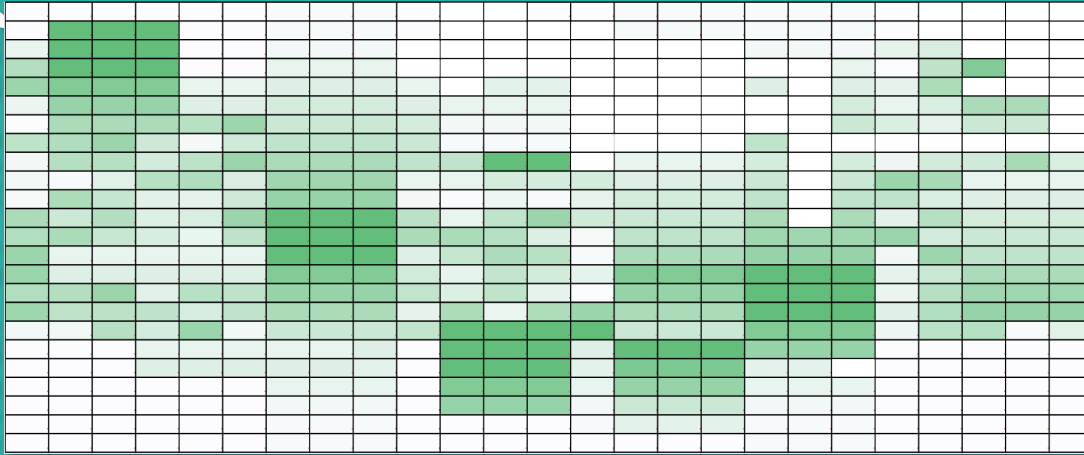
Use this definition to find an expression for the area under the graph of  $f$  as a limit. Do not

$$f(x) = \frac{\ln(x)}{x}, \quad 6 \leq x \leq 11$$

$$\lim_{n \rightarrow \infty} \sum_{j=1}^n \left[ \right]$$

# Engagement drives better predictions

Hour of the day



Day of the semester

The screenshot shows a webpage layout with the following elements:

- Top Banner:** A horizontal bar with the text "DUE TOMORROW  $\neq$  DO TOMORROW" in orange, "Finish homework faster" in teal, and the Chegg logo.
- Page Header:** "ELITE DAILY" followed by navigation links: NEWS, ENTERTAINMENT, DATING, LIFE, VIDEOS, TOPICS.
- Main Article:** Title "Every College Kid Should Know How To Make These 10 Cheap Meals". Below the title are social media share buttons (Facebook, Twitter, Email, Pinterest, Plus) and a "Like" button showing 204 likes.
- Featured Image:** A large image of a bowl of ramen.
- Right Sidebar:** Contains a circular callout with the text "STUCK ON YOUR ASSIGNMENT FOR CALCULUS?", "On-demand tutoring 24/7. Free 30 minute trial.", "Get better grades", and the Chegg logo. Below this is a section titled "WHAT HAPPENS NEXT" with two article teasers.

# Engagement means better targeting



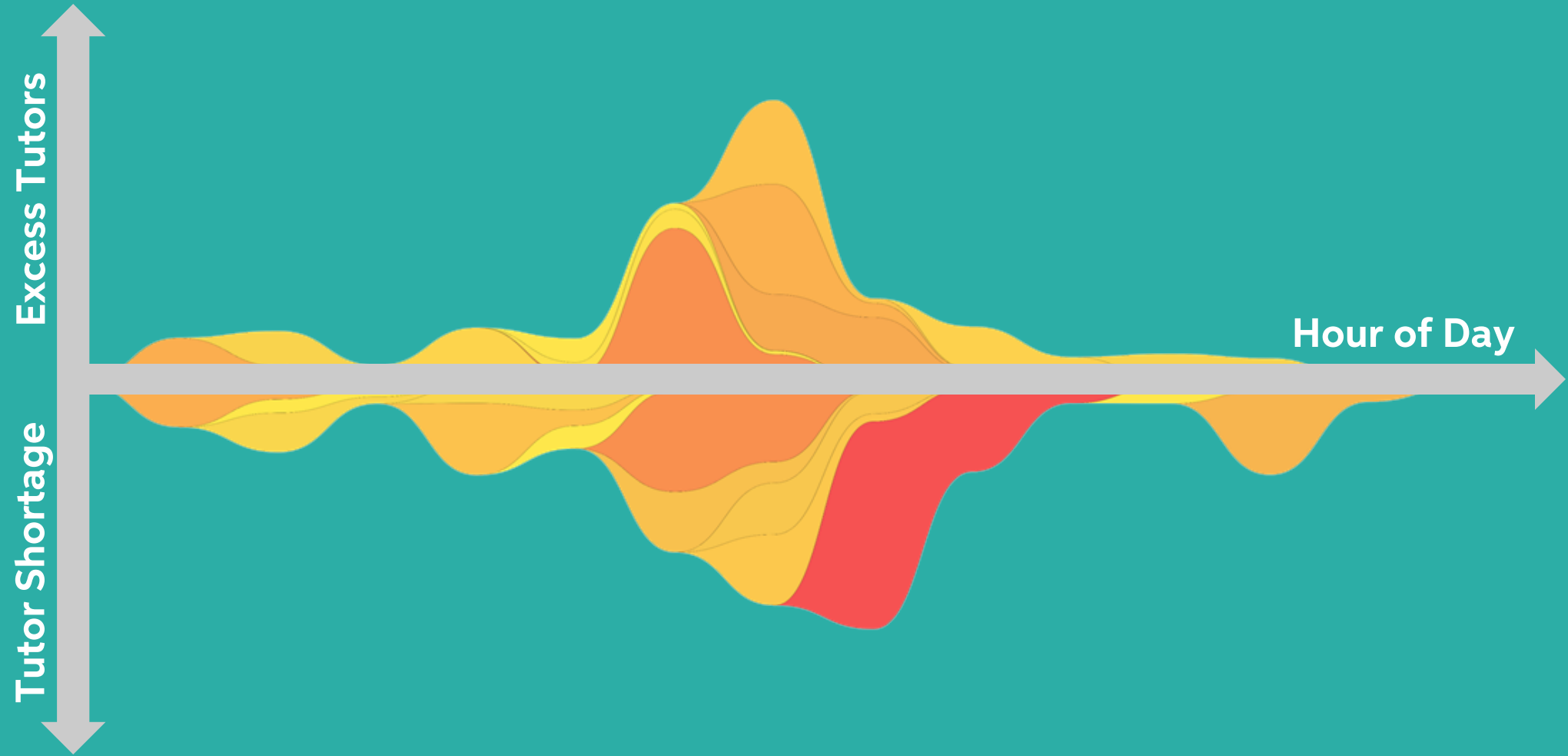
- Questions
- Answers
- Solutions
- Textbooks
- eTextbooks
- Pricing
- Tutors
- Mobile
- Customer Service
- Shipping
- Citations
- Concepts
- Subjects
- School
- Catalog
- Academic Calendar
- Time of Day

# Chegg tutors

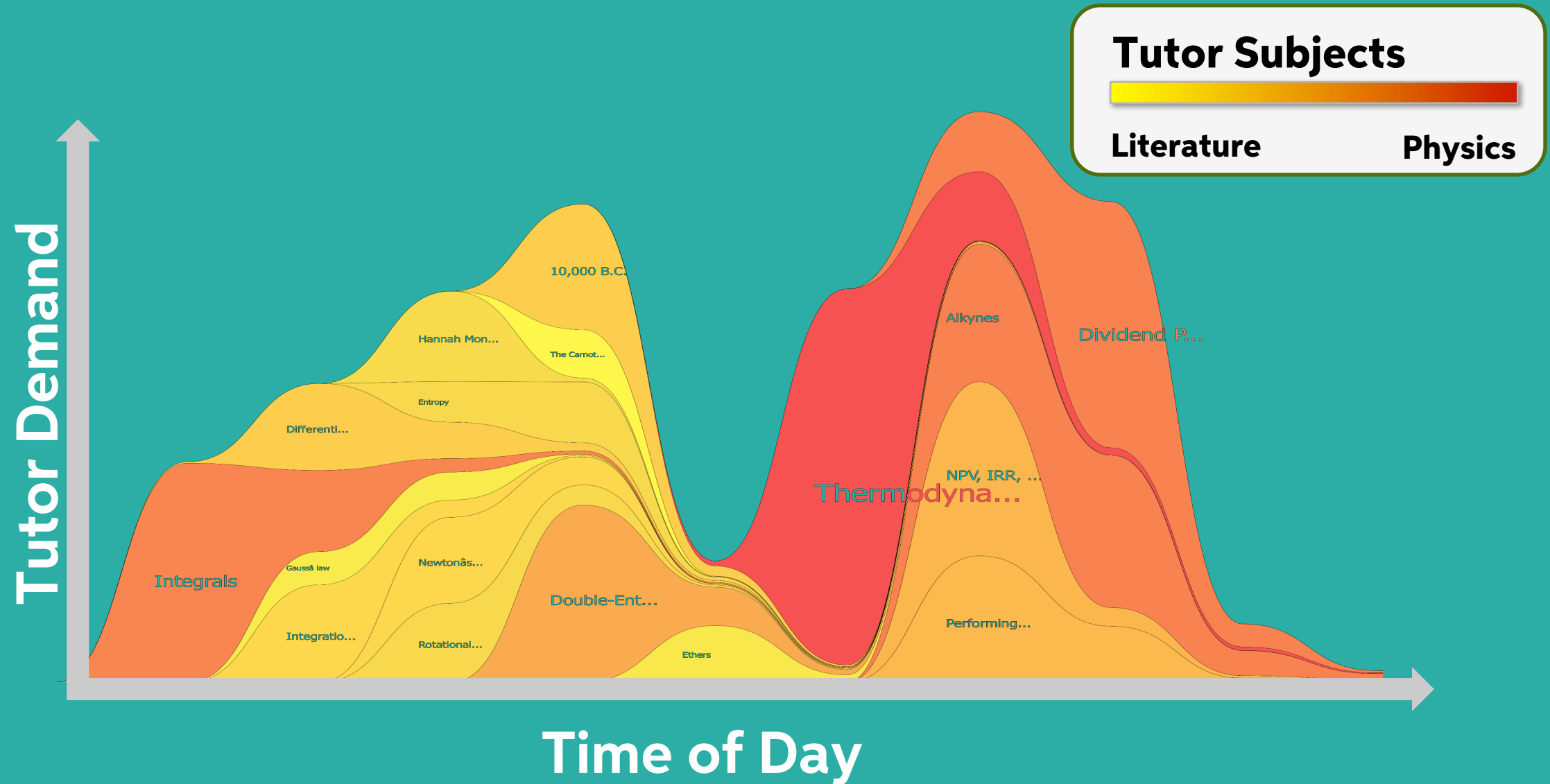




# Chegg tutors: matching tutor supply with student demand



# Chegg tutors: matching tutors with subjects by time of day



# Student Graph: Next Generation

**EasyBib**  
a Chegg service

Essay Tools ▾ Citation Guides EasyBib EDU for Educators Support

MLA7 MLA8 APA Chicago More ▾

Website Book Video/film Journal Database All 59 options

inorganic chemistry armstrong [Cite It](#)

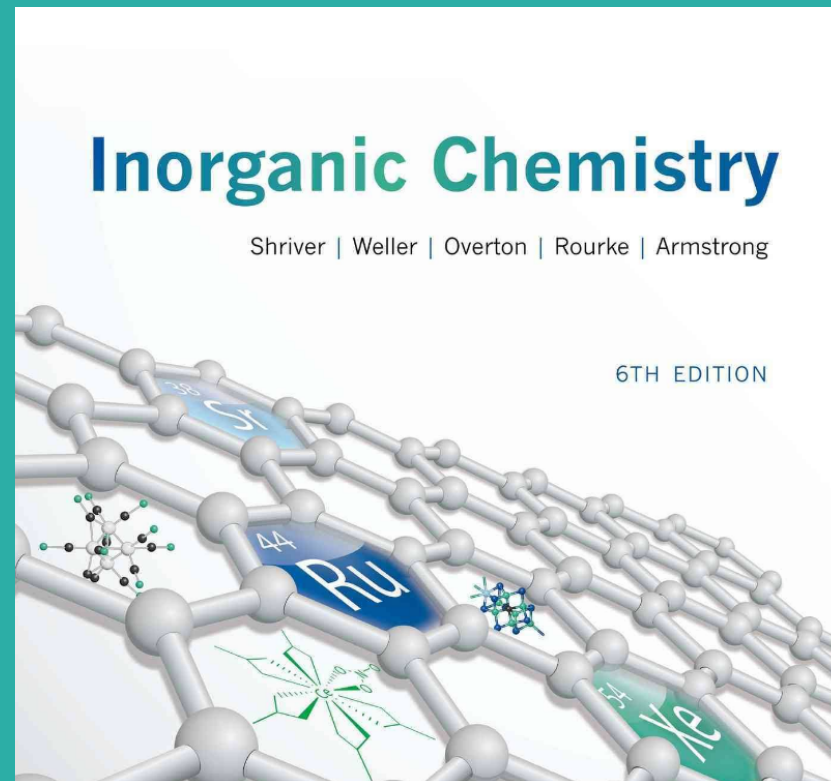
[Manual cite](#) [Help](#) powered by WorldCat

Book search results for **inorganic chemistry armstrong**:

**Inorganic chemistry**  
Martin Weller - Tina Overton - Jonathan Rourke - F. A. Armstrong [Cite This](#)  
[Find at your library](#)

**The Norton history of chemistry**  
W. H. Brock - W. W. Norton - 1993 [Cite This](#)  
[Find at your library](#)

**Metal clusters in proteins: developed from a symposium sponsored by the Division of Inorganic Chemistry at the 194th Meeting of the American Chemical Society, New Orleans, Louisiana, August 30-September 4, 1987**  
Lawrence Que - American Chemical Society - 1988 [Cite This](#)  
[Find at your library](#)



An anonymous visit

# Student Graph: Next Generation

The screenshot shows the EasyBib website interface. At the top, there's a navigation bar with links for Essay Tools, Citation Guides, EasyBib EDU for Educators, and Support. Below this, a search bar is visible with the text 'inorganic chemistry armstrong' entered. The search results are categorized by type: Website, Book, Video/film, Journal, Database, and All 59 options. The 'Book' category is selected. The results show three book recommendations: 'Inorganic chemistry' by Martin Weller, Tina Overton, Jonathan Rourke, and F. A. Armstrong; 'The Norton history of chemistry' by W. H. Brock and W. W. Norton; and 'Metal clusters in proteins: developed from a symposium sponsored by the Division of Inorganic Chemistry at the 194th Meeting of the American Chemical Society, New Orleans, Louisiana, August 30-September 4, 1987' by Lawrence Que. Each recommendation includes a 'Cite This' button and a link to 'Find at your library'.

The screenshot shows a job search results page. At the top, there's a green header bar with 'Results 1 — 10' and a 'Sort By: Most Recent' dropdown menu. Below this, three job listings are displayed. The first listing is for an 'Assistant Professor - Chemical & Biomolecular Engineering' at the University of Delaware, with a 'Sponsored Job - via InsideHigherEd' link. The second listing is for a '\*Global Strategic Marketing Director - Printing & Writing' at Solenis in Wilmington, DE, with a 'Sponsored Job - via StartWire' link. The third listing is for a 'Chemical Operator (Union)' at Croda in New Castle, DE, with a 'Sponsored Job - via CareerBuilder' link. Each listing includes a brief description of the job and a link to the job posting.

A personalized recommendation

# Student Graph: Next Generation



3<sup>rd</sup> year ChemE Textbook



# Student Graph: Next Generation



**Schools using Textbook**

# Student Graph: Next Generation



## eTextbook Pacing

# Student Graph: Next Generation



## Student IP Address



# Student Graph: Next Generation



Student School

# Student Graph: Next Generation


## Derived from citation




- ✓ Textbook & eTextbook
- ✓ Chapter & Concepts
- ✓ Major & School
- ✓ City & State
- ✓ Personalized Help Opportunities



## Student School

# Student Graph Personalization from fragments

 **internships.com**  
a Chegg service

 Students  Employers  Educators

Login Sign Up

Search Internships Resources

**FIND CHEMICAL ENGINEERING OPPORTUNITIES NEAR NEWARK, DE** [Send Me Internships](#)

### Refine Search

Keyword/Major

Location

Search Radius

Company

Show me

- All Opportunities
- Internships
- Entry Level Jobs
- Student Jobs

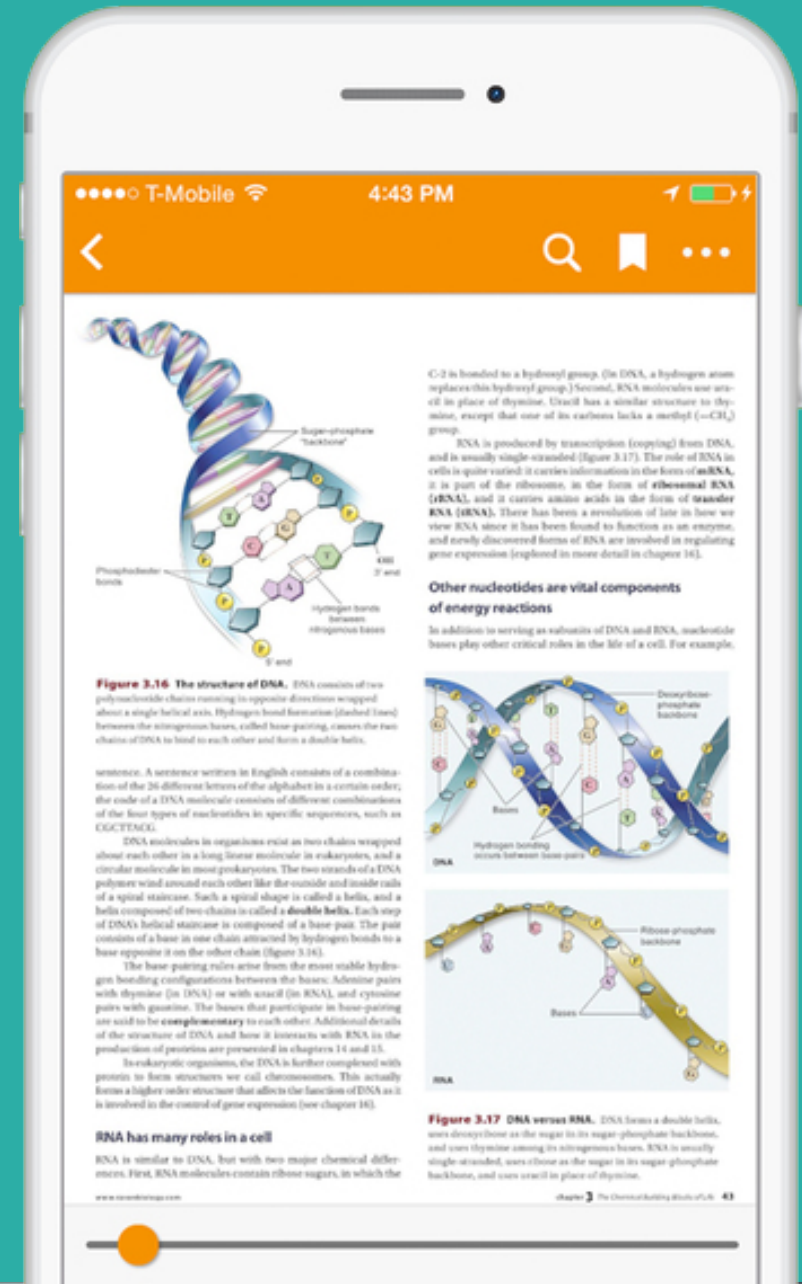
Results 1 — 10

Sort By: Most Recent

**Assistant Professor - Chemical & Biomolecular Engineering**  
**University of Delaware —**  
November 13 2016  
Chemical & Biomolecular Engineering . Location: Newark, DE The Department of Chemical and Biomolecular Engineering at the University of Delaware invites applications for a tenure-track Assistant&...  
[Sponsored Job - via InsideHigherEd](#)

**Chemical Operator (Union)**  
**Croda — New Castle, DE**  
November 13 2016  
Croda Inc. is seeking a Chemical Operator for our Unionized Atlas Point Manufacturing Facility in New Castle, DE. The Chemical Operator must have strong analytical and mechanical abilities, a ...  
[Sponsored Job - via CareerBuilder](#)

**Chemist**  
**Graver Technologies LLC — Newark, DE**  
November 13 2016



# Student Graph


## Personalization from fragments

**Chegg**

EVERYTHING IS  
**FIGUREOUT-ABLE**

Get help with any problem in  
**Inorganic Chemistry (6th Edition)**

**Connect to a Chemistry Tutor**

A woman with dark hair in a bun, wearing a plaid shirt, is sitting at a desk and writing in a notebook with a blue pen. She is looking down at her work. In the background, there is a whiteboard with some faint writing.



**student choices**

**student**

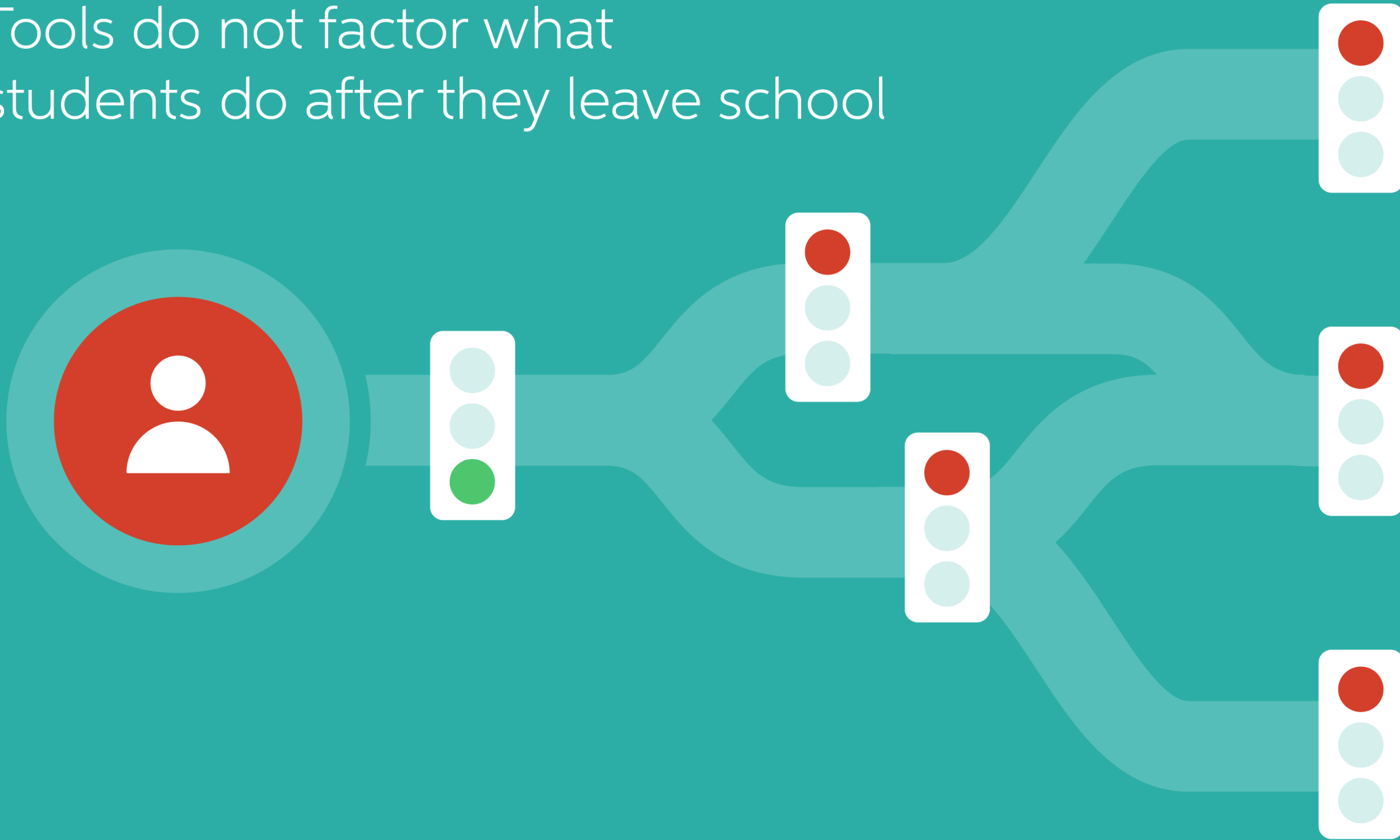
**outcomes**

# Students face pivotal choices



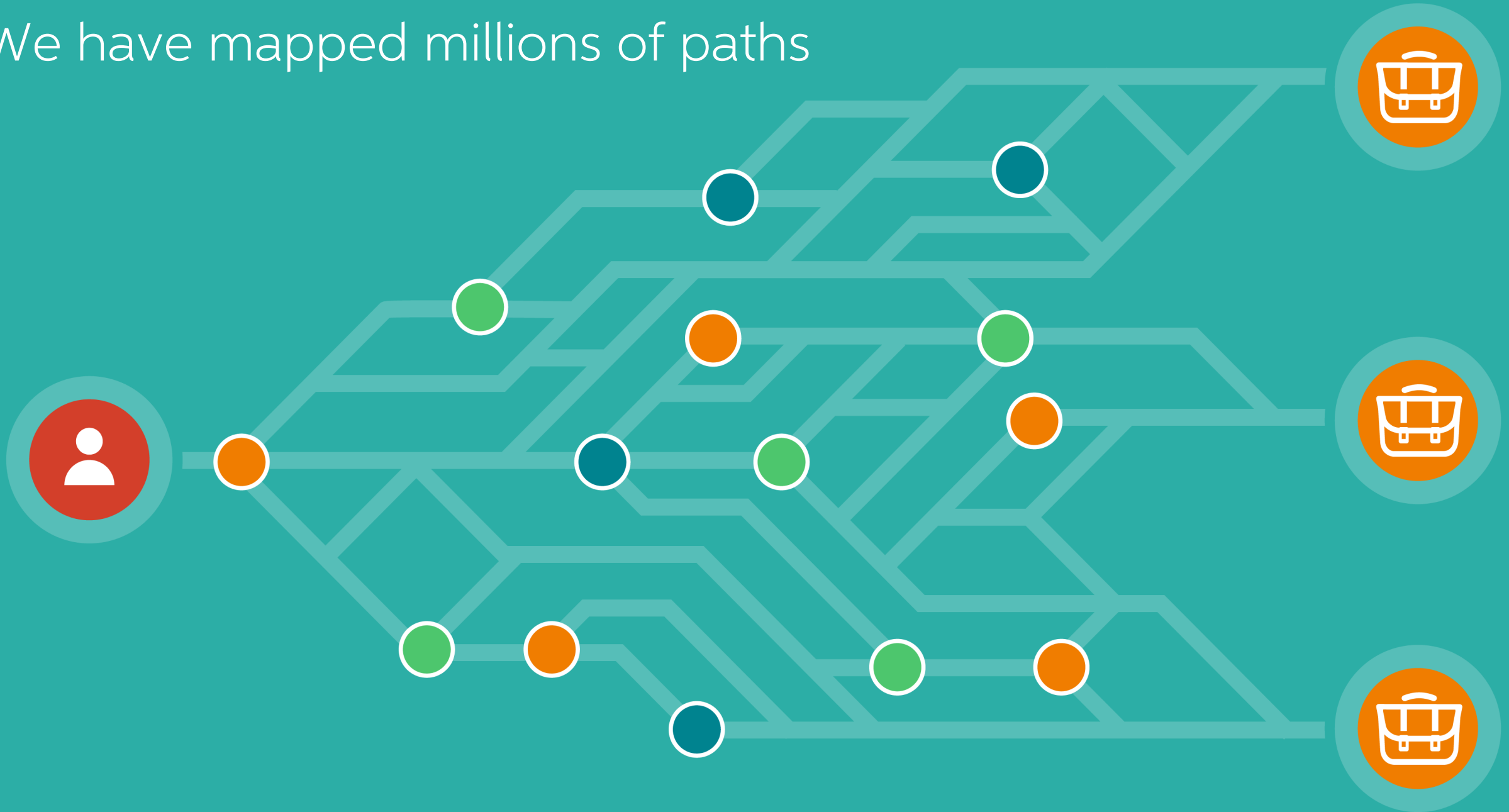


Tools do not factor what  
students do after they leave school

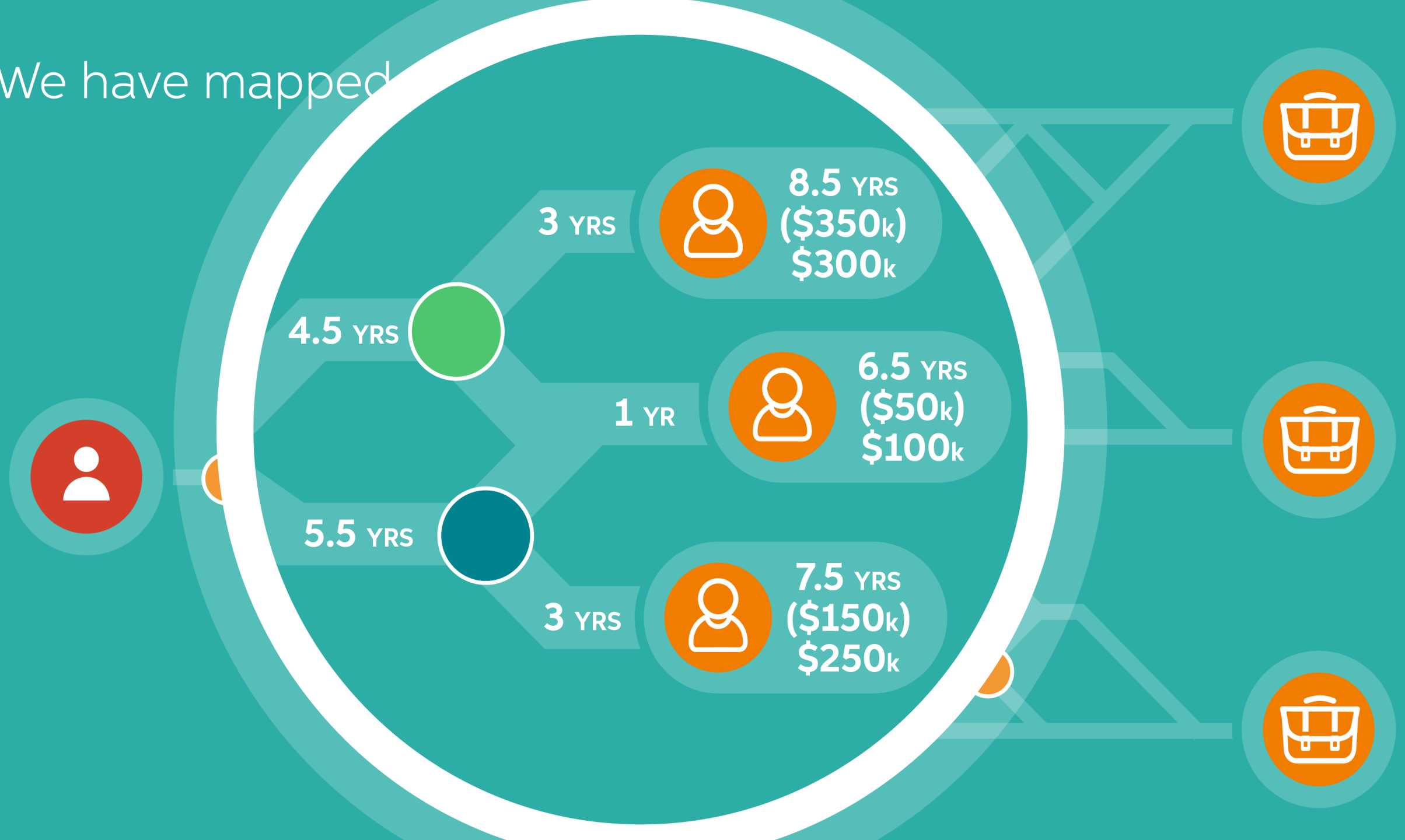




We have mapped millions of paths



We have mapped



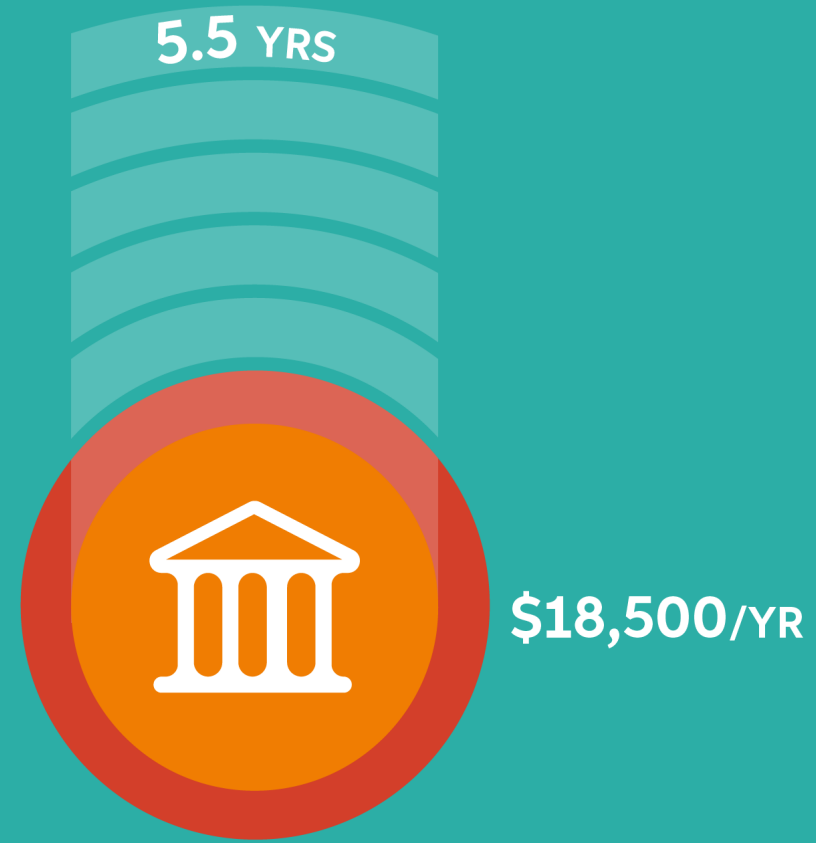


# Choosing a school: an incomplete approach

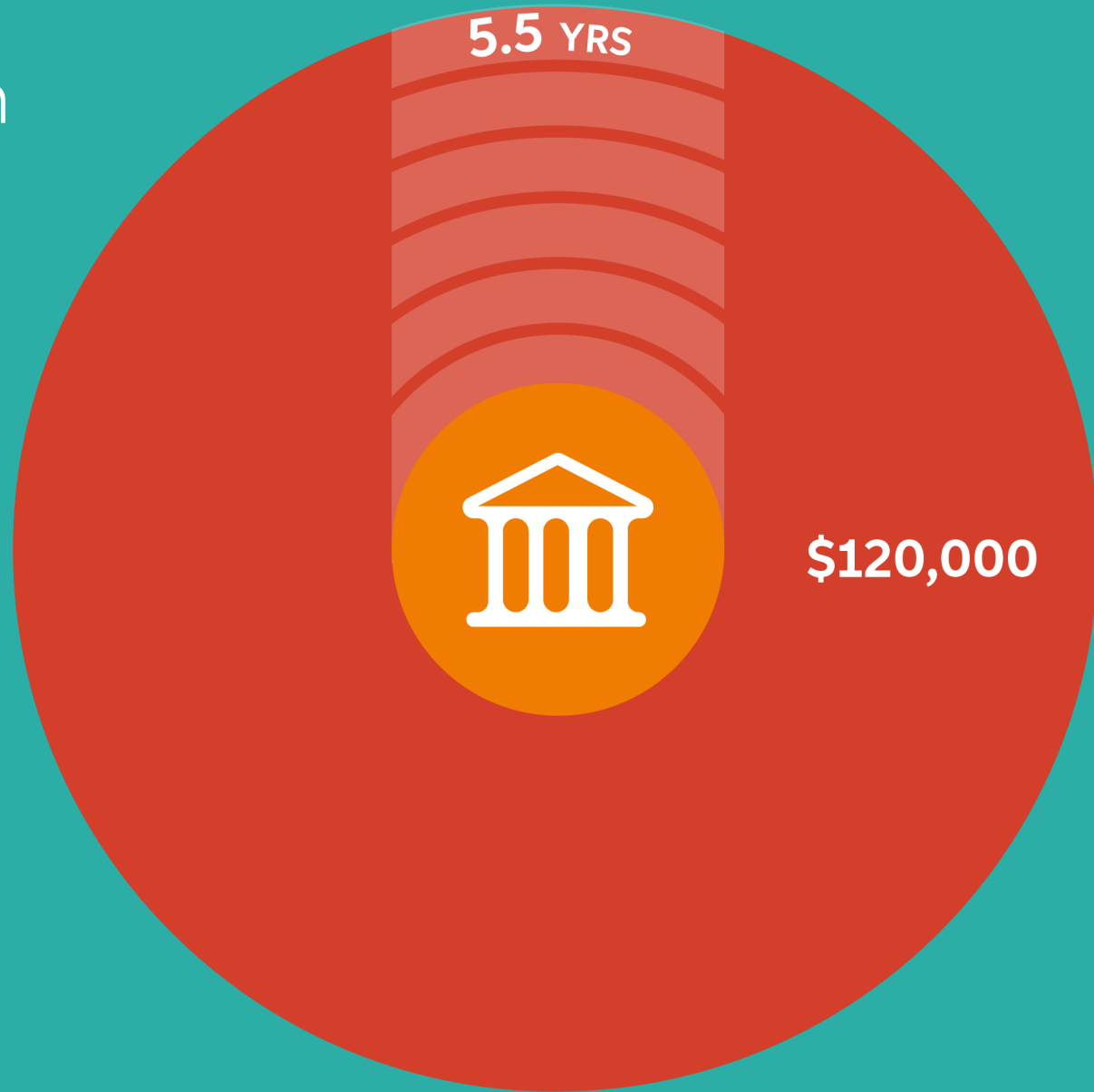




# Choosing a school: an incomplete approach



# Choosing a school: an incomplete approach



# The Student Graph: simulate choices for life

- ✓ Get a job
- ✓ Pursue a career
- ✓ Location-based salary
- ✓ Earn from skills
- ✓ Pay down debt



Pathways

High school

College

Career

Student  
Interactions

Additional  
Data

CHEGG PRODUCTS

INSIGHTS

MODELING & ANALYSIS

INNOVATION

Choices



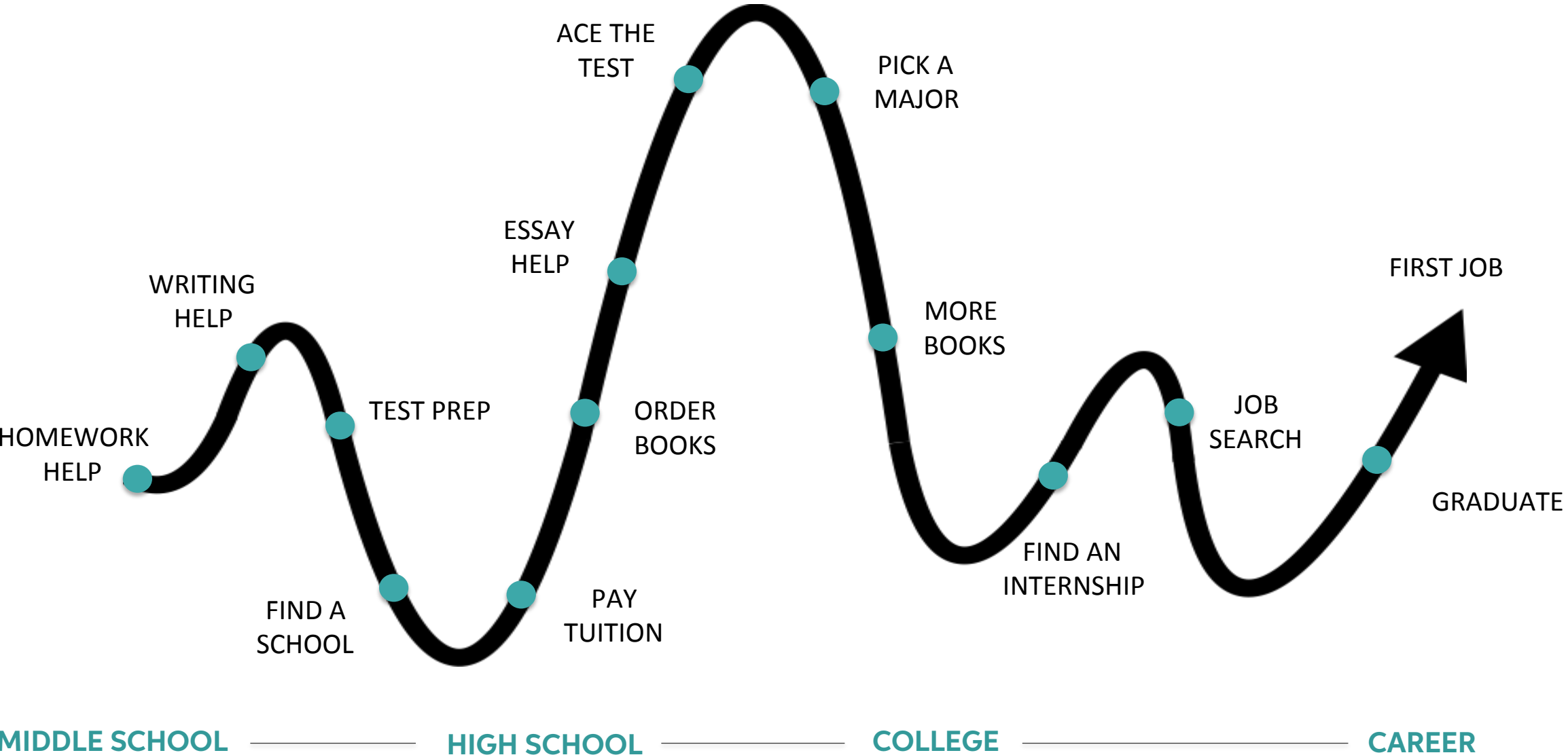


# The Student Graph

# A Beloved Brand

**ESTHER LEM** // Chief Marketing Officer

# A 10+ year journey with students



Chegg is building a powerful student-first brand

- 1. Scale and reach drive direct traffic**
- 2. Hyper-efficient SEO**
- 3. Targeted paid advertising**

A relationship lasting 4 days a year



rachaelrmalloy

Follow

32 likes

22w

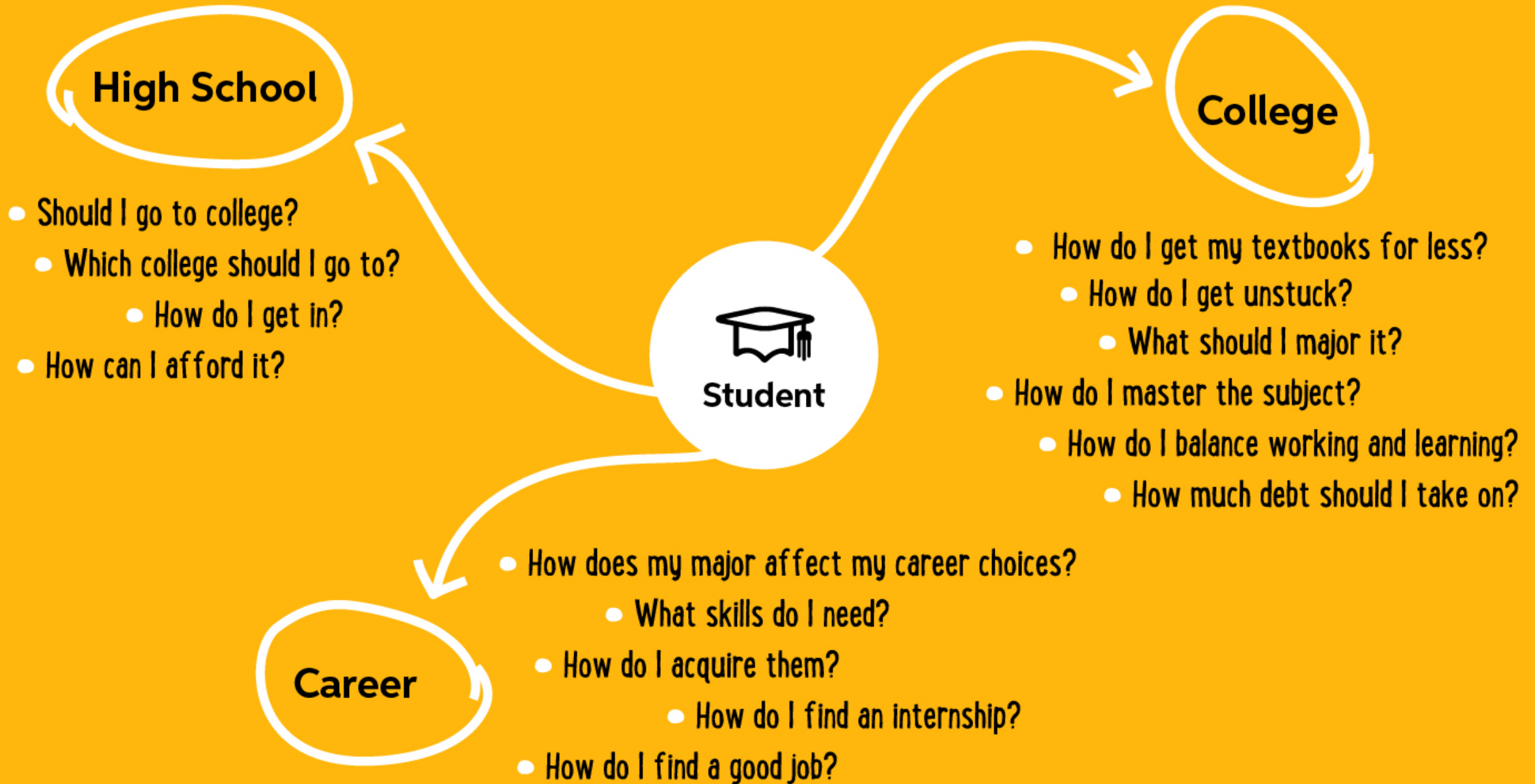
rachaelrmalloy Thanks #chegg for the free study goodies! #savingmylife #starbucks #refresher #summer #letsdothis #canigetanother

anabelomendiola Hey, I got that too. What flavors did you get?

rachaelrmalloy @anabelomendiola Black-cherry limeade! I really wanted the coffee one but I'm pumped to try it!

jeweliannah\_rose Literally thought this was an urban outfitters post 🤔





Chegg has huge audience reach

~40<sub>M</sub>

UVs (12 MONTHS)<sup>1</sup>

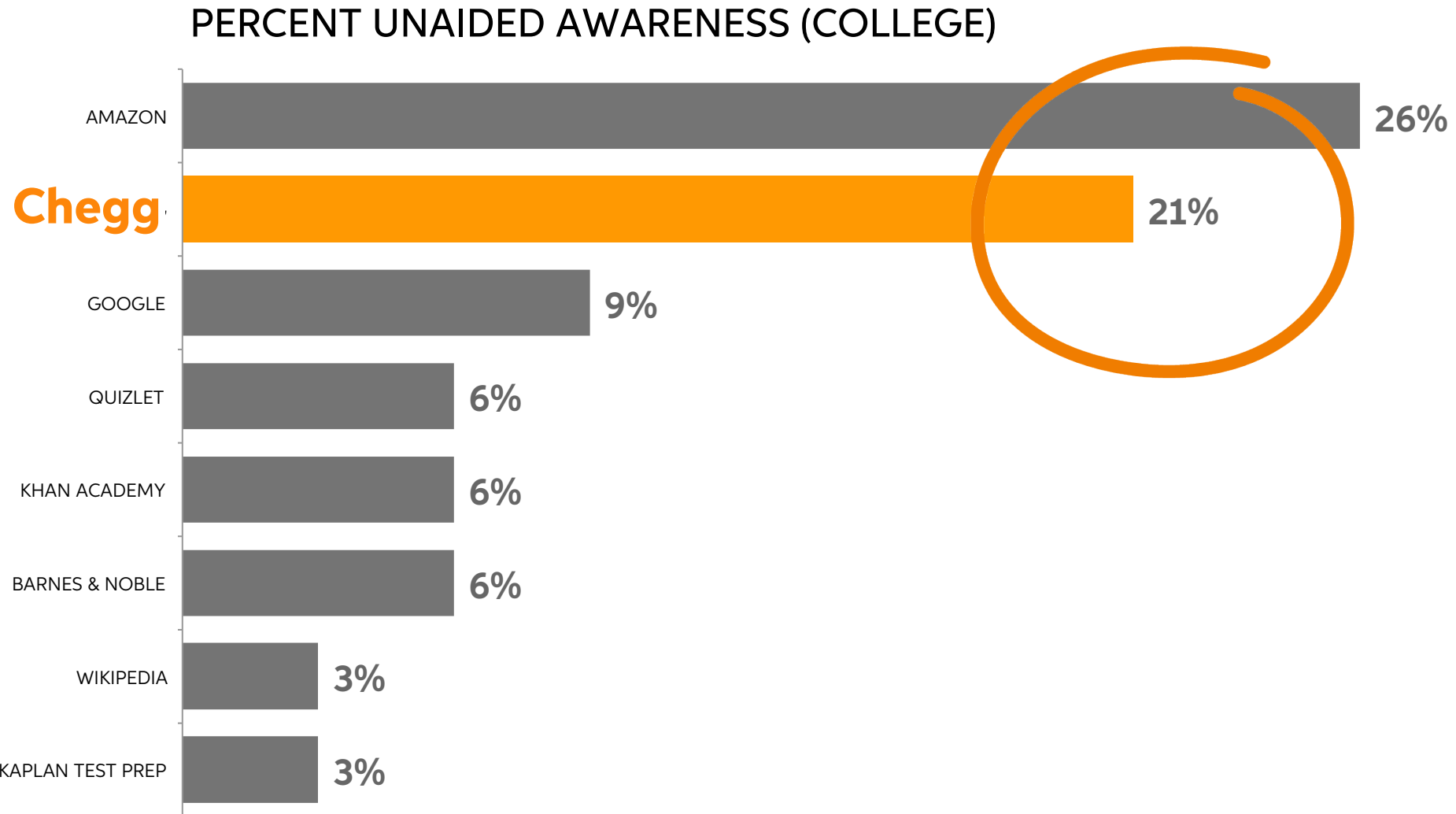
~10<sub>M</sub>

UVs (ONE MONTH)<sup>2</sup>

<sup>1</sup> Source: comScore U.S. Annual Unique Visitors (Custom Analytics), Oct 2015 - Sep 2016

<sup>2</sup> Source: comScore U.S. Media Metrix Multi-Platform, Audience Duplication, Sep 2016

# Chegg is the biggest student-focused brand by far



\*Source: Hall & Partners, October 2016 (Base: College (n=1370))

Chegg is nearly universally known

78%

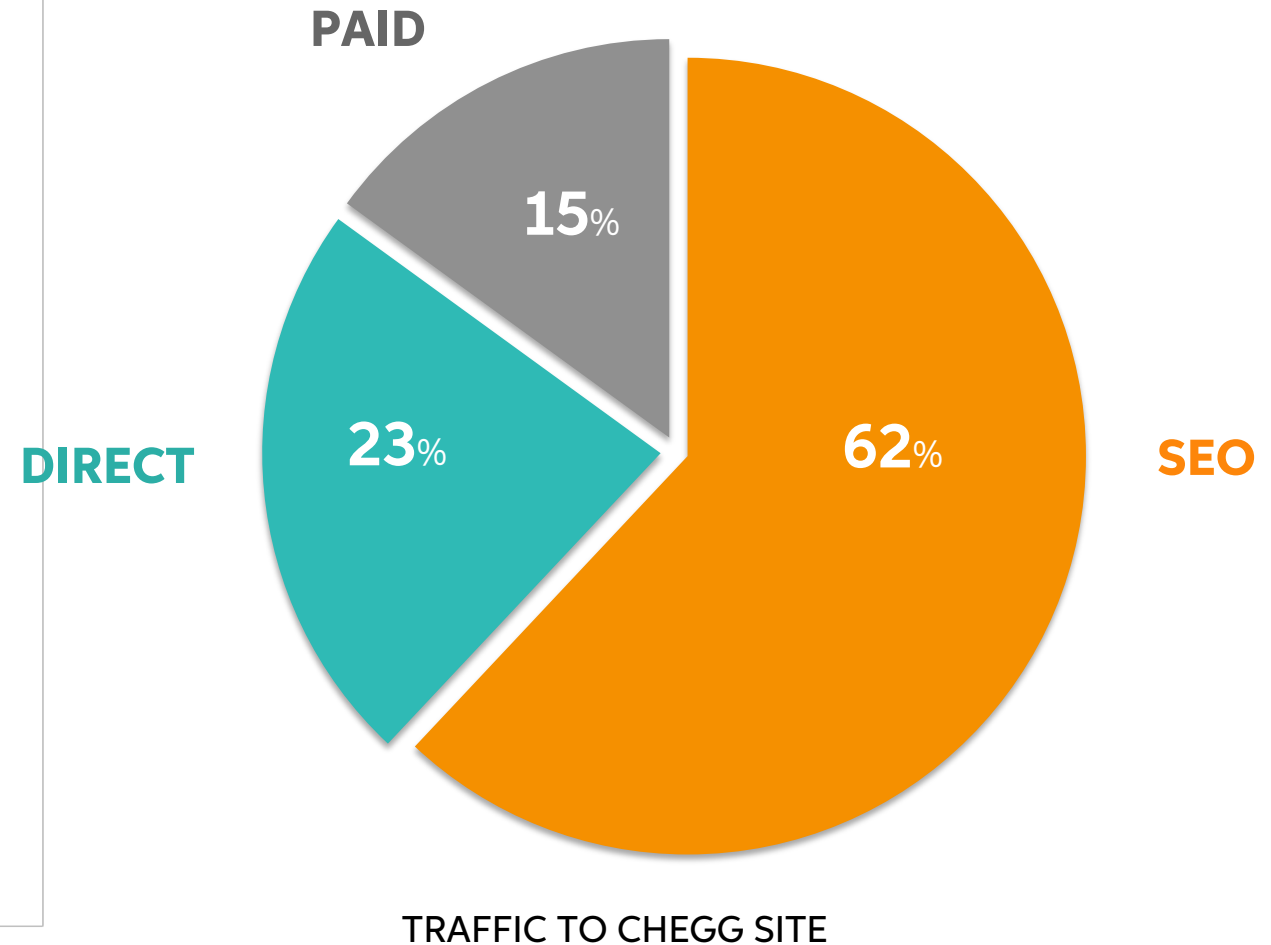
OF STUDENTS HAVE HEARD  
OF A CHEGG SERVICE<sup>1</sup>

80%

OF THOSE WHO USE CHEGG,  
PLAN TO RECOMMEND US<sup>1</sup>

<sup>1</sup>Hall and Partners Survey, Oct 2016, (College (n=1370))

# Chegg has built an efficient acquisition engine

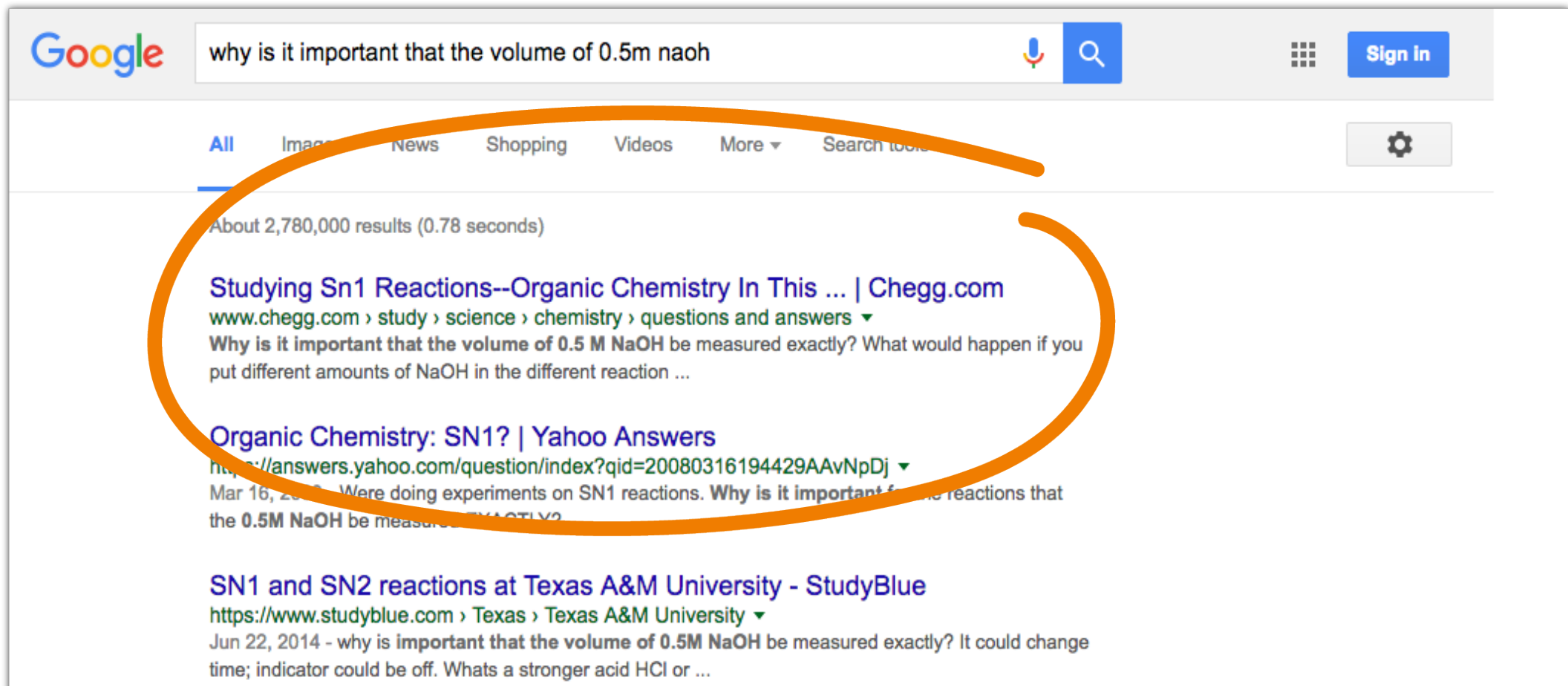


<sup>1</sup>Google Analytics, July 1-Sep 30, 2016



# SEO is a major competitive advantage

STUDENTS TYPE IN QUESTIONS,  
CHEGG RESPONDS WITH ANSWERS



# We can be precise and cost efficient with paid ads

TARGET KEY SEGMENTS

The screenshot shows a web page from ELITE DAILY. At the top, there is a large orange banner for Chegg that reads "HEY FRESHMEN, GET 25% OFF TEXTBOOKS AT ASU". Below this, the page header includes the ELITE DAILY logo and navigation links for NEWS, ENTERTAINMENT, DATING, LIFE, VIDEOS, and TOPICS. On the right side of the header are icons for search, information, Facebook, Instagram, Twitter, and YouTube. The main article title is "14 Things You Wish You Knew As A Freshman". Below the title are social sharing buttons for Facebook (SHARE), Twitter, Email, Pinterest, and a generic share button, followed by a Facebook Like button showing 204 likes. To the right of the article is another orange Chegg banner that says "plus 25% OFF TEXTBOOKS FOR FRESHMEN" with a "Get books now" button and the hashtag #SKIPTHEBOOKSTORE. At the bottom of the page, there is a section titled "WHAT HAPPENS NEXT" with a small image and the text "This Is What Happens If Trump Gives Up On Being". The main article image shows a young man and woman in a library setting.

**Chegg** | HEY FRESHMEN, GET 25% OFF TEXTBOOKS AT ASU

ELITE DAILY NEWS ENTERTAINMENT DATING LIFE VIDEOS TOPICS

14 Things You Wish You Knew As A Freshman

SHARE Like 204 SHARES

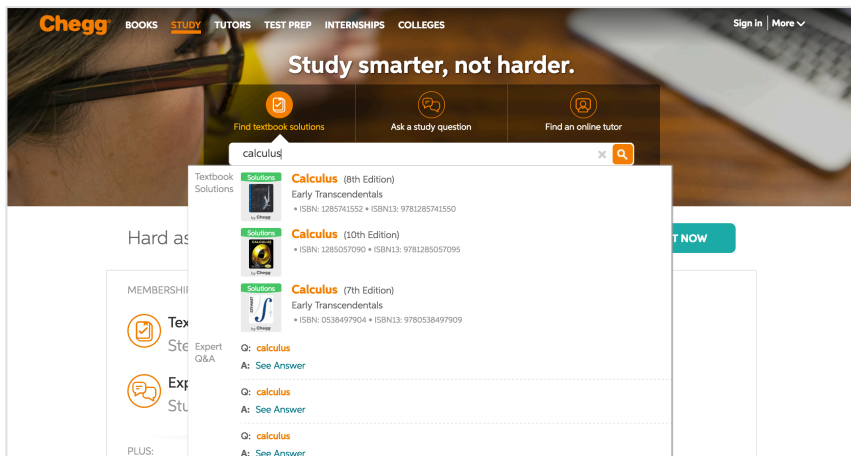
**Chegg** plus 25% OFF TEXTBOOKS FOR FRESHMEN  
Get books now  
#SKIPTHEBOOKSTORE

WHAT HAPPENS NEXT  
This Is What Happens If Trump Gives Up On Being

# We can be precise and cost efficient with paid ads

## TARGET KEY SEGMENTS

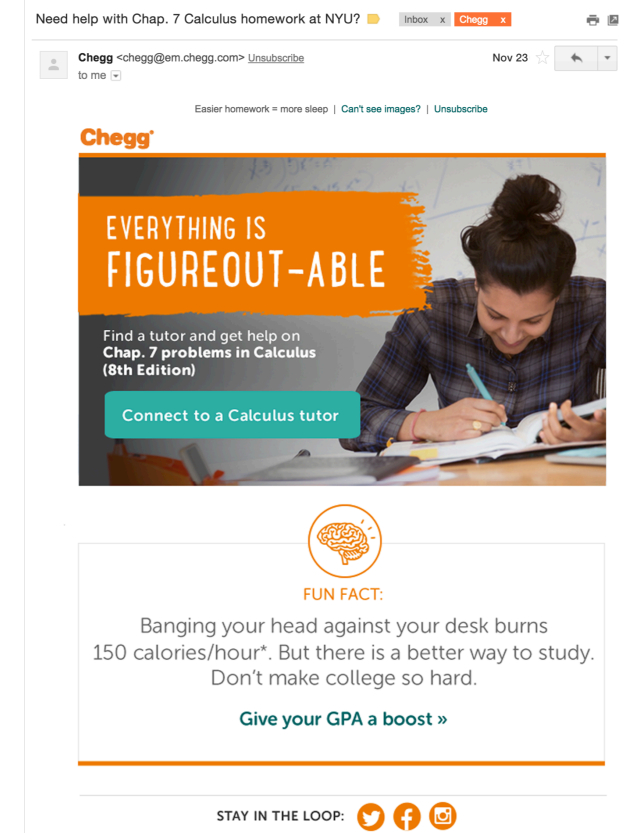
### 1. SEARCH ON CHEGG



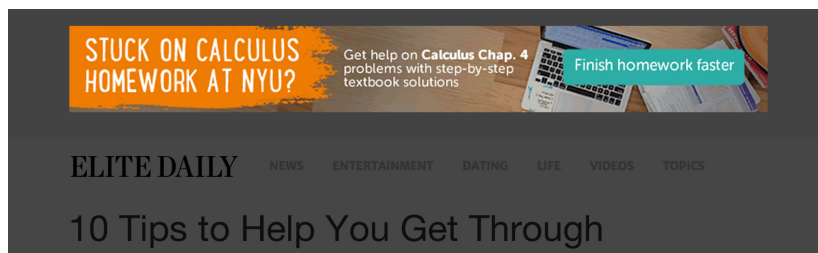
### 3. FOLLOW UP WHEN THEY GET STUCK



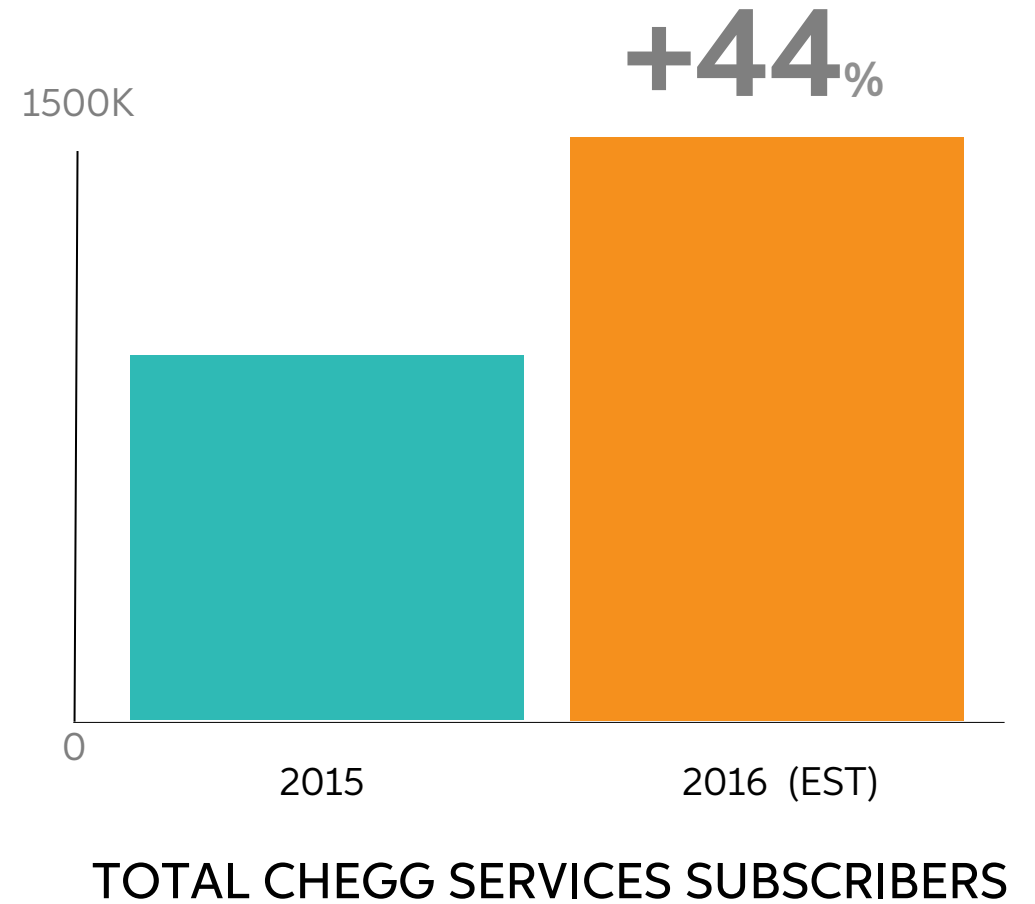
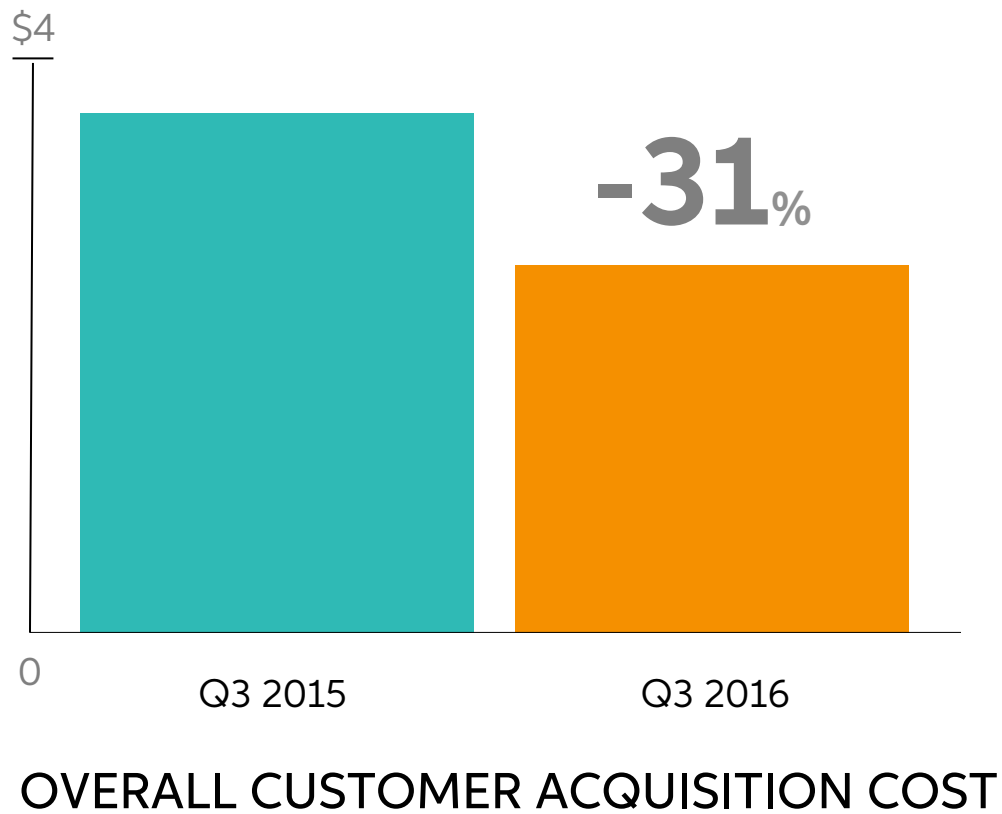
### 4. CROSS-SELL ANOTHER SERVICE



### 2. TARGET BASED ON SEARCH



# Our marketing approach is working



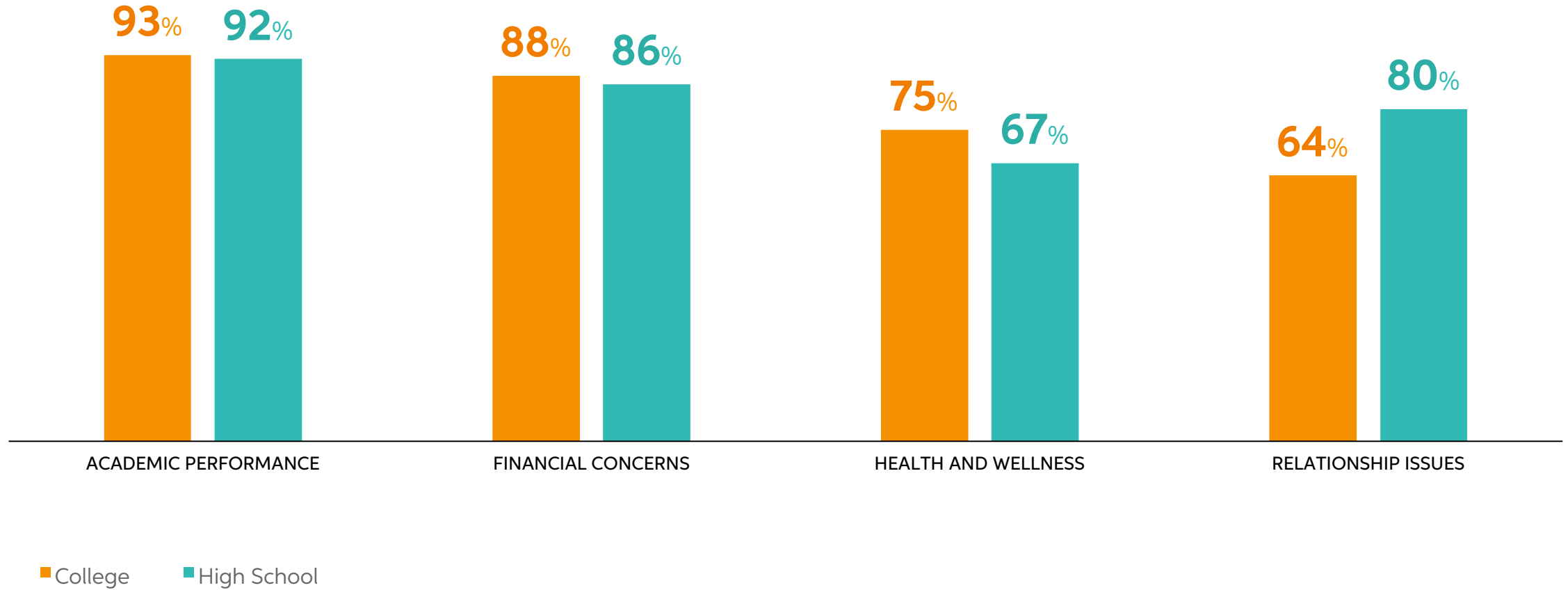


A high-angle, top-down photograph of four students sitting around a light-colored wooden table in a classroom or study hall. The students are focused on their work, with one holding a green pen and another using a tablet. The table is cluttered with various school supplies: notebooks, pens, pencils, a pencil case, and two smartphones. The background shows other tables and chairs, suggesting a typical school environment. The entire image has a teal-blue color overlay.

**15,000 Cheggheads**



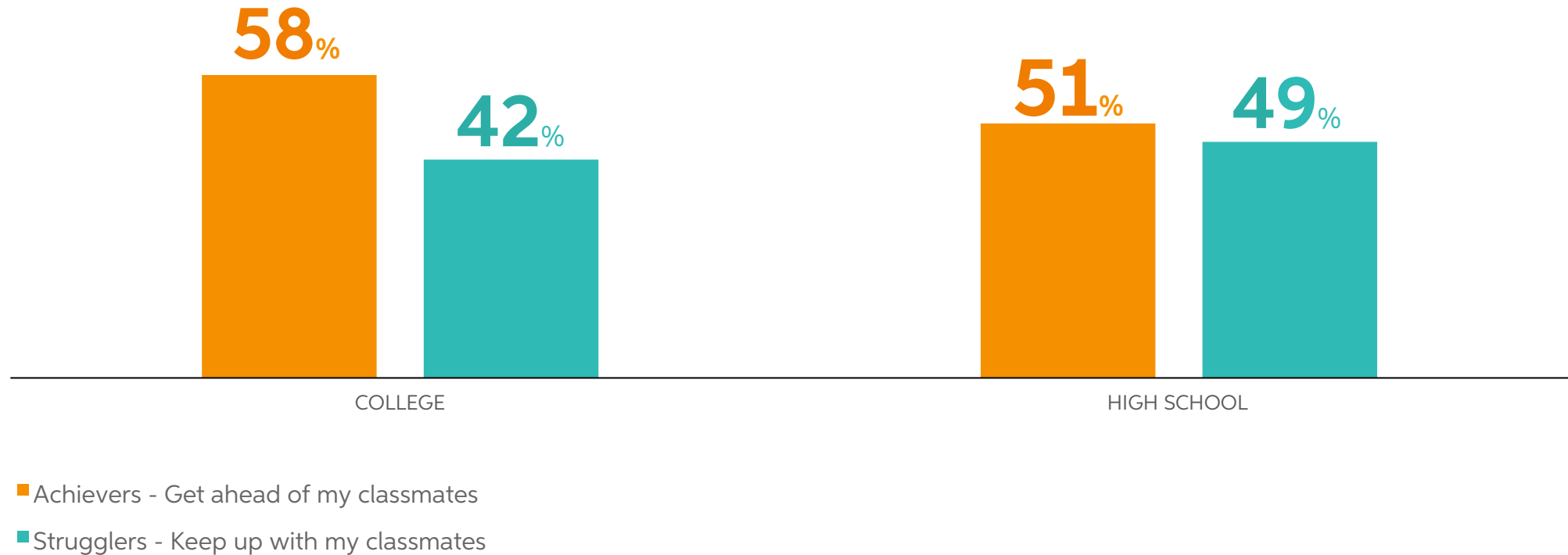
# Student pain points are pervasive



\* Source: Cheggheads, October 2016 (Base: College (n=72), High school (n=204))

# Both “Achievers” and “Strugglers” seek help

## REASON TO USE SUPPLEMENTAL RESOURCES OUTSIDE OF SCHOOL



*\* Source: Hall & Partners, October 2016 (Base: College (n=1370) and High School (n=1478) students who use supplemental resources)*

A young man with short dark hair and a light beard is standing in a library. He is wearing a blue t-shirt and has a backpack strap visible over his shoulder. He is holding several books against his chest and a clear plastic water bottle in his left hand. The background shows bookshelves filled with books and some wooden chairs, all slightly out of focus. The entire image has a teal-colored overlay.

**A smarter  
way to student**



**Taylor Poston**

@taylorposton

 Follow

Find a boyfriend who's like chegg; always there for you, gives you straight answers, and helps you to succeed.

RETWEETS

9

LIKES

47



9:37 PM - 26 Jul 2016

**Taylor Poston**


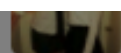
@taylorposton

NAU class of  
Friends. Food.

Joined September 2014



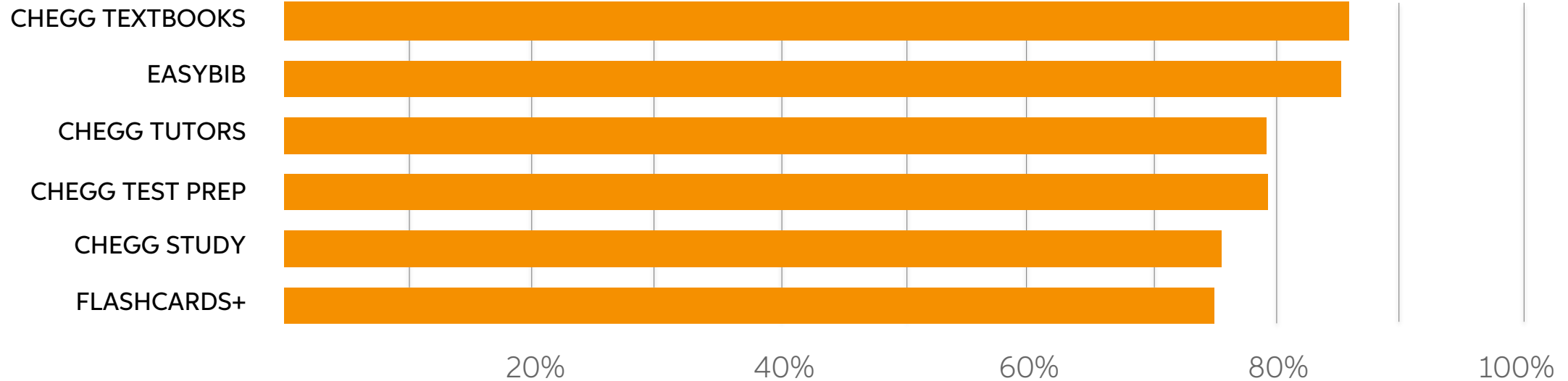
Tweet to Taylor Poston

 Follow

NAU, where we can't wake up for 8ams, but we sure as hell can wake up at 4am for Tequila Sunrise.

# Students trust us enough to recommend us

## STUDENT RECOMMENDATIONS FOR RESOURCES



*\*Source: Hall & Partners, 2016 October (Base: Used a specific brand-College)*



A group of seven diverse college freshmen are walking outdoors on a sunny day. They are dressed in casual summer attire, including t-shirts, tank tops, jeans, and shorts. Some are carrying backpacks. The group consists of four young men and three young women. They are walking on a paved path next to a stone wall and a building with large windows. The scene is overlaid with a teal color filter. Large, bold, white text is centered over the image, reading "A new crop of freshmen every year".

**A new crop of  
freshmen every year**

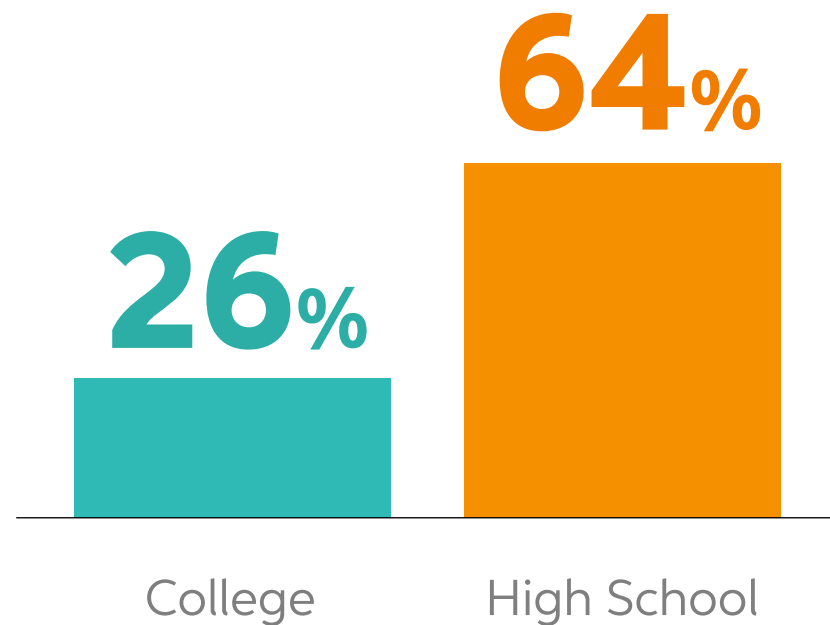


A photograph of three students sitting on the floor in a school hallway, leaning against blue lockers. A male student on the left is looking at a smartphone. A female student in the middle is looking at a tablet. A female student on the right is looking at a notebook. They are all wearing backpacks. The hallway has colorful lockers and a bulletin board in the background.

# Gen Z is digital

# Digital usage is starting earlier

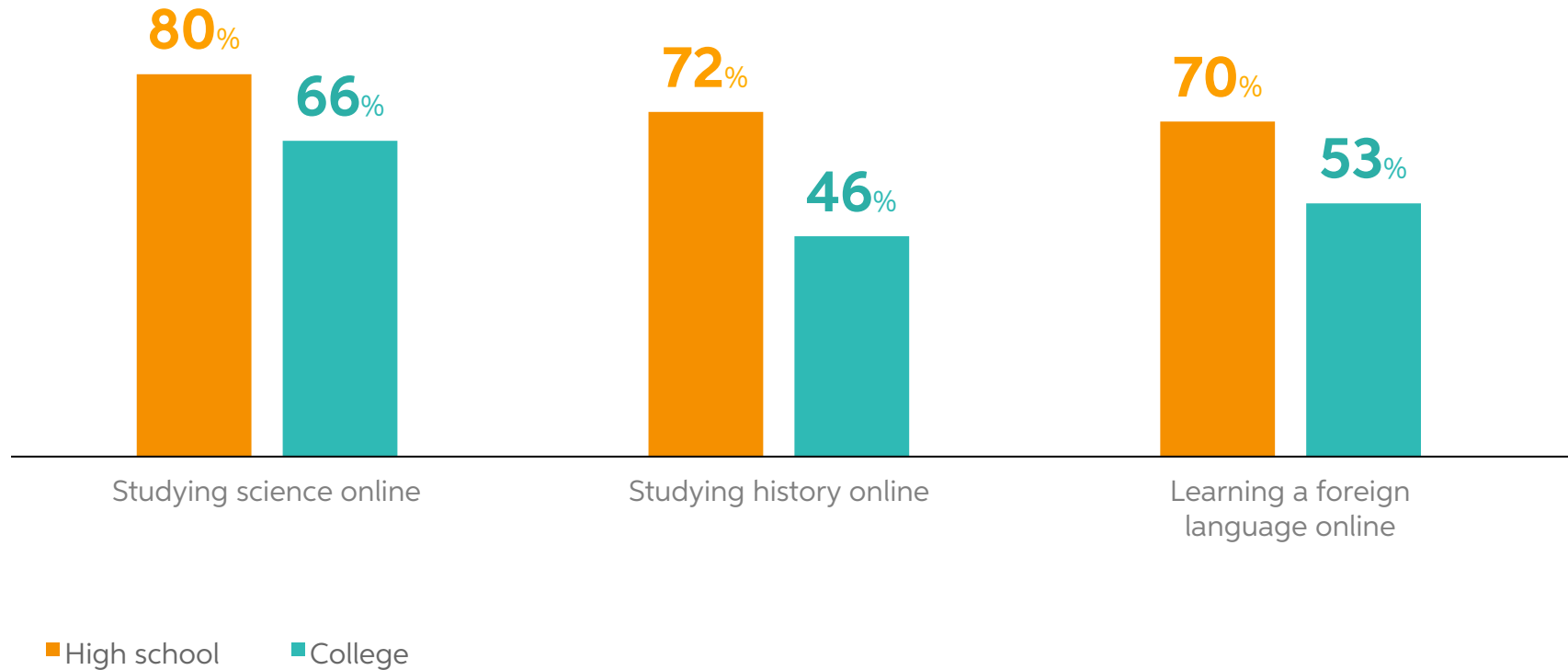
PERCENTAGE OF STUDENTS USING  
EASYBIB BY MIDDLE SCHOOL OR BEFORE



*\*Source: Hall & Partners, October 2016 (Base: EasyBib users: High school (n=417), College (n=373))*

# High schoolers are more digitally dependent

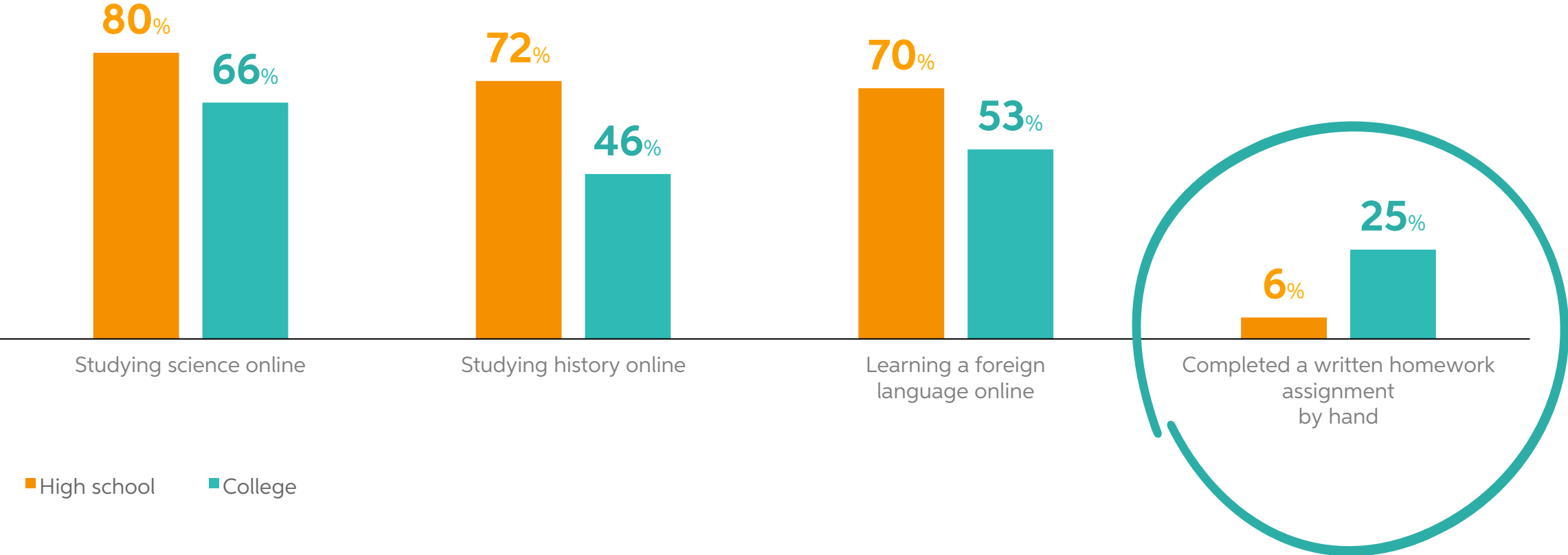
## PERCENTAGE OF STUDENTS DOING SCHOOL WORK ONLINE



*\*Source: Cheggheads ASU Survey, April 2016 (Base: High school (n=378), College(n=454))*

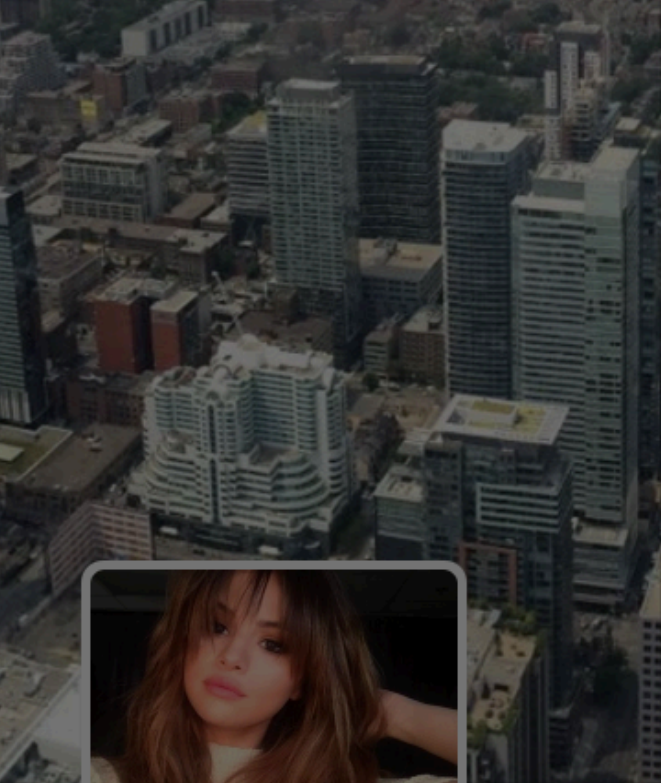
# High schoolers are more digitally dependent

PERCENTAGE OF STUDENTS DOING SCHOOL WORK ONLINE



*\*Source: Cheggheads ASU Survey, April 2016 (Base: High school (n=378), College(n=454))*





S

@dreamedirection

@shawnmendes: @dreamedirection YESSS

📅 Joined June 2010



S

@dreamedirection

+ Follow

It's currently 1am and Chegg Tutors is currently helping me write this essay and I couldn't be more thankful 🙌 @Chegg

RETWEETS  
2

LIKES  
9



10:23 PM - 26 Sep 2016



↻ 2

♥ 9



s Retweeted



**Maya** @bakingswifts · 18h

Rate my professor: you have to study

me: Well this class sounds like it is going to be so difficult idk if I can do it



↻ 1K

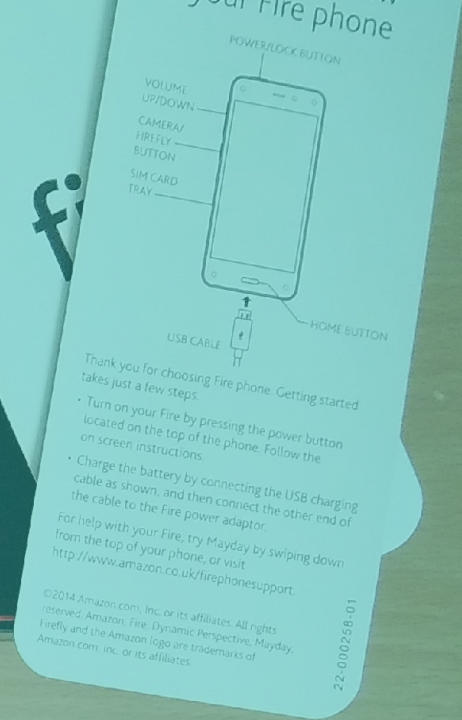
♥ 1.8K



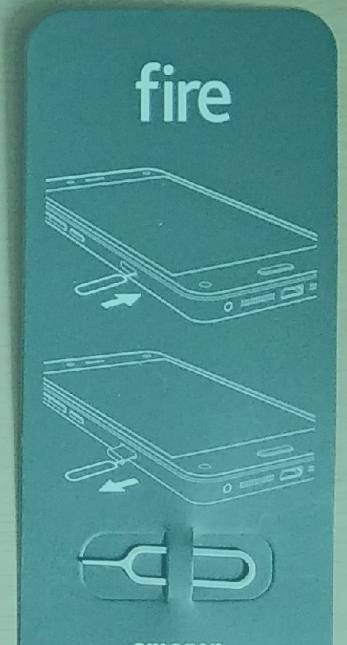
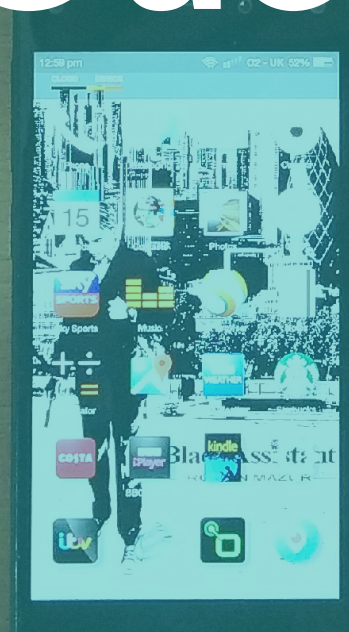
© 2016 Twitter About Help Terms Privacy Cookies Ads info

© 2016 Twitter About Help Terms Privacy  
Cookies Ads info





# Ouch!








A close-up photograph of Bernie Sanders, an older man with white hair and glasses, wearing a dark suit and a striped shirt. He is looking slightly to the right with a serious expression. The image has a teal overlay. In the background, another person is partially visible, also wearing a suit and glasses, but they are out of focus.

**Bernie is more popular  
than Hillary**

A photograph of Donald Trump speaking into a microphone, with a teal-colored overlay across the entire image. He is wearing a dark suit, a white shirt, and a red tie. His right hand is raised, palm facing forward, in a gesture. The text "Trump is the likely Republican nominee" is superimposed in large, white, bold, sans-serif font across the center of the image.

**Trump is the likely  
Republican nominee**



A photograph of a group of young women in a classroom or study hall. The image has a teal color overlay. In the foreground, a woman with long dark hair is looking towards the camera with a slight smile. Behind her, other women are visible, some looking at each other and talking. A red bulletin board with papers is on the wall in the background.

# An influential group

The value of our brand, reach,  
and the student graph...

- 1. Grow audience faster**
- 2. Reduce acquisition costs**
- 3. Generate love from students**



A close-up portrait of a woman with dark, curly hair, smiling and wearing clear-framed glasses. The image is overlaid with a semi-transparent teal filter. The text "A smarter way to student" is centered over the image in a white, bold, sans-serif font.

**A smarter  
way to student**

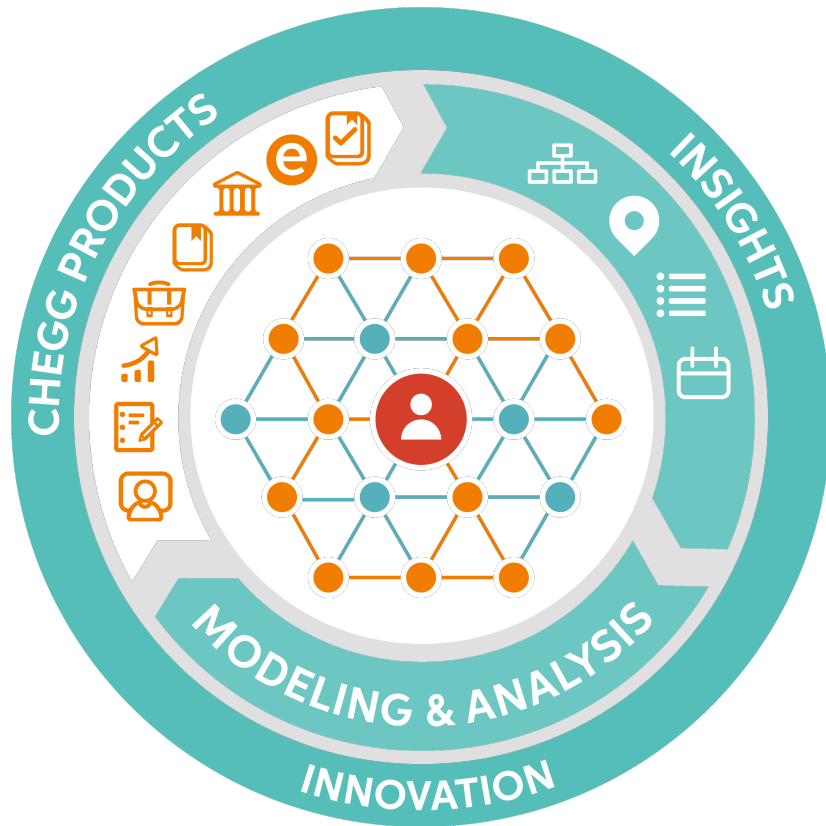
# Product Approach & Tour

**CHUCK GEIGER** // Chief Product Officer



# Student insights power our product strategy

POWERFUL DATA & ANALYTICS



PROPRIETARY STUDENT RESEARCH







Student-first defines our approach  
to product development

- ✓ **With us beginning, during, and through delivery of our products**
- ✓ **Our passion and our differentiation**
- ✓ **Good for students = good for Chegg**

# Our products must...



OVERWHELMING  
VALUE

# Our products must...



OVERWHELMING  
VALUE



ONLINE,  
ON-DEMAND



# Our products must...



OVERWHELMING  
VALUE



ONLINE,  
ON-DEMAND



MULTI-DEVICE

# Our products must...



OVERWHELMING  
VALUE



ONLINE,  
ON-DEMAND



MULTI-DEVICE



PERSONALIZED

# Our products must...



OVERWHELMING  
VALUE



ONLINE,  
ON-DEMAND



MULTI-DEVICE



PERSONALIZED



CONTINUOUS  
IMPROVEMENT

# Our products must...



OVERWHELMING  
VALUE



ONLINE,  
ON-DEMAND



MULTI-DEVICE



PERSONALIZED



CONTINUOUS  
IMPROVEMENT



STUDENT  
PARTNERSHIP



# Textbooks



Textbooks help build our  
brand, reach, and data

~6<sub>M</sub>

BOOKS IN 2016

25%

GROWTH IN  
CHEGG STUDY ATTACH  
(3Q 2016 YOY)

9<sub>M+</sub>

SAMPLES  
& INSERTS  
(LTM)



# Chegg Study & Chegg Tutors



# A proprietary student platform

## PROPRIETARY CONTENT

**~23<sub>K</sub>**  
ISBNs

**~7<sub>M</sub>**  
EXPERT ANSWERS

## MASSIVE ENGAGEMENT

**45<sub>M+</sub>**  
CONTENT VIEWS  
Q3 2016

## ATTACH TO MORE SERVICES

**50%**  
TUTORING CUSTOMERS  
FROM CHEGG STUDY  
Q3 2016



# Citations



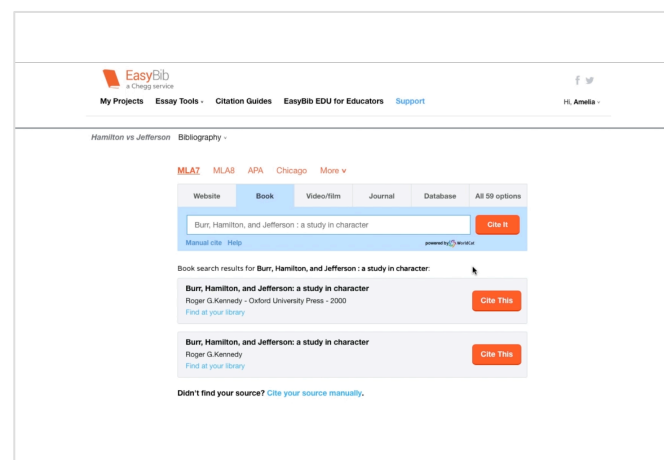
# Imagine Easy expands the Chegg platform

## PROPRIETARY CONTENT

**~30<sub>M</sub>**  
UVs (12 MONTHS)<sup>1</sup>

**>1.4<sub>B</sub>**  
CITATIONS TO DATE

## IMAGINE EASY



CHEGG PLATFORM

<sup>1</sup> Source: comScore U.S. Annual Unique Visitors (Custom Analytic, Oct 2015 – Sep 2016)



A woman with long, wavy brown hair, wearing black-rimmed glasses and a small nose ring, is smiling and looking down at a laptop screen. She is wearing a dark-colored top. The background is a blurred indoor setting, likely a library or study area, with bookshelves and other people visible. The entire image has a teal/cyan color overlay.

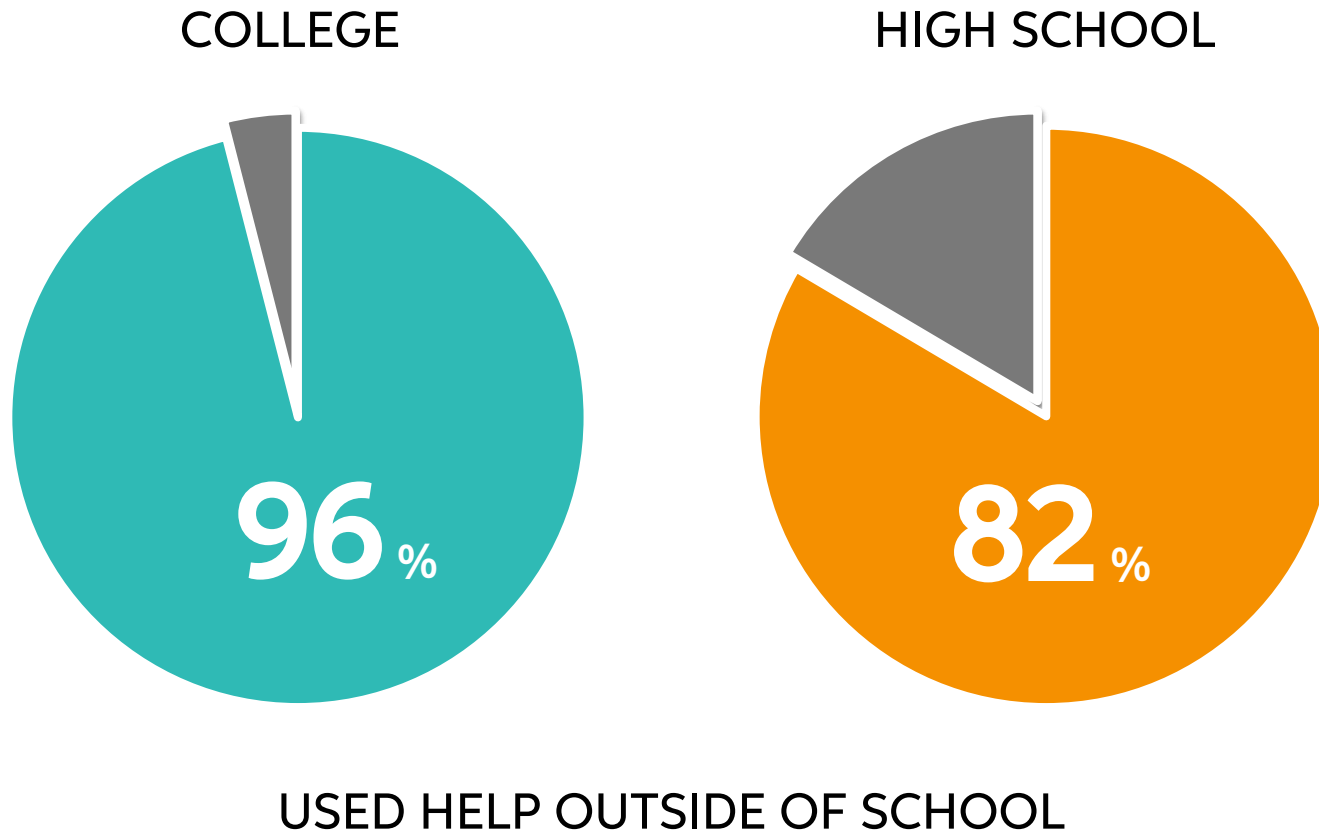
**We will continue to  
serve our students**

# Learning Services

**NATHAN SCHULTZ** // CHIEF LEARNING OFFICER



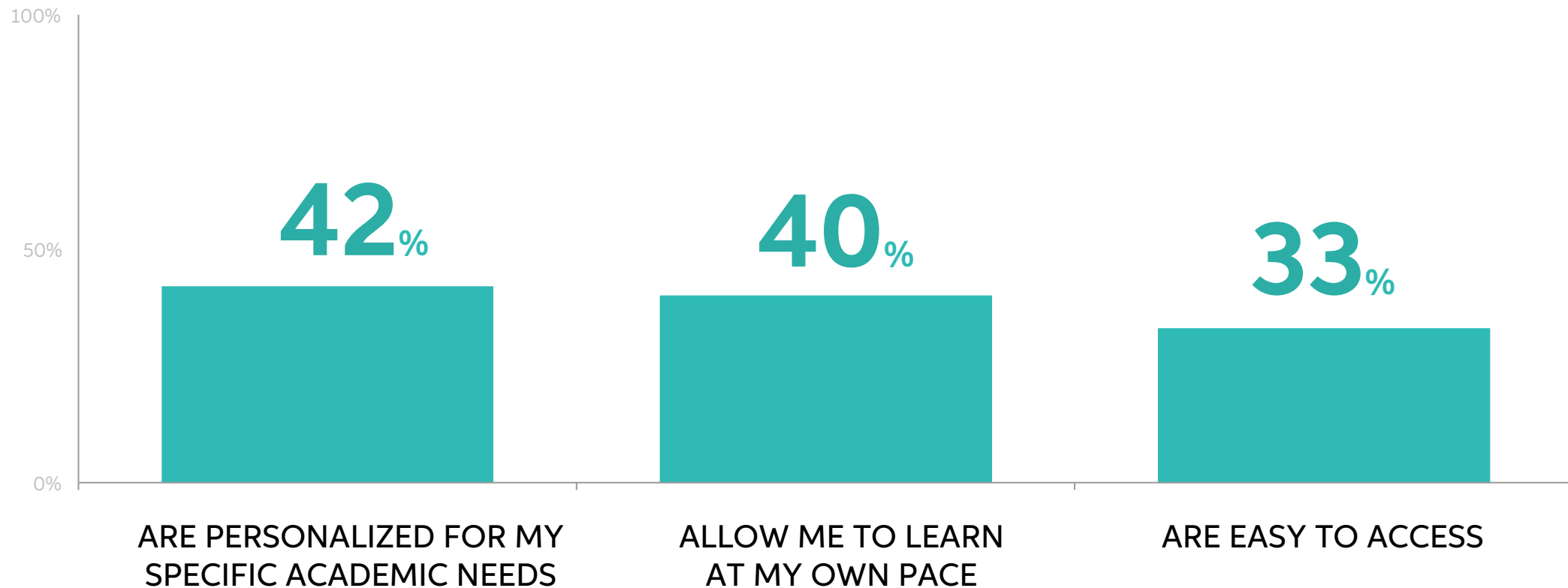
# Almost all students need extra help



## KEY CATEGORIES WHERE STUDENTS SEEK HELP

- ✓ Step-by-step solutions
- ✓ Homework Q+A
- ✓ Online homework systems
- ✓ Essay + writing help
- ✓ Flashcards
- ✓ Schedule + time management
- ✓ Notes + note sharing
- ✓ Language learning
- ✓ Bibliography tools
- ✓ Math help
- ✓ Study guides
- ✓ Online lectures

# Schools are not meeting student needs and students don't think their schools can help



# Students already turn to the Internet to complete their homework

And they are increasingly turning to Chegg

**Chegg® ~10M monthly unique visitors (Sep 2016)<sup>1</sup>**



**5M+ monthly unique visitors to citations / EasyBib (Sep 2016)<sup>1</sup>**



**22M+ textbook solutions viewed in Q3 2016**



**~24M questions and expert answers viewed in Q3 2016**

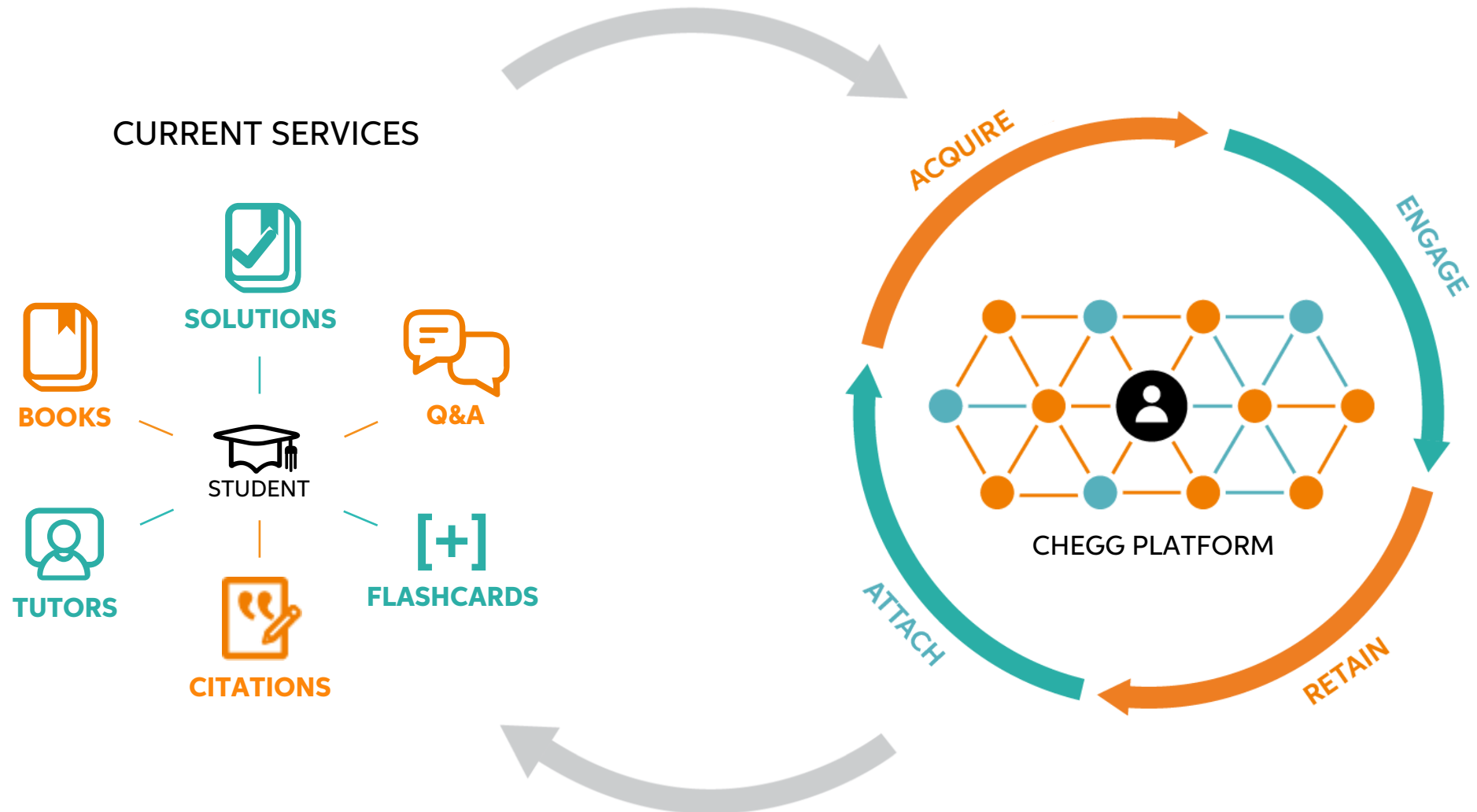


**3M+ tutoring minutes in Q3 2016**



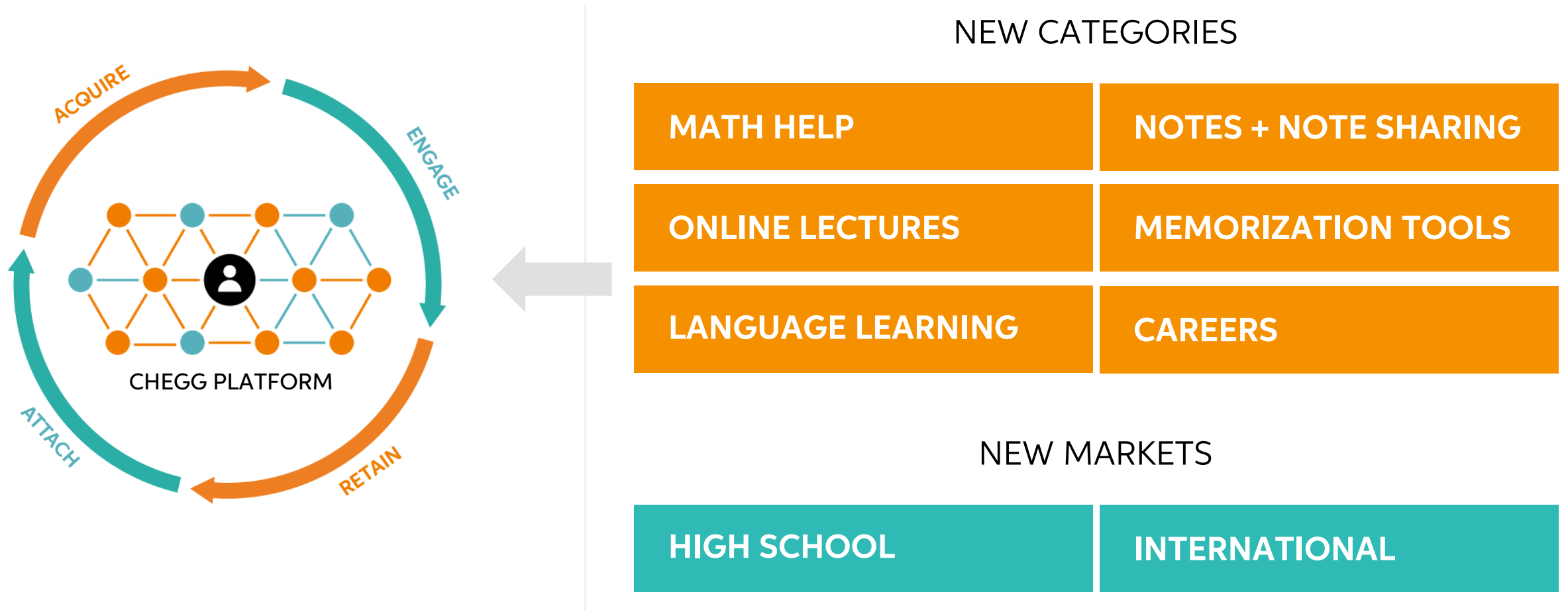
**500K+ flashcards + downloads in Q3 2016**

# Chegg's business flywheel

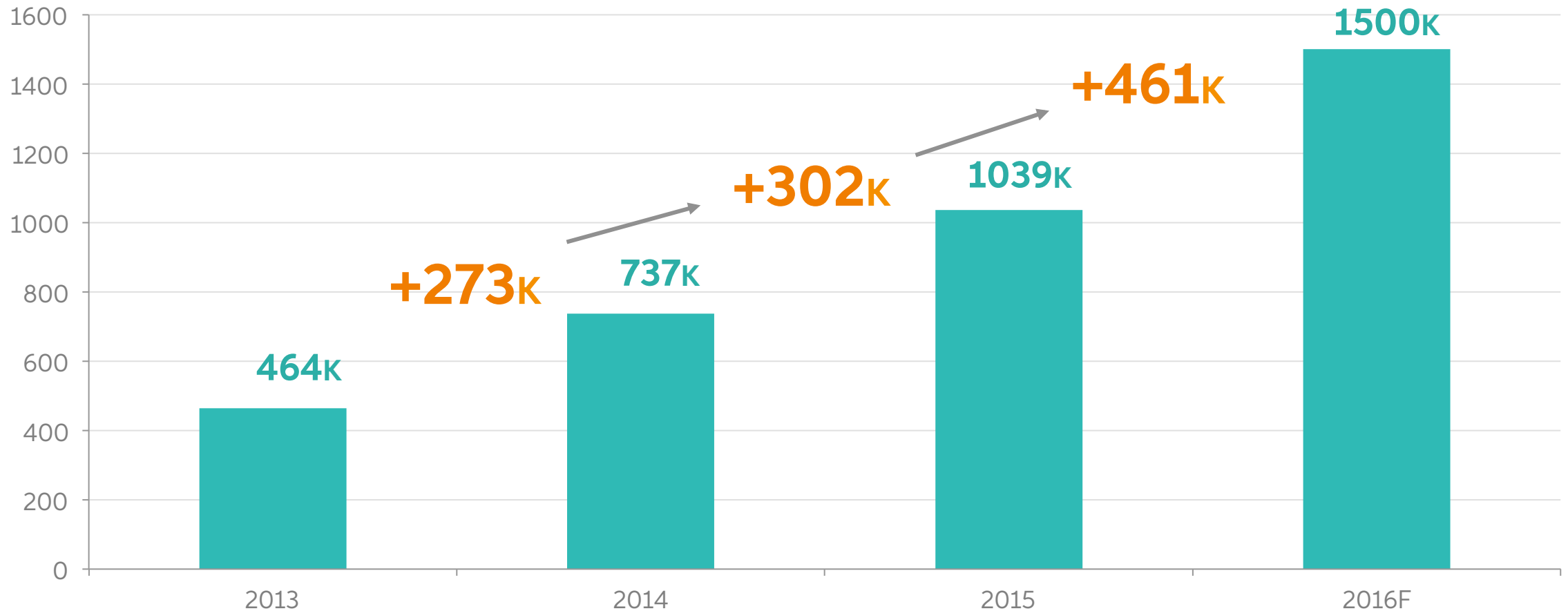




# Chegg's flywheel expands into a \$30B global market



# We are adding more subscribers each year



# Chegg Study has a massive addressable market

~23<sub>K</sub>

ISBNs

~9<sub>M</sub>

ENROLLED  
STUDENTS<sup>1</sup>

~15%

PENETRATION<sup>2</sup>

>6<sub>x</sub>

ROOM FOR  
SUBSCRIBER  
GROWTH

<sup>1</sup>Nielsen Addressability Report, Oct 2016

<sup>2</sup>Calculation based on current Chegg subscribers and enrolled students using Chegg Study ISBNs

# Strong fundamentals have driven Chegg Study growth

## Acquisition



**40% GROWTH** IN CHEGG STUDY SUBSCRIBERS

## Engagement



**WEEKLY ENGAGEMENT**  
**20 MINUTES** PER SESSION  
**80+ SOLUTIONS** PER TERM

## Retention



**80%** MONTHLY

## Attach

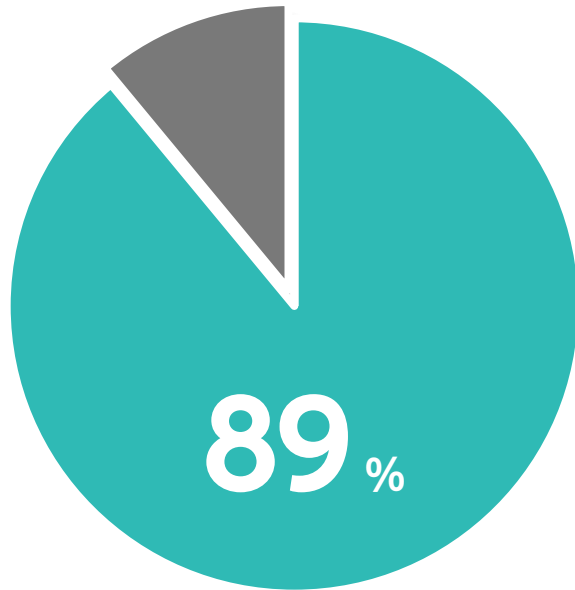


**50% ATTACH:** TUTOR CUSTOMERS  
FROM CHEGG STUDY

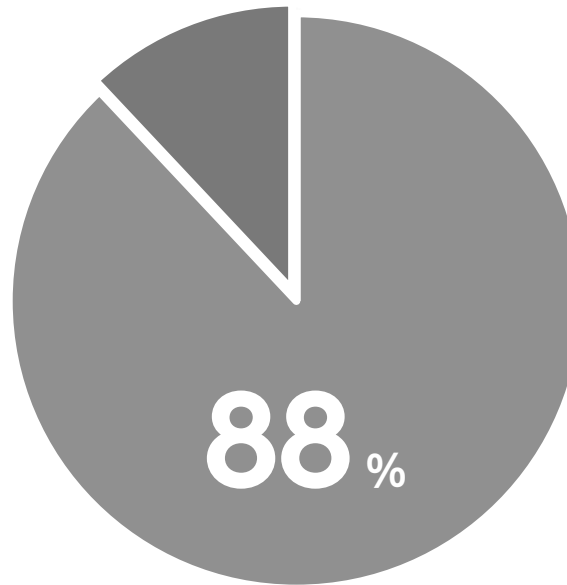


# We're delivering strong outcomes for students

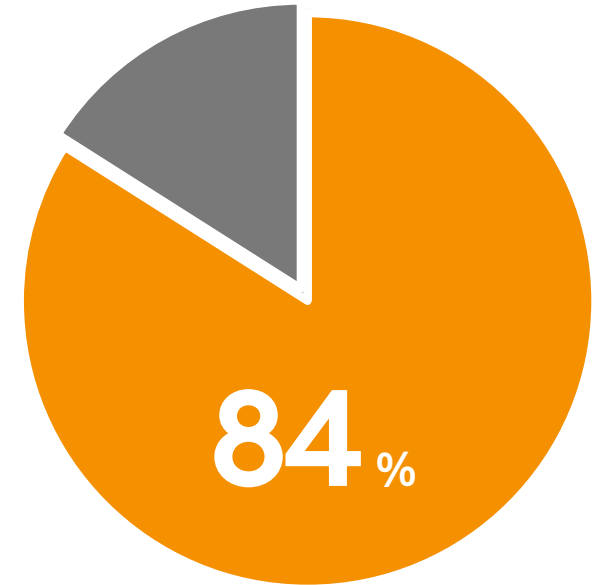
CHEGG STUDY HELPS ME...



GET HOMEWORK DONE  
WITH LESS STRESS



GET A BETTER  
GRADE



BETTER UNDERSTAND  
MY SCHOOL WORK

# Millions of students need writing help

**70%**

LACK WRITING PROFICIENCY<sup>1</sup>

---



**20M+**

STUDENTS CONSIDER WRITING HELP AN ONGOING NEED<sup>2</sup>

---



**\$3B+**

SPENT ANNUALLY ON REMEDIAL WRITING INSTRUCTION<sup>3</sup>

<sup>1</sup><https://www.insidehighered.com/news/2015/01/20/study-finds-big-gaps-between-student-and-employer-perceptions>

<sup>2</sup>Factworks Survey, May 2016

<sup>3</sup> <http://completecollege.org/wp-content/uploads/2014/11/4-Year-Myth.pdf>

# Imagine Easy is a powerful addition to the Chegg platform

## Acquisitions

~**30M** UNIQUE VISITORS (PAST YEAR)<sup>1</sup>

**900M** IMPRESSIONS Q3 2016

**27%+ GROWTH** IN SUBSCRIPTIONS IN Q3 2016

## Engagement

**WEEKLY** ENGAGEMENT

**8 MINUTES** PER SESSION

**29%+ GROWTH** IN CITATIONS IN Q3 2016

# Enormous market for on-demand human help

## MILLIONS USE TUTORING

**10<sub>M</sub>**

STUDENTS USING  
TUTORING<sup>1</sup>

**\$5<sub>B+</sub>**

SPENT ON  
TUTORING<sup>2</sup>

## DESPITE MARKET INEFFICIENCIES

- ✓ In-person
- ✓ Expensive
- ✓ Location-dependent
- ✓ Scheduled

<sup>1</sup>Factworks Survey, May 2016

<sup>2</sup> <http://www.cnbc.com/2014/08/29/high-tech-tutoring-big-media-big-start-ups-big-money.html>



# Our marketplace is working for tutors and students



# Our marketplace is working for tutors and students



MORE STUDENTS



BEST MATCHING



MORE TUTORS



↑ 60%

TOTAL TUTORS  
Q3 2016

↑ 60%

TOTAL LESSONS  
Q3 2016

↑ 60%

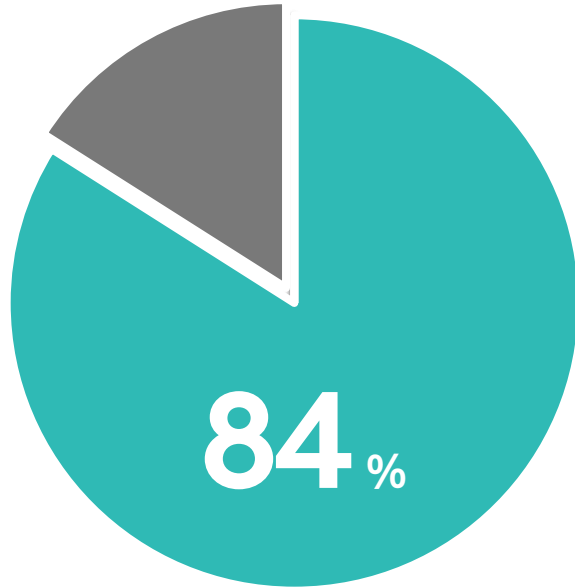
TOTAL  
TUTORING MINUTES  
Q3 2016

> \$ 650

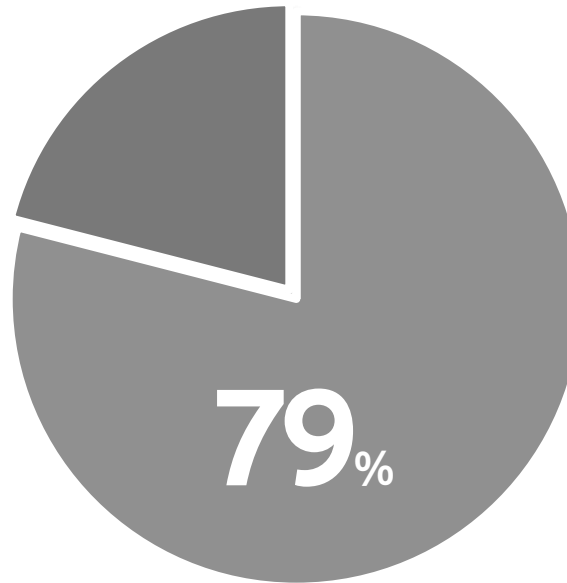
DOLLARS  
PER TUTOR  
YTD 2016

# Proven efficacy in Chegg Tutors

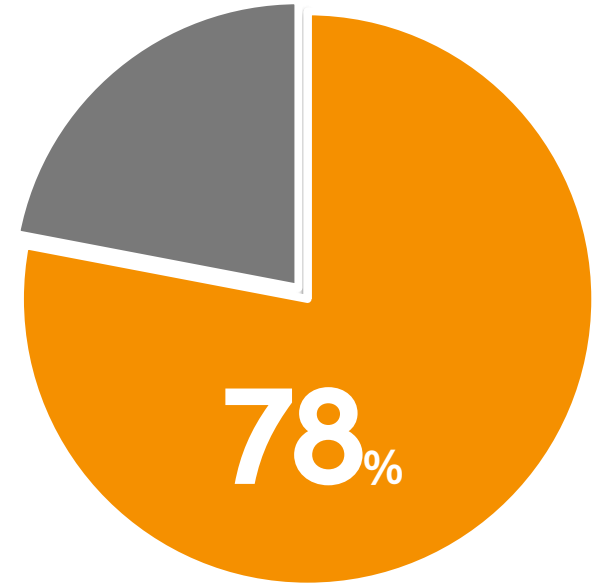
CHEGG TUTORS HELP ME...



BETTER UNDERSTAND  
MY SCHOOL WORK



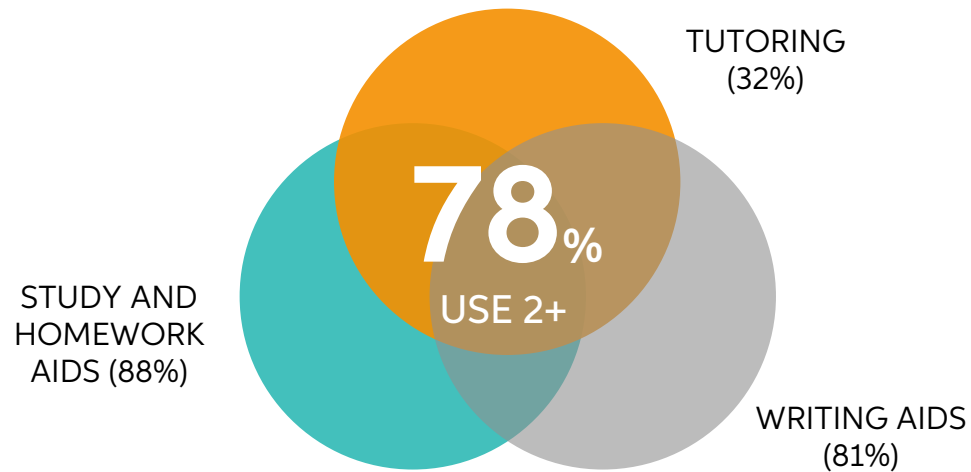
GET A BETTER  
GRADE



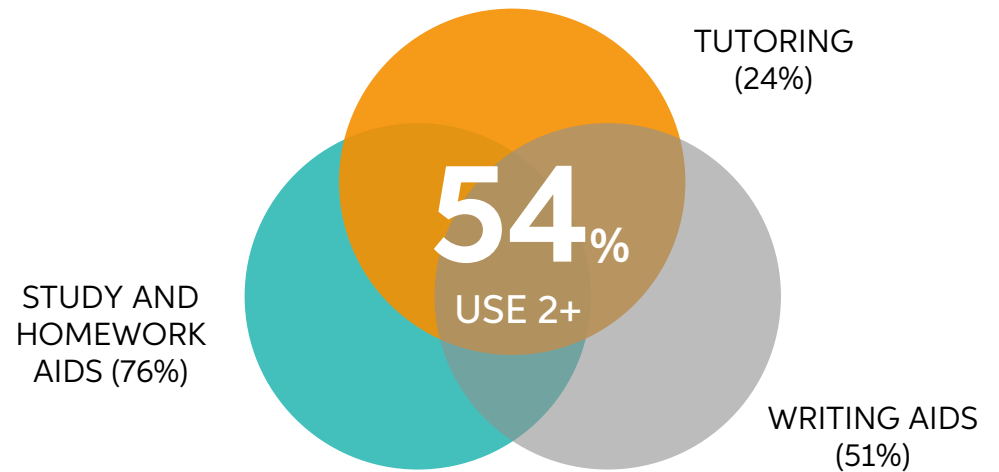
GET HOMEWORK DONE  
WITH LESS STRESS

# Students need help across Chegg's core categories

## PERCENTAGE OF STUDENTS SEEKING ONLINE HELP



COLLEGE



HIGH SCHOOL  
(STUDENTS & PARENTS)



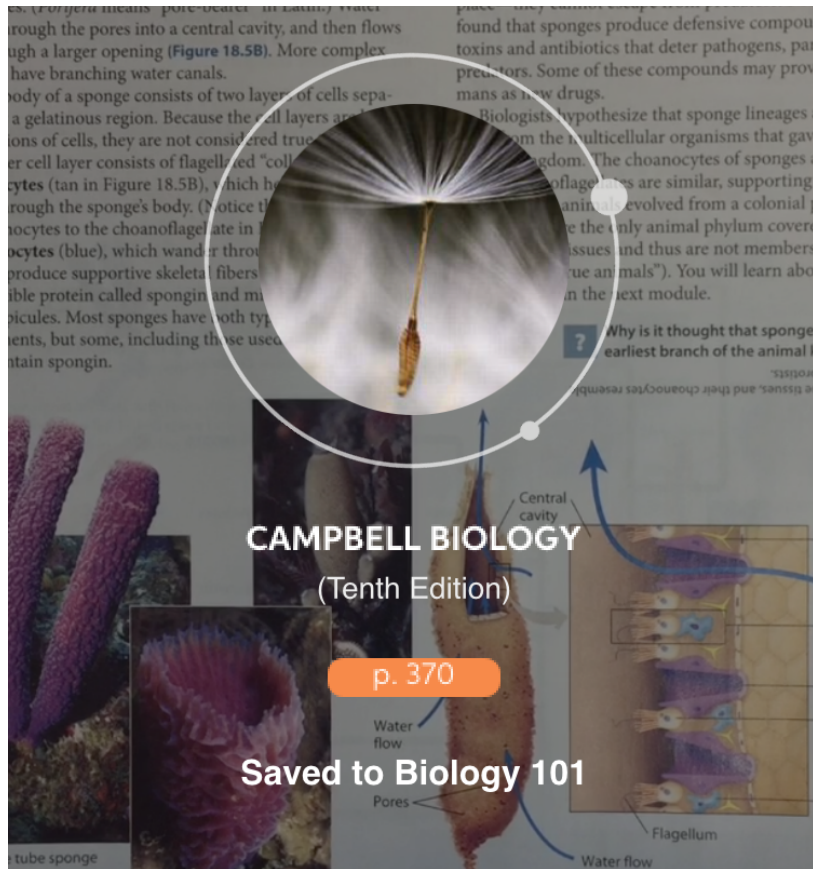
# A Look Ahead

Chuck Geiger & Vikram Subramaniam

# A sneak peek

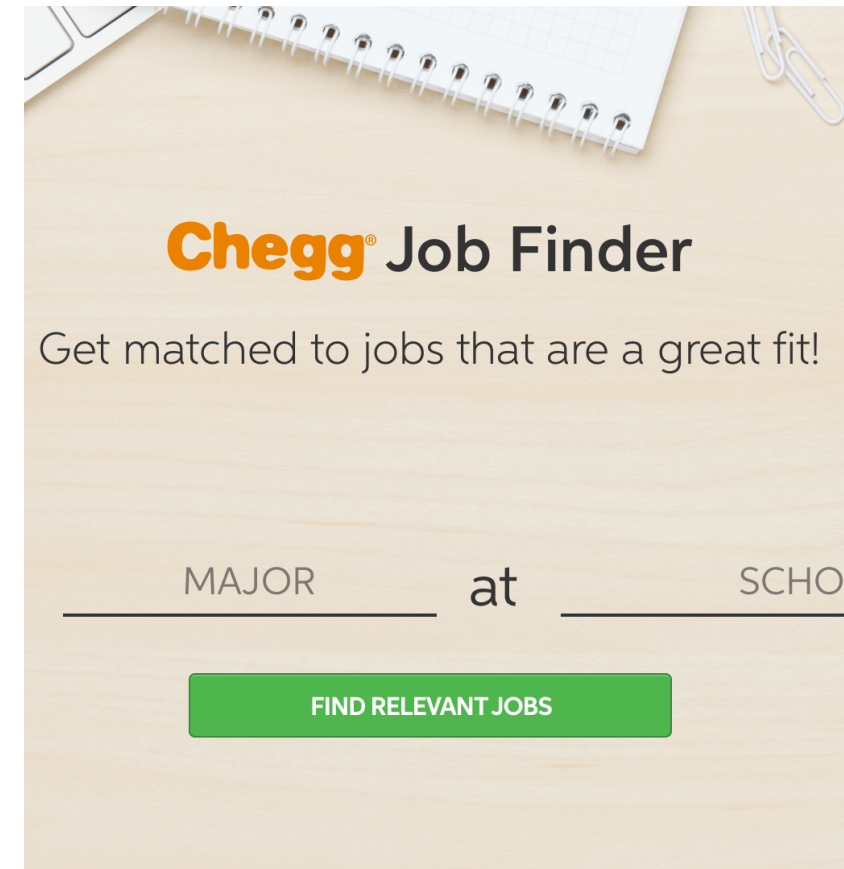
## CHEGGMATE

---



## CAREER EXPLORER AND JOB FINDER

---



# CheggMate

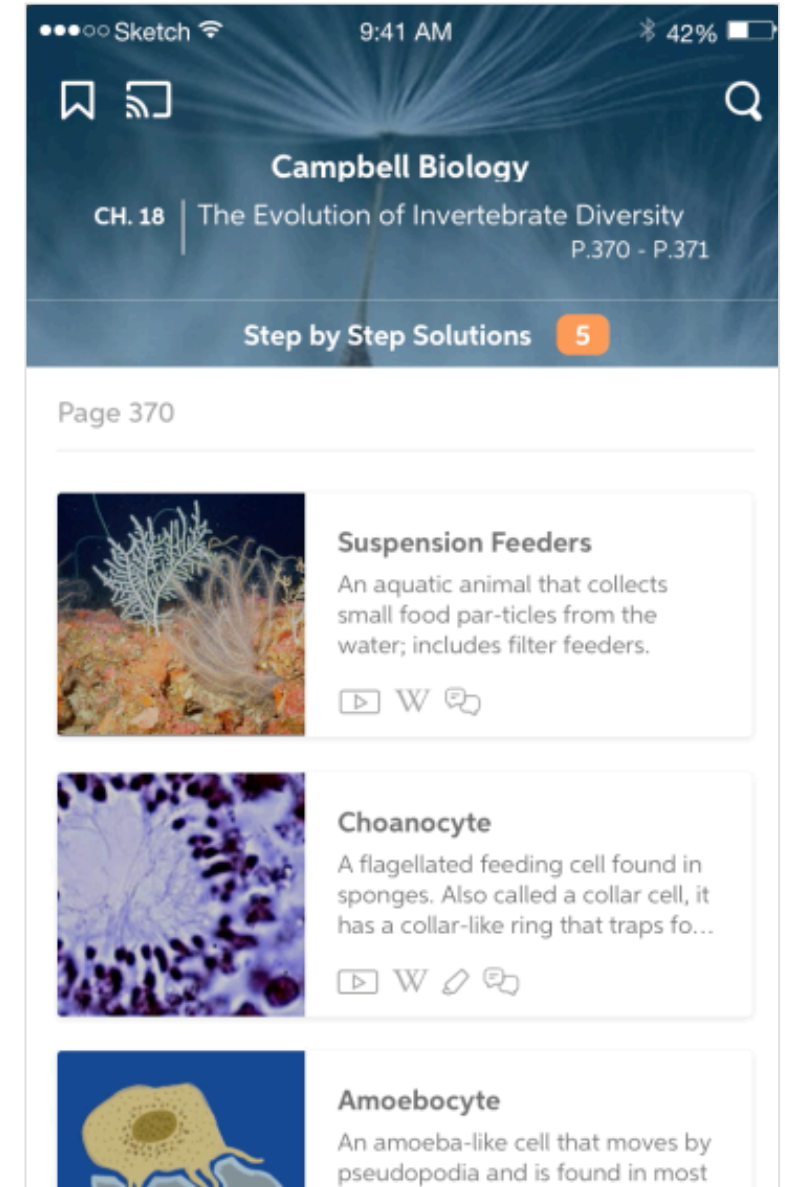


# A sneak peek



## LEVERAGING CHEGG'S KEY ASSETS & PATENTS:

- ✓ **Instant access to key concepts within a book (physical or digital)**
- ✓ **Simple and comprehensive organizer of study material**
- ✓ **1+1=3 connection between phone and desktop**





# Careers

**VIKRAM SUBRAMANIAM** // VP of Product, Outcomes

# Finding a job is a big market opportunity

**39<sub>M</sub>**

14–29 YEAR-OLDS<sup>1</sup>  
IN LABOR FORCE

**\$10<sub>B</sub>**

SPENT BY COMPANIES  
RECRUITING THIS GROUP<sup>2</sup>

**3.4<sub>M</sub>**

CURRENTLY IN  
HIGH SCHOOL

**10<sub>M</sub>**

QUIT COLLEGE

**9<sub>M</sub>**

GRADUATED  
COLLEGE

**10.8<sub>M</sub>**

WORK AFTER  
HIGH SCHOOL

**5.8<sub>M</sub>**

CURRENTLY  
IN COLLEGE

<sup>1</sup>Bureau of Labor Statistics, Current Population Survey

<sup>2</sup>Based on cost per hire for new grads, National Association of College Employers

# The market is broken

## ONE YEAR AFTER GRADUATION

**18%** OF NEW GRADS  
ARE NOT WORKING<sup>1</sup>

**44%** ARE IN JOBS THAT DON'T  
REQUIRE A DEGREE<sup>2</sup>

**30%** ARE LOOKING  
FOR A NEW JOB<sup>3</sup>

<sup>1</sup>Baccalaureates and Beyond Longitudinal Study, 2008-2014, NCES

<sup>2</sup>Economic Policy Institute, 2015

<sup>3</sup>Baccalaureates and Beyond Longitudinal Study, 2008-2014, NCES

<sup>4</sup>National Chronicle of Higher Ed, Employment Perception Survey

<sup>5</sup>LinkedIn Research, April 2016

# The market is broken

## ONE YEAR AFTER GRADUATION

**18%** OF NEW GRADS  
ARE NOT WORKING<sup>1</sup>

**44%** ARE IN JOBS THAT DON'T  
REQUIRE A DEGREE<sup>2</sup>

**30%** ARE LOOKING  
FOR A NEW JOB<sup>3</sup>

## EMPLOYERS ARE FRUSTRATED TOO

**53%** OF EMPLOYERS STRUGGLE TO FIND  
QUALIFIED RECENT GRADS<sup>4</sup>

**1.7 YRS** TENURE FOR NEW GRADS<sup>5</sup>

<sup>1</sup>Baccalaureates and Beyond Longitudinal Study, 2008-2014, NCES

<sup>2</sup>Economic Policy Institute, 2015


<sup>3</sup>Baccalaureates and Beyond Longitudinal Study, 2008-2014, NCES

<sup>4</sup>National Chronicle of Higher Ed, Employment Perception Survey

<sup>5</sup>LinkedIn Research, April 2016



# Current options are not student first



**what**

job title, keywords or company

**where**

city, state, or zip

[Find Jobs](#)

0 Jobs found in Dallas, TX

## Advanced Job Search

**Find Jobs**

With **all** of these words

With the **exact phrase**


With **at least one** of these words

With **none** of these words

With these words in the **title**

Keyword search presumes  
you know what you want  
and what to look for

# Current options are not student first



what  where  [Find Jobs](#)

job title, keywords or company city, state, or zip

0 Jobs found in Dallas, TX

**Advanced Job Search**

**Find Jobs**

With **all** of these words

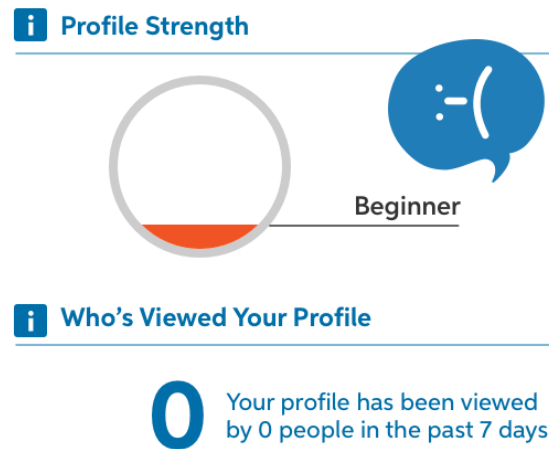
With the **exact phrase**

With **at least one** of these words

With **none** of these words


With these words in the **title**

Keyword search presumes  
you know what you want  
and what to look for



Limited experience leads  
to profiles that are never  
discovered

# Current options are not student first



**what**  **where**

job title, keywords or company city, state, or zip

0 Jobs found in Dallas, TX

**Advanced Job Search**

**Find Jobs**

With **all** of these words

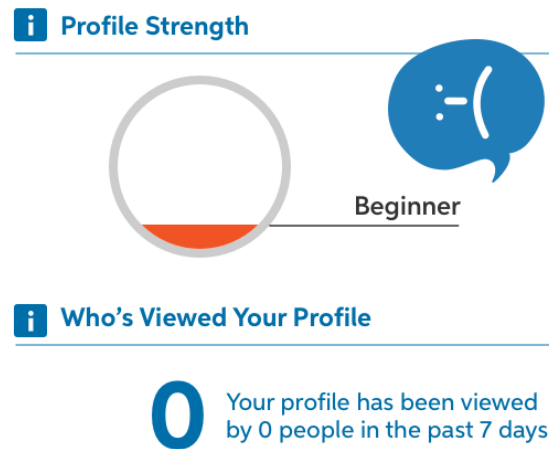
With the **exact phrase**

With **at least one** of these words

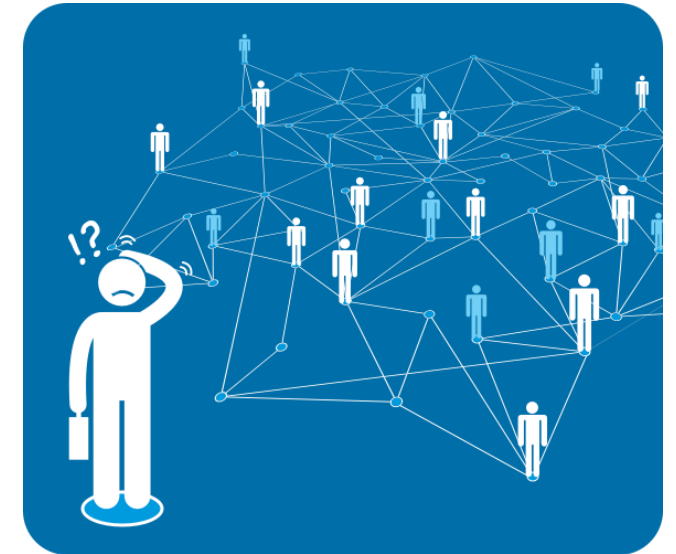
With **none** of these words

With these words in the **title**

Keyword search presumes you know what you want and what to look for



Limited experience leads to profiles that are never discovered



Students don't have a professional network they can leverage

# Chegg is uniquely positioned to solve this problem

## MASSIVE ENGAGEMENT

**~40M**

UNIQUE VISITORS  
IN PAST 12 MONTHS<sup>1</sup>

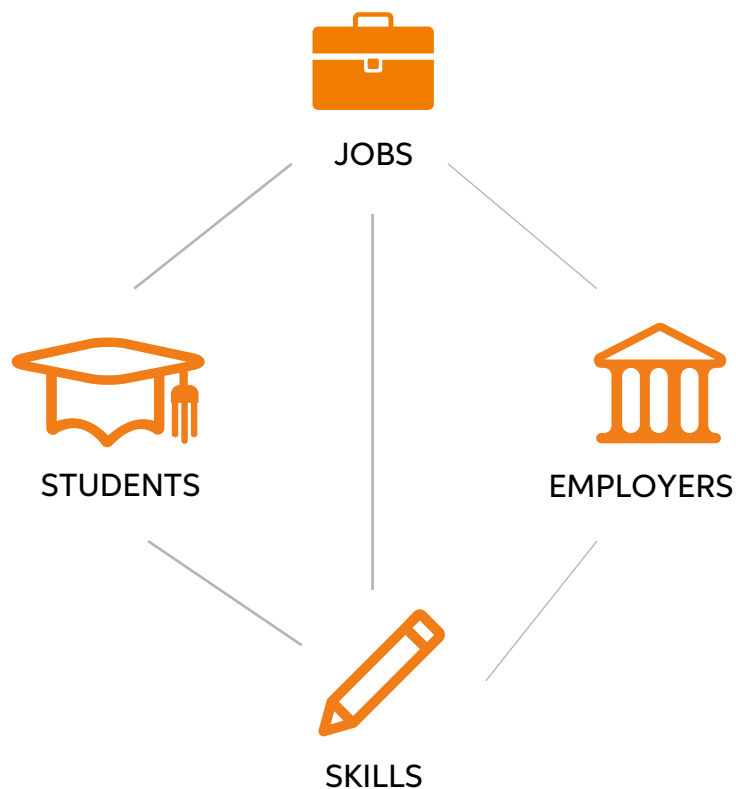
**>60M**

JOB & INTERNSHIP VIEWS  
IN PAST 12 MONTHS

**>100K**

EMPLOYER  
RELATIONSHIPS

## STUDENT GRAPH



## STUDENT FIRST

- ✓ Translate every experience to skills
- ✓ See the skills you have
- ✓ Understand the skills you need
- ✓ Bridge your skills gap
- ✓ **Improve the likelihood of getting the job**

<sup>1</sup>comScore U.S. Annual Unique Visitors (Custom Analytics), Oct 2015 – Sep 2016





# Chegg® Job Finder

Get matched to jobs that are a great fit!

I am studying  at

FIND RELEVANT JOBS

© 2016 Chegg Inc. All rights reserved.





## Chegg® Job Finder

Get matched to jobs that are a great fit!

I am studying Political Science at University of Texas at Dallas

FIND RELEVANT JOBS

© 2016 Chegg Inc. All rights reserved.



**M** Political Science



- Campaign Worker
- Lobbyist / Organizer
- Urban Policy Planner
- Policy Analyst
- Management Analyst
- High School Teacher

**+**  
View More



M Political Science

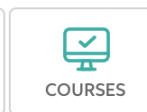
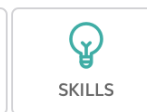


- Campaign Worker
- Lobbyist / Organizer
- **Urban Policy Planner**
- Policy Analyst
- Management Analyst
- High School Teacher

+  
View More

## Urban Policy Planner

Figure out the best way to use land in cities and neighborhoods



An Urban Planner develops the infrastructure of cities, towns, and neighborhoods. In this role, you will improve transportation systems, plan parks, and generally create an easily navigable structure of public resources. Your goal? To create, revitalize, or grow communities that are thriving, vibrant, and sustainable. Accomplishing such lofty aims require a combination of art and science.

As an Urban Planner, you will draw up technical and aesthetic designs, secure approval for your project, and hire/work with a team of Contractors to make it happen. But before you can even start this process, you must prioritize what the city needs. And this is far from easy to do. Will the city's health be improved by the rejuvenation of a slum or better ... [view more]

SEE JOB MATCHES





**M** Political Science



**+**  
View More

- Campaign Worker
- Lobbyist / Organizer
- **Urban Policy Planner**
- Policy Analyst
- Management Analyst
- High School Teacher

## Urban Policy Planner

Figure out the best way to use land in cities and neighborhoods

 DESCRIPTION

 **SALARY**

 SKILLS

 COURSES

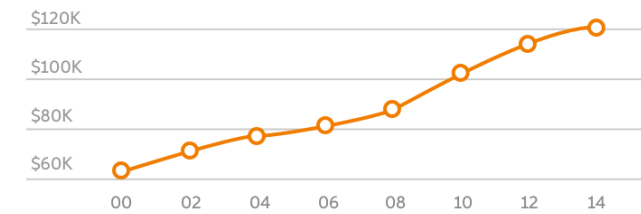
NATIONAL AVERAGE



TOP CITIES

	\$50,000	\$63,000
New York		
Dallas	\$49,000	\$64,000

EARNINGS TREND OVER TIME



 When would I pay off my loans?

SEE JOB MATCHES



M Political Science



+  
View More

- Campaign Worker
- Lobbyist / Organizer
- Urban Policy Planner
- Policy Analyst
- Management Analyst
- High School Teacher

## Urban Policy Planner

Figure out the best way to use land in cities and neighborhoods

DESCRIPTION

SALARY

SKILLS

COURSES

### SKILLS YOU HAVE

✓	CRITICAL THINKING	MAJOR
✓	COMMUNICATION SKILLS	MAJOR
✓	RESEARCH DESIGN	COURSE
✓	MICROSOFT OFFICE	INTERNSHIP
✓	WRITING SKILLS	INTERNSHIP

### SKILLS YOU NEED

✗	MICROSOFT EXCEL	COURSES >
✗	AUTOCAD	COURSES >
✗	EVENT PLANNING	COURSES >

SEE JOB MATCHES



M Political Science



- Campaign Worker
- Lobbyist / Organizer
- Urban Policy Planner
- Policy Analyst
- Management Analyst
- High School Teacher

+  
View More

## Urban Policy Planner

Figure out the best way to use land in cities and neighborhoods

DESCRIPTION

SALARY

SKILLS

COURSES

### SKILLS YOU NEED

- MICROSOFT EXCEL
- Data Analysis for Business  
UT Dallas • Winter 2016 • MCM 33213
- Excel Essentials: Level 1 Basics  
35 lectures • 2 weeks • Beginner level
- AUTOCAD
- Learning AutoCAD 2017  
35 lectures • 2 weeks • All levels
- The Complete AutoCAD 3D Courses  
35 lectures • 2 weeks • All levels
- 3D Modeling Systems in AutoCAD  
78 lectures • 4 weeks • All levels

SEE JOB MATCHES



**M** Political Science



**+**  
View More

- Campaign Worker
- Lobbyist / Organizer
- **Urban Policy Planner**
- Policy Analyst
- Management Analyst
- High School Teacher

YOUR JOB MATCHES **100** JOBS

**Dallas, TX**



### Associate Transit Management Analyst

Dallas Transportation Authority

Dallas TX • 6d

Principal transportation Planner. Engineering, urban studies, geography, transportation science, urban plan... [ View More ]



### Community Planner

Planning, Office of Dallas

Dallas TX • 10d

Master's degree in planning, transportation planning, real estate development, economics, architecture, .... [ View More ]



### Graduate Urban Planner

Arup – Remote

Dallas TX • 13d

We are seeking Graduate Urban Planners for 2017. As a Graduate Urban Planner, you will learn and...[ View More ]



### Community Planner

Federal Emergency Management Agency

Dallas TX • 20d

The community planner performs professional work that engages communities such as urban or .... [ View More ]



### Environmental Planner

ACRT, Inc





YOUR JOB MATCHES **100** JOBS



## Associate Transit Management Analyst

### Dallas Transportation Authority

1500 Marilla St, Dallas, TX 75201 [VIEW ON THE MAP](#)

 FULL TIME

**Posted:** 08/15/16



**Deadline:** Available Year-round

**Timeframe:** 08/22/16 - 12/22/16 (Flexible)






#### SKILL ANALYSIS

#### JOB REQUIREMENTS



##### Other Requirements

-  **EXPERIENCE LEVEL :**  
INTERNSHIP
-  **LOCATION :**  
DALLAS, TX
-  **MAJOR :**  
POLITICAL SCIENCE

##### Skills you have

-  CRITICAL THINKING
-  COMMUNICATION SKILLS
-  RESEARCH DESGIN
-  MICROSOFT OFFICE
-  WRITING SKILLS

##### Skills you need

-  MICROSOFT EXCEL
-  COMMUNITY PLANNING

#### DESCRIPTION

The ideal candidate is experienced in manipulating large data sets, providing analytical reports, conducting trend analyses and summarizing results. This role requires a thorough understanding of database management, in addition to developing queries and implementing reporting efficiencies. The incumbent will be the data owner of the learning management system and will be expected to recommend improvements for future business needs. Extensive collaboration with Operations Training staff and liaisons in various

SKILL MATCH

**90%**

**BEST FIT**

[HOW DO WE MEASURE THIS?](#)

**APPLY NOW**

How to improve your chances to get this job!



**Excel Tutorials For Begin...**

24 lectures • 1.5 weeks



**Learning AutoCAD 2017**

35 lectures • 2 weeks



**Surveys: Fundamentals**

35 lectures • 2 weeks



YOUR JOB MATCHES **100** JOBS



## Associate Transit Management Analyst

Dallas Transportation Authority | 1500 Marilla St, Dallas, TX 75201

**APPLY NOW**



*We have customized your resume for this job, and highlighted key changes*

## ANNA SUMMER

3990 Freedom Cir • Santa Clara, CA 95050 • (224) 226-0622 • violet009200@gmail.com

### Objectives

Current Political Science major interested in learning about **urban development and public transportation**. I'm a fast learner, with a track record of project ownership and academic success.

### Education

**University of Texas at Dallas**

BA in Political Science, GPA 3.40

September 2011 - December 2015

Richardson, TX

### Relevant Courses

✓ **EPPS 2302** Methods of Quantitative Analysis in the Social ...

✓ **GISC 2305** Spatial Thinking and Data Analytics

✓ **GISC 4382** Applied Geographic Information Systems

✓ **GEOG 3331** Urban Growth and Structure

### My Skills

✓ MICROSOFT EXCEL

✓ MICROSOFT OFFICE

✓ **DATA ANALYSIS**

✓ ACTIVE LISTENING

✓ **GIS**

✓ **TRAFFIC PATTERNS**

✓ **EMINENT DOMAIN**

✓ LEADERSHIP

✓ **DATA COLLETION**



YOUR JOB MATCHES **100** JOBS



## Community Organizer

Texas Campaign for the Environment | 3303 Lee Pkwy # 402, Dallas, TX 75219

APPLY NOW



We have customized your resume for this job, and highlighted key changes

## ANNA SUMMER

3990 Freedom Cir • Santa Clara, CA 95050 • (224) 226-0622 • violet009200@gmail.com

### Objectives

Current Political Science major interested in engaging with my community and helping the environment. I'm a fast learner, with a track record of project ownership and academic success.

### Education

**University of Texas at Dallas**

BA in Political Science, GPA 3.40

September 2011 - December 2015

Richardson, TX

### Relevant Courses

✓ IPEC 3349 World Resources and Development

✓ IPEC 4384 Health and Environmental Policy: A Global ...

✓ GOVT 2306 State and Local Government

✓ PSCI 4304 Energy and Environmental Politics and Policy

### My Skills

✓ MICROSOFT EXCEL

✓ MICROSOFT OFFICE

✓ DATA ANALYSIS

✓ ACTIVE LISTENING

✓ LEADERSHIP

✓ ENVIRONMENTAL  
REGULATIONS

✓ FUNDRAISING

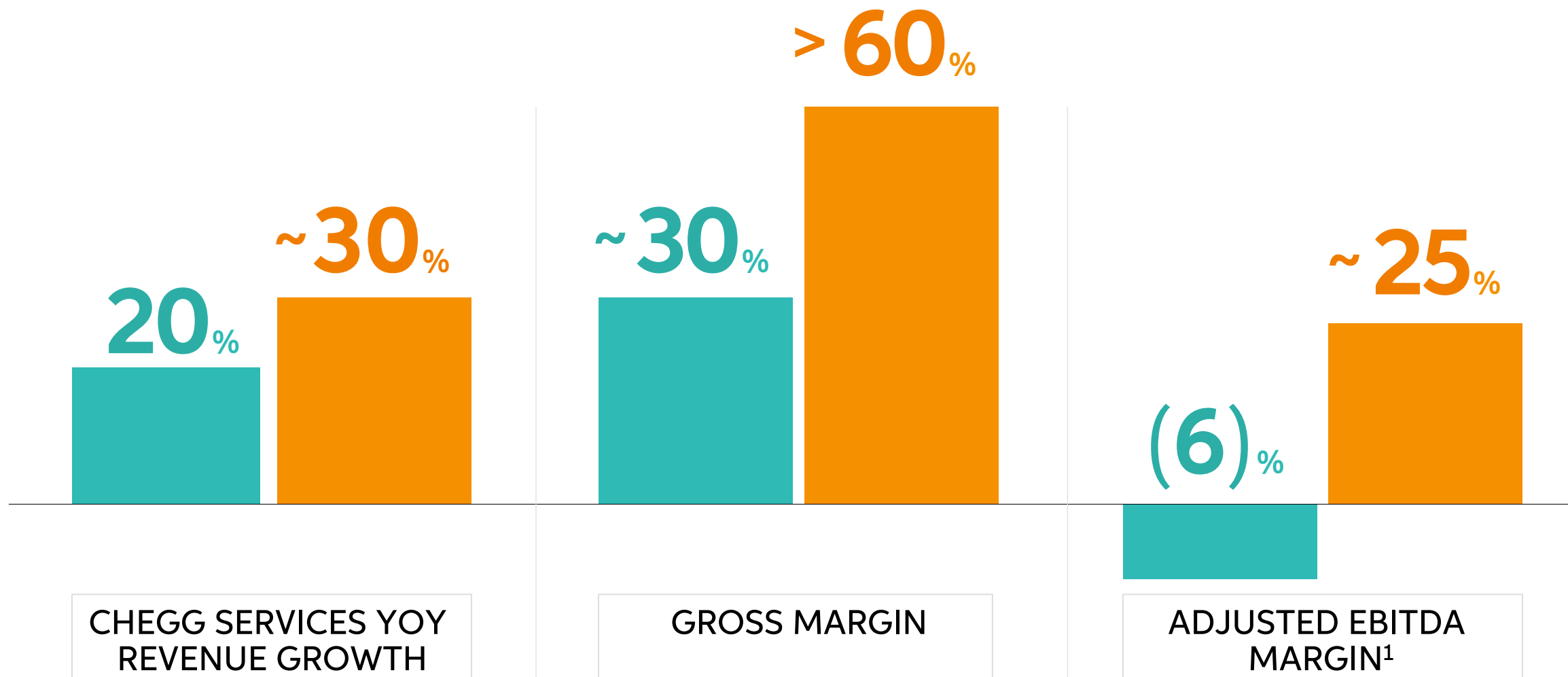
✓ GRANT WRITING

✓ DIRECT ACTION  
CAMPAIGNS

# Financial Overview

**ANDY BROWN** // Chief Financial Officer

# Transition to services platform

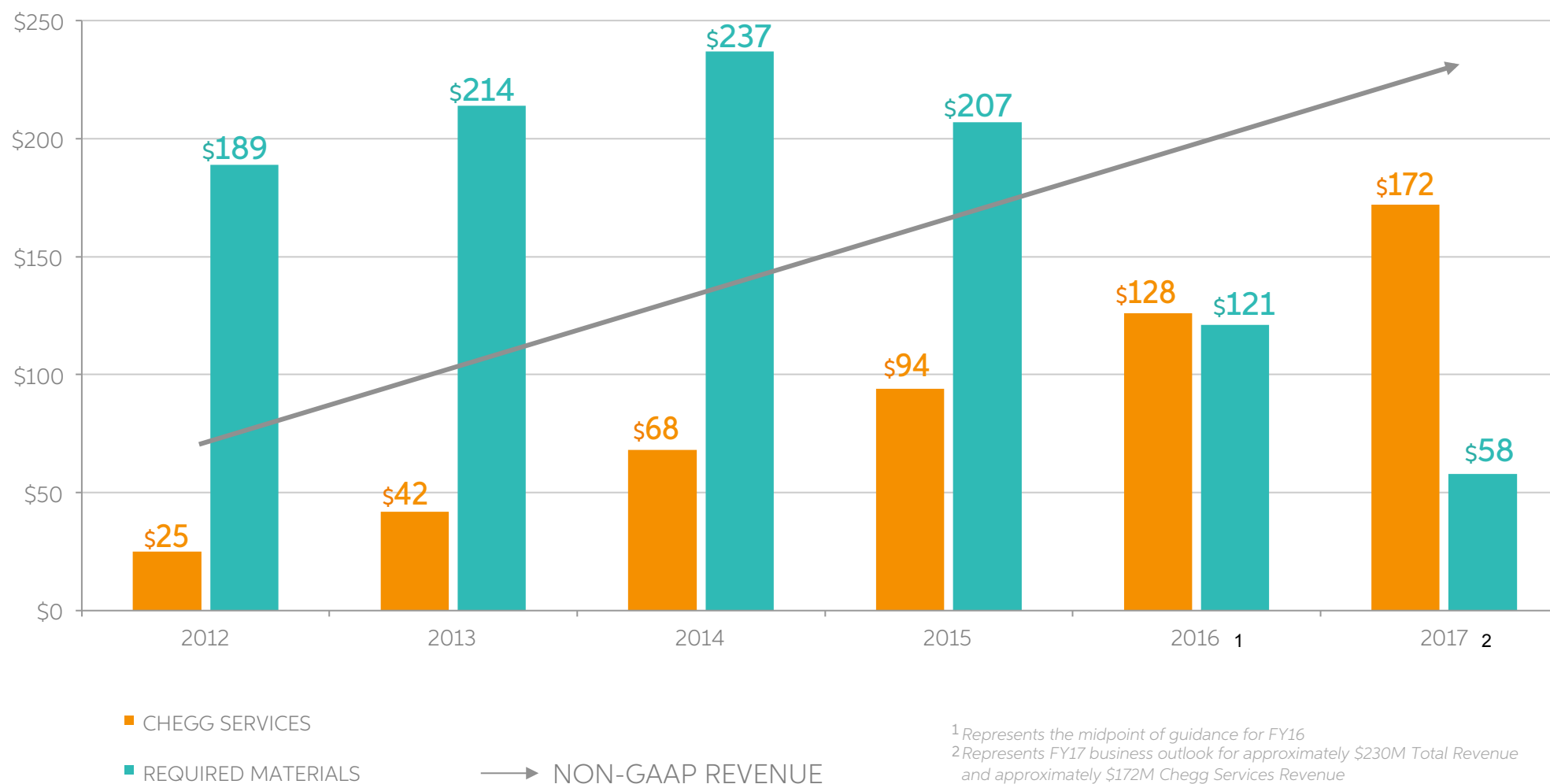


■ PRE-TRANSITION MODEL ■ TARGET OPERATING MODEL

*Non-GAAP metric. See Appendix for details.*



# Transition to services platform



# Transformation: High-growth, profitable, cash provider

	2012	2017 ESTIMATE
CHEGG SERVICES REVENUE	\$ <b>25</b> <sub>M</sub>	~\$ <b>172</b> <sub>M</sub>
GROSS MARGIN %	<b>32</b> %	> <b>60</b> %
ADJUSTED EBITDA <sup>1</sup>	\$( <b>16</b> ) <sub>M</sub>	~\$ <b>35</b> <sub>M</sub>
CAPEX (INCLUDES TEXTBOOKS)	\$ <b>120</b> <sub>M</sub>	~\$ <b>25</b> <sub>M</sub>
FREE CASH FLOW	\$( <b>31</b> ) <sub>M</sub>	~\$ <b>20</b> <sub>M</sub>

<sup>1</sup>Non-GAAP metric. See Appendix for details.

# Essentials of the Ingram agreement

- ✓ 5-year agreement started May 2015
- ✓ Ingram owns textbook purchases: \$100M reduction in textbooks spend
- ✓ Chegg receives ~20% commission on physical textbook transactions
- ✓ Chegg maintains the customer relationship
- ✓ Simplifies financial and operating model
- ✓ Transition substantively completed by end of 2016

# Capital fuels current and future services

**Build & acquire new products & services**



**Chegg Tutors**

**Writing Tools**

**Careers**

**CheggMate**

**Student Graph**

**Systems**

---

**Investing in existing services**



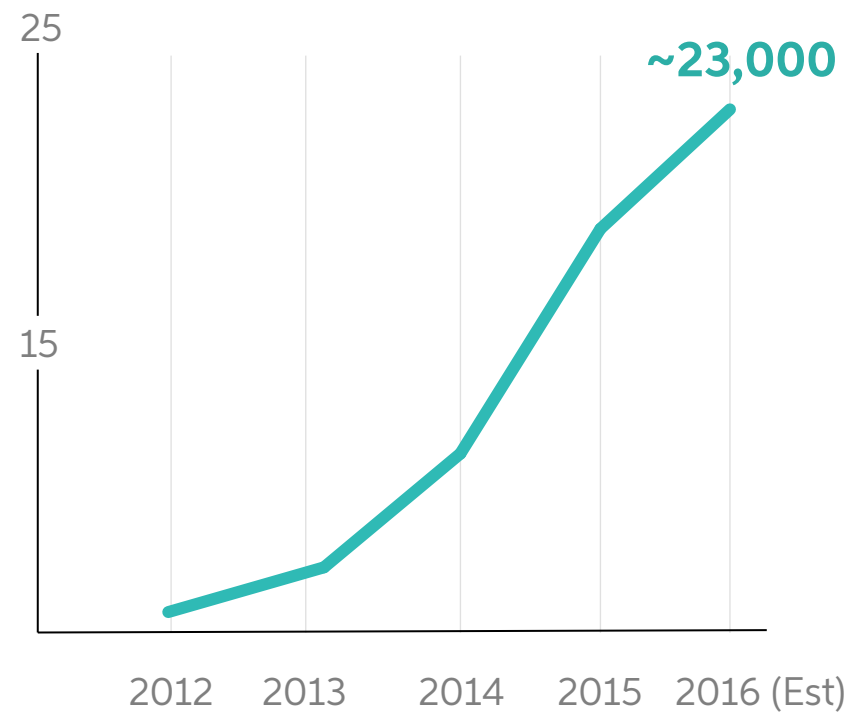
**Chegg Study Q&A**

**Chegg Study ISBNs**

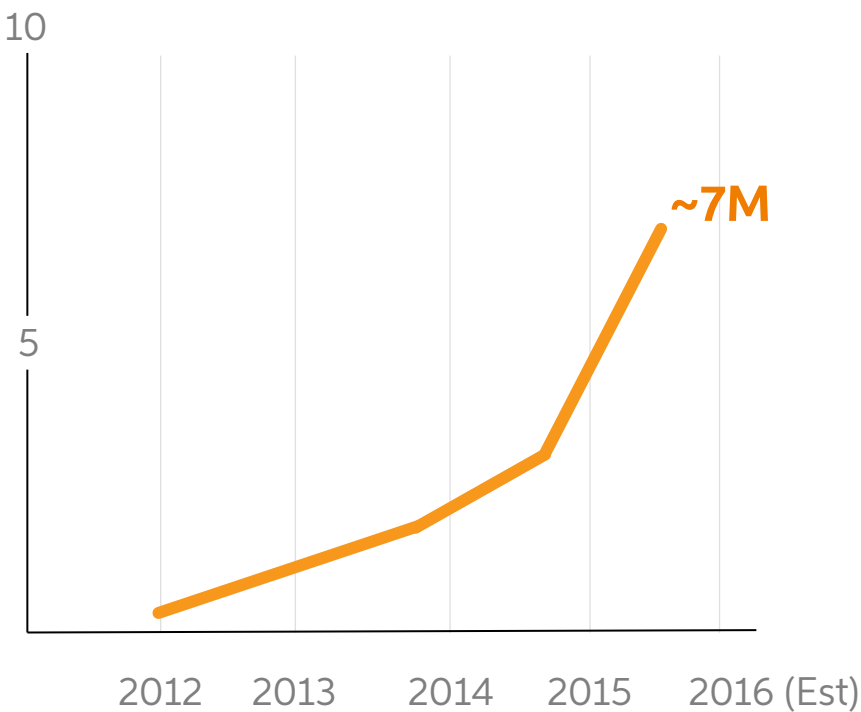
**Student Graph**

**Systems**

# Investments drive growth...



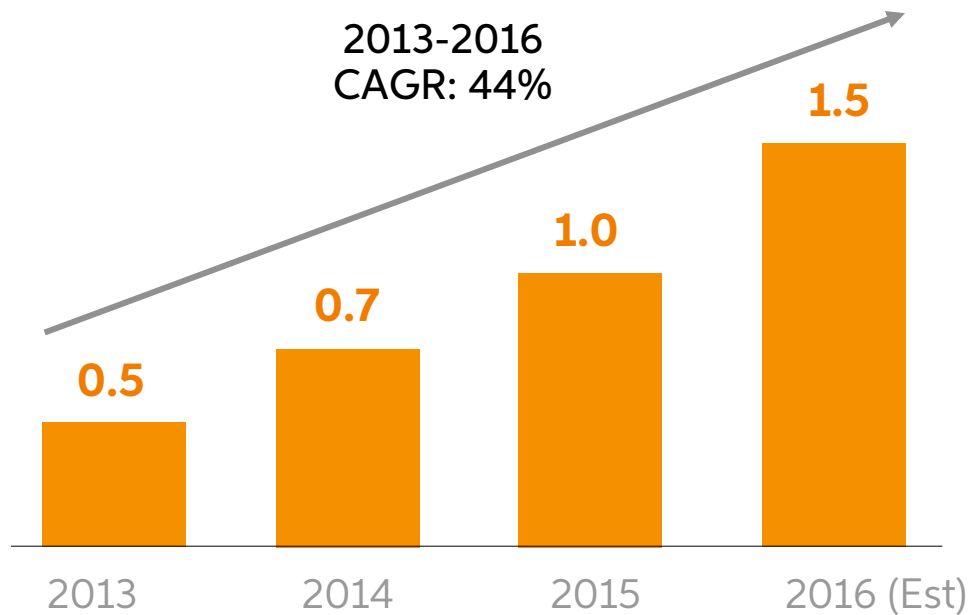
CUMULATIVE NUMBER  
OF CHEGG STUDY ISBNs



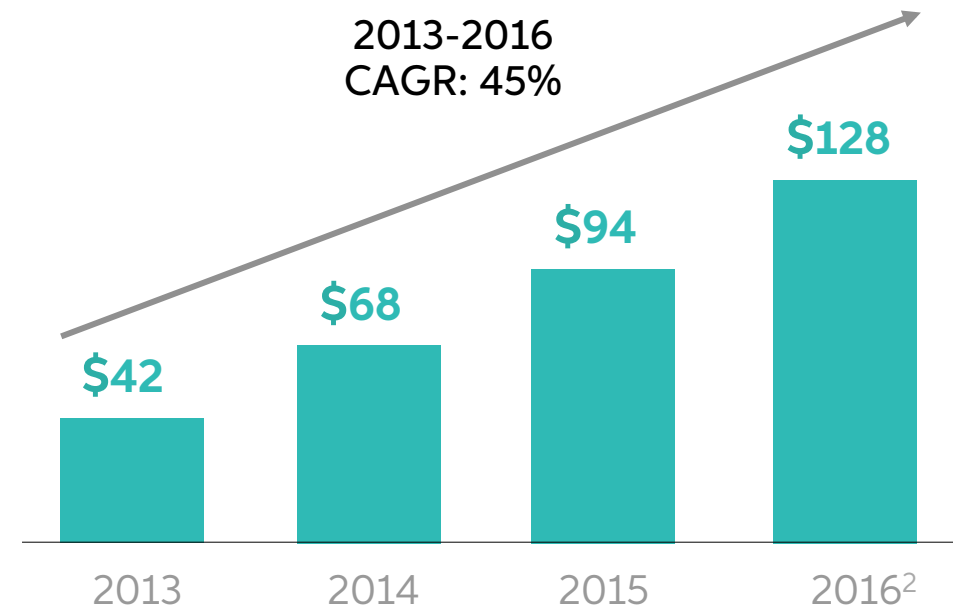
CUMULATIVE QUESTIONS  
AND EXPERT ANSWERS ARCHIVED



...which drives Chegg Services subscriber and revenue growth



NET PAYING SUBSCRIBERS (M)<sup>1</sup>

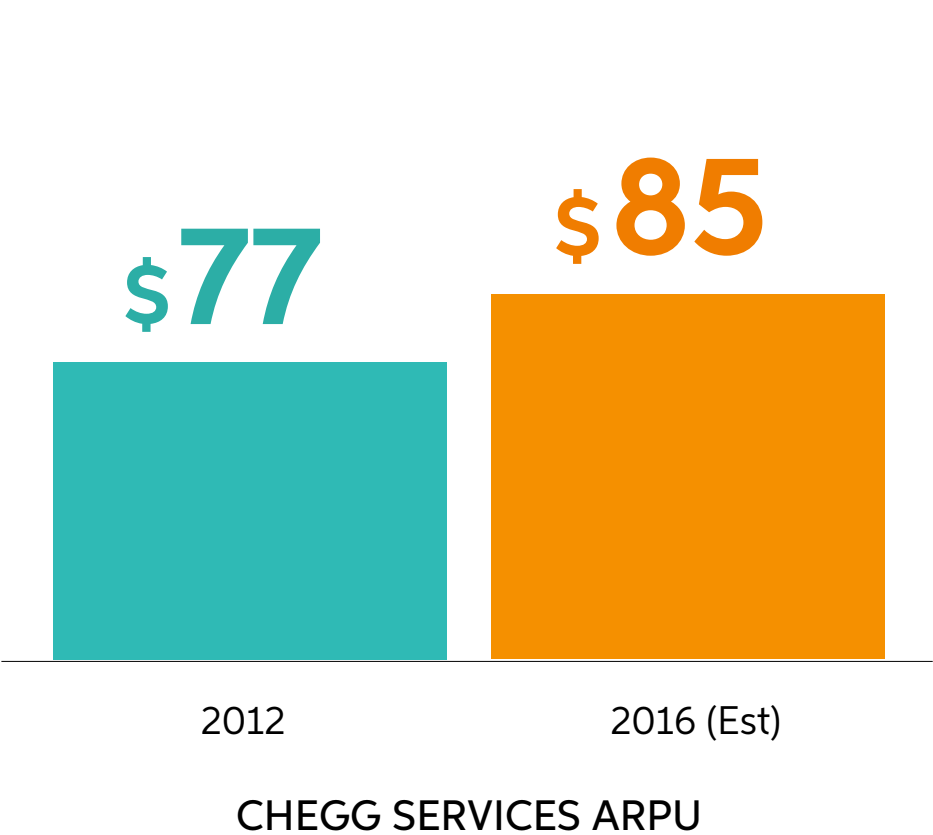
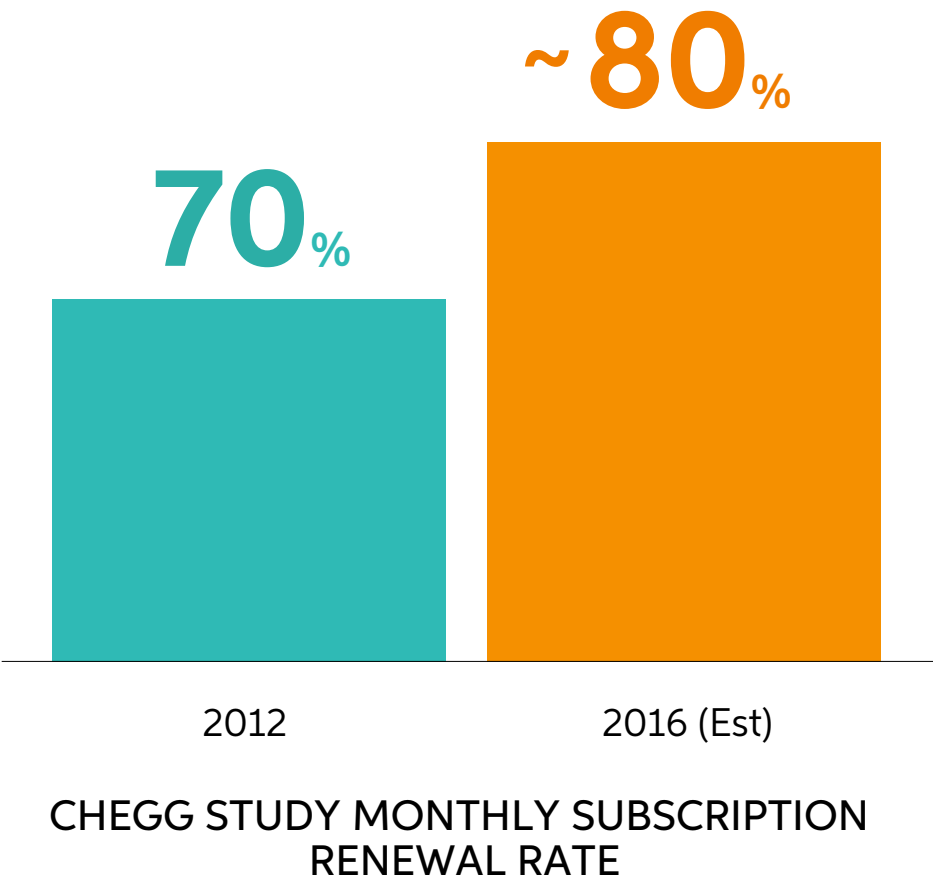


CHEGG SERVICES REVENUE (\$M)

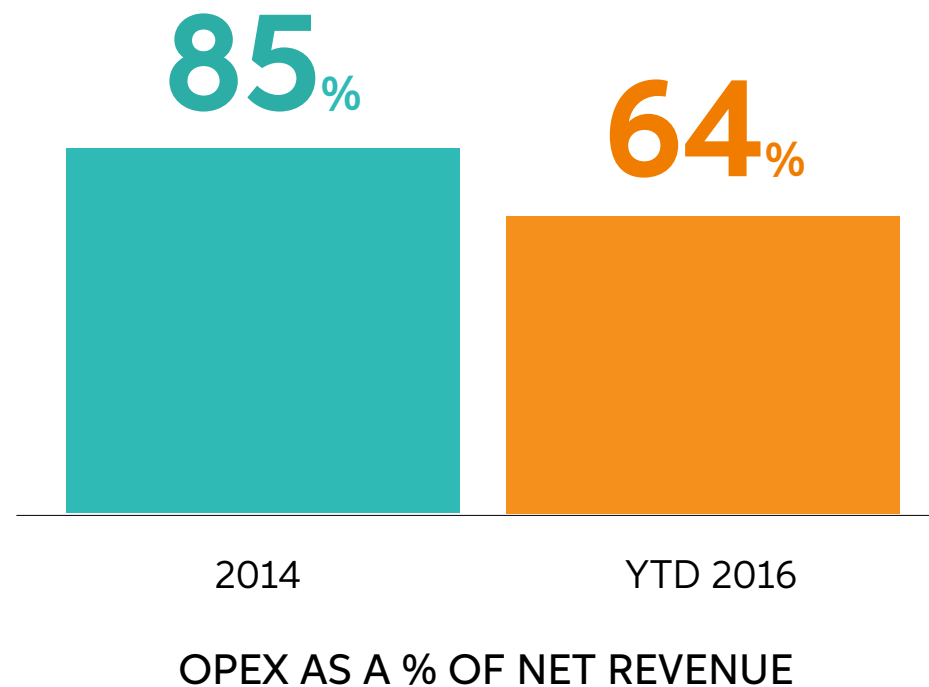
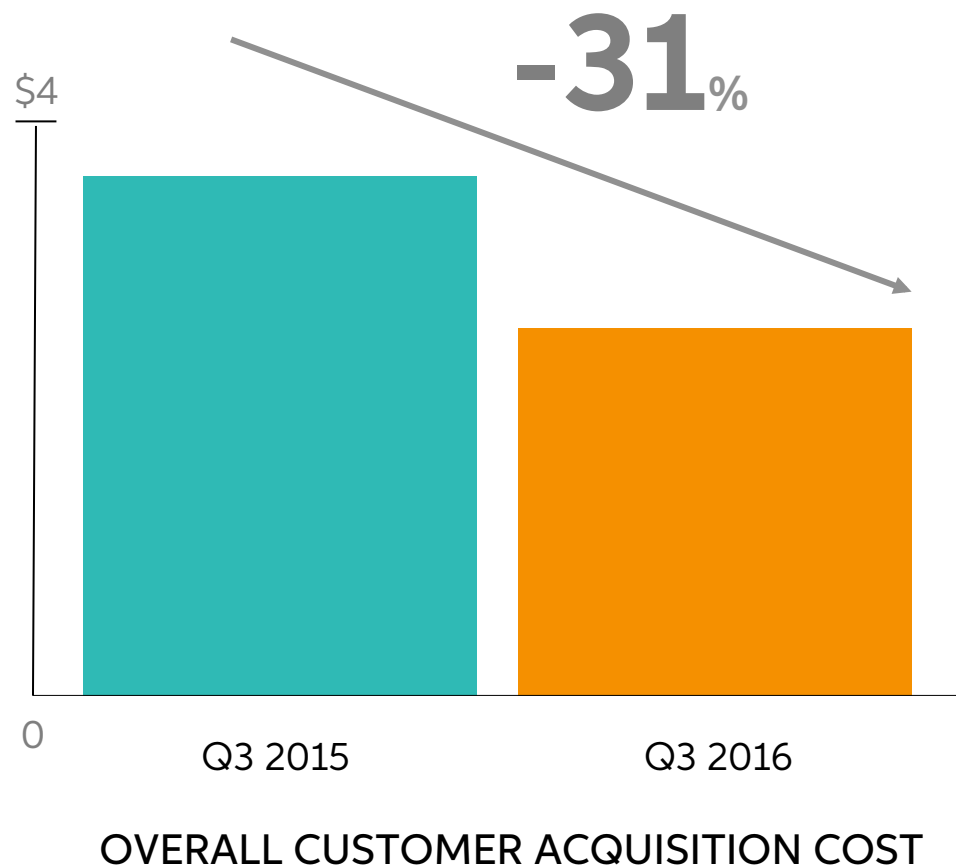
<sup>1</sup>Net paying customers represent Chegg Study, Chegg Tutor and Chegg Writing

<sup>2</sup>Midpoint of FY16 guidance

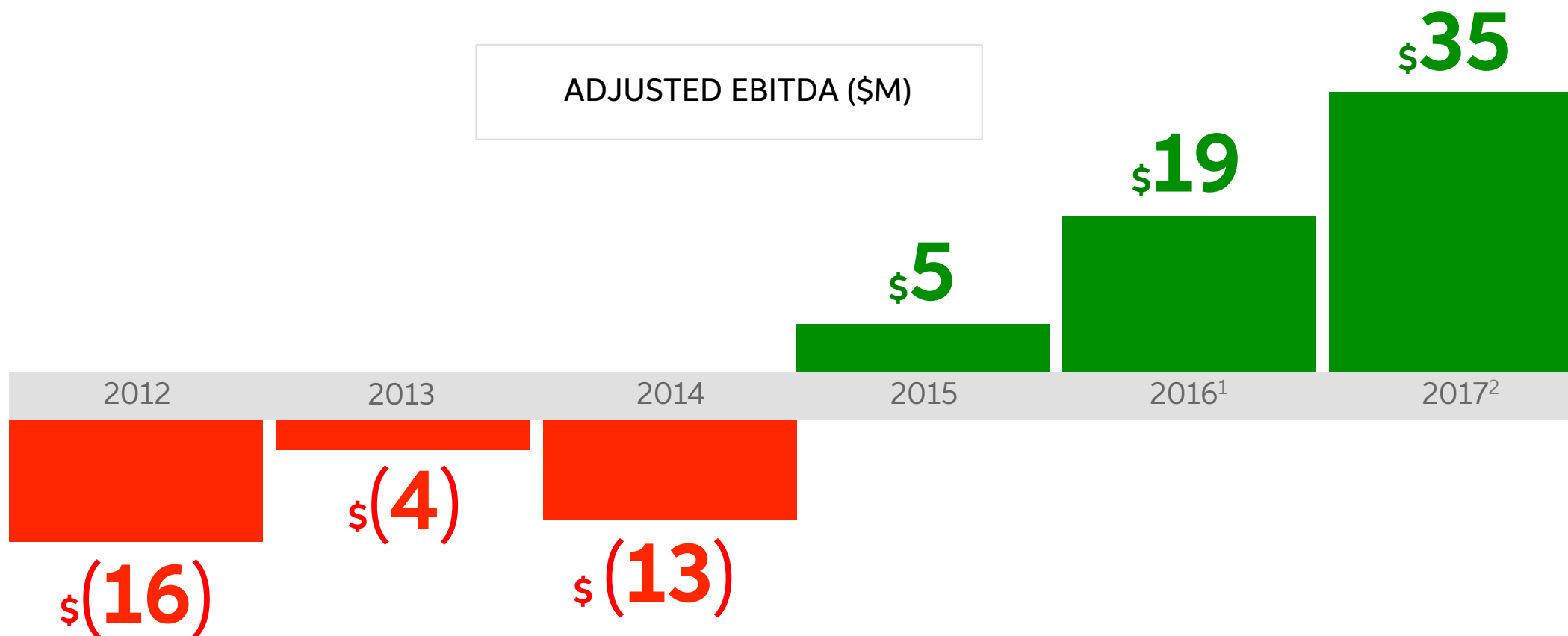
# Engagement drives Chegg Services ARPU



# Scale drives profitability



# Interconnected platform drives profit growth



<sup>1</sup>Represents the midpoint of guidance for FY16

<sup>2</sup>Represents FY17 business outlook for approximately \$35M for Adjusted EBITDA

Non-GAAP metric. See Appendix for details.

# FY17 guidance

GUIDANCE

CHEGG SERVICES REVENUE

---

~ \$**172**<sub>M</sub>

TOTAL REVENUE

---

~ \$**230**<sub>M</sub>

ADJUSTED EBITDA<sup>1</sup>

---

~ \$**35**<sub>M</sub>

<sup>1</sup> Non-GAAP metric. See Appendix for details.



**A smarter way  
to student**

We hope you conclude...

- ✓ Education is an enormous industry that is being disrupted
- ✓ Student-first will be the winning formula
- ✓ The Student Graph will help Chegg best serve students and become the leader in edtech
- ✓ Chegg is building a 100-year company and pursuing even bigger opportunities globally
- ✓ Our turnaround is working and positions us to win in these markets

# Chegg<sup>®</sup>

A smarter way to student.

# Appendix

# Non-GAAP revenue reconciliation

\$000s	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 E*	FY 2017E**
<b>Total net revenues</b>	\$213,334	\$255,575	\$304,834	\$301,373	\$248,500	\$230,000
<b>Adjustment as if transition to Ingram is complete</b>	\$(142,765)	\$(156,554)	\$(170,606)	\$(135,270)	\$(55,500)	-
<b>Non-GAAP total net revenues</b>	\$70,569	\$99,021	\$134,228	\$166,103	\$193,000	\$230,000

\* Represents the midpoint of total net revenue and Non-GAAP total net revenue guidance for FY16

\*\* Represents the FY17 business outlook for approximately \$230M for total net revenue



# Adjusted EBITDA reconciliation

## RECONCILIATION OF NET LOSS TO EBITDA AND ADJUSTED EBITDA

	FY 2012	FY 2013	FY 2014	FY 2015
<b>Net loss:</b>	<b>\$(49,043)</b>	<b>\$(55,850)</b>	<b>\$(64,758)</b>	<b>\$(59,210)</b>
Interest expense, net	4,393	3,818	317	247
Provision for (benefit from) income taxes	29	642	186	1,479
Textbook library depreciation expense	57,177	64,759	70,147	43,553
Other depreciation and amortization	10,796	10,078	11,159	11,511
<b>EBITDA</b>	<b>23,352</b>	<b>23,447</b>	<b>17,051</b>	<b>(2,420)</b>
Textbook library depreciation expense	(57,177)	(64,759)	(70,147)	(43,553)
Share-based compensation expense	18,045	36,958	36,888	38,775
Other expense (income), net	(634)	359	(879)	(216)
Restructuring credits (charges)	-	-	-	4,868
Transitional logistic charges	-	-	-	6,033
Acquisition related compensation costs	-	-	2,583	1,871
Impairment of intangible assets	611	-	1,552	-
<b>Adjusted EBITDA</b>	<b>\$(15,803)</b>	<b>\$(3,995)</b>	<b>\$(12,952)</b>	<b>\$5,358</b>

# Non-GAAP OPEX reconciliation

	FY 2014	FY 2016
<b>Non-GAAP total net revenues</b>	<b>\$134,228</b>	<b>\$143,023</b>
Operating expenses	\$158,983	\$131,000
Share-based compensation expense	(36,271)	(32,586)
Amortization of intangible assets	(4,970)	(3,216)
Restructuring credits (charges)	-	298
Acquisition related compensation costs	(2,583)	(3,488)
Impairment of intangible assets	(1,552)	-
<b>Non-GAAP operating expenses</b>	<b>\$113,607</b>	<b>\$92,008</b>
<b>Non-GAAP operating expenses, as % of Non-GAAP total net revenue</b>	<b>85%</b>	<b>64%</b>

Adjusted EBITDA guidance for fiscal year 2016 includes approximately \$9.3 million for textbook depreciation and excludes approximately \$43.0 million for stock-based compensation expense; \$14.1 million for other depreciation and amortization expense; \$(0.3) million for restructuring charges; and \$5.0 million for acquisition-related compensation costs. It assumes, among other things, that no additional business acquisitions, investments, restructuring actions, or legal settlements are concluded and that there are no further revisions to share-based compensation estimates.

Reconciliation of adjusted EBITDA guidance for fiscal year 2016 to net loss is not available without unreasonable effort due to the unavailability of certain information needed to calculate certain reconciling items, including the split of print textbook rentals between Chegg and Ingram and the gain (loss) on liquidation of textbooks as we exit owning a textbook library due to the variability, complexity and limited visibility of the adjusting items that would be excluded from the non-GAAP measure in future periods.

Adjusted EBITDA guidance for fiscal year 2017 excludes approximately \$35.0 million for stock-based compensation expense; \$18.5 million for other depreciation and amortization expense; and \$6.0 million for acquisition-related compensation costs. It assumes, among other things, that no additional business acquisitions, investments, restructuring actions, or legal settlements are concluded and that there are no further revisions to share-based compensation estimates.