



2018
Playbook



Copyright 2018. Pixability, Inc. All rights reserved.

A MESSAGE FROM OUR FOUNDER

Our vision is singular: become the most trusted video advertising and technology partner for brands and agencies across the world (and eventually, the galaxy). For 10 years, we've been building something special at Pixability, and it's up to each of us to take this vision forward.

We sprint into this new decade to fulfill our mission of connecting brands to the people that need their products. It's urgent and important work — I've said many times before, we work extraordinarily hard to keep the workers in the diaper factory employed!

This playbook outlines how we'll work together to achieve our goals. In this exciting phase of our evolution, it's critical that each of us understands exactly what we're building, and how we'll build it.

Our customers are relying on us to deliver the most advanced video advertising technology solution, period. If we can stick to the mission, vision, and operating principles defined in this playbook, we'll surpass even their wildest expectations.

The future of this company belongs to each of us. Thank you for your part in this journey.

Bettina



TABLE OF CONTENTS

04 | Our Mission

06 | Our Vision

08 | Our Values

12 | Ten Years of Pixability:
Celebrating our Milestones

14 | Three-Year
Vision

16 | Market
Dynamics

21 | Our Product &
Customers

24 | Building for
Profitable Growth

26 | 2018
Corporate Goals

30 | Business Model

31 | Now It's
Your Turn

32 | Key Terms

OUR MISSION

We bring advertisers to the table to fund creator content

To power the changing video economy by
precisely connecting marketers with the
right consumers.

Responsible for keeping the factory workers employed

Best-in-class targeting and analytics

PASSION LED US HERE



OUR VISION

To become the trusted video marketing and advertising technology partner for the world's leading brands and their agencies.

Our stuff actually works

Complete solution for video

Enterprise level, scalable

Expert managed services

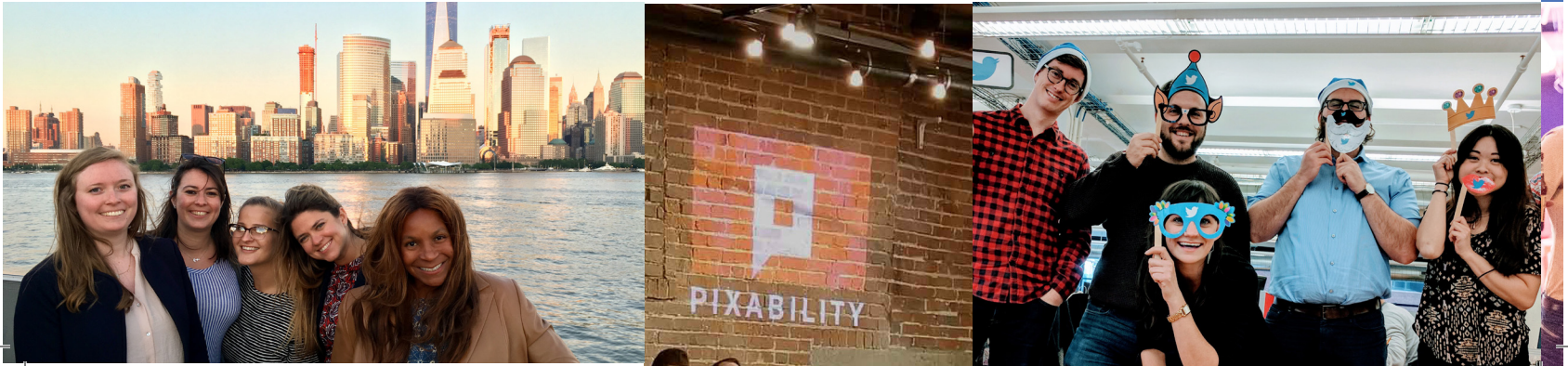
Real software, not smoke and mirrors



OUR VALUES


We bring out the best in each other — for the good of our customers and the world.

Pixability has high expectations of you, and you have high expectations of Pixability — combined, these form our core values.





We speak
14
languages

94% of **us** are
Star Wars fans

(Don't worry - we've
got Trekkies, too) 

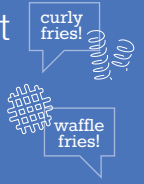


78% of **us** are dog people 
and 22% are cat people 

We come from all over 

- Monterrey Denver Berlin Carmel Brookline
- Washington, DC San Diego London Newton
- New York City Detroit Warsaw Jamaica
- Hong Kong Worcester Bangalore Cincinnati
- Springfield Providence Lynn Bad Nauheim
- Evanston Derry St. Gallen Red Bank
- Chicago Princeton Los Angeles Boston

We are perfectly split
when it comes to
the great fry debate



Believe it or not...

We have Patriots fans
and Jets fans working
together in harmony

We dress up like
our CTO (He loves it)

#DressLikeAndreasDay



PIXABILITY EXPECTS YOU TO:

Be you.

We want diversity and global citizens, introverts and extroverts, surfers and audiophiles alike. Bring all that is uniquely awesome about you to the table.

Master your field.

Be your most effective and productive self. We expect you to put significant effort into mastering your field of expertise and your tools.

Have grit (and zest).

Nothing worthwhile comes easy, but enthusiasm, energy, and a smile make difficult tasks easier.

Do as you say, and think before you do.

We collaborate like a finely-oiled machine. If you promise something, deliver on time. Be structured and deliberate.

Be curious.

To be an innovator, you must always be seeking to learn more about our industry, the verticals we serve, and the world at large.

Don't let it fester.

Not every project goes smoothly. It's your responsibility to resolve issues with colleagues and customers swiftly and professionally.

Work sustainably.

You do your best work when you're well-rested. We give you unlimited vacation and flexible hours, because we trust you to do your work well.

Obsess over customers.

We work hard to earn our customers' trust, keep it, and help them achieve incredible results.

YOU CAN EXPECT PIXABILITY TO:

Give you autonomy.

We love self-starters. We give you the autonomy to make decisions on your own — but it's your job to ensure your team is in the loop and on board.

Grow with you.

Company growth and personal growth go hand-in-hand. If you're not growing your skills or the company, then there's a problem that we can work together to solve.

Care about your wellbeing.

We care about the wellbeing of each of our employees, just as Pixability cares about the larger community around us.

Objectively measure the results of your work.

We don't measure your success solely by the hours you sit in your seat, but by the results you produce.

Continue to change.

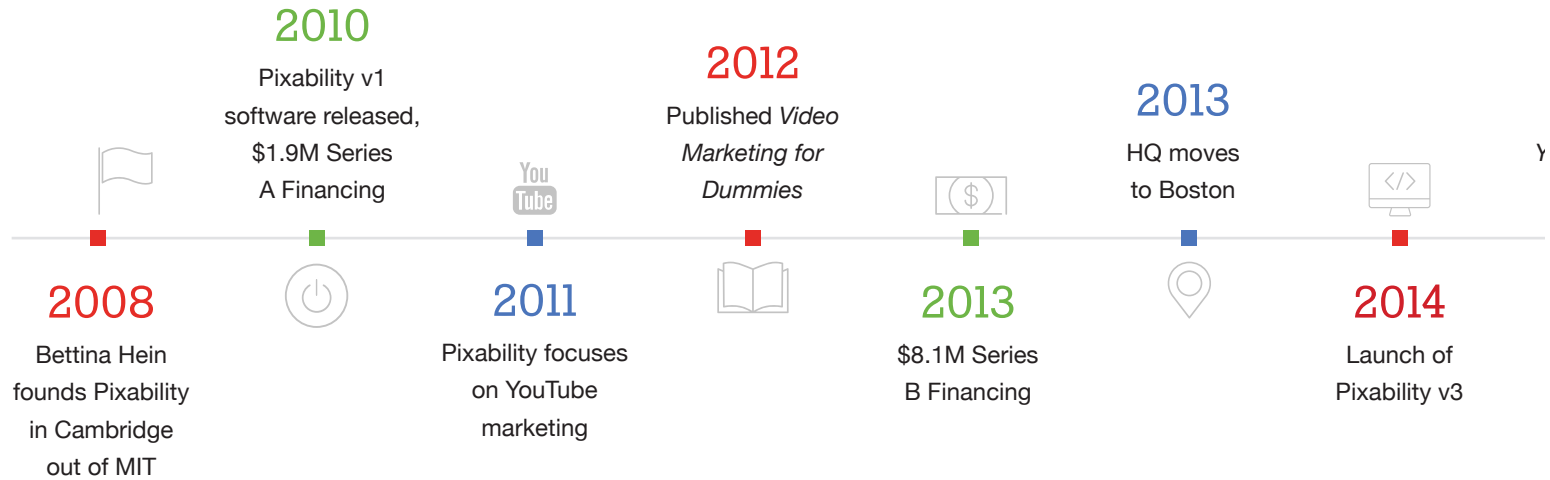
We're always changing as we seek to develop a product that makes our customers happy and successful. We want you to thrive on change, too.

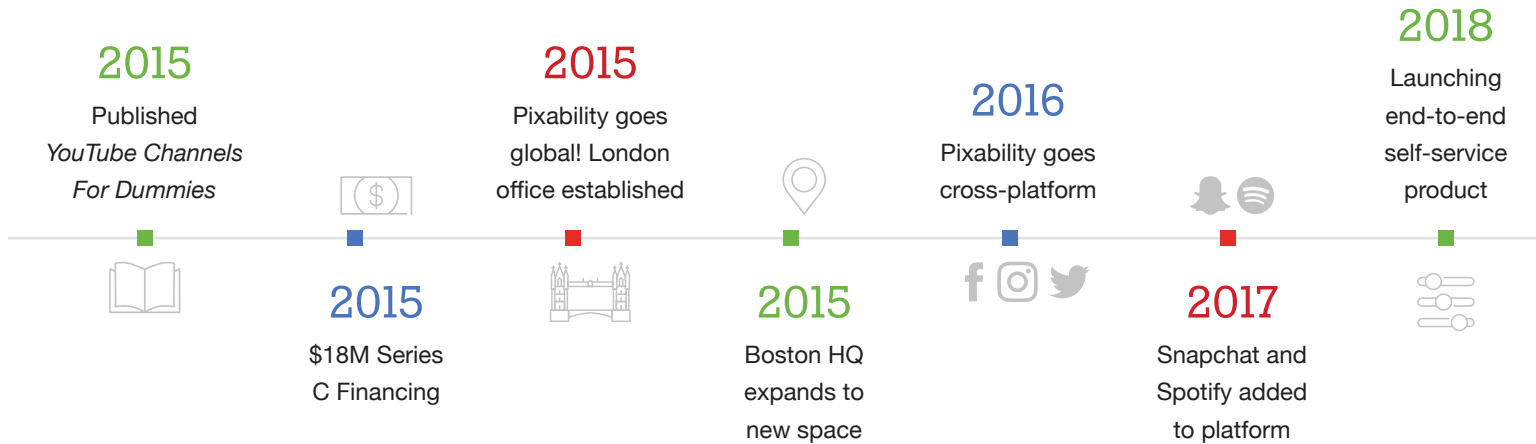
Be open and transparent.

We hold our company and each other to the highest ethical standards. Compromising on ethics is never an option.

TEN YEARS OF PIXABILITY

Celebrating our Milestones





THREE-YEAR VISION

What will Pixability look like in 2020?

Pixability will become the one-stop shop for premium digital video by providing an end-to-end solution across platforms. We will reduce complexity for marketers. We'll integrate directly into our clients' core workflows — finding the highest-value integration points and deploying innovative solutions.

Our self-service product will be the dominant way our customers buy from us. Managed service will have declined to about 35% of our business. About half of our business will come from independent agencies (“Indie Cindy”), and the other half from brands and their Big 6 agencies. Many of our contracts will be with brands directly, but the execution will continue to be done via their agencies.

Our continued focus on key verticals will make us the partner of choice for brands that need our industry expertise to win in their markets. This expertise will differentiate us from other tech companies in the space. We will expand and automate our deep insights to make agency professionals look smarter, and achieve brand “lock-in.”

We'll expand to new or emerging platforms in the video, OTT and TV space that matter to our key customers and verticals, and continue to partner with additional third party data providers.

THREE-YEAR VISION

Pixability in 2020

\$400M

in gross revenue

300

total employees

\$100M

in net revenue

65%

of revenue driven by
self-service customers

25%

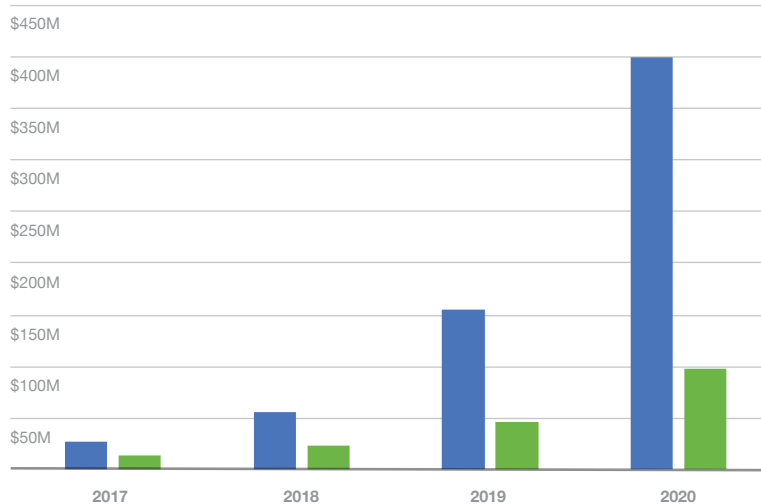
of revenue driven by
international business

150

self-service customers

Projected Revenue through 2020

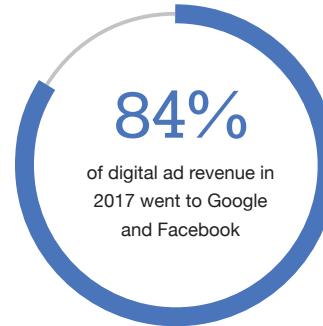
■ Gross Revenue ■ Net Revenue



MARKET DYNAMICS

Overview

84% of digital ad revenue in 2017 went to Google and Facebook, and total global ad spending will increase by roughly \$23B, or 4.3%, in 2018. As brands increasingly digitize their marketing strategies, and display sees a decline across digital media, more and more spend is going to be pushed toward the walled garden ecosystem. Online advertising will see a wave of new growth driven by TV advertisers shifting budget to digital equivalents of TV: connected TV and addressable TV. New players continue to enter the market — ad tech solutions, agencies, and large consulting firms — and while there will be increased consolidation in ad tech, no significant market share leader (>20%) will emerge.



\$23B

projected increase in global ad spending in 2018

Source: Matthew Garrahan, "Google and Facebook dominance forecast to rise," Financial Times, Dec. 3, 2017.

MARKET DYNAMICS

State of the Market

Our market is evolving quickly, with new competitors and technologies emerging constantly. Ultimately the goals of our clients remain the same: to deliver the best possible ad experiences to their target consumers, resulting in more engaged (and profitable) customers. We believe the winners in this space will provide this capability to customers within a single unified platform. Doing so requires building a powerful product that combines strong capabilities across two critical dimensions:

Richness of Data

The winning solution will collect and leverage data from a variety of sources to create a unified view of a customer, including predictions about their future needs and behaviors.

Richness of Engagement

The winning solution will use this data to deliver timely, relevant content and experiences to users through all available engagement channels.

MARKET DYNAMICS

State of the Market

Brands

Brands will grow more digitally savvy, and increasingly see the value that ad tech offers through transparency. Simultaneously, however, brands will develop distrust toward the duopoly, with their fears stoked by brand safety scandals and reporting errors.

Agencies

Agencies will be pressured to show their value, and receive fair compensation for their work. The smartest agencies will reshuffle their video buying silos into one holistic buying team, and across the agency ecosystem, there will be increased momentum toward self-service software.

Platforms

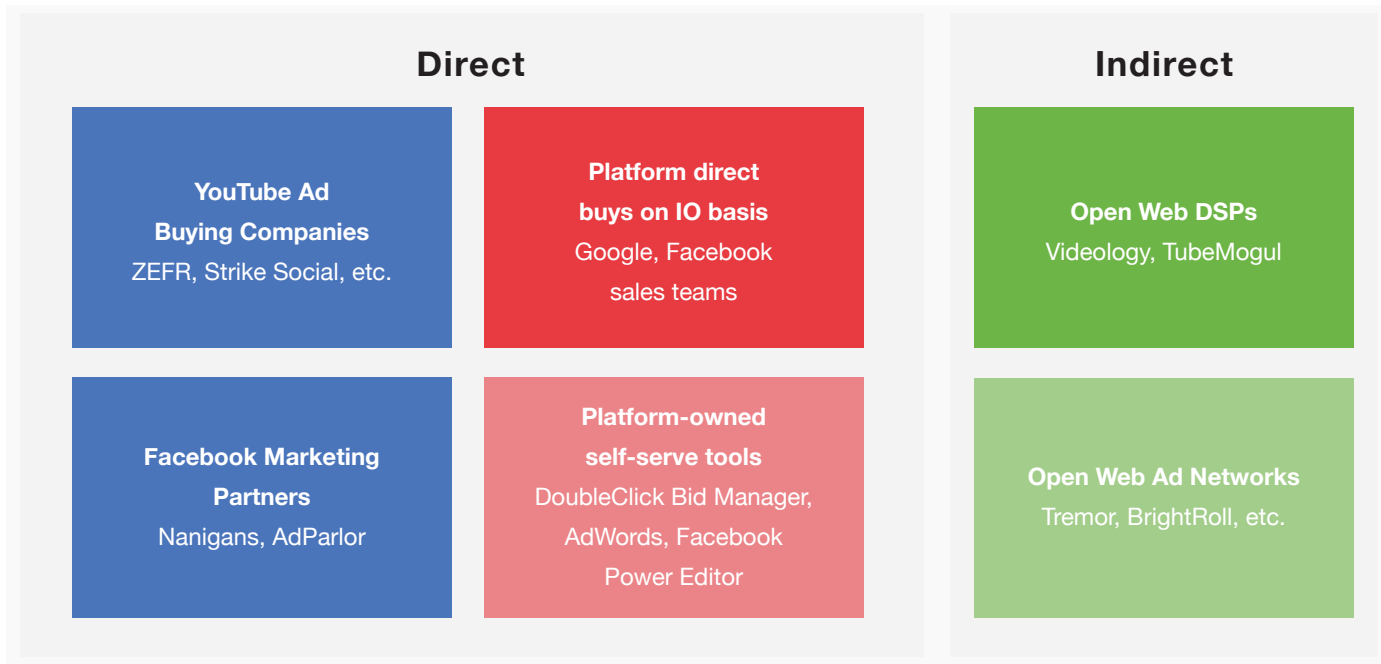
Platforms continue to innovate, and the speed of innovation across walled gardens will increase exponentially. Online video will increasingly look like TV, and TV will increasingly resemble digital video. New platforms will emerge, but only 1 or 2 will join Facebook and Google/YouTube as dominant players. As digital audience growth slows, platforms will get creative to grow their user base, usage, and ad inventory.

Consumers

Consumer adoption of immersive content (e.g., augmented reality hardware and experiences) will increase, but will not dominate in the market. Consumers will be more willing to pay for ad-free video content, and advertising will need to become ever more relevant to make an impact on the consumer.

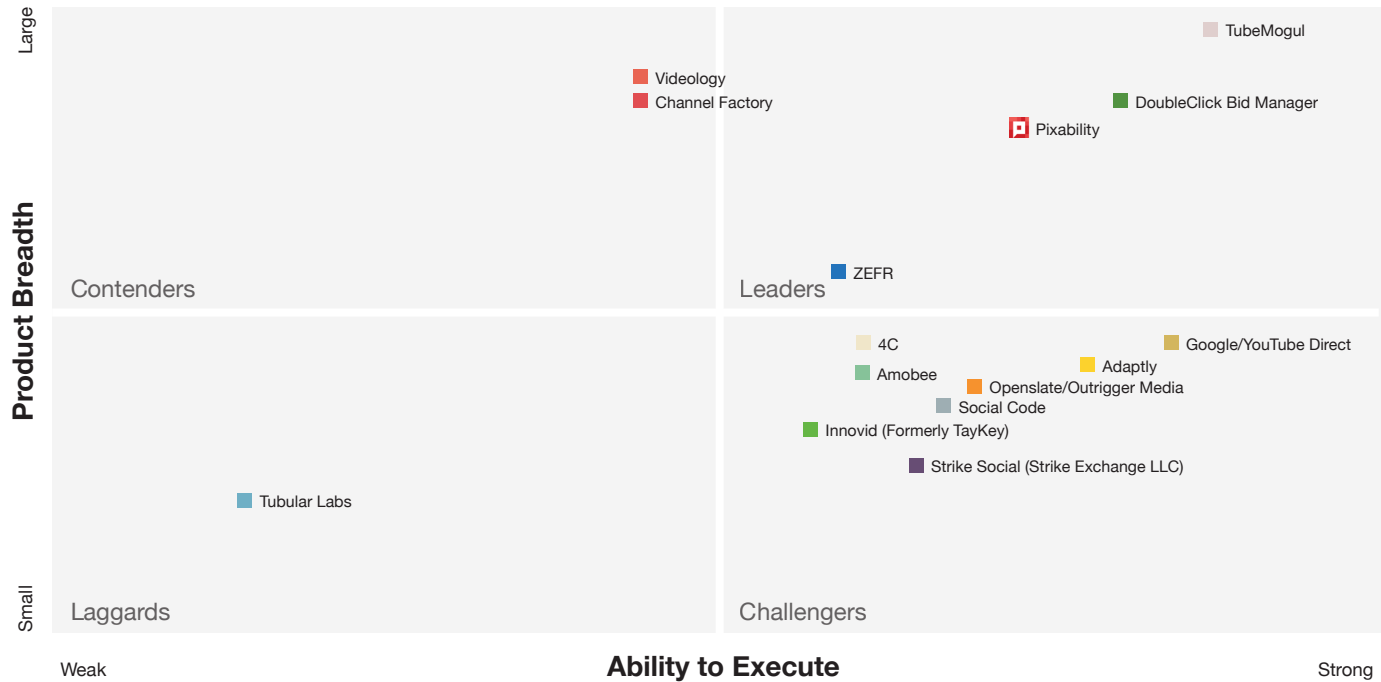
MARKET DYNAMICS

Competitor Clusters



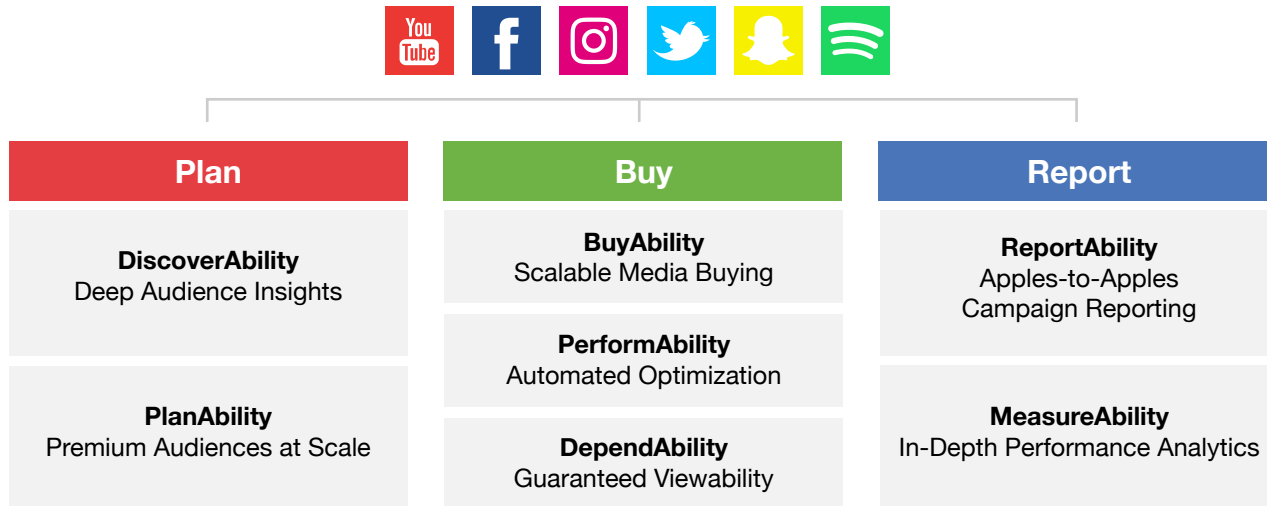
MARKET DYNAMICS

Competitive Landscape



OUR PRODUCT

Overview



OUR CUSTOMERS



Biddable Bobbie

Customer Type

Leads programmatic buying team at mid/small agency, or leads trading desk within a holding company

Job Title

Director or Head of Programmatic

"I wear a lot of hats in my role as a senior marketer at a small- or medium-sized agency, where I plan, implement, and measure full media strategies for my clients. With an eye on the company's future, I'm hoping to grow relationships and stay competitive in this fast-moving industry. I've got limited resources and smaller budgets, but I need to provide scalability for larger brand clients, while being an expert for both my team and my clients. I'd value a partner that could streamline my day-to-day operations; save me time; and provide audience insights, deep analytics, and transparency across my clients' campaigns."



Indie Cindy

Customer Type

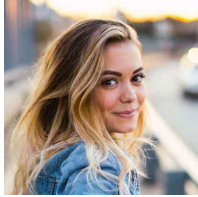
Mid/small agency or brand-side marketing manager

Job Title

Account Manager/Director; (Senior) Director of Media; Brand Manager; Director of Digital

"I lead a biddable team at an independent or large media agency. My goals are to drive revenue growth and achieve a sustainable margin, as well as identify innovative solutions for my clients. I'm evaluating self-service tools to help my media team be more efficient, and working internally to develop data management systems and reporting dashboards for my clients."

OUR CUSTOMERS



Media Megan

Customer Type

Large media/full-service agency

Job Title

Media planner/buyer; Media director/supervisor

“I lead a biddable team at an independent or large media agency. My goals are to drive revenue growth and achieve a sustainable margin, as well as identifying innovative solutions for the client — particularly self-service tools to help my media team. However, it’s often challenging for some independent agencies and holding companies to connect with technical solution representatives.”



Brand Blake

Customer Type

Large consumer brand

Job Title

CMO; VP of Media; VP of Digital

“I’m a senior marketing executive at a global consumer brand. Faced with a changing media landscape — with TV viewership on the decline and digital video on the rise — I’m looking for cutting-edge technology that can help my message make a deeper impact on my core audience. I also can influence ad tech implementation at agencies to help my partners better deliver video performance.”

BUILDING FOR PROFITABLE GROWTH

Organizational Framework

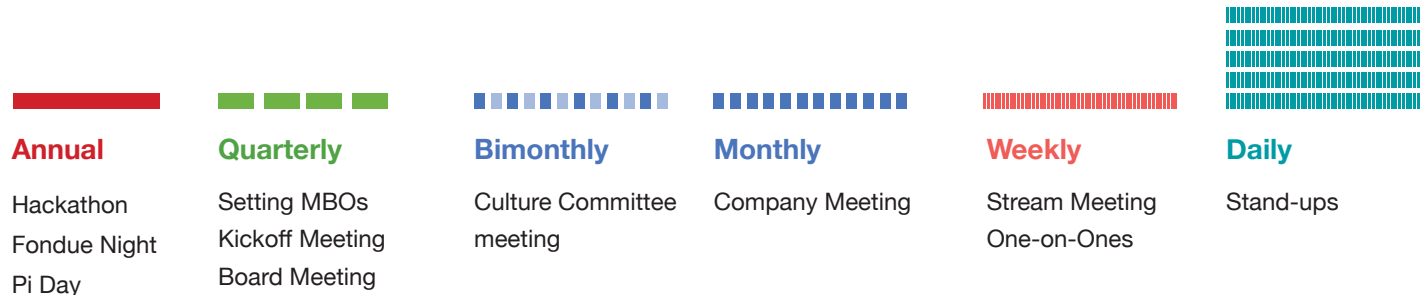
We use this framework to ensure that everyone understands where we are going, how we will get there, and most importantly, why it matters.



BUILDING FOR PROFITABLE GROWTH

Operating System

Pixability's operating system ensures timely, consistent, and actionable inputs from the Board of Directors, stream leaders, and employees to keep the company on track. The system encourages all employees to contribute to our business growth and innovative culture — helping measurement, enhancing communications, and setting up processes for success.



2018 CORPORATE GOALS

Top 5 Outcomes

1



Scale

net revenue
to \$23.5M

2



Increase

Market
Awareness
by 40%

3



Launch

self-service
software

5 customers that
generate \$1M in net

4



Launch

OTT product
reporting and 3%
of net revenue

5



Be

profitable
in 2018

2018 CORPORATE GOALS

Breakdown of 2018 Corporate Goals

Cash-flow Positive and Profitable

Scale net revenues to \$23.5M, and achieve a cash-flow and EBITDA positive quarter in Q3 2018. Achieve profitability for the 2018 fiscal year.

Increase Market Awareness

Increase awareness of Pixability among our target customers by 40%.

Customer Retention

Increase year-over-year revenue retention of our top 10 clients from 75% to >100%, and raise average net revenue per advertiser (excluding channel partners) from \$42k per quarter to \$75k per quarter.

World Domination

Grow international net revenue to 15% of total, and scale international customer base by 200%.

Self-Service Launch

Launch and grow a self-service product such that we have 5 self-serve customers driving \$1M in net revenue.

OTT Product Launch

Launch an OTT reporting product and scale OTT net revenue to 3% of total (excluding YouTube and Facebook).

Master Service Agreements

Secure revenue-generating MSAs (with pricing included) with 3 of the 6 major holding companies, resulting in 25% of additional net revenue (excluding current business) and 35 new customers.

2018 CORPORATE GOALS

Breakdown of 2018 Corporate Goals

Vertical Approach

Generate 75% of new business from the 4 core verticals (Beauty & Personal Care, Branded Fashion, Consumer Electronics & Gaming, and Food & Beverages) and begin developing 2 additional verticals.

Biddable Bobbie

Focus on our Biddable Bobbie persona in product by providing self-serve capabilities, messaging, and sales execution.

Internal Alignment & Retention

Align all employees around 2018 objectives and company vision, resulting in 90% year-over-year employee retention.

Consultancies

Define, establish, and deliver on key relationships with large consulting firms, such that we generate business with 2 of them.

Platform Alignment

Align with platform partners, establishing a standard operational and strategic playbook with each, and work with platforms to develop a preferred certification program for media ecosystem partners like Pixability.

2018 CORPORATE GOALS

Breakdown of 2018 Corporate Goals

Develop a profitable and growing self-service segment

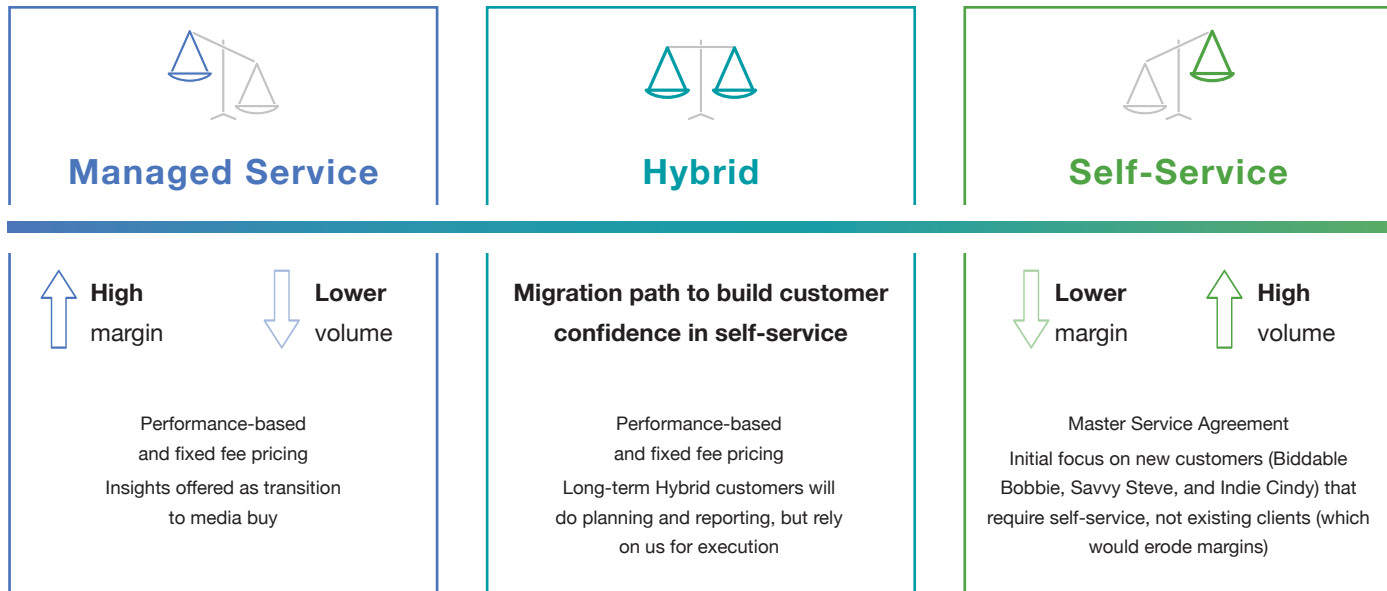
Round off product capabilities needed to be the platform of choice for agency & brand video teams for the most important premium video platforms & connected TV/OTT. Establish user loyalty through elegant UX and ease-of-use.

Grow share of wallet by tapping into TV budgets as they shift to digital video

Enable audience buying and measurement across premium platforms and OTT. Grow addressable video inventory by partnering with Amazon and other in-demand sources of OTT inventory.

BUSINESS MODEL

As we move toward a self-service model, it's imperative that we transition carefully and sustainably. We must continue to provide world-class service for our legacy customers, while sourcing new customers to use our self-service software. We will onboard new self-service customers through a hybrid (part managed service, part self-service) solution.



Now It's Your Turn

Pixability won't be successful in 2018 without your help. Our company's journey is made possible by the team's shared commitment to our objectives, and the tactics we utilize to achieve those goals.

Let's roll up our sleeves, and get to work.



APPENDIX

Key Terms

Butterfish: An off-topic discussion. Used to bring meetings back on track.

CPM: Cost per mille. Ad pricing model based on 1000 impressions.

CPV: Cost per view. Ad pricing model based on views, not impressions.

Data partner: A data provider that we integrate or work with, e.g., Moat.

Display: Banner and image-based advertising.

IO: Insertion order. A contract to buy media from Pixability.

KOC: Kickoff call, usually with a customer.

Line Item: The specific goals of an IO that Pixability must fulfill.

MBO: Management by Objectives. Each Stream works against these objectives, feeding into the larger corporate objectives.

Open web: The digital display and video advertising networks beyond walled garden platforms.

Platform partner: A video platform that Pixability works directly with, e.g., YouTube, Facebook, etc.

Python: Programming language that our software is built on.

Release (software): Deployment of our latest code to our production environment.

APPENDIX

Key Terms

RFP: Request for proposal. Represents agency's commitment to evaluate Pixability's partnership proposal.

Scrum: A group of 5-9 individuals all working together in two-week sprints to deliver improvements to our product.

Snowflake: The data warehouse that Pixability uses.

Sprint: Two-week period during which a Scrum team tries to deliver a certain set of functionality.

Stream: An individual team or department within Pixability.

Sync: Meet with or connect with.

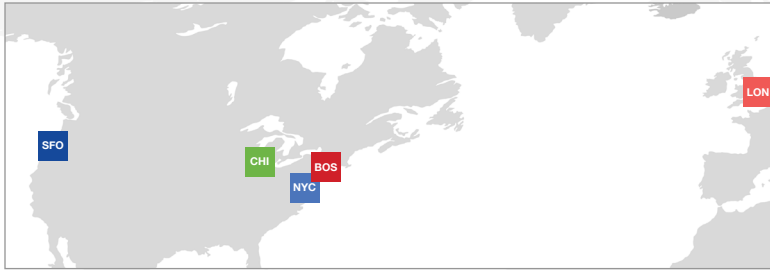
Tableau: Sophisticated database and spreadsheet software.

TrueView in-stream: Pre-roll video ad on YouTube.

TrueView in-stream ads are skippable after 5 seconds.

Video discovery: Sponsored suggested videos on YouTube video player and search result pages.

Walled garden: A platform that offers premium advertising opportunities but retains more control of data and targeting (compared to open web/DSP inventory).

**Boston | HQ**

77 N. Washington St.
2nd Floor
Boston, MA 02114

New York

119 W. 24th St.
4th Floor
New York, NY 10011

Chicago

WeWork Kinzie
20 W Kinzie St.
Chicago, IL 60654

San Francisco

44 Tehama St.
San Francisco, CA 94105

London

1 Fore St.
London, UK
EC2Y 5EJ



PIXABILITY

Boston | New York | Chicago | San Francisco | London