



# Q3-17 Investor Presentation

October 30, 2017

**Chegg<sup>®</sup>**

A Smarter Way to Student<sup>™</sup>

# Safe Harbor Statement



## 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 as “outlook,” “non-GAAP,” “expect,” “anticipate,” “guidance,” “as if,” “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 acquisition of Cogeon increasing value to subscribers and expanding Chegg’s reach into math and high school, Chegg’s positioning to capture market opportunity, Chegg’s upside potential regarding market opportunity, Chegg’s ability to help students with its Writing Tools, Chegg’s ability to use its Required Materials line to drive brand awareness and loyalty and attach students to Chegg’s other businesses, Chegg’s anticipated generation of net revenues per year at breakeven, Chegg’s timing and launch of its new product, Chegg Math, statements regarding the expected impact of ASC 606 revenue recognition update, Chegg’s anticipated revenue generation from Required Materials, Chegg’s target operating model, the non-GAAP presentations of Chegg’s results of operations, 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 these forward-looking statements include the following: Chegg’s ability to attract new students, increase engagement and increase monetization; the rate of adoption of Chegg’s offerings; the impact of Chegg’s acquisition of Cogeon and Imagine Easy Solutions; Chegg’s ability to strategically take advantage of new opportunities to leverage the Student Graph; competitive developments, including pricing pressures; Chegg’s anticipated growth of Chegg Services; Chegg’s

ability to build and expand its services 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 partnership with Ingram and the parties’ ability to achieve the anticipated benefits of the partnership, including the potential impact of the economic risk-sharing arrangements between Chegg and Ingram on Chegg’s results of operations; Chegg’s ability to effectively control operating costs; Chegg’s and Ingram’s ability to manage Ingram’s textbook library; changes in Chegg’s addressable market; changes in the education market; and general economic, political 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 for the quarterly period ended June 30, 2017 filed with the Securities and Exchange Commission on July 31, 2017, and could cause actual results to vary from expectations. Additional information will also be set forth in Chegg’s Quarterly Report on Form 10-Q for the quarterly period ended September 30, 2017 to be filed with the Securities and Exchange Commission.

## Use of Non-GAAP Measures

In addition to financial results presented in accordance with generally accepted accounting principles (GAAP), this presentation includes certain non-GAAP financial measures of financial performance, including adjusted EBITDA, adjusted EBITDA margin, non-GAAP net revenues and free cash flow. 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.

An overhead view of a modern study area with large windows. Several students are seated at long white tables, working on laptops and papers. The scene is dimly lit, with light coming from the windows on the left. The overall color palette is teal and blue.

Leading student-first connected learning  
platform to improve student outcomes

# Q3 Highlights



- Increased FY 2017 guidance. Provided initial 2018 outlook of >30% Chegg Services revenue growth, greater than 70% gross margin and 25% adjusted EBITDA margin, which meets or exceeds the financial objectives set three years ago
- Chegg Services revenue of \$39 million, up 33% y/y
- Adjusted EBITDA of \$5.7 million
- 1.2 million Chegg Services subscribers, up 37% y/y
- 74 million Chegg Study content views, up 63% y/y
- Acquired Cogeon<sup>1</sup>, provider of adaptive math technology. Cogeon will increase value to subscribers and expand Chegg's TAM into math and high school



# An Investment in Improving Student Outcomes



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Large Opportunity with Compelling Market Trends

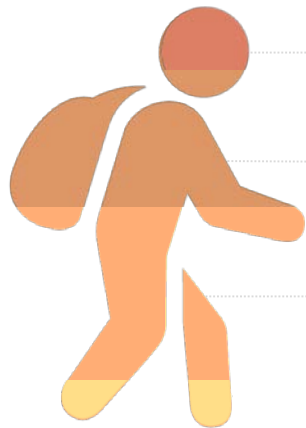
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Leading Student-First Connected Learning Platform  
Focused on Student Outcomes

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Transitioned to an All Digital, High Growth, High  
Margin Model

# Large Student Market Opportunity



**11 million** MIDDLE SCHOOL STUDENTS<sup>1</sup>

**16 million** HIGH SCHOOL STUDENTS<sup>2</sup>

**20 million** UNIVERSITY STUDENTS<sup>6</sup>



Education comprises ~ **7** % of US GDP<sup>3</sup>  
or **\$1.3** trillion annually<sup>4</sup>

**78% of college students have heard of a Chegg service**



1 Source: National Center for Education Statistics and US Census Bureau, 2015

2 Source: National Center for Education Statistics and US Census Bureau, 2017

3 Source: [www.data.worldbank.org/indicator/NY.GDP.MKTP.CD?locations=US](http://www.data.worldbank.org/indicator/NY.GDP.MKTP.CD?locations=US)

4 Source: <https://obamawhitehouse.archives.gov/administration/eop/ceaf/factsheets-reports>

5 Source: Hall and Partners Survey, Oct 2016, (College (n=1370))

6 Source: National Center for Education Statistics and US Census Bureau, 2017; includes graduate and undergraduate students

# Compelling Macro Trends

## Introducing the class of 2020...

Born the same  
year as Google...

Google

into a world where on-  
demand is the norm...

NETFLIX



and learning happens on  
their own schedule

**62%**  
use online tutorials for school<sup>1</sup>

**81%**  
use a device in class everyday<sup>1</sup>

**70%**  
“prefer classes & programs at their own pace”<sup>1</sup>

**Today's  
students want  
learning  
solutions that  
are customized  
and available  
on-demand**

# Existing System Outpaced by Technology & Student Needs **Chegg®**

Chegg's direct-to-student services are designed to improve student outcomes: **online homework help, on-demand live tutoring writing help, test prep, required materials for less, internships and more**

Average state education funding cut by  
**20% since 2007<sup>1</sup>**

**296% increase** in in-state tuition at public colleges since 1995<sup>2</sup>

**Critical need for affordable, high-quality, learning services**



## THE RESULT

**41%** college drop-out rate<sup>2</sup>

**\$35K** debt for the average student<sup>3</sup>

**44%** in jobs not requiring 4-year degree<sup>4</sup>



<sup>1</sup> Source: [www.cbpp.org/research/state-budget-and-tax/years-of-cuts-threaten-to-put-college-out-of-reach-for-more-students](http://www.cbpp.org/research/state-budget-and-tax/years-of-cuts-threaten-to-put-college-out-of-reach-for-more-students);

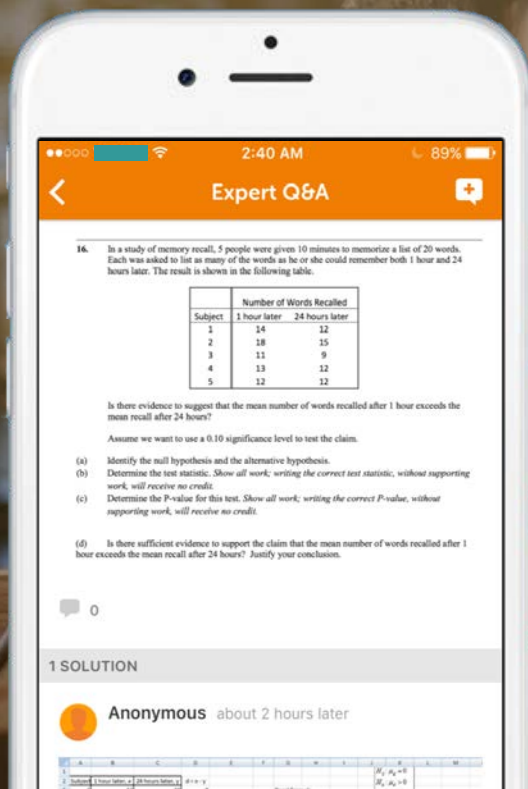
<sup>2</sup> Source: National Center for Education Statistics, 2015

<sup>3</sup> Source: <http://blogs.wsj.com/economics/2016/05/02/student-debt-is-about-to-set-another-record-but-the-picture-isnt-all-bad/?mod=e2tw#:Xhy9NQQoFzvDA>

<sup>4</sup> Source: Economic Policy Institute 2016



# Chegg Solves Today's Students' Problems



- ✓ Online
- ✓ On-demand
- ✓ Personalized
- ✓ Adaptive
- ✓ Affordable
- ✓ ...and Backed by Human Help



## Chegg Services

Students subscribe to our learning services:

- Chegg Study
- Chegg Writing Tools
- Chegg Tutors



## Required Materials

Purchase or rent required class materials for less:

- Print Textbooks & eTextbooks

Chegg's connected learning platform for students reaches ~10MM<sup>1</sup> unique visitors monthly

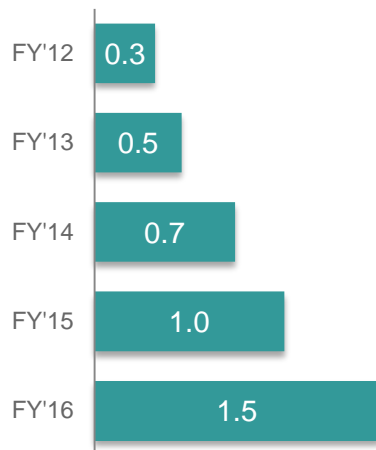


# On-Demand Learning Services Drive Rapid Growth



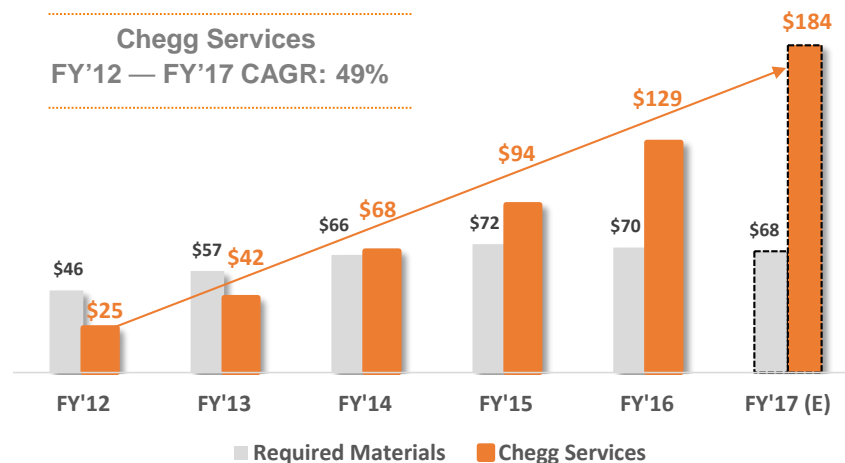
**Chegg Services Subscribers**  
quintupled over the past 4 years

Chegg Services Subscribers (in millions)



**Fast Growing Chegg Services Revenue**

Revenue Growth (\$ in millions)\*



\* Prior to FY 2017, Required Materials revenues were shown on a non-GAAP basis as if the transition of print textbook business to Ingram was complete and the revenues from our print textbook business were entirely commission-based. Chegg has completed its transition to Ingram and in FY 2017 all Required Materials revenues are commission-based. A reconciliation of Required Materials revenues to non-GAAP Required Materials revenues is set forth in the appendix hereto. FY 2017 revenues represents the midpoint of full year 2017 guidance.

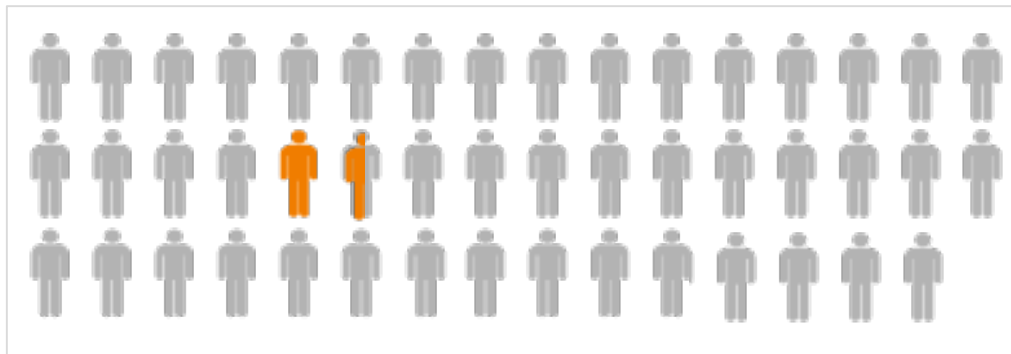
# Well Positioned to Capture Big Market Opportunity



## Significant upside potential

~ **47** million  
students in middle  
school and above<sup>1</sup>

~ **1.5** million  
Chegg Services  
subscribers in FY'16



Chegg's Services subscribers represent  
~ **3%** of the total addressable market

Chegg is an  
established  
brand<sup>2</sup> in a  
nascent  
market with  
lots of  
greenfield



# Supporting Every Step of the Educational Journey

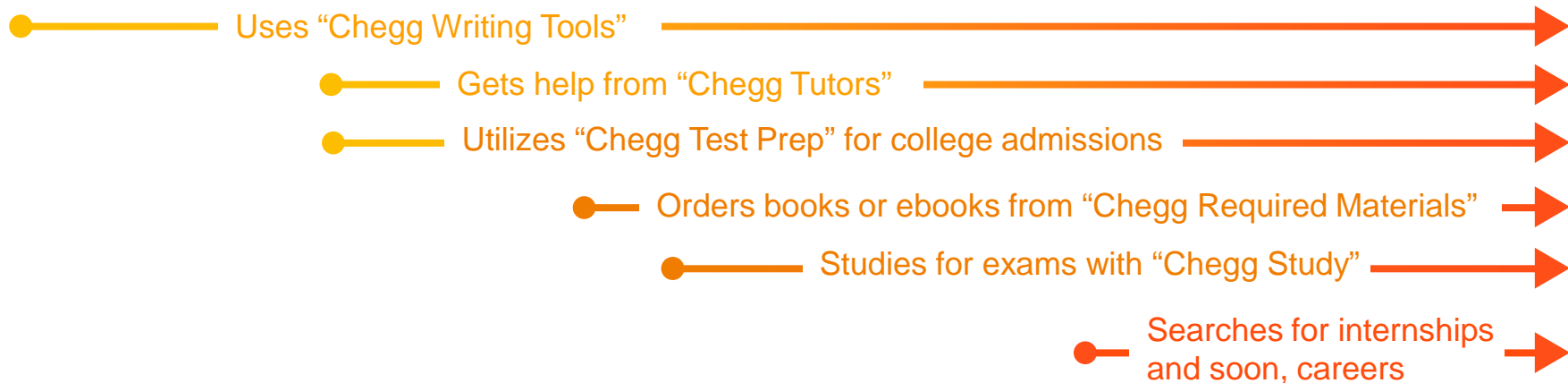
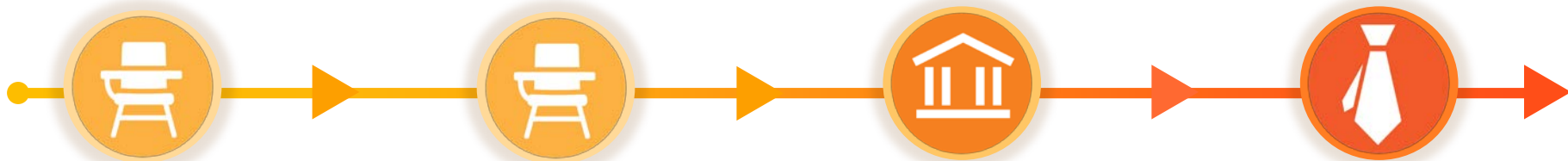


Middle School

High School

College

Post-Graduate





# Chegg Study: A Powerful Learning Tool



Chegg Study connects students to guided textbook solutions created by Chegg experts, **expanding their learning** and **improving outcomes**

**11 MM proprietary expert Q&As and 6 MM unique solution sets (Q3-17)**

**~27,000**

textbook ISBNs in Chegg Study database as of Q3-17

**~74 million content views\*, up 63% y/y (Q3-17)**



# Writing: Helping Students from Middle School Onwards **Chegg**



Imagine Easy Solutions (acquired May 2016) is a **leading** provider of **online writing** tools, relied upon by millions of students and teachers

With nearly **25% of college freshmen** required to take non-credit remedial writing courses<sup>1</sup>, Chegg has the opportunity to impact this outcome before students enroll and save time and money

**63 MM new citations in Q3-17**

## Market Opportunity

**~\$3B<sup>2</sup>**

spent annually on remedial courses at the college level



<sup>1</sup> Source: <https://edreformnow.org/policy-briefs/out-of-pocket-the-high-cost-of-inadequate-high-schools-and-high-school-student-achievement-on-college-affordability/>

<sup>2</sup> Source: <http://completecollege.org/wp-content/uploads/2014/11/4-Year-Myth.pdf>

# Tutors: On-Demand Personalized Instruction



Chegg Tutors is a **simple, reliable and affordable** service which allows students to quickly match with a human tutor to receive **one-on-one help**.

**Key subjects:**  
**Computer Science, Calculus, Statistics, Finance and Accounting**

Market Opportunity

**~\$5-7B<sup>1,2</sup>**

Total tutoring market for all subjects

**188**

average tutoring minutes per student (Q3-17)



<sup>1</sup> Source: <http://www.cnbc.com/2014/08/29/high-tech-tutoring-big-media-big-start-ups-big-money.html>

<sup>2</sup> Source: [http://www.nytimes.com/2010/08/21/your-money/21wealth.html?\\_r=0](http://www.nytimes.com/2010/08/21/your-money/21wealth.html?_r=0)

# Required Materials Drives Brand Awareness & Loyalty **Chegg**



A **comprehensive selection** of textbooks and eBooks to rent or buy at an **affordable price**

Builds **brand awareness**, maintains the **direct-to-student relationship** and creates **opportunities for students to attach** to Chegg's other businesses

Win-win Ingram relationship—Chegg collects **~20% commission per transaction**. Beneficial partnership allows Chegg to invest more rapidly in its digital services.

Business anticipates to generate **~\$50-60M in net revenues** per year at **breakeven**

<sup>1</sup> Source: Savings calculated based on the difference between print textbook list price and rental price



# Math: Self-guided and Individualized Solutions



Chegg acquired math technology company Cogeon

Expect acquisition to increase value to subscribers and expand Chegg's addressable market

Chegg will leverage Cogeon's unique A.I.-driven math technology to enhance current capabilities inside Chegg Study and expects to launch an integrated new product, Chegg Math, in the second half of 2018.

64% of high school students are not prepared for college-level math.<sup>1</sup> Over 40% of college students must take at least one remedial math course.<sup>2</sup>

## Learn More:

### Chegg Math Video



<sup>1</sup> Source: [http://www.educationworld.com/a\\_news/there-reason-us-students-struggle-math](http://www.educationworld.com/a_news/there-reason-us-students-struggle-math)

<sup>2</sup> Source: <https://www.americanprogress.org/issues/education/reports/2016/09/28/144000/remedial-education/>



# Business Outlook: 2017



	Q3 2017 Results	Q4 2017 Guidance		Full Year 2017 Guidance
Total Revenues	\$62.6m	\$70m - \$71m	▶	\$251 - \$252m
Chegg Services Revenue	\$39.5m	\$58m - \$59m	▶	\$183 - \$184m
Gross Margin %*	64%	69% - 71%	▶	>65%
Adjusted EBITDA*	\$5.7m	\$19m - \$20m	▶	\$44 - \$45m
CapEx	\$7.4m		▶	~\$27m
Free Cash Flow*	\$5.9m		▶	~\$18m

\* Non-GAAP financial measures. Reconciliation of 1) Q2-17 net loss to EBITDA and adjusted EBITDA, 2) forward looking net loss to EBITDA and adjusted EBITDA, and 3) forward looking net cash provided by operating activities to free cash flow set forth in the appendix hereto

# Business Outlook: Full Year 2018



Total Revenue	▶	~\$295m
Chegg Services Revenue	▶	~\$240m
<i>Year over Year Growth</i>	▶	>30%
Adjusted EBITDA*		~\$74m
<i>Adjusted EBITDA Margin</i>	▶	25%

# Business Outlook: 2018 Adjusted EBITDA Seasonality **Chegg**

	Q1'18	Q2'18	Q3'18	Q4'18
<b>Adjusted EBITDA*</b>				
<b>Quarterly Contribution</b>	~19%	~24%	~14%	~43%

\* Non-GAAP financial measure. Note: 2018 quarterly contribution percentages are based on FY'18 Adjusted EBITDA business outlook of approximately \$74M

We have not reconciled our 2018 quarterly adjusted EBITDA seasonality guidance to net loss because we do not provide guidance on quarterly 2018 total net revenues, net loss or the reconciling items between adjusted EBITDA and net loss as a result of the uncertainty, timing, and the potential variability of these items. The actual amount of total net revenues, net loss, and such reconciling items will have a significant impact on our 2018 quarterly adjusted EBITDA.

21 Accordingly, a reconciliation of the non-GAAP financial measure guidance to the corresponding GAAP measure is not available without unreasonable effort.

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## Context

- Effective for Chegg beginning in FY2018 (starting January 1, 2018)
- Implementation on track
- In process of assessing opening impact to retained earnings as a result of modified retrospective adoption

## Expected Impact

- We will continue to operate as an agent in our strategic partnership with Ingram and therefore continue to recognize a commission on total revenues
- Negligible impact to Chegg Services revenues aside from the timing of recognition related to our Enrollment Marketing and Brand partnerships
- Variable consideration revenues recognized from our performance related obligation with Ingram will be estimated over the period in which it is earned
- Revenues recognized from shipping and handling activities will now be recorded as a reduction of cost of revenues

# Appendix



# Reconciliation of GAAP to Non-GAAP Financial Measures



**CHEGG, INC.**  
**RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES** □  
(in thousands, except percentages and per share amounts)  
(unaudited)

	<b>Three Months Ended September 30,</b>		<b>Nine Months Ended September 30,</b>	
	<b>2017</b>	<b>2016</b>	<b>2017</b>	<b>2016</b>
Total net revenues	\$ 62,640	\$ 71,343	\$ 181,559	\$ 191,033
Adjustment as if transition to Ingram is complete	—	(15,822)	—	(48,010)
Non-GAAP total net revenues	<u>\$ 62,640</u>	<u>\$ 55,521</u>	<u>\$ 181,559</u>	<u>\$ 143,023</u>
Operating expenses	\$ 51,444	\$ 47,975	\$ 142,743	\$ 131,000
Share-based compensation expense	(10,018)	(10,164)	(27,240)	(32,586)
Amortization of intangible assets	(1,371)	(1,402)	(4,149)	(3,216)
Restructuring (charges) credits	(64)	100	(1,023)	298
Acquisition-related compensation costs	(1,500)	(1,500)	(4,500)	(3,488)
Non-GAAP operating expenses	<u>\$ 38,491</u>	<u>\$ 35,009</u>	<u>\$ 105,831</u>	<u>\$ 92,008</u>
<i>Operating expenses as a percent of total net revenues</i>	<i>82.1%</i>	<i>67.2%</i>	<i>78.6%</i>	<i>68.6%</i>
<i>Non-GAAP operating expenses as a percent of total net revenues</i>	<i>61.4%</i>	<i>49.1%</i>	<i>58.3%</i>	<i>48.2%</i>
Loss from operations	\$ (11,160)	\$ (15,331)	\$ (21,978)	\$ (38,996)
Share-based compensation expense	10,091	10,210	27,468	32,701
Amortization of intangible assets	1,371	1,402	4,149	3,216
Restructuring charges (credits)	64	(100)	1,023	(298)
Acquisition-related compensation costs	1,500	1,500	4,500	3,488
Non-GAAP income (loss) from operations	<u>\$ 1,866</u>	<u>\$ (2,319)</u>	<u>\$ 15,162</u>	<u>\$ 111</u>
Net loss	\$ (11,516)	\$ (16,063)	\$ (23,942)	\$ (40,756)
Share-based compensation expense	10,091	10,210	27,468	32,701
Amortization of intangible assets	1,371	1,402	4,149	3,216
Restructuring charges (credits)	64	(100)	1,023	(298)
Acquisition-related compensation costs	1,500	1,500	4,500	3,488
Non-GAAP net income (loss)	<u>\$ 1,510</u>	<u>\$ (3,051)</u>	<u>\$ 13,198</u>	<u>\$ (1,649)</u>
Weighted average shares used to compute net loss per share	103,041	91,059	97,008	90,201
Effect of dilutive options, restricted stock units and warrants	12,241	—	10,237	—
Non-GAAP weighted average shares used to compute non-GAAP net income (loss) per share	<u>115,282</u>	<u>91,059</u>	<u>107,245</u>	<u>90,201</u>
Net loss per share	\$ (0.11)	\$ (0.17)	\$ (0.25)	\$ (0.45)
Adjustments	0.12	0.14	0.37	0.43
Non-GAAP net income (loss) per share	<u>\$ 0.01</u>	<u>\$ (0.03)</u>	<u>\$ 0.12</u>	<u>\$ (0.02)</u>

# Reconciliation of Forward Looking Net Income (Loss) to EBITDA and Adjusted EBITDA



## CHEGG, INC.

### RECONCILIATION OF FORWARD LOOKING NET INCOME (LOSS) TO EBITDA AND ADJUSTED EBITDA

(in thousands)

(unaudited)

	Three Months Ended December 31, 2017	Year Ended December 31, 2017	Year Ended December 31, 2018
	*	*	
Net income (loss)	\$ 1,700	\$ (22,600)	\$ (3,400)
Interest expense, net	-	100	100
Provision for income taxes	600	2,600	3,700
Other depreciation and amortization expense	4,800	19,100	22,400
EBITDA	7,100	(800)	22,800
Share-based compensation expense	10,500	38,000	43,000
Other income, net	(200)	(300)	(800)
Restructuring charges	-	1,000	-
Acquisition-related compensation costs	2,100	6,600	9,000
Adjusted EBITDA	\$ 19,500	\$ 44,500	\$ 74,000

\* Adjusted EBITDA guidance for the three months ended December 31, 2017 and the year ended December 31, 2017 represents the midpoint of the ranges of \$19 million to \$20 million, \$44 million to \$45 million, respectively. Our adjusted EBITDA outlook does not include an amortization for intangible assets of Cogeon GmbH as the amount of any such amortization cannot be appropriately estimated at this time.

# Reconciliation of Required Materials Net Revenues to Non-GAAP Required Materials Net Revenues



**CHEGG, INC.**  
**RECONCILIATION OF REQUIRED MATERIALS NET REVENUES TO NON-GAAP REQUIRED MATERIALS NET REVENUES**  
(in thousands, except percentages)  
(unaudited)

	<b>Year Ended December 31,</b>				
	<b>2016</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>
Required Materials net revenues	\$ 124,755	\$ 207,088	\$ 236,717	\$ 213,746	\$ 188,530
Adjustment as if transition to Ingram is complete	(54,671)	(135,270)	(170,606)	(156,554)	(142,617)
Non-GAAP Required Materials net revenues	\$ 70,084	\$ 71,818	\$ 66,111	\$ 57,192	\$ 45,913

# Reconciliation of Forward Looking Net Cash Provided by Operating Activities to Free Cash Flow



**CHEGG, INC.**  
**RECONCILIATION OF FORWARD LOOKING NET CASH PROVIDED BY OPERATING ACTIVITIES TO FREE CASH FLOW**  
(in thousands)  
(unaudited)

	<b>Year Ended December 31, 2017</b>
Net cash provided by operating activities	<u>\$ 38,057</u>
Purchases of textbooks	-
Proceeds from liquidations of textbooks	6,943
Purchases of property and equipment	<u>(27,000)</u>
Free cash flow	<u><u>\$ 18,000</u></u>