

FAQ: Frequently asked questions

Google acquires DoubleClick

BACKGROUND

Q. What is DoubleClick?

A. DoubleClick is a company that offers online ad serving and management technology to advertisers, web publishers, and ad agencies. Its products are designed to meet the needs of the buy-side and sell-side of digital marketing. They enable clients to traffic, target, and serve online ads, and improve the productivity and results of online advertising campaigns.

Q. Why is Google acquiring DoubleClick?

A. Our goal is to make advertising on the internet work better: better for users with less intrusive ads and better privacy protection, better for advertisers with greater accountability and effectiveness, and better for publishers with improved monetization and cleaner site integration. While we have come far in this mission today, by joining forces with DoubleClick — a leader in the field of online advertising—we can accelerate our plans and increase the likelihood of success.

Q. What are the terms of the agreement?

A. \$3.1 billion in cash, and DoubleClick will become a wholly-owned subsidiary of Google. Closing is subject to customary closing conditions, including requirements to get all necessary consents and approvals under applicable antitrust laws.

Q. How did Google come to the value of \$3.1 billion?

A. We see this acquisition as bringing the worlds of search and display advertising together. We determined the value based upon the clear synergies between DoubleClick and Google advertisers, publishers, and ad agencies.

Q. How many employees currently work at DoubleClick?

A. DoubleClick currently has approximately 1,200 employees.

Q. What will happen to DoubleClick's management? DoubleClick's employees?

A. DoubleClick has a great team, committed to its products and its customers. We anticipate working with the DoubleClick team, post-close, to integrate the companies efficiently and in a timely manner.

Q. Will DoubleClick be integrated into Google or will it remain a separately operating entity?

A. We expect that DoubleClick will operate independently until our integration plan is finalized.

Q. Does this acquisition require regulatory approval in the United States or Europe?

A. The transaction is subject to normal pre-merger notification procedures in the United States and possibly several other jurisdictions.

Q. When will the acquisition close?

A. We anticipate the deal will close later this year.

DOUBLECLICK BUSINESS/PRODUCTS

Q. How will this acquisition benefit Google publishers?

A. AdSense publishers will now be able to display and optimize ads on their sites from Google and other third party ad networks while still maintaining a positive user experience on their sites. By empowering publishers with more tools and choices, we will provide additional monetization opportunities and efficiencies to maximize their revenue. As publishers generate more revenue, they will be able to create more content and improve the user experience on their sites.

Q. How will this acquisition benefit DoubleClick advertisers?

A. The acquisition will give advertisers more targeting and buying options and will provide maximum reach for their target audience, helping them achieve the best returns for their campaigns. Online advertising gives advertisers the ability to precisely target the right ad to the right user at the right time. Working with DoubleClick, we will make online text and display advertising more targeted and relevant for the user and therefore more valuable to the advertiser.

Q. How will this acquisition benefit DoubleClick publishers?

A. The combined company will offer more tools for publishers, enhance productivity and provide additional revenue potential while letting them focus more on creating and maintaining websites that appeal to users. Upon closing, DoubleClick publishers will then have access to our large base of advertisers.

Q. How will this acquisition benefit ad agencies?

A. The combination of Google and DoubleClick will provide agencies with additional tools and efficiencies to maximize their clients' online spend and increase ROI. Creative agencies will benefit by being able to better understand which text and display campaigns work online so that they can focus on creating new, interesting and relevant campaigns that appeal to their target audiences. We look forward to working with agency partners to make this transition as smooth and as beneficial to them as possible.

Q. How will this acquisition benefit end users?

A. When done properly, advertising can be useful and provide relevant information at the precise moment when a user is interested in acquiring a service or product. Working with DoubleClick, we are confident that advertisers and agencies will apply that principle to display advertising across the web to not only benefit advertisers and publishers but also

ensure a high quality and relevant online experience for users. For example, by applying Google's scale and infrastructure, users will be spending less time waiting for web pages to load.

Q. Will Google be able to serve ads to non-Google network sites through DoubleClick?

A. Yes. Ultimately, we want to give advertisers maximum flexibility, targeting and reach through Google and DoubleClick services.

Q. Will advertisers and agencies be able to serve ads to Google network sites through DoubleClick?

A. Yes.

Q. How many ad agencies and publishers are DoubleClick clients? How many of DoubleClick's clients are also currently Google clients?

A. DoubleClick has thousands of clients. There is some overlap with Google's current client base. We believe this offers synergies for advertisers and publishers to place the right ad at the right time to the right user, using both text and display advertising.

Q. What are Google's plans for DoubleClick's products?

A. We will continue to support DoubleClick's existing products and innovate together to develop more advanced versions of their current services to customers. We believe we can make their existing model perform better for advertisers and publishers, increasing productivity and profitability while delivering more relevant and more targeted ads to users.

Q. We heard Google was building its own ad serving technology. Is that the case, and does this acquisition change that development?

A. At Google, we explore lots of technology solutions that solve user, advertiser and publisher issues. Our priority now is to work with DoubleClick to continue to support existing customers and develop more advanced versions of their current services that will ultimately benefit users, advertisers and publishers.

Q. Does Google plan to eventually offer DoubleClick's existing services for free?

A. At this time, we will continue to operate DoubleClick's services as they have been. They have proven to be a successful business and we don't have immediate plans to change their business model.

Q. Will Google require that customers switch to Google's ad serving technology?

A. No. Our current plan is to continue to support existing DoubleClick services and customers.

Q. Why doesn't Google accept third party tags?

A. We don't do anything to compromise the user experience on Google properties or across our AdSense network. In order to ensure the quality of this experience we did not accept third party tags because we could not guarantee the quality of the ad or that it

would comply with our format policies. Working with DoubleClick, we will increase the relevance of ads online so that we maintain a positive user experience while providing targeted ad opportunities for advertisers and increased monetization for publishers.

Q. Are there any opportunities for DoubleClick offline? Is there any long term tie-in with Google's objective to expand to off-line mediums?

A. We will always explore ways to better serve our customers, publishers, and users, online and offline. DoubleClick customers will now have a greater opportunity to participate in Google's offline initiatives.

Q. What percentage of DoubleClick's business is outside of the US? How will this deal help Google in Europe and Asia?

A. The majority of DoubleClick's business is in the United States, but it has achieved some success in other parts of the world. We hope to be able to build on that success.

INDUSTRY/BUSINESS

Q. Is this acquisition a response to the minimal traction Google has made thus far on brand advertising efforts?

A. No. It's an opportunity to combine our business with the complementary capabilities DoubleClick has to offer. DoubleClick and Google will be able to offer a better, more comprehensive experience than either company could offer alone — for advertisers, publishers, and ad agencies.

Q. How should this acquisition be viewed given Google's recent attention to alternate revenue streams? Is Google once again concentrating on its core advertising business?

A. The sale of advertising displayed on Google and on other sites across the web has always been the fundamental model for our business. This partnership is an obvious opportunity to expand our ads business and have a positive impact on our search users in the process?

Q. Did Microsoft's involvement prompt Google's interest in DoubleClick?

A. No. Our interest in DoubleClick stemmed from our commitment to provide more useful digital solutions for advertisers and publishers, and offer users a better online experience.

Q. Given Google's technology expertise, why is it necessary to acquire DoubleClick?

A. DoubleClick offers a unique opportunity to acquire capabilities that are complementary to Google's existing business.

Q. How does this acquisition broaden Google's market opportunity? What is the revenue opportunity?

A. This acquisition represents a tremendous opportunity for Google to accelerate our display advertising business and to broaden and deepen the inventory available to all

advertisers. Advertisers will have the data, tools, and reporting they need to grow their search and display advertising spend. In addition, currently unsold publisher inventory will become more readily available and also contribute to growth in advertising revenues.

Q. Do you believe this acquisition will stifle competition?

A. No. We do not believe this acquisition is anti-competitive, as it promotes a vibrant, healthy market for online advertising.

Q. Do you plan to continue the introduction of the Exchange product DoubleClick announced last week?

A. We do see the opportunity to monetize more types of inventory as a large opportunity and will address this opportunity through some combination of our existing initiatives and DoubleClick's existing initiatives.

Q. What will Google do with Performics?

A. They have built a strong business that is valued by their clients, and we will be evaluating all strategic alternatives for this business. We are committed to continuing to meet the needs of Performics clients, and we expect no interruption in service during this transition. Google has many important agency, SEM, and other partner relationships, and we continue to value those relationships.

Q. What are Google's plans regarding privacy in the future? A. Google has a history of being an advocate for user privacy. We continue to develop technologies that improve privacy for internet users. With this acquisition, we will be able to more broadly deploy and improve privacy enhancing technologies for users. We are committed to transparency for end users, and to respecting the choices they make with regards to their privacy preferences.