

**CRAMER DECL.  
EXHIBITS C - C3  
[PUBLIC-REDACTED]**

# EXHIBIT C

**FILED UNDER SEAL**

**EXHIBIT NO. 22**

11/30

sundar return to office policy?

insider risk

dr diane/dei

doing better on black+ , women , recruiting, retention, wrt google  
worse on latinx/native american

news

12/3

ads- addtl exercise . jerry + pragh

mitby: 1000 apps use 300 of them....how to make that easy to find/access


- incremental
- moar deeplinks/appify

reengagement / appify / deeplinking

play pass - how to invest

- originals
- evolve

venkat

- 
  - what is/is not payments data
  - decline reasons
  - messaging, changing billing dates....
    - -12% on starz

mrinalini - process for managing deps between us/payments

12/9

sameer

- 0% is currently riot-starting in team, meme of impossible to police.
- either way, who is eligible is the crux. we dont have the kyc needed to a good job. dont even know if it'll be enough (apple associated accounts)
- we probably need IDV, background checks etc.
- hbo asia
- hotstar, wholly owned sub of disney
  
- constrained by SMB focus. e.g. large dev incentives can serve as discincentive for some of this bad behavior

SQEX builds a spin off tomorrow and licenses some of their IP to this new company, will we fo to war?

<https://docs.google.com/document/d/15FjuVbrMiuU-aGHGJjfB7Cxm8A6lrQHtZPz0-ZFFYvY/edit?resourcekey=0-xaap4FXiwuMBXUscsJI5bw>

comp

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED] jan1

prioritize 99% don't pay full

ok w janky rebate approach

"savings to date"

'independent' - ok w hbo asia

? talk to developers....get their instinct (sqenix example)?

- try o draft off apple draconian practices, if any
- if they're applying, it could be really hard/angering small devs

99% is the message that landed well, but will it sustain as program rolls out

lock in something with finance so they're expecting it. might be matching apple, might be more, might be less (may or may not fly)

**make sure steve aligned on plan and options** and how we go to ruth (v easy for sameer to IM)

already communicated it to ruth/philipp

how do you want ot earmark, how might this affect optics of play plan?

governance - pricing team needs to be involved

cristian - how to get 'approval'/ set expectations

1. **ok to delay an announce** until we see how apple actually administers the program and what dev agitation may arise. *[assuming there isn't burning pressure from pr/gapp/dev agitation to do something to match apple]*
2. **we should also do research with developers** to understand how or whether they'd try to do the 'create shell company, license IP to it, launch new app' routine with apple.

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