

Shutterstock, Inc.  
Form 10-Q  
May 09, 2014  
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**UNITED STATES**  
**SECURITIES AND EXCHANGE COMMISSION**

Washington D.C. 20549

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**FORM 10-Q**

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(Mark One)

- QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the quarterly period ended March 31, 2014

or

- TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the transition period from \_\_\_\_\_ to \_\_\_\_\_

Commission File Number: 001-35669

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**SHUTTERSTOCK, INC.**

(Exact name of registrant as specified in its charter)

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**Delaware**  
(State or other jurisdiction of  
incorporation or organization)

**80-0812659**  
(I.R.S. Employer  
Identification No.)

**Jonathan Oringer**

**Chief Executive Officer**

**Shutterstock, Inc.**

**350 Fifth Avenue, 21st Floor**

**New York, NY 10118**

(Address of principal executive offices, including zip code)

**(646) 419-4452**

(Registrant's telephone number, including area code)

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Indicate by check mark whether registrant: (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days.  Yes  No

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files).  Yes  No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See the definitions of large accelerated filer, accelerated filer and smaller reporting company in Rule 12b-2 of the Exchange Act.

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Large accelerated filer

Accelerated filer

Non-accelerated filer   
(Do not check if a smaller reporting company)

Smaller reporting company

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act).  Yes  No

Indicate the number of shares outstanding of each of the issuer's classes of stock, as of the latest practicable date.

| Class                                    | Outstanding at May 7, 2014 |
|--|----------------------------|
| Common Stock, \$0.01 par value per share | 35,197,284                 |

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**SPECIAL NOTE ON FORWARD-LOOKING STATEMENTS**

This report contains forward-looking statements. These forward-looking statements can be identified by the use of forward-looking terminology such as believe, may, estimate, continue, anticipate, intend, expect, predict, potential, project, guidance, target, forecast

We have based these forward-looking statements largely on our current expectations and projections about future events and financial trends affecting the financial condition of our business. Forward-looking statements should not be read as a guarantee of future performance or results, and will not necessarily be accurate indications of the times at, or by, which such performance or results will be achieved. Forward-looking statements are based on information available at the time those statements are made and/or management's good faith belief as of that time with respect to future events, and are subject to risks and uncertainties that could cause actual performance or results to differ materially from those expressed in or suggested by the forward-looking statements as a result of certain factors, as more fully described in Part II, Item 1A (Risk Factors) of this Quarterly Report on Form 10-Q and in the reports and documents filed from time to time by us with the Securities and Exchange Commission (the "SEC").

Forward-looking statements speak only as of the date of this Quarterly Report on Form 10-Q. You should not put undue reliance on any forward-looking statements. We assume no obligation to update forward-looking statements to reflect actual results, changes in assumptions or changes in other factors affecting forward-looking information, except to the extent required by applicable laws. If we update one or more forward-looking statements, no inference should be drawn that we will make additional updates with respect to those or other forward-looking statements.

**WHERE YOU CAN FIND MORE INFORMATION**

Shutterstock's corporate website is located at [www.shutterstock.com](http://www.shutterstock.com). Shutterstock makes available free of charge, on our corporate website, our annual, quarterly and current reports, and any amendments to those reports, as soon as reasonably practicable after electronically filing such reports with, or furnishing to, the SEC. Information contained on Shutterstock's corporate website is not part of this report or any other report filed with the SEC.

Unless the context otherwise indicates, references in this report to the terms Shutterstock, the Company, we, our and us refer to Shutterstock, Inc. and its subsidiaries.

Table of Contents**PART I: FINANCIAL INFORMATION****Item 1. Financial Statements****Shutterstock, Inc.****Consolidated Balance Sheets****(In thousands, except per share data)**

|  | <b>March 31,<br/>2014<br/>(unaudited)</b> | <b>December 31,<br/>2013</b> |
|--|---|------------------------------|
| <b>ASSETS</b>  |   |                              |
| Current assets:  |   |                              |
| Cash and cash equivalents  | \$ 157,978                                | \$ 155,355                   |
| Short-term investments   | 54,994                                    | 54,429                       |
| Credit card receivables  | 3,012                                     | 2,083                        |
| Accounts receivable, net   | 8,143                                     | 6,081                        |
| Prepaid expenses and other current assets  | 22,472                                    | 19,809                       |
| Deferred tax assets, net   | 3,948                                     | 5,431                        |
| Total current assets   | 250,547                                   | 243,188                      |
| Property and equipment, net  | 25,798                                    | 20,256                       |
| Intangible assets, net   | 4,717                                     | 853                          |
| Goodwill   | 10,186                                    | 1,423                        |
| Deferred tax assets, net   | 13,417                                    | 10,720                       |
| Other assets   | 2,095                                     | 2,048                        |
| Total assets   | \$ 306,760                                | \$ 278,488                   |
| <b>LIABILITIES AND STOCKHOLDERS EQUITY</b>   |   |                              |
| Current liabilities:   |   |                              |
| Accounts payable   | \$ 5,446                                  | \$ 4,164                     |
| Accrued expenses   | 18,999                                    | 23,638                       |
| Contributor royalties payable  | 10,942                                    | 9,180                        |
| Deferred revenue   | 60,855                                    | 52,100                       |
| Other liabilities  | 1,845                                     | 2,846                        |
| Total current liabilities  | 98,087                                    | 91,928                       |
| Other non-current liabilities  | 9,552                                     | 3,961                        |
| Total liabilities  | 107,639                                   | 95,889                       |
| Commitments and contingencies (Note 8)   |   |                              |
| Stockholders' equity:  |   |                              |
| Common stock, \$0.01 par value; 200,000 shares authorized; 35,196 and 35,071 shares outstanding as of March 31, 2014 and December 31, 2013, respectively | 352                                       | 351                          |
| Additional paid-in capital   | 139,035                                   | 127,443                      |
| Accumulated comprehensive income   | 20  | 9                            |
| Retained earnings  | 59,714                                    | 54,796                       |
| Total stockholders' equity   | 199,121                                   | 182,599                      |
| Total liabilities and stockholders' equity   | \$ 306,760                                | \$ 278,488                   |

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The accompanying notes are an integral part of these financial statements.

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## Shutterstock, Inc.

## Consolidated Statements of Operations

(In thousands, except for share and per share data)

(unaudited)

|  | Three Months Ended<br>March 31, |            |
|--|---------------------------------|------------|
|  | 2014                            | 2013       |
| Revenue  | \$ 72,777                       | \$ 51,117  |
| Operating expenses:  |                                 |            |
| Cost of revenue  | 29,108                          | 19,821     |
| Sales and marketing  | 19,276                          | 11,978     |
| Product development  | 7,777                           | 4,555      |
| General and administrative   | 7,517                           | 4,780      |
| Total operating expenses   | 63,678                          | 41,134     |
| Income from operations   | 9,099                           | 9,983      |
| Other income (expense), net  | 21                              | (12)       |
| Income before income taxes   | 9,120                           | 9,971      |
| Provision for income taxes   | 4,202                           | 4,406      |
| Net income   | \$ 4,918                        | \$ 5,565   |
| Less:  |                                 |            |
| Preferred interest distributed   |                                 |            |
| Undistributed earnings to participating stockholder/members            | 11                              | 19         |
| Net income available to common stockholders/members                    | \$ 4,907                        | \$ 5,546   |
| Net income per basic share available to common stockholders/members:   |                                 |            |
| Distributed  | \$                              | \$         |
| Undistributed  | 0.14                            | 0.17       |
| Basic  | \$ 0.14                         | \$ 0.17    |
| Net income per diluted share available to common stockholders/members: |                                 |            |
| Distributed  | \$                              | \$         |
| Undistributed  | 0.14                            | 0.16       |
| Diluted  | \$ 0.14                         | \$ 0.16    |
| Weighted average shares outstanding:                                   |                                 |            |
| Basic  | 35,027,480                      | 33,398,797 |
| Diluted  | 35,838,853                      | 33,851,843 |

The accompanying notes are an integral part of these financial statements.



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**Shutterstock, Inc.**

**Consolidated Statements of Comprehensive Income**

**(In thousands)**

**(unaudited)**

|                                   | <b>Three Months Ended</b> |             |
|-----------------------------------|---------------------------|-------------|
|                                   | <b>March 31</b>           |             |
|                                   | <b>2014</b>               | <b>2013</b> |
| Net income                        | \$ 4,918                  | \$ 5,565    |
| Foreign currency translation gain | 4                         |             |
| Unrealized gain on investments    | 7                         |             |
| Other comprehensive income        | 11                        |             |
| Comprehensive income              | \$ 4,929                  | \$ 5,565    |

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## Shutterstock, Inc.

## Consolidated Statements of Cash Flows

(In thousands)

(unaudited)

|   | Three Months Ended<br>March 31, |            |
|---|---------------------------------|------------|
|   | 2014                            | 2013       |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                                       |                                 |            |
| Net income  | \$ 4,918                        | \$ 5,565   |
| Adjustments to reconcile net income to net cash provided by operating activities: |                                 |            |
| Depreciation and amortization   | 1,551                           | 779        |
| Write-off of property and equipment   | 367                             |            |
| Deferred taxes  | (402)                           | (1,692)    |
| Non-cash equity-based compensation  | 3,137                           | 1,016      |
| Excess tax benefit from the exercise of stock options                             | (6,345)                         |            |
| Bad debt reserve  | 62                              | 84         |
| Chargeback reserve and sales refund reserve                                       | 45                              | 20         |
| Amortization of deferred financing fees   |                                 | 125        |
| Changes in operating assets and liabilities:                                      |                                 |            |
| Credit card receivables   | (928)                           | (845)      |
| Accounts receivable   | (2,124)                         | (964)      |
| Prepaid expenses and other current and non-current assets                         | 3,693                           | (259)      |
| Accounts payable and other liabilities  | 2,221                           | (1,069)    |
| Contributors royalties payable  | 1,762                           | 1,002      |
| Income taxes payable  |                                 | 4,626      |
| Deferred revenue  | 7,672                           | 5,402      |
| Net cash provided by operating activities   | \$ 15,629                       | \$ 13,790  |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                                       |                                 |            |
| Capital expenditures  | (10,881)                        | (1,127)    |
| Purchase of investments   | (70,492)                        |            |
| Sale and maturities of investments  | 69,935                          |            |
| Acquisition of business   | (10,056)                        |            |
| Security deposit payment  | (49)                            | (1,779)    |
| Net cash used in investing activities   | \$ (21,543)                     | \$ (2,906) |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                                       |                                 |            |
| Proceeds from exercise of stock options   | 2,188                           | 53         |
| Excess tax benefit from the exercise of stock options                             | 6,345                           |            |
| Payment of term loan  |                                 | (6,000)    |
| Payment of offering fees  |                                 | (20)       |
| Net cash provided by (used in) financing activities                               | \$ 8,533                        | \$ (5,967) |
| Effect of foreign exchange rates changes on cash                                  | 4                               |            |
| Net increase in cash and cash equivalents   | 2,623                           | 4,917      |
| Cash and cash equivalents Beginning   | 155,355                         | 102,096    |
| Cash and cash equivalents Ending  | \$ 157,978                      | \$ 107,013 |
| <b>Supplemental Disclosure of Cash Information:</b>                               |                                 |            |
| Cash paid for:  |                                 |            |
| Income taxes  | \$ 55                           | \$ 1,264   |
| Interest  | \$                              | \$ 34      |

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**Supplemental Disclosure of Non-Cash Investing and Financing Activities:**

|  |    |       |    |
|--|----|-------|----|
| Capital expenditures in accounts payable and other liabilities | \$ | 3,473 | \$ |
|--|----|-------|----|

The accompanying notes are an integral part of these financial statements.

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**Shutterstock, Inc.**

**Notes to Unaudited Consolidated Financial Statements**

**(In Thousands, Except Share and Per Share Data)**

**(1) Summary of Operations and Significant Accounting Policies**

*Summary of Operations*

Shutterstock, Inc. (the Company or Shutterstock) operates an industry-leading global marketplace for commercial digital imagery. Commercial digital imagery consists of licensed photographs, illustrations and videos that companies use in their visual communications, such as websites, digital and print marketing materials, corporate communications, books, publications and video content. The Company licenses commercial digital imagery to its customers. Contributors upload their digital imagery to the Company's website in exchange for a royalty payment based on customer download activity. The Company is headquartered in New York City with offices in London, Berlin, Chicago, Denver and San Francisco.

*Principles of Consolidation*

The consolidated financial statements reflect the operations of the Company and its wholly-owned subsidiaries. All significant intercompany balances and transactions have been eliminated in consolidation.

*Reorganization*

In May 2012, in connection with the filing of a registration statement for the Company's initial public offering (the IPO), Shutterstock Images LLC, a New York limited liability company (the LLC) formed Shutterstock, Inc., a Delaware corporation, as a wholly-owned subsidiary of the LLC. On October 5, 2012, the LLC reorganized, by way of a merger of the LLC with and into Shutterstock, Inc. with Shutterstock, Inc. surviving in the merger (the Reorganization). In connection with the Reorganization, the preferred and common membership interests in the LLC, including any interests that vested upon the Reorganization, were exchanged for an aggregate of 28,338,281 shares of Shutterstock, Inc. common stock.

*Unaudited Interim Financial Statements*

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The interim consolidated balance sheet as of March 31, 2014 and the consolidated statements of operations, comprehensive income and cash flows for the three months ended March 31, 2014 and 2013 are unaudited. The unaudited interim financial statements have been prepared on a basis consistent with the annual financial statements and, in the opinion of management, reflect all adjustments, which include only normal recurring adjustments, necessary to state fairly the Company's financial position as of March 31, 2014 and its results of consolidated operations, comprehensive income and cash flows for the three months ended March 31, 2014 and 2013. The financial data and the other financial information disclosed in these notes to the financial statements related to these periods are also unaudited. The results of operations for the three months ended March 31, 2014 are not necessarily indicative of the results to be expected for the year ending December 31, 2014 or for any other future annual or interim period.

There have been no changes in the significant accounting policies from those that were disclosed in the Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2013 filed on February 28, 2014. These financial statements should also be read in conjunction with the audited Consolidated Financial Statements and Notes thereto for the year ended December 31, 2013. Certain information and note disclosures normally included in the financial statements prepared in accordance with GAAP have been omitted pursuant to such rules and regulations. The consolidated balance sheet as of December 31, 2013 included herein was derived from the audited financial statements as of that date, but does not include all disclosures required by GAAP.

### *Acquisition of Virtual Moment, LLC*

On March 14, 2014, the Company acquired certain assets and certain liabilities of Virtual Moment, LLC (dba WebDAM) ( WebDAM ) pursuant to an asset purchase arrangement. The transaction was accounted for using the acquisition method, and accordingly, the results of the acquired business have been included in the Company's results of operations from the acquisition date. The acquisition did not have a material impact on the Company's reported operating results.

WebDAM sells digital asset management software services through its cloud-based platform to marketing and creative enterprise organizations. WebDAM's products help organizations manage, search, distribute and collaborate on creative digital files in order to grow their brands and reach new audiences. WebDAM's offerings are particularly attractive to large enterprises, which make up a significant portion of their client base. The Company believes that this acquisition will increase its strategic position with its enterprise customers as well as broaden its product availability to seize market opportunity.

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The fair value of consideration transferred in this business combination is allocated to the intangible assets acquired and liabilities assumed at the acquisition date, with the remaining unallocated amount, if any, recorded as goodwill. The allocation of the acquisition price for this acquisition has been prepared on a preliminary basis, and changes to those allocations may occur as additional information becomes available.

The total preliminary purchase price of \$12,416 consists of an initial cash payment of \$10,056 and \$2,360 in contingent consideration based on certain performance criteria of post-acquisition revenue. As of March 31, 2014, the fair value of the post-acquisition revenue performance-based contingent consideration is included in other non-current liabilities. The fair value of the contingent consideration was determined using a Monte-Carlo simulation approach. The preliminary aggregate purchase price was allocated to the assets acquired and liabilities assumed as follows:

|                           |    |         |
|---------------------------|----|---------|
| Intangible assets:        |    |         |
| Trade name                | \$ | 500     |
| Customer relationships    |    | 2,800   |
| Developed technology      |    | 600     |
| Goodwill                  |    | 8,763   |
| Total assets acquired     |    | 836     |
| Total liabilities assumed |    | (1,083) |
| Total                     | \$ | 12,416  |

The identifiable intangible assets have a weighted average life of approximately 7 years and are being amortized on a straight-line basis. The fair value of the customer relationships was determined using a variation of the income approach known as excess earnings method. The fair values of the trade name and developed technology were both determined using the relief-from-royalty method. The goodwill arising from the transaction is primarily attributable to expected operational synergies and is deductible for income tax purposes. As a result of the acquisition, the Company recorded approximately \$300 of professional fees for the three months ended March 31, 2014 which is included in general and administrative expense.

Pro forma results of operations have not been presented because the effect of this business combination was not material to the Company's consolidated results of operations.

*Use of Estimates*

The preparation of the consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires the Company's management to make a number of estimates and assumptions relating to the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenue and expenses during the period. The Company evaluates its significant estimates on an ongoing basis, including, but not limited to allowance for doubtful accounts, sales refund reserve, goodwill, intangibles, non-cash equity-based compensation, income tax provision and for certain non-income tax accruals. The Company bases its estimates on historical experience and on various other assumptions that it believes to be reasonable under the circumstances, the results of which form the basis for making judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results could differ from those estimates.



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***Restricted Cash***

The Company's restricted cash relates to security deposits for leased office locations. As of March 31, 2014 and December 31, 2013, the Company had \$243 of restricted cash recorded in prepaid expenses and other current assets that related to a leased office location that expires in 2014 and had \$2,017 of restricted cash recorded in other assets that related to leased office locations that expire in 2015 and 2024, respectively. The carrying value of restricted cash approximates fair value.

***Revenue Recognition***

All revenue, net of chargebacks and refunds, is generated from the license of digital content through subscription or usage based plans. The Company's three primary plans are: subscription plans, On Demand plans, and credit pack plans. The Company recognizes revenue when all of the following basic criteria are met: there is persuasive evidence of an arrangement, performance or delivery of services has occurred, the sales price is fixed or determinable, and collectability is reasonably assured. The Company considers persuasive evidence of an arrangement to be an electronic order form, or a signed contract, which contains the fixed pricing terms. Performance or delivery is considered to have occurred upon the ratable passage of time for subscription plans, the download of digital content or the expiration of a contract period for which there are unused downloads or credits. Collectability is reasonably assured since most of the Company's customers purchase products by making electronic payments at the time of a transaction with a credit card. The Company establishes a chargeback allowance and sales refund reserve allowance based on factors surrounding historical credit card chargeback trends, historical sales refund trends and other information. As of March 31, 2014 and December 31, 2013, the Company has recorded a chargeback allowance and sales refund allowance of \$470 and \$425, respectively, which is included in other liabilities. Collectability is assessed for customers who pay on credit based on a credit evaluation for new customers, when necessary, and transaction history with existing customers. Any cash received in advance of revenue recognition is recorded as deferred revenue.

Subscription plans range in length from thirty days to one year. Subscription plan revenues are recognized on a straight-line basis using a daily convention method over the plan term. On Demand plans are typically for a one-year term and permit the customer to download up to a fixed amount of digital content. On Demand revenues are recognized at the time the customer downloads the digital content on a per unit basis. Revenue related to unused digital content, if any, is recognized in full at the end of the plan term assuming no further Company obligation remains. Credit pack plans are generally for a one-year term and enable the customer to purchase a fixed number of credits which can then be utilized to pay for downloaded digital content. The number of credits utilized for each download depends on the digital content size and format. Credit pack revenue is recognized based on customer usage on a per credit basis as digital content is downloaded. Revenue related to unused credits, if any, is recognized in full at the end of the plan term assuming no further Company obligation remains. Most plans automatically renew at the end of the plan term unless the customer elects not to renew. The Company recognizes revenue from its three types of plans on a gross basis in accordance with the authoritative guidance on principal-agent considerations as the Company is the primary obligor in the arrangement, has control in establishing the product's price, performs a detailed review of the digital content before accepting it to its collection to ensure it is of high quality before it may be purchased by the customers, can reject contributor's images in its sole discretion, and has credit risk.

Customers typically pay in advance (or upon commencement of the term) via credit card, wire or check. Fees paid or invoiced in advance are deferred and recognized as described above. Customers that do not pay in advance are invoiced and are required to make payment under standard credit terms. The Company does not generally offer refunds or the right of return to customers. There are situations in which a customer may receive a refund but the determination is made on a case-by-case basis.



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The Company also licenses digital content to customers through third party resellers. The Company contracts with third party resellers around the world to access markets where the Company does not have a significant presence. Third party resellers sell the Company's products directly to end-user customers and remit a fixed amount to the Company based on the type of plan sold. The terms of the reseller program indicate that the third party reseller is the primary obligor to the end-user customer and bears the risks and rewards as principal in the transaction. In assessing whether the Company's revenue should be reported on a gross or net basis with respect to our reseller program, the Company follows the authoritative guidance in ASC 605-45, Principal Agent Considerations. The Company recognizes revenue net of reseller commission in accordance with the type of plan sold, consistent with the plan descriptions above. The Company generally does not offer refunds or the right of return to resellers.

### *Equity-Based Compensation*

The Company measures and recognizes non-cash equity-based compensation expense for all equity-based payment awards made to employees based on estimated fair values. The value portion of the award that is ultimately expected to vest is recognized as expense over the requisite service period. For awards with a change of control condition, an evaluation is made at the grant date and

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future periods as to the likelihood of the condition being met. Compensation expense is adjusted in future periods for subsequent changes in the expected outcome of the change of control conditions until the vesting date. Forfeitures are estimated at the time of grant and revised, if necessary, in subsequent periods if actual forfeitures differ from those estimates.

The Company uses the Black Scholes option pricing model to determine the fair value of stock options and other equity-based awards granted pursuant to the Value Appreciation Rights Plan ( VAR Plan ), 2012 Omnibus Equity Incentive Plan (the 2012 Plan ) and stock purchased pursuant to the Employee Stock Purchase Plan ( 2012 ESPP ), which are discussed further in Note 11, Equity-Based Compensation.

The determination of the grant date fair value using an option-pricing model requires judgment as well as assumptions regarding a number of other complex and subjective variables. These variables include the Company's fair value of the common ownership interest pre-IPO, the Company's closing market price at the grant date post-IPO, the expected unit price volatility over the expected term of the awards, awards exercise and cancellation behaviors, risk-free interest rates, and expected dividends, which are estimated as follows:

- ***Fair Value of Common Membership Unit.*** Prior to completion of the IPO, the Company's fair value of common ownership interest was estimated internally and approved by the Board of Managers ( BOM ) because the Company was not publicly traded. The Company's intention upon granting VAR Plan awards was for the granted award to have exercisable price per unit that was not less than the per unit fair value of the Company's common equity on the date of grant. The valuations of the Company's common equity unit were prepared in accordance with the American Institute of Certified Public Accountants Statement on Standards for Valuation Services 1: *Valuation of a Business, Business Ownership Interest, Security, or Intangible Asset*. The assumptions used in the valuation model were based on future expectations combined with the Company's judgment. In the absence of a public trading market, the Company exercised significant judgment and considered numerous objective and subjective factors to determine the fair value of the common equity unit as of the date of each VAR Plan award grant. Some but not all of these factors included operating and financial performance, current business conditions and projections, the hiring of key personnel, the Company's history and introduction of new functionality and services, the Company's stage of development, the likelihood of achieving a liquidity event for the common ownership interests, any adjustment necessary to recognize a lack of marketability for our common ownership interests, the market performance of comparable publicly traded companies, and U.S. and global capital market conditions. The Company also obtained independent third party valuations on a periodic basis. After October 11, 2012, the date the Company's common stock began trading on the NYSE, the grant date fair value for stock-based awards is based on the closing price of the Company's common stock on the NYSE on the date of grant and fair value for all other purposes related to stock-based awards shall be the closing price of the Company's common stock on the NYSE on the relevant date.

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- **Expected Term.** The expected term is estimated using the simplified method allowed under Securities and Exchange Commission ( SEC ) guidance.
- **Volatility.** As the Company does not have a trading history for its common ownership interest pre-IPO or a significant range of its common stock post-IPO, the expected price volatility for the common ownership interest and common stock was estimated by taking the average historic price volatility for industry peers based on daily price observations over a period equivalent to the expected term of the VAR Plan awards and stock options granted post-IPO. Industry peers consist of several public companies similar in size, stage of life cycle and financial leverage. The Company did not rely on implied volatilities of traded options in the industry peers common stock because the volume of activity was relatively low. The Company intends to continue to consistently apply this process using the same or similar public companies until a sufficient amount of historical information regarding the volatility of the Company s own common stock becomes available, or unless circumstances change such that the identified companies are no longer similar to the Company, in which case, more suitable companies whose share prices are publicly available would be utilized in the calculation.
- **Risk-free Interest Rate.** The risk-free interest rate is based on the yields of U.S. Treasury securities with maturities similar to the expected term of each award group.
- **Dividend Yield.** Prior to the Reorganization, the Company has historically paid cash dividends or distributions to its members. Following the Reorganization, the Company has not paid cash distributions to its stockholders and it does not intend to do so for the foreseeable future. As a result, the Company used an expected dividend yield of zero.

If any of the assumptions used in the Black-Scholes model changes significantly, the fair value for future awards may differ materially compared with the awards granted previously. The awards granted pursuant to the VAR Plan, the 2012 Plan, and the 2012 ESPP are subject to a time-based vesting requirement. The majority of stock option awards granted under the 2012 Plan vest over four years while the majority of the restricted stock units granted under the 2012 Plan vest over three years. The 2012 ESPP provides for purchase periods approximately every six months and a participant must be employed on the purchase date to participate. The VAR Plan awards had a condition that a change of control (as defined in the VAR Plan) must occur for a payment to trigger with respect to the VAR Plan awards. In connection with the Company s Reorganization, all of the VAR Plan awards were exchanged for options to purchase shares of common stock of Shutterstock, Inc. As of December 31, 2011, no equity-based compensation expense had been recognized with respect to the VAR Plan awards because the qualifying event had not occurred. As a result of the completion of the initial public offering ( IPO ) in October 2012, the Company began recording stock-based compensation expense using the accelerated attribution method, net of forfeitures, based on the grant date fair value of the VAR Plan awards that were exchanged for options to purchase shares of common stock of Shutterstock, Inc. as part of the Company s Reorganization.

For any equity based awards that qualified for liability classification pre-IPO, the Company has elected to use the intrinsic value method to value the common membership interest in accordance with authoritative guidance on stock compensation. See Note 11, Equity Based Compensation, for further information.

**Income Taxes**

The Company is a Delaware corporation. Significant management judgment is required in projecting ordinary income/(loss) in order to determine the Company s estimated effective tax rate.

The Company accounts for unrecognized tax benefits using a more-likely-than-not threshold for financial statement recognition and measurement of tax positions taken or expected to be taken in a tax return. The Company establishes reserves for tax-related uncertainties based on estimates of whether, and the extent to which, additional taxes will be due. The Company records an income tax liability, if any, for the

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difference between the benefit recognized and measured and the tax position taken or expected to be taken on the Company's tax returns. To the extent that the assessment of such tax positions changes, the change in estimate is recorded in the period in which the determination is made. The reserves are adjusted in light of changing facts and circumstances, such as the outcome of a tax audit or lapses in statutes of limitations. Any reserve for uncertain tax provisions, if any, and related penalties and interest, if any, are included in the income tax provision.

The Company assessed the realizability of deferred tax assets and determined that based on the available evidence, including a history of taxable income and estimates of future taxable income, it is more likely than not that the deferred tax assets will be realized. The Company will continue to evaluate its ability to realize deferred tax assets on a quarterly basis. Significant management judgment is required in determining the provision for income taxes and deferred tax assets and liabilities. In the event that actual results differ from these estimates, the Company will adjust these estimates in future periods which may result in a change in the effective tax rate in a future year.

The Company is subject to certain compliance requirements for non income taxes, value added and sales based taxes. Where appropriate, the Company has made accruals for these taxes, which are reflected in the Company's consolidated financial statements.

Table of Contents***Net Income Per Share***

Basic net income per share is computed by dividing the net income attributable to common stockholders/members by the weighted average number of common shares outstanding during the period. The Company applies the two class method for calculating and presenting income per share. Under the two-class method, net income is allocated between shares of common stock and other participating securities based on their contractual participating rights to share in the earnings as if all of the earnings for the period have been distributed. Participating securities are defined as securities that participate in dividends with common stock according to a pre-determined formula or a contractual obligation to share in the income of the entity. Any potential issuance of common shares, including those that are contingent and do not participate in dividends, are excluded from weighted average number of common shares outstanding. Undistributed net income (loss) for a given period is apportioned to participating members based on the weighted average number of each class of securities outstanding during the applicable period as a percentage of the combined weighted average number of these securities outstanding during the period. Income available to common shareholders/members is computed by deducting dividends paid to preferred members, accretion to redemption value on preferred members shares, less income allocated to participating securities including unvested shares for the restricted award holder since these unvested shares have participating rights. See Note 11, Equity Based Compensation, for further discussion.

Diluted net income per share is computed by dividing the net income available to common shareholders/members adjusted for any changes in income that would result from the assumed conversion of the potential common shares by the weighted average common shares outstanding and all potential common shares, if they are dilutive. Diluted net income available to common stockholders/members for the three months ended March 31, 2014 and 2013 includes the effect of 2,088,181 and 1,837,251 shares, respectively, while 179,883 and 53,750 shares, respectively, were excluded since they were anti-dilutive.

A reconciliation of assumed exercised shares used in calculating basic and diluted income (loss) share available to common stockholders/members follows:

|   | <b>Three Ended March 31,</b> |             |
|---|------------------------------|-------------|
|   | <b>2014</b>                  | <b>2013</b> |
| Basic   | 35,027,480                   | 33,398,797  |
| Stock options and employee stock purchase plan shares | 705,980                      | 442,258     |
| Unvested restricted stock awards                      | 105,393                      | 10,788      |
| Diluted   | 35,838,853                   | 33,851,843  |

***Recently Issued Accounting Standard Updates***

None of the recently issued accounting standard updates is expected to have a material impact.

**(2) Short Term Investments and Fair Value Measurements**

Short term investments are summarized as follows:

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As of March 31, 2014

|                  | Amortized<br>Cost | Unrealized<br>Gains | Unrealized<br>Losses | Estimated<br>Fair Market<br>Value |
|------------------|-------------------|---------------------|----------------------|-----------------------------------|
| Commercial Paper | \$ 54,997         | \$                  | \$ (3)               | \$ 54,994                         |
| Total            | \$ 54,997         | \$                  | \$ (3)               | \$ 54,994                         |

As of December 31, 2013

|                  | Amortized<br>Cost | Unrealized<br>Gains | Unrealized<br>Losses | Estimated<br>Fair Market<br>Value |
|------------------|-------------------|---------------------|----------------------|-----------------------------------|
| Commercial Paper | \$ 54,431         | \$                  | \$ (2)               | \$ 54,429                         |
| Total            | \$ 54,431         | \$                  | \$ (2)               | \$ 54,429                         |

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The following table represents the Company's fair value hierarchy for its financial assets:

|                  | As of March 31, 2014 |         |           |         |
|------------------|----------------------|---------|-----------|---------|
|                  | Aggregate Fair Value | Level 1 | Level 2   | Level 3 |
| Commercial Paper | \$ 54,994            | \$      | \$ 54,994 | \$      |
| Total            | \$ 54,994            | \$      | \$ 54,994 | \$      |

|                  | As of December 31, 2013 |         |           |         |
|------------------|-------------------------|---------|-----------|---------|
|                  | Aggregate Fair Value    | Level 1 | Level 2   | Level 3 |
| Commercial Paper | \$ 54,429               | \$      | \$ 54,429 | \$      |
| Total            | \$ 54,429               | \$      | \$ 54,429 | \$      |

The Company's investments classified as level 2 are priced using quoted market prices for identical assets which are subject to infrequent transactions. Cash and cash equivalents, accounts receivable, restricted cash, accounts payable, accrued expenses and deferred revenue carrying amounts approximate fair value because of the short maturity of these instruments. The Company's non-financial assets, which include property and equipment, intangible assets and goodwill, are not required to be measured at fair value on a recurring basis. However, if certain triggering events occur, or if an annual impairment test is required and the Company is required to evaluate the non-financial asset for impairment, a resulting asset impairment would require that the non-financial asset be recorded at the fair value.

**(3) Information About Revenue By Geographic Areas**

The following represents our geographic revenue based on customer location:

|                   | Three Months Ended |        |                |        |
|-------------------|--------------------|--------|----------------|--------|
|                   | March 31, 2014     |        | March 31, 2013 |        |
| North America     | \$                 | 26,504 | \$             | 18,363 |
| Europe            |                    | 26,649 |                | 19,040 |
| Rest of the world |                    | 19,624 |                | 13,714 |
| Total revenue     | \$                 | 72,777 | \$             | 51,117 |

Included in North America is the United States which comprises 32% of total revenue for three months ended March 31, 2014 and 2013. No other country accounts for more than 10% of the Company's revenue in any period. All long-lived assets are located in North America.

**(4) Goodwill and Intangible Assets**

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The Company's goodwill balance is attributable to its Bigstockphoto, Inc. ( Bigstock ) and WebDAM reporting units and is tested for impairment at least annually on October 1 or upon a triggering event. The following table summarizes the changes in the Company's goodwill balance through March 31, 2014:

|                                  | Bigstock | WebDAM   | Consolidated |
|----------------------------------|----------|----------|--------------|
| Balance as of December 31, 2013  | \$ 1,423 | \$       | \$ 1,423     |
| Goodwill related to acquisitions |          | 8,763    | 8,763        |
| Balance as of March 31, 2014     | \$ 1,423 | \$ 8,763 | \$ 10,186    |

Intangible assets consist of the following as of March 31, 2014 and December 31, 2013:

|                               | Gross<br>Carrying<br>Amount | As of March 31, 2014        |             | Net<br>Carrying<br>Amount | Weighted<br>Average Life<br>(Years) |
|-------------------------------|-----------------------------|-----------------------------|-------------|---------------------------|-------------------------------------|
|                               |                             | Accumulated<br>Amortization | (unaudited) |                           |                                     |
| Amortizing intangible assets: |                             |                             |             |                           |                                     |
| Customer relationship         | \$ 3,400                    | \$ (620)                    |             | 2,780                     | 6                                   |
| Trade name                    | 900                         | (131)                       |             | 769                       | 9                                   |
| Developed technology          | 600                         | (4)                         |             | 596                       | 7                                   |
| Contributor content           | 450                         | (135)                       |             | 315                       | 15                                  |
| Patents                       | 193                         | (23)                        |             | 170                       | 17                                  |
| Domain name                   | 97                          | (10)                        |             | 87                        | 14                                  |
| Total                         | \$ 5,640                    | \$ (923)                    |             | \$ 4,717                  |                                     |



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|                               | As of December 31, 2013     |                             |                           | Weighted<br>Average Life<br>(Years) |
|-------------------------------|-----------------------------|-----------------------------|---------------------------|-------------------------------------|
|                               | Gross<br>Carrying<br>Amount | Accumulated<br>Amortization | Net<br>Carrying<br>Amount |                                     |
| Amortizing intangible assets: |                             |                             |                           |                                     |
| Customer relationship         | \$ 600                      | \$ (600)                    | \$                        | 4                                   |
| Trade name                    | 400                         | (119)                       | 281                       | 14                                  |
| Contributor content           | 450                         | (127)                       | 323                       | 15                                  |
| Patents                       | 193                         | (21)                        | 172                       | 17                                  |
| Domain name                   | 86                          | (9)                         | 77                        | 15                                  |
| Total                         | \$ 1,729                    | \$ (876)                    | \$ 853                    |                                     |

Amortization expense was \$47 and \$56 for the three months ended March 31, 2014 and 2013, respectively. The Company also determined that there was no indication of impairment of the intangible assets for any period presented. Estimated amortization expense for the next five years is: \$499 for the remaining nine months of 2014, \$666 in 2015, \$666 in 2016, \$666 in 2017, \$666 in 2018 and \$1,554 thereafter.

**(5) Property and Equipment**

Property and equipment is summarized as follows:

|                                 | March 31,<br>2014 | December 31,<br>2013 |
|---------------------------------|-------------------|----------------------|
| Computer equipment and software | \$ 17,812         | \$ 14,108            |
| Furniture and fixtures          | 1,965             | 2,588                |
| Leasehold improvements          | 13,886            | 10,669               |
| Property and equipment          | 33,663            | 27,365               |
| Less accumulated depreciation   | (7,865)           | (7,109)              |
| Property and equipment, net     | \$ 25,798         | \$ 20,256            |

Depreciation expense amounted to \$1,504 and \$723 for the three months ended March 31, 2014 and 2013, respectively. Depreciation expense is included in cost of revenue and general and administrative expense based on the nature of the asset. In connection with its move to its new headquarters, the Company recorded a loss on disposal of certain fixed assets in the amount of \$367 for the three months ended March 31, 2014. There was no loss on disposal for the three months ended March 31, 2013.

**(6) Accrued Expenses**

Accrued expenses consisted of the following:

| March 31,<br>2014 | December 31,<br>2013 |
|-------------------|----------------------|
|-------------------|----------------------|

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|                          |    |        |    |        |
|--------------------------|----|--------|----|--------|
| Compensation             | \$ | 2,934  | \$ | 6,379  |
| Royalty tax withholdings |    | 5,433  |    | 5,305  |
| Construction costs       |    | 945    |    | 4,501  |
| Non income taxes         |    | 4,204  |    | 3,994  |
| Professional fees        |    | 487    |    | 605    |
| Marketing                |    | 729    |    | 475    |
| Other expenses           |    | 4,267  |    | 2,379  |
| Total accrued expenses   | \$ | 18,999 | \$ | 23,638 |

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**(7) Income Taxes**

The Company's effective tax rates for the three month periods ended March 31, 2014 and 2013 were 46.1% and 44.2%, respectively. The Company incurred a discrete tax expense primarily relating to a change in state tax rates and its state apportionment percentage during the three months ended March 31, 2014 and 2013 which increased the effective tax rate by 6.2% and 4.4%, respectively. Excluding this discrete expense, the effective rate would have been 39.9% and 39.8% during the three months ended March 31, 2014 and 2013, respectively. The Company has computed the provision for income taxes based on the estimated annual effective tax rates and applying discrete items, if any, in the applicable period. The effective tax rate differs from the statutory tax rate due primarily to non-deductible expense related to non-cash equity-based compensation, and meals and entertainment.

During the three months ended March 31, 2014 and 2013, the Company did not record an unrecognized tax benefit for uncertain tax positions taken in prior years. As of March 31, 2014 and December 31, 2013, the Company's gross unrecognized tax benefit for uncertain tax positions taken in prior years was \$1,500 for both periods. To the extent these unrecognized tax benefits are ultimately recognized, the Company's effective tax rate may be impacted in future periods.

The Company recognizes interest expense and tax penalties related to unrecognized tax benefits in income tax expense in the consolidated statements of operations. The Company accrued interest and penalties in the amount of \$22 and \$9 related to unrecognized tax benefits for the three months ended March 31, 2014 and 2013, respectively.

It is the Company's practice and intention to indefinitely reinvest the earnings of its foreign subsidiaries in those operations. As of March 31, 2014, the excess of the amount for financial reporting over the tax basis of investment in these foreign subsidiaries is insignificant and the unrecognized deferred tax liability is not material.

**(8) Term Loan Facility**

On September 21, 2012, the Company entered into a Loan and Security Agreement with Silicon Valley Bank providing for a \$12,000 term loan facility, which the Company refers to as the term loan facility. On December 24, 2012, the Company paid down \$6,000 of the term loan facility. On March 25, 2013, the Company paid off the remaining \$6,000 of the loan facility.

The Company capitalizes costs directly associated with acquiring third party financing. During the three months ended March 31, 2013, the Company accelerated and recognized \$125 as a result of paying off the term loan facility.

The Company was in compliance with the financial covenants and other covenants applicable to it under the term loan facility during the three months ended March 31, 2013 prior to paying off the term loan facility on March 25, 2013.

**(9) Commitments and Contingencies**

The Company leases facilities under agreements accounted for as operating leases. Rental expense, inclusive of operating leases, for the three months ended March 31, 2014 and 2013 was \$1,192 and \$498, respectively. Some leases have defined escalating rent provisions, which are expensed over the term of the related lease on a straight-line basis commencing with the date of possession. Any rent allowance or abatement is netted in this calculation. All leases require payment of real estate tax and operating expense increases.

On March 21, 2013, the Company entered into an operating lease agreement to lease its new office facility in New York, New York. The Company took possession of the premises during the third quarter of 2013, and as a result, the lease commenced. The Company also entered into a letter of credit in the amount of \$1,829 as a security deposit for the leased facilities. The letter of credit was collateralized by \$1,829 of cash as of March 31, 2014 and December 31, 2013, and as such, is considered to be restricted cash and is included in other assets on the consolidated balance sheet. The lease term is eleven years from the commencement date and aggregate future minimum lease payments are approximately \$38,200.

***Capital Expenditures***

As of March 31, 2014, the Company had no significant purchase commitments related to data server equipment.

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*Unconditional Purchase Obligations*

As of March 31, 2014 and December 31, 2013, the Company had unconditional purchase obligations in the amount of \$10,522 and \$5,864, which consisted primarily of contracts related to infrastructure services and contractual commitments for marketing services.

As of March 31, 2014, the Company's unconditional purchase obligations for the remainder of 2014 and for the years ending December 31, 2015, 2016 and 2017 are \$4,668, \$4,447, \$1,343 and \$64, respectively. As of December 31, 2013, the Company's unconditional purchase obligations for the years ending December 31, 2014, 2015 and 2016 are \$3,454, \$1,845 and \$565, respectively.

*Legal Matters*

From time to time, the Company may become party to litigation in the ordinary course of business, including direct claims brought by or against the Company with respect to intellectual property, contracts, employment and other matters, as well as claims brought against the Company's customers for whom the Company has a contractual indemnification obligation. The Company assesses the likelihood of any adverse judgments or outcomes with respect to these matters and determines loss contingency assessments on a gross basis after assessing the probability of incurrence of a loss and whether a loss is reasonably estimable. In addition, the Company considers other relevant factors that could impact its ability to reasonably estimate a loss. A determination of the amount of reserves required, if any, for these contingencies is made after analyzing each matter. The Company reviews reserves, if any, at least quarterly and may change the amount in the future due to new developments or changes in strategy in handling these matters. Although the results of litigation and threats of litigation, investigations and claims cannot be predicted with certainty, the Company currently believes that the final outcome of these matters will not have a material adverse effect on its business, consolidated financial position, results of operations, or cash flows. Regardless of the outcome, litigation can have an adverse impact on the Company because of defense and settlement costs, diversion of management resources and other factors. The Company currently has no material active litigation matters and, as such, no material reserves related to litigation.

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***Indemnifications***

In the ordinary course of business, the Company enters into contractual arrangements under which it agrees to provide indemnification of varying scope and terms to customers with respect to certain matters, including, but not limited to, losses arising out of the breach of Company's intellectual property warranties for damages to the customer directly attributable to the Company's breach. The Company is not responsible for any damages, costs, or losses to the extent such damages, costs or losses arise as a result of the modifications made by the customer, or the context in which an image is used. The standard maximum aggregate obligation and liability to any one customer for all claims is limited to \$10. The Company offers certain of its customers greater levels of indemnification, including unlimited indemnification. As of March 31, 2014 and as of December 31, 2013, the Company has recorded no liabilities related to indemnification obligations in accordance with the authoritative guidance for loss contingencies. Additionally, the Company believes that it has the appropriate insurance coverage in place to adequately cover such indemnification obligations, if necessary.

***Employment Agreements***

The Company has entered into employment and change of control arrangements with certain executive officers and with certain employees. The agreements specify various employment-related matters, including annual compensation, performance incentive bonuses, and severance benefits in the event of termination with or without cause.

**(10) Employee Benefit Plans**

The Company has a 401(k) defined contribution plan ( "401(k) Plan" ) and provides for annual discretionary employer matching contributions not to exceed 3% of employees' compensation per year. Matching contributions also are fully vested and non-forfeitable at all times.

The Company recorded employer matching contributions of \$209 and \$139 for the three months ended March 31, 2014 and 2013, respectively.

**(11) Equity-Based Compensation**

***Stock Option Activity***

The following is a summary of the Company's stock option awards activity for the three months ended March 31, 2014:

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|  | Plan<br>Options | Weighted Average<br>Exercise Price |
|--|-----------------|------------------------------------|
| Options outstanding at December 31, 2013 | 1,861,761       | \$ 26.09                           |
| Options granted                          | 42,750          | 79.52                              |
| Options exercised                        | (125,079)       | 17.49                              |
| Options cancelled or forfeited           | (66,369)        | 37.70                              |
| Options outstanding at March 31, 2014    | 1,713,063       | \$ 27.83                           |
| Vested and exercisable at March 31, 2014 | 558,408         | \$ 16.83                           |

The intrinsic value of the total stock options outstanding at March 31, 2014 and at December 31, 2013 was approximately \$76,700 and \$107,100, respectively. The intrinsic value of the total stock options vested and exercisable at March 31, 2014 and at December 31, 2013 was approximately \$31,100 and \$38,900, respectively.

The following weighted average assumptions were used in the fair value calculation for the three months ended March 31, 2014 and 2013:

|                          | Three Months Ended<br>March 31, 2014 | Three Months Ended<br>March 31, 2013 |
|--------------------------|--------------------------------------|--------------------------------------|
| Expected term (in years) | 6.3                                  | 6.3                                  |
| Volatility               | 49%                                  | 49%                                  |
| Risk-free interest rate  | 2.1% - 2.4%                          | 1.4%                                 |
| Dividend yield           | 0%                                   | 0%                                   |

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The Company recognized non-cash stock-based compensation expense of \$1,686 and \$613, net of estimated forfeitures, in connection with the vesting of stock options during the three months ended March 31, 2014 and 2013, respectively. As of March 31, 2014, the total unrecognized compensation charge related to the 2012 Plan non-vested options was approximately \$15,600, which is expected to be recognized through fiscal year 2018.

***Restricted Stock Units and Restricted Stock Awards***

The following is a summary of the Company's restricted stock units (RSUs) activity for the three months ended March 31, 2014:

|   | <b>Plan<br/>Options</b> | <b>Weighted Average<br/>Fair Value</b> |
|---|-------------------------|--|
| Non-vested balance at December 31, 2013 | 10,000                  | \$ 47.17                               |
| Units granted                           | 338,025                 | 95.30                                  |
| Units vested                            |                         |  |
| Units cancelled or forfeited            |                         |  |
| Non-vested balance at March 31, 2014    | 348,025                 | \$ 93.92                               |

The Company recognized non-cash stock-based compensation expense of \$901 and \$0, net of estimated forfeitures, in connection with the vesting of RSUs during the three months ended March 31, 2014 and 2013, respectively.

In connection with the Reorganization, membership interest in the LLC was exchanged for restricted and unrestricted shares of the Company's stock. The Amended and Restated Restricted Stock Agreement entered into by the Company with an executive governs the terms of the restricted stock inclusive of service vesting terms. As the restricted shares vest, the award's restrictions will be removed. The Company recognized non-cash equity-based compensation expense of \$259 and \$259, which is included in general and administrative expense, during the three months ended March 31, 2014 and 2013, respectively, in connection with the normal vesting of restricted stock.

In connections with the WebDAM acquisition, in order to retain the services of certain former WebDAM employees, the Company granted non-vested RSUs that will vest over two years from the date of acquisition. As these equity awards are subject to post-acquisition employment, the Company is accounting for them as compensation expense. A portion of these equity awards are accounted for as liability-classified awards, because the obligations are based on fixed monetary amounts that are known at inception of the obligation, to be settled with a variable number of shares of the Company's common stock when the equity awards vests. The Company recognized non-cash stock-based compensation expense of \$77, in connection with the vesting of these obligations during the three months ended March 31, 2014. There was no non-cash stock-based compensation expense related to these obligations during the three months ended March 31, 2013.

As of March 31, 2014, the total unrecognized non-cash stock-based compensation charge related to the 2012 Plan non-vested restricted stock and RSUs is approximately \$35,600, which is expected to be recognized through fiscal year 2017.

***Employee Stock Purchase Plan***



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On October 10, 2012, the Company's 2012 ESPP became effective. The Company has recognized a non-cash stock-based compensation expense of \$214 and \$144, net of estimated forfeitures, in connection with the 2012 ESPP for the three months ended March 31, 2014 and 2013. As of March 31, 2014, 94,917 shares have been issued under the 2012 ESPP.

The following table summarizes non-cash equity-based compensation expense included in the Company's statement of operations for the three months ended March 31, 2014 and 2013:

|                            | Three Months Ended March 31, |          |
|----------------------------|------------------------------|----------|
|                            | 2014                         | 2013     |
| Cost of revenue            | \$ 249                       | \$ 55    |
| Sales and marketing        | 902                          | 203      |
| Product development        | 949                          | 255      |
| General and administrative | 1,037                        | 503      |
| Total                      | \$ 3,137                     | \$ 1,016 |

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**Item 2: Management's Discussion and Analysis of Financial Condition and Results of Operations**

**Safe Harbor Cautionary Statement**

*The following discussion of our financial condition and results of operations should be read together with our interim consolidated financial statements contained elsewhere in this quarterly report on Form 10-Q and with information contained in our other filings, including the audited consolidated financial statements included in our Annual Report on Form 10-K for the year ended December 31, 2013.*

*This discussion may contain forward-looking statements based upon current expectations that involve risks and uncertainties. Our actual results may differ materially from those anticipated in these forward-looking statements as a result of various factors, including those set forth under Risk Factors of this Quarterly Report on Form 10-Q and in other parts of this report.*

**Overview**

We operate an industry-leading global marketplace for commercial digital imagery. Commercial digital imagery consists of licensed photographs, illustrations and videos that companies use in their visual communications, such as websites, digital and print marketing materials, corporate communications, books, publications and video content. Demand for commercial digital imagery comes primarily from businesses, marketing agencies and media organizations.

Our global online marketplace brings together users of commercial digital imagery with image creators from around the world. More than 900,000 active, paying users contributed to revenue through March 31, 2014. We have historically benefitted from a high degree of revenue retention from both subscription-based and On Demand customers. For example, in 2013, 2012 and 2011, we experienced year-to-year revenue retention of 99%, 100%, and 102%, respectively. This means that customers that contributed to revenue in 2012 contributed, in the aggregate, 99% as much revenue in 2013 as they did in 2012. More than 50,000 approved contributors make their images available in our collection, which has grown to more than 35 million images as of March 31, 2014. This makes our collection one of the largest of its kind and, in the twelve months ended December 31, 2013, we delivered more than 100 million paid downloads (including both commercial and editorial images) to our customers. We believe that we delivered the highest volume of commercial image downloads in this period of any single brand in our industry.

- In February 2014, we announced a partnership with the New York based Art Directs Club ( ADC ) that will further both organizations commitment to empowering the creative community. The Company will serve as partner in presenting ADC's highly regarded programs and initiatives including Young Guns, Portfolio Night and the Tomorrow Awards.
- In February 2014, we surpassed contributor payouts of \$200 million since our founding in 2003, illustrating our dynamic global marketplace and ability to connect artists to image buyers around the world.

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- In March 2014, we acquired Virtual Moment, LLC (dba WebDAM) ( WebDAM ). WebDAM sells digital asset management software services through its cloud-based platform to marketing and creative enterprise organizations. WebDAM s products help organizations manage, search, distribute and collaborate on creative files in order to grow its brands and reach new audiences.
- In April 2014, we surpassed over 400 million licenses sold since our founding in 2003, highlighting our increasing role in powering business communications worldwide.

As an online marketplace, we generate revenue by selling image licenses and we pay royalties to contributors for each of their images that are downloaded. Approximately half of our revenue and the vast majority of our downloads come from subscription-based users. These customers can download and use a large number of images in their creative process without concern for the incremental cost of each image download. For

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users who need fewer images, we offer simple, affordable, On Demand pricing, which is presented as a flat rate across all images and sizes. Since the launch of our On Demand purchase options in 2008, revenue from our On Demand purchase options has increased as a percentage of our overall revenue and we expect that this trend will continue.

Each time an image or video is downloaded, we record a royalty expense for the amount due to the associated contributor. Royalties are calculated using either a fixed dollar amount or a fixed percentage of revenue as described on our websites. Royalties are paid to contributors on a monthly basis subject to certain payout minimums. Royalties represent the largest component of our operating expenses and tend to increase proportionally with revenue.

Our cost of revenue is substantially similar as a percentage of revenue for our On Demand and subscription-based purchase options. While contributors earn a fixed amount per download for some of our plans, we have set the per-download amount paid to our contributors for each of our purchase options so that contributors earn more per download from plans where we collect higher revenue per download. In other words, we strive to deliver a similar percentage of revenue to contributors regardless of which purchase option a customer chooses. Cost of revenue for our On Demand purchase options has been slightly lower than that of our subscription-based options; however, this difference has historically represented less than 5% of revenue. As a result, we expect that any shifts in the relative popularity of these two purchase options will not substantially impact our cost of revenue.

We manage customer acquisition costs based on the expected blended customer lifetime value across our purchase options so we are able to manage our marketing expenses to achieve certain desired growth targets. As a result, we do not believe that shifts in the mix between On Demand or subscription-based purchase options will materially impact our operating margins. In addition, the repeat revenue characteristics of customers whose first purchase was a subscription-based purchase option are substantially similar to those whose first purchase was an On Demand purchase option.

An important driver of our growth is customer acquisition, which we achieve primarily through online marketing efforts including paid search, organic search, online display advertising, email marketing, affiliate marketing, social media and strategic partnerships. Over the past number of years, we increased our investments in marketing as a percentage of revenue. Since we believe the market for commercial digital imagery is at an early stage, we plan to continue to invest aggressively in customer acquisition to achieve revenue and market share growth. We believe that another important driver of growth is the quality of the user experience we provide on our websites, especially the efficiency with which our search interfaces and algorithms help customers find the images that they need, the degree to which we make use of the large quantity of data we collect about images and search patterns, and the degree to which our websites have been localized for international audiences. To this end, we have also invested aggressively in product development and we plan to continue to invest in this area. Finally, the quality and quantity of content that we make available in our collection is another key driver of our growth. The number of approved and licensable images in the Shutterstock collection exceeded 35 million images as of March 31, 2014, making it one of the largest libraries of its kind.

On March 14, 2014, the Company acquired certain assets and liabilities of Virtual Moment, LLC (dba WebDAM) ( WebDAM ) pursuant to an asset purchase arrangement. The transaction was accounted for using the acquisition method, and accordingly, the results of the acquired business have been included in the Company's results of operations from the acquisition date. WebDAM sells digital asset management software services through its cloud-based platform to marketing and creative enterprise organizations. WebDAM's products help organizations manage, search, distribute and collaborate on creative digital files in order to grow its brands and reach new audiences. WebDAM's offerings are particularly attractive to large enterprises, which make up a significant portion of their client base. We believe that this acquisition will increase our strategic position with our enterprise customers as well as broaden our product availability to seize market opportunity. The acquisition did not have a material impact on the Company's reported operating results.



Table of Contents**Key Business Metrics**

In addition to key financial metrics, we regularly review a number of key operating metrics to evaluate our business, determine the allocation of resources and make decisions regarding business strategies. We believe that these metrics are useful for understanding the underlying trends in our business. The following table summarizes our key operating metrics, which are unaudited, for the three months ended March 31, 2014 and 2013:

|  | Three Months Ended<br>March 31,                    |         |
|--|--|---------|
|  | 2014<br>(in millions, except revenue per download) | 2013    |
| Paid downloads (during the period)       | 29.7   | 22.4    |
| Revenue per download (during the period) | \$ 2.45  | \$ 2.28 |
| Images in collection (end of period)     | 35.4   | 25.1    |

***Paid Downloads***

Measuring the number of paid downloads that our customers make in any given period is important because our revenue and contributor royalties are driven by paid download activity. For customers that choose our On Demand purchase options, each incremental download results in incremental recognition of revenue. For customers that choose our subscription purchase options, we do not recognize revenue from each incremental download, but we believe that download activity is an important measure of the value that a customer is getting from a subscription and the likelihood that he or she will renew. We define paid downloads as the number of downloads that our customers make in a given period of our photographs, vectors, illustrations or video clips, excluding re-downloads of images that a customer has downloaded in the past (which do not generate contributor royalty expense) and downloads of our free image of the week (which we make available as a means of acquiring new customers and attracting existing customers to return to our websites more frequently).

***Revenue per Download***

We define revenue per download as the amount of revenue recognized in a given period divided by the number of paid downloads in that period. This metric captures both changes in our pricing as well as the mix of purchase options that our customers choose, some of which generate more revenue per download than others. For example, when a customer pays \$49.00 for five On Demand images, we earn more revenue per download (\$9.80) than when a customer purchases a one-month subscription for \$249.00 and downloads 100 images during the month (\$2.49). Over the last three years, revenue from each of our purchase options has grown, however our fastest growing purchase options have been those that generate more revenue per download, most notably our On Demand and direct sales purchase options. Due to this change in product mix, our revenue per download has increased steadily over the last three years.

***Images in Collection***

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We define images in our collection as the total number of photographs, vectors and illustrations available to customers on shutterstock.com at any point in time. We record this metric as of the end of a period. Offering a large selection of images allows us to acquire and retain customers and, therefore, we believe that broadening our selection of high-quality images is an important driver of our revenue growth.

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**Key Components of Our Results of Operations**

***Revenue***

We generate revenue by licensing commercial digital imagery. The significant majority of our revenue is generated via either subscription or On Demand purchase options. We generate subscription revenue through the sale of subscriptions varying in length from 30 days to one year. Our most popular subscription offering allows up to 25 image downloads per day for a flat monthly fee. In substantially all cases, we receive the full amount of the subscription payment by credit card at the time of sale; however, subscription revenue is recognized on a straight-line basis over the subscription period. We generate On Demand revenue through the sale of fixed packages of downloads varying in quantity from one image to 25 images or one video clip to 25 video clips. We also generate On Demand revenue through Bigstock via the sale of both credits plans (which enable a customer to purchase a fixed number of credits which can then be utilized to download images anytime within one year). We typically receive the full amount of the purchase at the time of sale; however, revenue is recognized as images are downloaded or when the right to download images expires (typically 365 days after purchase). We provide a number of other purchase options which together represented approximately 14% and 10% of our revenue in 2013 and 2012, respectively. These purchase options include custom accounts (for customers that need multi-seat access, invoicing, greater or unlimited indemnification, or a higher volume of images) and video footage (which are sold both individually and in fixed packages). We typically receive the full amount of the purchase at the time of sale; however, revenue is recognized as images or video clips are downloaded or when the right to download expires (typically 365 days after purchase). Some of our larger custom accounts are invoiced at or after the time of sale and pay us on credit terms. Some custom accounts pay in quarterly installments over the course of an annual commitment.

Our deferred revenue consists of paid but unrecognized subscription revenue, On Demand revenue, and other revenue. Deferred revenue is recognized as revenue when images or video clips are downloaded (On Demand), through the passage of time (subscriptions) or when credits or the right to download images or video clips expire, and when all other revenue recognition criteria have been met.

***Costs and Expenses***

*Cost of Revenue.* Cost of revenue consists of royalties paid to contributors, credit card processing fees, image and video clip review costs, customer service expenses, the infrastructure costs related to maintaining our websites and associated employee compensation and non-cash equity-based compensation, facility costs and other supporting overhead costs. We expect that our cost of revenue will increase in absolute dollars in the foreseeable future as our revenue grows.

*Sales and Marketing.* Sales and marketing expenses include third-party marketing, advertising, branding, public relations and sales expenses. Sales and marketing expenses also include associated employee compensation and non-cash equity-based compensation, commissions and benefits as well as facility and other supporting overhead costs. We expect sales and marketing expenses to increase in absolute dollars in the foreseeable future as we continue to invest in new customer acquisition.

*Product Development.* Product development expenses consist of headcount expenses, including employee compensation and non-cash equity-based compensation, benefits and bonuses for salaried employees and contractors engaged in product management, design, development and testing of our websites and products. Product development costs also include facility and other supporting overhead costs. We expense



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product development expenses as incurred, except for costs that are capitalized for certain software development projects that have demonstrated technological feasibility. We expect product development expenses to increase in absolute dollars in the foreseeable future as we continue to invest in developing new products and enhancing the functionality of our existing products.

*General and Administrative.* General and administrative expenses include employee salaries, non-cash equity-based compensation and benefits for executive, finance, business development, accounting, legal, human resources, internal information technology and other administrative personnel. In addition, general and administrative expenses include outside legal and accounting services, insurance, facilities costs and other supporting overhead costs. We expect to incur incremental general and administrative expenses to support our growth and to support operating as a public company.

*Income Taxes.* Historically, we filed our income tax return as a pass through New York limited liability company for federal and state income tax purposes and were subject to taxation on allocable portions of our net income and other taxes based on various methodologies employed by taxing authorities in certain localities. As a limited liability company ( LLC ), we recognized no federal and state income taxes, as the members of the LLC, and not the entity itself, were subject to income tax on their allocated share of our earnings. On October 5, 2012, we reorganized from a limited liability company to a Delaware corporation. Consequently, our corporate income tax rate has increased significantly now that we are subject to federal, state and additional city income taxes.

As we expand our operations outside of the United States, we may become subject to taxation in additional non-U.S. jurisdictions and our effective tax rate could fluctuate accordingly.

Our U.S. GAAP income taxes are computed using the asset and liability method, under which deferred tax assets and liabilities are determined based on the difference between the financial statement and tax bases of assets and liabilities using enacted statutory income tax rates in effect for the year in which the differences are expected to affect taxable income. Valuation allowances are established when necessary to reduce net deferred tax assets to the amount expected to be realized.

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**Critical Accounting Policies and Estimates**

We prepare our consolidated financial statements in accordance with generally accepted accounting principles in the United States, or GAAP. The preparation of the consolidated financial statements in conformity with accounting principles generally accepted in the United States requires our management to make a number of estimates and assumptions relating to the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenue and expenses during the period. We evaluate our significant estimates on an ongoing basis, including, but not limited to, estimates related to allowance for doubtful accounts, goodwill, intangibles, non-cash equity-based compensation, income tax provisions and certain non-income tax accruals. We base our estimates on historical experience and on various other assumptions that we believe to be reasonable under the circumstances, the results of which form the basis for making judgments about carrying value of assets and liabilities that are not readily apparent from other sources. Actual results could differ from those estimates.

We believe that the assumptions and estimates associated with our revenue recognition, allowance for doubtful accounts, non-cash equity-based compensation, accounting for income taxes, goodwill and intangible assets have the greatest potential impact on our financial statements. Therefore, we consider these to be our critical accounting policies and estimates.

A description of our critical accounting policies that involve significant management judgments appears in our Annual Report on Form 10-K for the year ended December 31, 2013 under Management's Discussion and Analysis of Financial Condition and Results of Operations Critical Accounting Policies and Estimates. There have been no material changes to our critical accounting policies and estimates as compared to our critical accounting policies and estimates filed in our Annual Report.

***Emerging Growth Company***

Section 107 of the Jumpstart Our Business Startups Act of 2012, or the JOBS Act, provides that an emerging growth company can take advantage of the extended transition period provided in Section 7(a)(2)(B) of the Securities Act of 1933, as amended, for complying with new or revised accounting standards. However, we have chosen to opt out of any extended transition period, and as a result we will comply with new or revised accounting standards on the relevant dates on which adoption of such standards is required for non-emerging growth companies. Section 107 of the JOBS Act provides that our decision to opt out of the extended transition period for complying with new or revised accounting standards is irrevocable.

We are in the process of evaluating the benefits of relying on other reduced reporting requirements provided by the JOBS Act. Subject to certain conditions set forth in the JOBS Act, if, as an emerging growth company, we choose to rely on such exemptions we may not be required to, among other things, (i) provide an auditor's attestation report on our system of internal controls over financial reporting pursuant to Section 404, (ii) provide all of the compensation disclosure that may be required of non-emerging growth public companies under the Dodd-Frank Wall Street Reform and Consumer Protection Act, (iii) comply with any requirement that may be adopted by the Public Company Accounting Oversight Board, or the PCAOB, regarding mandatory audit firm rotation or a supplement to the auditor's report providing additional information about the audit and the financial statements (auditor discussion and analysis), and (iv) disclose certain executive compensation related items such as the correlation between executive compensation and performance and comparisons of the CEO's compensation to median employee compensation.



Table of Contents**Results of Operations**

The following table presents our results of operations for the periods indicated. The period-to-period comparisons of results are not necessarily indicative of results for future periods.

|  | <b>Three Months Ended March 31,</b> |             |
|--|-------------------------------------|-------------|
|  | <b>2014</b>                         | <b>2013</b> |
|  | (thousands)                         |             |
| <b>Consolidated Statement of Operations:</b> |                                     |             |
| Revenue                                      | \$ 72,777                           | \$ 51,117   |
| Operating expenses:                          |                                     |             |
| Cost of revenue                              | 29,108                              | 19,821      |
| Sales and marketing                          | 19,276                              | 11,978      |
| Research and development                     | 7,777                               | 4,555       |
| General and administrative                   | 7,517                               | 4,780       |
| Total operating expenses                     | 63,678                              | 41,134      |
| Income from operations                       | 9,099                               | 9,983       |
| Other income (expense), net                  | 21                                  | (12)        |
| Income before income taxes                   | 9,120                               | 9,971       |
| Provision for income taxes                   | 4,202                               | 4,406       |
| Net income                                   | \$ 4,918                            | \$ 5,565    |

The following table presents the components of our results of operations for the periods indicated as a percentage of revenue:

|  | <b>Three Months Ended March 31,</b> |             |
|--|-------------------------------------|-------------|
|  | <b>2014</b>                         | <b>2013</b> |
| <b>Consolidated Statement of Operations:</b> |                                     |             |
| Revenue                                      | 100%                                | 100%        |
| Operating expenses:                          |                                     |             |
| Cost of revenue                              | 40                                  | 39          |
| Sales and marketing                          | 26                                  | 23          |
| Research and development                     | 11                                  | 9           |
| General and administrative                   | 10                                  | 9           |
| Total operating expenses                     | 87                                  | 80          |
| Income from operations                       | 13                                  | 20          |
| Other income (expense), net                  | 0                                   | (0)         |
| Income before income taxes                   | 13                                  | 20          |
| Provision for income taxes                   | 6                                   | 9           |
| Net income                                   | 7%                                  | 11%         |



Table of Contents**Comparison of the Three Months Ended March 31, 2014 and 2013**

The following table presents our results of operations for the periods indicated:

|  | 2014      | Three Months Ended March 31,<br>2013<br>(in thousands) | \$ Change | % Change |
|--|-----------|--|-----------|----------|
| <b>Consolidated Statements of Operations Data:</b> |           |  |           |          |
| Revenue  | \$ 72,777 | \$ 51,117  | \$ 21,660 | 42%      |
| Operating expenses:                                |           |  |           |          |
| Cost of revenue                                    | 29,108    | 19,821   | 9,287     | 47       |
| Sales and marketing                                | 19,276    | 11,978   | 7,298     | 61       |
| Research and development                           | 7,777     | 4,555  | 3,222     | 71       |
| General and administrative                         | 7,517     | 4,780  | 2,737     | 57       |
| Total operating expenses                           | 63,678    | 41,134   | 22,544    | 55       |
| Income from operations                             | 9,099     | 9,983  | (884)     | (9)      |
| Other income (expense), net                        | 21        | (12)   | 33        | (275)    |
| Income before income taxes                         | 9,120     | 9,971  | (851)     | (9)      |
| Provision for income taxes                         | 4,202     | 4,406  | (204)     | (5)      |
| Net income   | \$ 4,918  | \$ 5,565   | \$ (647)  | (12)%    |

**Revenue**

Revenue increased by \$21.7 million, or 42%, to \$72.8 million in the three months ended March 31, 2014 compared to the same period in 2013. This increase in revenue was primarily attributable to growth in the number of paid downloads and an increase in revenue per download. In the three months ended March 31, 2014 and 2013, respectively, we delivered 29.7 million and 22.4 million paid downloads, and our average revenue per download increased to \$2.45 from \$2.28. Paid downloads increased primarily due to the acquisition of new customers. Revenue per download increased primarily due to growth in our On Demand offerings, which capture a higher effective price per download. In the three months ended March 31, 2014 compared to the same period in 2013, percentage of revenue attributable to North America, Europe, and the rest of the world remained flat at 36%, 37% and 27%, respectively.

**Cost and Expenses**

**Cost of Revenue.** Cost of revenue increased by \$9.3 million, or 47%, to \$29.1 million in the three months ended March 31, 2014 compared to the same period in 2013. Royalties increased \$5.7 million, or 39%, driven by an increase in the number of downloads from customers. We anticipate royalties growing proportionately with revenues for the remainder of 2014 and beyond, although royalties as a percentage of revenue may vary from period to period primarily due to the contributor's achievement level of royalty target thresholds. Credit card charges increased by \$0.8 million, or 45%, to \$2.6 million as a result of increased card volume in the three months ended March 31, 2014. We anticipate credit card

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charges increasing for the remainder of 2014 and beyond as credit card transaction volume increases. Employee-related costs increased \$1.0 million, or 84%, driven primarily by increased headcount in customer service, content and website operations to support increased customer volume and a more robust website infrastructure. Other costs associated with website hosting, content consulting and allocation of depreciation and amortization expense increased by \$1.3 million, or 91%, to \$2.5 million in the three months ended March 31, 2014 compared to the same period in 2013.

*Sales and Marketing.* Sales and marketing expenses increased by \$7.3 million, or 61%, to \$19.3 million in the three months ended March 31, 2014 compared to the same period in 2013. Advertising expenses, the largest component of our sales and marketing expenses, increased by \$3.1 million, or 39%, as compared to the prior period as a result of increased spending on both affiliate and search advertising and new channels in the current period. We anticipate that our global advertising spend will continue to increase in absolute dollars for the remainder of 2014 and beyond, as we further our international expansion. Employee-related expenses, including travel and entertainment, increased by \$3.2 million, or 98%, driven by an increase in sales and marketing headcount to support our expansion into new markets, increased sales commissions as a result of growing revenue from direct sales, and non-cash equity-based compensation.

*Research and Development.* Research and development expenses increased by \$3.2 million, or 71%, to \$7.8 million in the three months ended March 31, 2014 compared to the same period in 2013. Employee-related costs increased by \$2.3 million, or 69%, driven primarily by headcount increases in product, engineering and quality assurance to support our increasing number of research and development initiatives for our websites, including ongoing efforts to improve our search capabilities, and increased non-cash equity-based compensation. Consulting costs and hosting costs for internal product development increased by \$0.5 million, or 106%, primarily due to costs associated with outsourced and internal product development and quality assurance services related to employee headcount growth.

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*General and Administrative.* General and administrative expenses increased by \$2.8 million, or 58%, to \$7.5 million in the three months ended March 31, 2014 compared to the same period in 2013. Employee-related expenses increased by \$1.0 million, or 47%, as we added finance, legal, human resources, internal information technology and business intelligence personnel to support the growth in our revenue and the infrastructure necessary to operate as a public company. Professional fees and depreciation expense increased by \$0.8 million, or 77%, primarily due to tax and legal fees related to our international expansion and increased property and equipment as a result of our new office facilities. Transaction costs increased \$0.3 million as a result of the WebDAM acquisition. Costs related to our re-location to our new office facility, including exit, disposal, and moving costs, increased \$0.6 million.

*Income Taxes.* Income tax expense decreased by \$0.2 million, or 5%, to \$4.2 million in the three months ended March 31, 2014 compared to the same period in 2013. The Company's effective tax rates for the three month periods ended March 31, 2014 and 2013 are 46.1% and 44.2%, respectively. The Company incurred a discrete tax expense related primarily to a change in state tax rates and its state apportionment percentage during the three months ended March 31, 2014 and 2013 which increased the effective tax rate by 6.2% and 4.4%, respectively. Excluding this discrete expense, the effective rate would have been 39.9% and 39.8% during the three months ended March 31, 2014 and 2013, respectively.



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*Quarterly Trends*

Our operating results may fluctuate from quarter to quarter as a result of a variety of factors. Our results may reflect the effects of some seasonal trends in customer behavior. For example, we expect usage to decrease during the fourth quarter of each calendar year due to the year-end holiday vacation season, and to increase in the first quarter of each calendar year as many customers return to work. While we believe these seasonal trends have affected and will continue to affect our quarterly results, our trajectory of rapid growth may have overshadowed these effects to date. Additionally, because a significant portion of our revenue is derived from repeat customers who have purchased subscription plans, our revenues tend to be smoother and less volatile than if we had no subscription-based customers.

In addition, expenditures by customers tend to be discretionary in nature, reflecting overall economic conditions, the economic prospects of specific industries, budgeting constraints and buying patterns and a variety of other factors, many of which are outside our control. As a result of these and other factors, the results of any prior quarterly or annual periods should not be relied upon as indications of our future operating performance.

**Liquidity and Capital Resources**

As of March 31, 2014, we had cash and cash equivalents of \$158.0 million, which primarily consisted of money market mutual funds and checking accounts. Additionally, we held short-term investments in the amount of \$55.0 million all of which mature in 90 days or less. Since inception, we have financed our operations primarily through cash flow generated from operations. Historically, our principal uses of cash have been funding our operations, capital expenditures and distributions to members.

Our initial public offering in 2012 and subsequent follow-on offering in 2013 raised approximately \$147.7 million. We plan to finance our operations and capital expenses largely through our operations. Since our results of operations are sensitive to the level of competition we face, increased competition could adversely affect our liquidity and capital resources, both by reducing our revenues and our net income, as a result of reduced sales, reduced prices and increased promotional activities, among other factors, as well as by requiring us to spend cash on advertising and marketing in an effort to maintain or increase market share in the face of such competition. In addition, the advertising and marketing expenses used to maintain market share and support future revenues will be funded from current capital resources or from borrowings or equity financings. As a result, our ability to grow our business relying largely on funds from our operations is sensitive to competitive pressures and other risks relating to our liquidity or capital resources.

We currently intend to retain all available funds and any future earnings for use in the operation of our business and do not anticipate paying any cash dividends on our common stock in the foreseeable future. Any future determination relating to our dividend policy will be made at the discretion of our board of directors, based on our financial condition, results of operations, contractual restrictions, capital requirements, business prospects and other factors our board of directors may deem relevant.

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*Sources and Uses of Funds*

We believe, based on our current operating plan, that our cash and cash equivalents, and cash from operations, will be sufficient to meet our anticipated cash needs for at least the next 12 months. Consistent with previous periods, we expect that future capital expenditures will primarily relate to acquiring additional servers and network connectivity hardware and software, leasehold improvements and furniture and fixtures related to office expansion and relocation and general corporate infrastructure. We anticipate capital expenditures of approximately \$9 million for the remainder of 2014. See Note 9 to our Unaudited Consolidated Financial Statements included in Part I, Item 1 of this Quarterly Report on Form 10-Q for information regarding capital expenditures for the three months ended March 31, 2014 and 2013.

*Cash Flows*

*Operating Activities*

Our primary source of cash from operating activities is cash collections from our customers. The majority of our revenues are generated from credit card transactions and are typically settled within one to five business days. Our primary uses of cash for operating activities are for settlement of accounts payable to contributors, vendors and personnel-related expenditures.

In the three months ended March 31, 2014, net cash provided by operating activities was \$15.6 million including net income of \$4.9 million and non-cash equity-based compensation of \$3.1 million. Cash inflows from changes in operating assets and liabilities included an increase in deferred revenue of \$7.7 million, primarily related to an increase in orders for both subscription and On Demand products. Accounts payable and other operating liabilities increased by \$2.2 million as trade payables grew in both average size and volume and payroll costs increased due to headcount expansion. Contributor royalties payable increased by \$1.8 million due to increasing royalty expenses generated by increased customer download activity.

*Investing Activities*

Cash used in investing activities in the three months ended March 31, 2014 was \$21.5 million consisting of capital expenditures to purchase software and equipment related to our data centers, as well as capitalization of leasehold improvements and software and website development costs in the amount of \$10.9 million. We paid \$10.1 million to acquire certain assets and certain liabilities of WebDAM. Additionally, we purchased short-term investments, net of sales, in the amount of \$0.6 million.

*Financing Activities*

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Cash provided in financing activity in the three months ended March 31, 2014 was \$8.5 million consisting of proceeds of \$2.2 million from the issuance of common stock in connection with the exercise of stock options and the corresponding excess tax benefit of \$6.3 million as result of the subsequent disposition of the common stock issued.

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**Contractual Obligations and Commitments**

We lease office facilities in New York, New York under operating lease agreements that expire on various dates between 2014 and 2024. We also have several co-location agreements with third-party hosting facilities that between 2014 and 2017. We do not have any material capital lease obligations, and our property, equipment and software have been purchased primarily with cash. We anticipate expanding our co-location facilities as our revenue and customer base grow.

On March 21, 2013, we entered into an operating lease agreement to lease office facility in New York City. The lease commenced in August 2013 and has a lease term of 11 years. The aggregate future minimum lease payment is approximately \$38.2 million. The Company also entered into a letter of credit in the amount of \$1.8 million as a security deposit for the leased facility. The letter of credit was collateralized by \$1.8 million of cash as of March 31, 2014, and as such, is reported as restricted cash on the consolidated balance sheet as of March 31, 2014.

As of March 31, 2014, the Company's unconditional purchase obligations for the remainder of 2014 and for the years ending December 31, 2015, 2016 and 2017 are \$4,668, \$4,447, \$1,343 and \$64, respectively.

**Off-Balance Sheet Arrangements**

As of March 31, 2014, we did not have any off-balance sheet arrangements.

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**Item 3: Quantitative and Qualitative Disclosures About Market Risk**

We are exposed to market risks in the ordinary course of our business, including risks related to interest rate fluctuation, foreign currency exchange rate fluctuation and inflation.

***Interest Rate Fluctuation Risk***

Our investments include cash, cash equivalents and short-term investments. Our cash and cash equivalents consist of cash and money market accounts. Short-term investments consist of commercial paper. The primary objective of our investment activities is to preserve principal while maximizing income without significantly increasing risk. Because our cash, cash equivalents and short-term investments have a maximum term of ninety days, our portfolio's fair value is not particularly sensitive to interest rate changes. We do not enter into investments for speculative purposes. We determined that the nominal difference in basis points for investing our cash, cash equivalents and short-term investments in longer-term investments did not warrant a change in our investment strategy. In future periods, we will continue to evaluate our investment policy in order to ensure that we continue to meet our overall objectives.

We do not have any borrowings as of March 31, 2014.

***Foreign Currency Exchange Risk***

Revenues derived from customers residing outside North America as a percentage of total revenue was approximately 64% for both the three months ended March 31, 2014 and 2013, respectively. Our sales to international customers are denominated in multiple currencies, including but not limited to the U.S. Dollar, the Euro, the British Pound and the Yen. Revenue denominated in foreign currencies as a percentage of total revenue was approximately 34% and 33% for the three months ended March 31, 2014 and 2013, respectively. We have foreign currency risks related to foreign-currency denominated revenues. All amounts owed and paid to our foreign contributors are denominated and paid in the U.S. Dollar. Accordingly, changes in exchange rates will affect our revenue and other operating results as expressed in the U.S. Dollar. Based on our foreign currency denominated revenue for the three months ended March 31, 2014, a 10% change in the exchange rate of the U.S. Dollar against all foreign currency denominated revenues would result in an approximately 3% impact on our revenue.

Because our functional currency is the U.S. Dollar, we have not experienced material fluctuations in our net income as a result of foreign currency transaction gains or losses. During the three months ended March 31, 2013 and 2012, our foreign currency transaction gains and losses were immaterial. At this time we do not, but we may in the future, enter into derivatives or other financial instruments in order to hedge our foreign currency exchange risk. It is difficult to predict the impact hedging activities would have on our results of operations.

The Company has established foreign subsidiaries in various countries around the world, and as a result the financial statements of these recently created foreign subsidiaries are recorded in the applicable foreign currencies (functional currencies). Financial information is translated from the applicable functional currency to the U.S. Dollar (the reporting currency) for inclusion in the Company's consolidated financial statements. Income, expenses and cash flows are translated at average exchange rates prevailing during the fiscal period, and assets and liabilities are

translated at fiscal period-end exchange rates. Resulting translation adjustments are included as a component of accumulated other comprehensive income (loss) in stockholders' equity. During the three months ended March 31, 2013, the Company had determined that the U.S. Dollar was its functional currency worldwide and therefore did not have any foreign currency translation adjustment. During the three months ended March 31, 2014, the Company's foreign currency transaction activity was immaterial to its financial statements.

***Inflation Risk***

We do not believe that inflation has had a material effect on our business, financial condition or results of operations. If our costs were to become subject to significant inflationary pressures, we may not be able to fully offset such higher costs through price increases. Our inability or failure to do so could harm our business, financial condition and results of operations.

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**Item 4: Controls and Procedures**

*Evaluation of Disclosure Controls and Procedures*

Our management, with the participation of our Chief Executive Officer and our Chief Financial Officer, evaluated the effectiveness of our disclosure controls and procedures as of March 31, 2013. The term "disclosure controls and procedures," as defined in Rules 13a-15(e) and 15d-15(e) under the Exchange Act, means controls and other procedures of a company that are designed to ensure that information required to be disclosed by a company in the reports that it files or submits under the Exchange Act is recorded, processed, summarized and reported, within the time periods specified in the SEC's rules and forms. Disclosure controls and procedures include, without limitation, controls and procedures designed to ensure that information required to be disclosed by a company in the reports that it files or submits under the Exchange Act is accumulated and communicated to the company's management, including its principal executive and principal financial officers, as appropriate to allow timely decisions regarding required disclosure. Management recognizes that any controls and procedures, no matter how well designed and operated, can provide only reasonable assurance of achieving their objectives and management necessarily applies its judgment in evaluating the cost-benefit relationship of possible controls and procedures. Based on the evaluation of our disclosure controls and procedures as of March 31, 2014, our Chief Executive Officer and Chief Financial Officer concluded that, as of such date, our disclosure controls and procedures were effective at the reasonable assurance level.

*Changes in Internal Control over Financial Reporting*

There were no changes in our internal control over financial reporting identified in management's evaluation pursuant to Rules 13a-15(d) or 15d-15(d) of the Exchange Act during the period covered by this Quarterly Report on Form 10-Q that materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

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**PART II. OTHER INFORMATION**

**Item 1. Legal Proceedings**

Although we are not currently a party to any material active litigation, from time to time, third parties assert claims against us regarding intellectual property rights, privacy issues and other matters arising out of the ordinary course of business. Although we cannot be certain of the outcome of any litigation or the disposition of any claims, nor the amount of damages and exposure, if any, that we could incur, we currently believe that the final disposition of all existing matters will not have a material adverse effect on our business, results of operations, financial condition or cash flows. In addition, in the ordinary course of our business, we are also subject to periodic threats of lawsuits, investigations and claims. Regardless of the outcome, litigation can have an adverse impact on us because of defense and settlement costs, diversion of management resources and other factors.

**Item 1A. Risk Factors**

We operate in a rapidly changing environment that involves a number of risks that could materially affect our business, financial condition or future results, some of which are beyond our control. In addition to the other information set forth in this Quarterly Report on Form 10-Q, you should carefully consider the factors discussed in Part I, Item 1A. Risk Factors in our Annual Report on Form 10-K for the fiscal year ended December 31, 2013, which could materially affect our business, financial condition or future results. There are no material changes to the risk factors described in our Annual Report.

**Item 2. Unregistered Sales of Equity Securities and Use of Proceeds**

There has been no material change in the planned use of proceeds from the Company's IPO and follow-on offering from that described in the final prospectuses filed with the SEC pursuant to Rule 424(b) on October 11, 2012 and September 20, 2013, respectively. On March 25, 2013, we used a portion of our IPO proceeds, together with a portion of our cash from operations, to pay off the remaining outstanding balance of \$6.0 million on our term loan facility with Silicon Valley Bank. See Part II, Item 7 of the Annual Report on Form 10-K under the heading Management's Discussion and Analysis of Financial Condition and Results of Operations Liquidity and Capital Resources.

**Item 3. Defaults Upon Senior Securities**

Not applicable.

**Item 4. Mine Safety Disclosures**



Not applicable.

**Item 5. Other Information**

Not applicable.

**Item 6. Exhibits**

See the Exhibit Index immediately following the signature page of this Quarterly Report on Form 10-Q, which is incorporated herein by reference.

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**SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

**SHUTTERSTOCK, INC.**

Dated: May 9, 2014

By: /s/ Jonathan Oringer  
Jonathan Oringer  
*Chief Executive Officer*  
*(Principal Executive Officer)*

Dated: May 9, 2014

By: /s/ Timothy E. Bixby  
Timothy E. Bixby  
*Chief Financial Officer*  
*(Principal Financial and Accounting Officer)*

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| Exhibit<br>Number | Exhibit Description   |
|-------------------|---|
| 31.1              | Certification of Chief Executive Officer pursuant to Exchange Act Rules 13a-14(a) and 15d-14(a), as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002 |
| 31.2              | Certification of Chief Financial Officer pursuant to Exchange Act Rules 13a-14(a) and 15d-14(a), as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002 |
| 32.1#             | Certifications of Chief Executive Officer pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002                    |
| 32.2#             | Certifications of Chief Financial Officer pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002                    |
| 101.INS           | XBRL Instance Document  |
| 101.SCH           | XBRL Taxonomy Extension Schema Document   |
| 101.CAL           | XBRL Taxonomy Extension Calculation Linkbase Document   |
| 101.DEF           | XBRL Taxonomy Extension Definition Linkbase Document  |
| 101.LAB           | XBRL Taxonomy Extension Label Linkbase Document   |
| 101.PRE           | XBRL Taxonomy Extension Presentation Linkbase Document  |

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# These certifications are not deemed filed with the Securities and Exchange Commission and are not to be incorporated by reference in any filing we make under the Securities Act of 1933 or the Securities Exchange Act of 1934, irrespective of any general incorporation language in any filings.

XBRL information is furnished and not filed for purposes of Sections 11 and 12 of the Securities Act of 1933 and Section 18 of the Securities Exchange Act of 1934, and is not subject to liability under those sections, is not part of any registration statement or prospectus to which it relates and is not incorporated or deemed to be incorporated by reference into any registration statement, prospectus or other document.