

PUBLIC VERSION

Before the
UNITED STATES COPYRIGHT ROYALTY JUDGES
THE LIBRARY OF CONGRESS
Washington, D.C.

)	
In re)	
)	
DETERMINATION OF ROYALTY)	Docket No. 14-CRB-0001-WR (2016-2020)
RATES AND TERMS FOR)	
EPHEMERAL RECORDING AND)	
DIGITAL PERFORMANCE OF)	
SOUND RECORDINGS (<i>WEB IV</i>))	
)	

WRITTEN DIRECT TESTIMONY OF MICHAEL HERRING

(On behalf of Pandora Media, Inc.)

Introduction

1. My name is Mike Herring. I am the Chief Financial Officer of Pandora Media, Inc. (“Pandora” or “the Company”). I report directly to Pandora’s CEO Brian McAndrews, and I am a member of the Company’s executive committee. I have served as CFO of Pandora since I joined the Company in February 2013. I am a Certified Public Accountant, and I graduated with a Bachelor of Arts in Economics and Political Science from UCLA in 1991.

2. Before joining Pandora in 2013, I served as Vice President of Operations at Adobe Systems Incorporated, the well-known computer software company. I joined Adobe in 2009 from Omniture Inc., a company specializing in website analytics and online marketing automation. Beginning in 2004, I was Omniture’s Executive Vice President and Chief Financial Officer. Before Omniture, I served as Chief Financial Officer of MyFamily.com (now Ancestry.com), having joined that company in October 2000. I came to MyFamily.com from ThirdAge Media, an Internet company where I served as Vice President, Finance, and before that Anergis Inc., a Silicon Valley biotech firm, where I served as Controller.