First, I want to thank and congratulate all 24 teams that entered the competition. I personally read and judged each submission. I enjoyed and learned from every analysis. Prior to the reviewing the entries, I tried (mostly successfully) to avoid exposing myself to information or views on the companies and the transaction. As a result, I accepted most facts as stated in the analyses as true. If there are any glaring inaccuracies in the winning analyses, hopefully those will eventually be pointed out. I also avoided questioning most of the assumptions in the various models.

The winning entries were all bearish on Z and TRLA, but that is not why I selected them. (I have no view myself on the companies.) The advantage the bear analyses had was that they addressed the bull case and assumptions head on, and did a credible job of advancing counter-arguments. In contrast, all except one bull piece failed to substantively address the key issues of the bear case. This is a lesson I wish all investors took to heart – it's not enough to know why you have your view, you have to understand why the other side is wrong. Further, even if your view of a company is positive, you must test the reasonableness of what managements say. Short sellers are used to this type of analysis; unfortunately, long-biased investors often pay little attention to the bear case.

The key issues the bears brought up are as follows – again, I have no view as to the merits of each:

- Z / TRLA are dependent on real estate agents and brokers for their content, and there are reasons to question the strength of the relationship between them. Many bears pointed out that large brokers, such as RLGY, presently get significant discounts on advertising because they're vital for content.
- NWS's acquisition of MOVE could present a significant competitive threat, particularly because MOVE historically has worked closely with the National Association of Realtors.
- Z / TRLA managements have been vague about how they expect to achieve the synergies and cost reductions.

The one bull case that did address these items came very close to being a top finisher. Ultimately, I felt there were aspects of the winning analyses that were outstanding and merited a prize. It was a very close call though.

I would also like to give some general, hopefully constructive, feedback. Surprisingly few entries addressed all of the questions I posed. In a work setting, it's important to ensure you've given well-considered answers to all of the questions asked. It's great to ask and answer other relevant questions, but make sure you first cover the essentials. Second, a number of teams cited academic studies concluding one thing or another about acquisitions. That's great, but generally the teams didn't explain the logic underlying the conclusions, and how those studies applied to the facts of the Z / TRLA transaction.

I saw some analysis that was really creative, which is what made this really enjoyable. One team appeared to do a decent amount of work surveying former account executives from the companies. In fact, their work contained a potential bombshell – that former

TRLA account executives stated that on average, only 4% of their clients were satisfied with TRLA's service. Unfortunately, the team didn't provide enough information on their methodology or data for me to determine whether the sample was valid or free of selection bias. It's very interesting work upon which to try to build though.

There are a few noteworthy overall takeaways from reading the cases. Valuation, especially of companies such as these, is much more of an art than a science. The valuations were greatly influenced by selection of the comps, and determination of the WACC. Feelings were mixed as to which company is the better end of the deal. This indicates to me that this is the most interesting question. Overall though, it did seem that sentiment about TRLA should the deal not close is largely negative.

Again, I thank everybody for your participation. I hope you learned from it and found it an interesting and challenging exercise. Best of luck with your studies, and in taking the exciting next steps in your careers!

Sincerely,
Carson Block