

**Before the
UNITED STATES COPYRIGHT ROYALTY JUDGES
The Library of Congress**

In the Matter of

**DETERMINATION OF RATES AND
TERMS FOR MAKING AND
DISTRIBUTING PHONORECORDS
(PHONORECORDS III)**

**Docket No. 16–CRB–0003–PR (2018–
2022)**

**INDEX OF SPOTIFY USA INC.’S
EXHIBITS**

Exhibit No.	Witness	Description	Designation
Spotify Exhibit 1	Barry McCarthy	Leena Rao, <i>YouTube CEO Says There’s ‘No Timetable’ For Profitability</i> , FORTUNE (Oct. 18, 2016), available at http://fortune.com/2016/10/18/youtube-profits-ceo-susan-wojcicki	Public
Spotify Exhibit 2	Will Page	Kristin Thomson, <i>Music and How the Money Flows</i> , FUTURE OF MUSIC COALITION (Mar. 10, 2015), available at http://futureofmusic.org/article/article/music-and-how-money-flows	Public
Spotify Exhibit 3	Will Page	[REDACTED]	Restricted
Spotify Exhibit 4	Will Page	Steven Johnson, <i>The Creative Apocalypse That Wasn’t</i> , N.Y. TIMES (Aug. 19, 2015), available at http://www.nytimes.com/2015/08/23/magazine/the-creative-apocalypse-that-wasnt.html?_r=0	Public
Spotify Exhibit 5	Will Page	ASCAP 2014 Annual Report, available at https://www.ascap.com/~/media/files/pdf/about/annual-reports/ascap_annual_report_2014.pdf	Public
Spotify Exhibit 6	Will Page	BMI 2014-2015 Annual Review, available at https://www.bmi.com/pdfs/publications/2015/BMI_Annual_Review_2015.pdf	Public
Spotify Exhibit 7	Will Page	Response of Broadcast Music, Inc. to the Petition of WPIX, Inc., et al., Dkt. 9, <i>WPIX, Inc., et al. v. Broadcast Music, Inc.</i> , C.A. No. 09-cv-10366	Public

Exhibit No.	Witness	Description	Designation
Spotify Exhibit 8	Will Page	Verified Complaint, Dkt. 2, <i>Broadcast Music, Inc., et al. v. Flatiron Room Operations LLC, et al.</i> , C.A. No. 14-cv-1970	Public
Spotify Exhibit 9	Will Page	Response of Broadcast Music, Inc. to the Petition of ESPN, Inc. for the Determination of Reasonable Final License Fees, Dkt. 10, <i>ESPN, Inc. v. Broadcast Music, Inc.</i> , C.A. No. 16-cv-1067	Public
Spotify Exhibit 10	Will Page	Petition of Broadcast Music, Inc. for the Determination of Reasonable Interim License Fees, Dkt. 1, <i>Broadcast Music, Inc. v. Radio Music License Committee, Inc.</i> , C.A. No. 17-cv-00004	Public
Spotify Exhibit 11	Will Page	[REDACTED]	Restricted
Spotify Exhibit 12	Will Page	Glenn Peoples, <i>Recording Industry 2015: More Music Consumption and Less Money, That's Digital Deflation</i> , BILLBOARD (Jan. 7, 2016), available at http://www.billboard.com/articles/business/6835350/recorded-industry-2015-consumption-grew-revenues-digital-deflation	Public
Spotify Exhibit 13	Will Page	Tim Ingham, <i>The Global Music Copyright Business is Worth More Than You Think—And Grew By Nearly \$1Bn Last Year</i> , MUSIC BUSINESS WORLDWIDE (Dec. 13, 2016), available at http://www.musicbusinessworldwide.com/the-global-music-copyright-business-is-worth-more-grew-nearly-1bn-last-year/	Public
Spotify Exhibit 14	Will Page	[REDACTED]	Restricted
Spotify Exhibit 15	Will Page	[REDACTED]	Restricted
Spotify Exhibit 16	Will Page	[REDACTED]	Restricted
Spotify Exhibit 17	Will Page	[REDACTED]	Restricted
Spotify Exhibit 18	Will Page	[REDACTED]	Restricted
Spotify Exhibit 19	Will Page	Helienne Lindvall, <i>Behind the Music: Publishing Deals Explained</i> , THE GUARDIAN (Oct. 23, 2008), available at https://www.theguardian.com/music/musicblog/2008/oct/23/behind-the-music-publishing-deal	Public

Exhibit No.	Witness	Description	Designation
Spotify Exhibit 20	Will Page	Zack O'Malely Greenburg, <i>Golden Oldies: How To Become a Music Publishing Mogul</i> , FORBES (Feb. 12, 2014), available at http://www.forbes.com/sites/zackomalleygreenburg/2014/02/12/golden-oldies-how-to-become-a-music-publishing-mogul/#2f9e0eb2786a	Public
Spotify Exhibit 21	Will Page	Alexander Scott Alberti, <i>Kobalt Music Group: Redefining Music Publishing</i> , MUSIC BUSINESS JOURNAL (Dec. 2011), available at http://www.thembj.org/2011/12/kobalt-music-group-redefining-the-role-of-a-music-publisher/	Public
Spotify Exhibit 22	Will Page	Kevin Gray, <i>Kobalt Changed the Rules of the Music Industry Using Data – and Saved It</i> , WIRED UK (May 1, 2015), available at http://www.wired.co.uk/article/kobalt-how-data-saved-music	Public
Spotify Exhibit 23	Will Page	[REDACTED]	Restricted