Search

Search Results Page

Your search results page is packed with information. Here's a quick guide to decodir

Each underlined item is a search result that the Google search engine found for your search terms. The first item (not counting News results) is the most relevant match w found, the second is the next-most relevant, and so on down the list.

Clicking on any underlined item will take you to the associated web page. But first, h sample search results page, along with brief explanations of the various types of information about your search results that you can find there.

A. **Top links**
Click the link for the Google service you want to use. You can search the web, look for images, browse Google Groups (Usenet discussion archive), or use Froogle to search for products.

B. **Google search button**
Click on this button to submit another search query. You can also submit your query by hitting the 'Enter' key.

C. **Advanced search**
This links to a page on which you can do more precise searches. [Learn more about Advanced Search]

D. **Search field**
To do a search on Google, just type in a few descriptive search terms, then hit

“Enter” or click on the “Google Search” button.

E. **Preferences**
This links to a page that lets you set your personal search preferences, includi
your language, the number of results per page, and whether you want your
search results screened by our SafeSearch filter to avoid seeing adult material

F. **Statistics bar**
This line describes your search and indicates the total number of results, as w
as how long the search took to complete.

G. **Tip**
Information that helps you search more efficiently and effectively by pointing o
Google features and tools that might improve the query you just made.

H. **OneBox results**
Google's search technology finds many sources of specialized information.
Those that are most relevant to your search are included at the top of your
search results. Typical onebox results include news, stock quotes, weather an
local websites related to your search.

I. **Page title**
The first line of any search result item is the title of the web page we found. If y
see a URL instead of a title, then either the page has no title or we haven't yet
indexed that page's full content, but its place in our index still tells us that it's a
good match for your query.

J. **Text below the title**
This is an excerpt from the result page with your query terms are bolded. If we
expanded the range of your search using stemming technology, the variations
your search terms that we searched for will also be bolded.

K. **URL of result**
This is the web address of the returned result.

L. **Size**
This number is the size of the text portion of the web page, and gives you som
idea of how quickly it might display. You won't see a size figure for sites that w
haven't yet indexed.

M. **Cached**
Clicking this link will show you the contents of the web page when we last
indexed it. If for some reason the site link doesn't connect you to the current
page, you might still find the information you need on the cached version.

N. **Similar pages**
When you select the Similar Pages link for a particular result, Google
automatically scouts the Web for pages that are related to this result.

O. **Indented result**
When Google finds multiple results from the same website, the most relevant
result is listed first, with other relevant pages from that site indented below it.

P. **More results**
If we find more than two results from the same site, the remaining results can b
accessed by clicking on the "More results from..." link.

Google Help Center

The Essentials of Google Search

Doing a search on Google is easy. Simply type one or more search terms (the words or phrase that best describe the information you want to find) into the search box and hit the 'Enter' key or click on the Google Search button.

Hawaii Google Search

In response, Google produces a results page: a list of web pages related to your search terms, with the most relevant page appearing first, then the next, and so on.

Here are some basic tips to help you maximize the effectiveness of your search:

Search

Choosing search terms

Choosing the right search terms is the key to finding the information you need.

Start with the obvious – if you're looking for general information on Hawaii, try ***Hawaii***.

But it's often advisable to use multiple search terms; if you're planning a Hawaiian vacation, you'll do better with ***vacation Hawaii*** than with either ***vacation*** or ***Hawaii*** by themselves. And ***vacation Hawaii golf*** may produce even better (or, depending on your perspective, worse) results.

vacation Hawaii golf Google Search

You might also ask yourself if your search terms are sufficiently specific. It's better to search on ***luxury hotels Maui*** than on ***tropical island hotels***. But choose your search terms carefully; Google looks for the search terms you chose, so ***luxury hotels Maui*** will probably deliver better results than ***really nice places to spend the night in Maui***.

Capitalization

Google searches are **NOT** case sensitive. All letters, regardless of how you type them, will be understood as lower case. For example, searches for

george washington, ***George Washington***, and ***gEoRgE wAsHiNgToN*** will all return the same results.

Automatic "and" queries

By default, Google only returns pages that include all of your search terms. There is no need to include "and" between terms. Keep in mind that the order in which the terms are typed will affect the search results. To restrict a search further, just include more terms. For example, to plan a vacation to Hawaii, simply type ***vacation hawaii***.

vacation hawaii | Google Search

Automatic exclusion of common words

Google ignores common words and characters such as "where" and "how", as well as certain single digits and single letters, because they tend to slow down your search without improving the results. Google will indicate if a common word has been excluded by displaying details on the results page below the search box.

If a common word is essential to getting the results you want, you can include it by putting a "+" sign in front of it. (Be sure to include a space before the "+" sign.)

Another method for doing this is conducting a phrase search, which simply means putting quotation marks around two or more words. Common words in a phrase search (e.g., "where are you") are included in the search.

For example, to search for Star Wars, Episode I, use:

Star Wars Episode +I | Google Search

~ OR ~

"Star Wars Episode I" | Google Search

Word variations (stemming)

Google now uses stemming technology. Thus, when appropriate, it will search not only for your search terms, but also for words that are similar to some or all of those terms. If you search for ***pet lemur dietary needs***, Google will also search for ***pet lemur diet needs***, and other related variations of your terms. Any variants of your terms that were searched for will be highlighted in the snippet of text accompanying each result.

Phrase searches

Sometimes you'll only want results that include an exact phrase. In this

case, simply put quotation marks around your search terms.

"the long and winding road" Google Search

Phrase searches are particularly effective if you're searching for proper names (***"George Washington"***), lyrics (***"the long and winding road"***), or other famous phrases (***"This was their finest hour"***).

Negative terms

If your search term has more than one meaning (***bass***, for example, could refer to fishing or music) you can focus your search by putting a minus sign ("-") in front of words related to the meaning you want to avoid.

For example, here's how you'd find pages about bass-heavy lakes, but not bass-heavy music:

bass -music Google Search

Note: when you include a negative term in your search, be sure to include a space before the minus sign.

And finally... "I'm Feeling Lucky"

After you've entered your search terms, you might want to try the "I'm Feeling Lucky" button, which takes you straight to the most relevant website that Google found for your query. You won't see the search results page at all, but if you did, the "I'm Feeling Lucky" site would be listed on top.

For example, if you're looking for the Stanford University homepage, just enter ***Stanford*** and click "I'm Feeling Lucky" instead of the Google Search button. Google will take you directly to "www.stanford.edu."

Stanford Google Search

I'm Feeling Lucky

Advanced Operators

Google supports several advanced operators, which are query words that have special meaning to Google. Typically these operators modify the search in some way, or even tell Google to do a totally different type of search. For instance, "link:" is a special operator, and the query [link:www.google.com] doesn't do a normal search but instead finds all web pages that have links to www.google.com.

Several of the more common operators use punctuation instead of words, or do not require a colon. Among these operators are OR, "" (the quote operator), - (the minus operator), and + (the plus operator). More information on these types of operators is available on the Basics of Search page. Many of these special operators are accessible from the Advanced Search page, but some are not. Below is a list of all the special operators Google supports.

Alternate query types

cache: If you include other words in the query, Google will highlight those words within the cached document. For instance, [cache:www.google.com web] will show the cached content with the word "web" highlighted.

This functionality is also accessible by clicking on the "Cached" link on Google's main results page.

The query [cache:] will show the version of the web page that Google has in its cache. For instance, [cache:www.google.com] will show Google's cache of the Google homepage. Note there can be no space between the "cache:" and the web page url.

Search

link: The query [link:] will list webpages that have links to the specified webpage. For instance, [link:www.google.com] will list webpages that have links pointing to the Google homepage. Note there can be no space between the "link:" and the web page url.

This functionality is also accessible from the Advanced Search page, under **Page Specific Search > Links**.

related:

The query [related:] will list web pages that are "similar" to a specified web page. For instance, [related:www.google.com] will list web pages that are similar to the Google homepage. Note there can be no space between the "related:" and the web page url.

This functionality is also accessible by clicking on the "Similar Pages" link on Google's main results page, and from the

Advanced Search page, under **Page Specific Search > Similar**.

info: The query [info:] will present some information that Google has about that web page. For instance, [info:www.google.com] will show information about the Google homepage. Note there can be no space between the "info:" and the web page url.

This functionality is also accessible by typing the web page url directly into a Google search box.

Other information needs

define: The query [define:] will provide a definition of the words you enter after it, gathered from various online sources. The definition will be for the entire phrase entered (i.e., it will include all the words in the exact order you typed them).

stocks: If you begin a query with the [stocks:] operator, Google will treat the rest of the query terms as stock ticker symbols, and will link to a page showing stock information for those symbols. For instance, [stocks: intc yhoo] will show information about Intel and Yahoo. (Note you must type the ticker symbols, not the company name.)

This functionality is also available if you search just on the stock symbols (e.g. [intc yhoo]) and then click on the "Show stock quotes" link on the results page.

Query modifiers

site: If you include [site:] in your query, Google will restrict the results to those websites in the given domain. For instance, [help site:www.google.com] will find pages about help within www.google.com. [help site:com] will find pages about help within .com urls. Note there can be no space between the "site:" and the domain.

This functionality is also available through Advanced Search page, under **Advanced Web Search > Domains**.

allintitle: If you start a query with [allintitle:], Google will restrict the results to those with all of the query words in the title. For instance, [allintitle: google search] will return only documents that have both "google" and "search" in the title.

This functionality is also available through Advanced Search page, under **Advanced Web Search > Occurrences**.

intitle: If you include [intitle:] in your query, Google will restrict the results to documents containing that word in the title. For instance, [intitle:google search] will return documents that mention the word "google" in their title, and mention the word "search" anywhere in the document (title or no). Note there can be no space between the "intitle:" and the following word.

Putting [intitle:] in front of every word in your query is equivalent to putting [allintitle:] at the front of your query: [intitle:google intitle:search] is the same as [allintitle: google search].

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allinurl: If you start a query with [allinurl:], Google will restrict the results to those with all of the query words in the url. For instance, [allinurl: google search] will return only documents that have both "google" and "search" in the url.

Note that [allinurl:] works on *words,* not url components. In particular, it ignores punctuation. Thus, [allinurl: foo/bar] will restrict the results to page with the words "foo" and "bar" in the url, but won't require that they be separated by a slash within that url, that they be adjacent, or that they be in that particular word order. There is currently no way to enforce these constraints.

This functionality is also available through Advanced Search page, under **Advanced Web Search > Occurrences**.

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inurl: If you include [inurl:] in your query, Google will restrict the results to documents containing that word in the url. For instance, [inurl:google search] will return documents that mention the word "google" in their url, and mention the word "search" anywhere in the document (url or no). Note there can be no space between the "inurl:" and the following word.

Putting "inurl:" in front of every word in your query is equivalent to putting "allinurl:" at the front of your query: [inurl:google inurl:search] is the same as [allinurl: google search].

Google Help : Cheat Sheet

OPERATOR EXAMPLE	FINDS PAGES CONTAINING...
vacation hawaii	the words **vacation** and **Hawaii** .
*Maui **OR** Hawaii*	either the word **Maui** or the word **Hawaii**
"**To each his own**"	the exact phrase **to each his own**
*virus **–**computer*	the word **virus** but NOT the word **computer**
*Star Wars Episode **+**I*	This movie title, including the roman numeral I
~auto loan	loan info for both the word **auto** and its synonyms: **truck**, **car**, etc.
***define:**computer*	definitions of the word **computer** from around the Web.
*red * blue*	the words **red** and **blue** separated by one or more words.
I'm Feeling Lucky	Takes you directly to first web page returned for your query.

CALCULATOR OPERATORS	MEANING	TYPE INTO SEARCH BOX
+	addition	**45 + 39**
-	subtraction	**45 – 39**
*	multiplication	**45 * 39**
/	division	**45 / 39**
% of	percentage of	**45% of 39**
^	raise to a power	**2^5** (2 to the 5th power)

ADVANCED OPERATORS	MEANING	WHAT TO TYPE INTO SEARCH BOX (& DESCRIPTION OF RES
site:	Search only one website	**admission site:www.stanford.edu** (Search Stanford Univ. site for admissions info.)
[#]**...**[#]	Search within a range of numbers	**DVD player $100..150** (Search for DVD players between $100 and $150)
date:	Search only a range of months	**Olympics date: 3** (Search for Olympics references within past 3 months; 6 and month date-restrict options also available)
safesearch:	Exclude adult-content	**safesearch: sex education** (Search for sex education material without returning adult site
link:	linked pages	**link:www.stanford.edu** (Find pages that link to the Stanford University website.)
info:	Info about a page	**info:www.stanford.edu** (Find information about the Stanford University website.)
related:	Related pages	**related:www.stanford.edu** (Find websites related to the Stanford University website.)

GOOGLE SERVICES	URL	DESCRIPTION
Google Images	images.google.com	Find images related to your search term.
Google News	news.google.com	Read the most up-to-date news stories about your search terr
Froogle	www.froogle.com	Find sites selling the exact product you're looking for.
Google Groups	groups.google.com	Usenet discussion group archive dating back to 1981.
Google Catalogs	catalogs.google.com	Search hundreds of online catalogs.
Google Labs	labs.google.com	Test-drive potential future Google products and services.

Blogger	www.blogger.com	Start your own online journal (or 'blog') with this free self-publishing service.

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Driving directions

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From San Francisco Airport and Points North

- Merge onto US-101 SOUTH
- Take the RENGSTORFF AVE/AMPHITHEATRE PKWY exit
- Turn right on AMPHITHEATRE PKWY and drive over highway
- Turn right onto CHARLESTON ROAD Drive past Landings Drive
- Turn left into driveway at the "Google" sign at ALTA AVENUE

From San Jose Airport and Points South

- Merge onto US-101 NORTH
- Take the AMPHITHEATRE PKWY exit
- Turn right onto CHARLESTON ROAD Drive past Landings Drive
- Turn left into driveway at the "Google" sign at ALTA AVENUE

Corporate Information

Google Milestones

2006 - 2005 - 2004 - 2003 - 2002 - 2001 - 2000 - 1999 - 1998 - 1997-1995

Google is a play on the word **googol**, which was coined by Milton Sirotta, nephew of American mathematician Edward Kasner, and was popularized in the book, *Mathematics and the Imagination* by Kasner and James Newman. It refers to the number represented by the numeral 1 followed by 100 zeros. Google's use of the term reflects the company's mission to organize the immense, seemingly infinite amount of information available on the web.

1995 - 1997

Back before Google? Aye, there's the Rub.

According to Google lore, company founders Larry Page and Sergey Brin were not terribly fond of each other when they first met as Stanford University graduate students in computer science in 1995. Larry was a 24-year-old University of Michigan alumnus on a weekend visit; Sergey, 23, was among a group of students assigned to show him around. They argued about every topic they discussed. Their strong opinions and divergent viewpoints would eventually find common ground in a unique approach to solving one of computing's biggest challenges: retrieving relevant information from a massive set of data.

By January of 1996, Larry and Sergey had begun collaboration on a search engine called BackRub, named for its unique ability to analyze the "back links" pointing to a given website. Larry, who had always enjoyed tinkering with machinery and had gained some notoriety for building a working printer out of Lego™ bricks, took on the task of creating a new kind of server environment that used low-end PCs instead of big expensive machines. Afflicted by the perennial shortage of cash common to graduate students everywhere, the pair took to haunting the department's loading docks in hopes of tracking down newly arrived computers that they could borrow for their network.

A year later, their unique approach to link analysis was earning BackRub a growing reputation among those who had seen it. Buzz about the new search technology began to build as word spread around campus.

1998

The search for a buyer

Larry and Sergey continued working to perfect their technology through the first half of 1998. Following a path that would become a key tenet of the Google way, they bought a terabyte of disks at bargain prices and built their own computer housings in Larry's dorm room, which became Google's first data center. Meanwhile Sergey set up a business office, and the two began calling on potential partners who might want to license a search technology better than any then available. Despite the dotcom fever of the day, they had little interest in building a company of their own around the technology they had developed.

Among those they called on was friend and Yahoo! founder David Filo. Filo agreed that their technology was solid, but encouraged Larry and Sergey to grow the service themselves by starting a search engine company. "When it's fully developed and scalable," he told them, "let's talk again." Others were less interested in Google, as it was now known. One portal CEO told them, "As long as we're 80 percent as good as our competitors, that's good enough. Our users don't really care about search."

Touched by an angel

Unable to interest the major portal players of the day, Larry and Sergey decided to make a go of it on their own. All they needed was a little cash to move out of the dorm — and to pay off the credit cards they had maxed out buying a terabyte of memory. So they wrote up a business plan, put their Ph.D. plans on hold, and went looking for an angel investor. Their first visit was with a friend of a faculty member.

Andy Bechtolsheim, one of the founders of Sun Microsystems, was used to taking the long view. One look at their demo and he knew Google had potential — a lot of potential. But though his interest had been piqued, he was pressed for time. As Sergey tells it, "We met him very early one morning on the porch of a Stanford faculty member's home in Palo Alto. We gave him a quick demo. He had to run off somewhere, so he said, 'Instead of us discussing all the details, why don't I just write you a check?' It was made out to Google Inc. and was for $100,000."

The investment created a small dilemma. Since there was no legal entity known as "Google Inc.," there was no way to deposit the check. It sat in Larry's desk drawer for a couple of weeks while he and Sergey scrambled to set up a corporation and locate other funders among family, friends, and acquaintances. Ultimately they brought in a total initial investment of almost $1 million.

Everyone's favorite garage band

In September 1998, Google Inc. opened its door in Menlo Park, California. The door came with a remote control, as it was attached to the garage of a friend who sublet space to the new corporation's staff of three. The office offered several big advantages, including a washer and dryer and a hot tub. It also provided a parking space for the first employee hired by the new company: Craig Silverstein, now Google's director of technology.

Already Google.com, still in beta, was answering 10,000 search queries each day. The press began to take notice of the upstart website with the relevant search results, and articles extolling Google appeared in USA TODAY and Le Monde. That December, PC Magazine named Google one of its Top 100 Web Sites and Search Engines for 1998. Google was moving up in the world.

1999

On the road again

Google quickly outgrew the confines of its Menlo Park home, and by February 1999 had moved to an office on University Avenue in Palo Alto. At eight employees, Google's staff had nearly tripled, and the service was answering more than 500,000 queries per day. Interest in the company had grown as well. Red Hat signed on as its first commercial search customer, drawn in part by Google's commitment to running its servers on the open source operating system Linux.

On June 7, the company announced that it had secured a round of funding that included $25 million from the two leading venture capital firms in Silicon Valley, Sequoia Capital and Kleiner Perkins Caufield & Byers. In a replay of the convergence of opposites that gave birth to Google, the two firms — normally

fiercely competitive, but seeing eye-to-eye on the value of this new investment — both took seats on the board of directors. Mike Moritz of Sequoia and John Doerr of Kleiner Perkins — who between them had helped grow Sun Microsytems, Intuit, Amazon, and Yahoo! — joined Ram Shriram, CEO of Junglee, at the ping pong table that served as formal boardroom furniture.

In short order, key hires began to fill the company's modest offices. Omid Kordestani left Netscape to accept a position as vice president of business development and sales, and Urs Hölzle was hired away from UC Santa Barbara as vice president of engineering. It quickly became obvious that more space was needed. At one point the office became so cramped that employees couldn't stand up from their desks without others tucking their chairs in first.

No beta search engine

The gridlock was alleviated with the move to the Googleplex, Google's current headquarters in Mountain View, California. And tucked away in one corner of the two-story structure, the Google kernel continued to grow — attracting staff and clients and drawing attention from users and the press. AOL/Netscape selected Google as its web search service and helped push traffic levels past 3 million searches per day. Clearly, Google had evolved. What had been a college research project was now a real company offering a service that was in great demand.

On September 21, 1999, the beta label came off the website.

Still Google continued to expand. The Italian portal Virgilio signed on as a client, as did Virgin Net, the UK's leading online entertainment guide. The spate of recognition that followed included a Technical Excellence Award for Innovation in Web Application Development from PC Magazine and inclusion in several "best of" lists, culminating with Google's appearance on Time magazine's Top Ten Best Cybertech list for 1999.

2000

Built-in innovation

At the Googleplex, a unique company culture was evolving. To maximize the flexibility of the work space, large rubber exercise balls were repurposed as highly mobile office chairs in an open environment free of cubicle walls. While computers on the desktops were fully powered, the desks themselves were wooden doors held up by pairs of sawhorses. Lava lamps began sprouting like multi-hued mushrooms. Large dogs roamed the halls — among them Yoshka, a massive but gentle Leonberger. After a rigorous review process, Charlie Ayers was hired as company chef, bringing with him an eclectic repertoire of health-conscious recipes he developed while cooking for the Grateful Dead. Sections of the parking lot were roped off for twice-weekly roller hockey games. Larry and Sergey led weekly TGIF meetings in the open space among the desks, which easily accommodated the company's 60-odd employees.

The informal atmosphere bred both collegiality and an accelerated exchange of ideas. Google staffers made many incremental improvements to the search engine itself and added such enhancements as the Google Directory (based on Netscape's Open Directory Project) and the ability to search via wireless devices. Google also began thinking globally, with the introduction of ten language versions for users who preferred to search in their native tongues.

Google's features and performance attracted new users at an astounding rate. The broad appeal of Google search became apparent when the site was awarded both a Webby Award and a People's Voice Award for technical

achievement in May 2000. Sergey's and Larry's five-word acceptance speech: "We love you, Google users!" The following month, Google officially became the world's largest search engine with its introduction of a billion-page index — the first time so much of the web's content had been made available in a searchable format.

Through careful marshalling of its resources, Google had avoided the need for additional rounds of funding beyond its original venture round. Already clients were signing up to use Google's search technology on their own sites. With the launch of a keyword-targeted advertising program, Google added another revenue stream that began moving the company into the black. By mid-2000, these efforts were beginning to show real results.

On June 26, Google and Yahoo! announced a partnership that solidified the company's reputation — not just as a provider of great technology, but as a substantial business answering 18 million user queries every day. In the months that followed, partnership deals were announced on all fronts, with China's leading portal NetEase and NEC's BIGLOBE portal in Japan both adding Google search to their sites.

To extend the power of its keyword-targeted advertising to smaller businesses, Google introduced AdWords, a self-service ad program that could be activated online with a credit card in a matter of minutes. And in late 2000, to enhance users' power to search from anywhere on the web, Google introduced the Google Toolbar. This innovative browser plug-in made it possible to use Google search without visiting the Google homepage, either using the toolbar's search box or right-clicking on text within a web page, as well as enabling the highlighting of keywords in search results. The Google Toolbar would prove enormously popular and has since been downloaded by millions of users.

As 2000 ended, Google was already handling more than 100 million search queries a day — and continued to look for new ways to connect people with the information they needed, whenever and wherever they needed it. They reached out first to a population with a never-ending need for knowledge — students, educators, and researchers — paying homage to Google's academic roots by offering free search services to schools, universities, and other educational institutions worldwide.

Realizing that people aren't always at their desks when questions pop into their heads, Google set out to put wireless search into as many hands as possible. The first half of 2001 saw a series of partnerships and innovations that would bring Google search to a worldwide audience of mobile users. Wireless Internet users in Asia, Japanese users of i-mode mobile phones, Sprint PCS, Cingular, and AT&T Wireless customers, and other wireless device users throughout the world gained untethered access to the 1.6 billion web documents in Google's growing index.

2001

Google finds a few things it needs

Meanwhile, Google had acquired a cornerstone of Internet culture. In February, Google took on the assets of Deja.com and began the arduous task of integrating the huge volume of data in the Internet's largest Usenet archive into a searchable format. In short order, Google introduced improved posting, post removal, and threading of the 500 million-plus messages exchanged over the years on Usenet discussion boards.

As Google's global audience grew, the patterns buried in the swarm of search queries provided a snapshot of what was on humanity's mind. Sifting through a flood of keywords, Google captured the top trending searches and institutionalized them as the Google Zeitgeist, a real-time window into the collective consciousness.

The Google Zeitgeist showcases the rising and falling stars in the search firmament as names and places flicker from obscurity to center stage and fade back again. Like an S&P Index for popular culture, the Google Zeitgeist charts our shifting obsessions and the impermanence of fame.

As Google's search capabilities multiplied, the company's financial footing became even more solid. By the beginning of the fourth quarter of 2001, Google announced that it had found something that had eluded many other online companies: profitability.

Information without barriers

Google's circle of friends continued to widen. An agreement with Lycos Korea brought Google search to a new group of Asian Internet users. In October, a partnership with Universo Online (UOL) made Google Latin America's premier search engine. New sales offices opened in Hamburg and Tokyo to satisfy growing international interest in Google's advertising programs. Google's borderless appeal was also evident in its evolving user interface: Users could now limit searches to sites written in Arabic, Turkish, or any of 26 other languages.

Meanwhile the Google search engine evolved again and learned to crawl several new kinds of information. File type search added a dozen formats to Google's roster of searchable documents. In December, Google Image Search, first launched during the summer with 250 million images, came out of beta with advanced search added and an expanded image index. Online shopping took a leap forward with the beta launch of Google Catalog Search, which made it possible for Google users to search and browse more than 1,100 mail order catalogs that previously had been available only in print.

December also brought another milestone: The Google search index reached 3 billion searchable web documents, another leap forward in Google's mission to make the world's information accessible. Google's year came to a close, appropriately, with the Year-End Google Zeitgeist, a retrospective on the search patterns, trends, and top search terms of 2001.

2002

Good things come in yellow boxes

Google's success in charting the public Internet had helped make it the Internet search engine of choice. But Googlebot, the robot software that continually crawls the web to refresh and expand Google's index of online documents, had to turn back at the corporate firewall — which left employees, IT managers, and productivity-conscious executives wishing for a way to bring the power of Google search into their workplaces.

Their wish came true in February of 2002, with the introduction of the Google Search Appliance, a plug-and-play search solution in a bright yellow box. Soon it was crawling company intranets, e-commerce sites, and university networks, with organizations from Boeing to the University of Florida powering their searches with "Google in a box."

In love with innovation

The love affair between Google and the technology community — engineers, programmers, webmasters, and early adopters of all shapes and sizes — went back to the days when word-of-mouth from tech-savvy users spread the budding search engine's reputation far beyond the Stanford campus. That ongoing romance was evident at the 2001 Search Engine Watch Awards, announced in February of 2002, where the webmaster community awarded Google top honors for Outstanding

Search Service, Best Image Search Engine, Best Design, Most Webmaster Friendly Search Engine, and Best Search Feature.

Google showed the affection was mutual with a trio of initiatives to delight the most avid technophile. The Google Programming Contest coupled a daunting challenge with a tempting prize: $10,000, a visit to the Googleplex, and a chance for the winner to spend some quality time with the Google code base. (The eventual winner, Daniel Egnor of New York, created a program enabling users to search for webpages within a specified geographic area.)

Google's web application programming interfaces (APIs) enabled software programs to query Google directly, drawing on the data in billions of web documents. Their release sparked a flurry of innovation, from Google-based games to new search interfaces.

Google Compute, newly added to the Google Toolbar, took advantage of idle cycles on users' computers to help solve computation-intensive scientific problems. The first beneficiary: Folding@home, a non-profit Stanford University research project to analyze the structure of proteins with an eye to improving treatments for a number of illnesses.

Advertising that people *want* to see

In February of 2002, AdWords, Google's self-service advertising system, received a major overhaul, including a cost-per-click (CPC) pricing model that makes search advertising as cost-effective for small businesses as for large ones. Google's approach to advertising has always followed the same principle that works so well for search: Focus on the user and all else will follow. For ads, this means using keywords to target ad delivery and ranking ads for relevance to the user's query. As a result, ads only reach the people who actually want to see them - an approach that benefits users as well as advertisers.

In May, that approach got a vote of confidence when America Online — calling Google "the reigning champ of online search" — chose the company to provide both search and advertising to its 34 million members and tens of millions of other visitors to AOL properties. Further confirmation came when BtoB Magazine named Google the #1 business-to-business website and the #5 B2B ad property in any medium, online or off.

The launch of Google Labs enabled Google engineers to present their pet ideas proudly to an adventurous audience. Users could get acquainted with prototypes that were still a bit wet behind the ears, while developers received feedback that helped them groom their projects for success. Works-in-progress ranged from Google Voice Search, enabling users to search on Google with a simple telephone call, to Google Sets, which generates complete sets (a list of gemstones, say) from a few examples (topaz, ruby, opal), giving each member of the new set its own search link.

All the news that's fit to click

Google News launched in beta in September of 2002, offering access to 4,500 leading news sources from around the world. Headlines and photos are automatically selected and arranged by a computer program which updates the page continuously. The free service lets users scan, search, and browse, with links from each headline to the original story.

Froogle, a product search service launched in test mode in December of 2002, continued Google's emphasis on innovation and objective results. Searching through millions of relevant websites, Froogle helps users find multiple sources for specific products, delivering images and prices for the items sought.

2003

And the worlds turn

Google's innovations continued to reshape not only the world of search, but also the advertising marketplace and the realm of publishing. In 2003, Google acquired Pyra Labs and became the home for Blogger, a leading provider of services for those inclined to share their thoughts with the world through online journals (weblogs). Not long thereafter, the Google AdSense program was born, offering web sites of all sizes a way to easily generate revenue through placement of highly targeted ads adjacent to their content. Google AdSense technology analyzes the text on any given page and delivers ads that are appropriate and relevant, increasing the usefulness of the page and the likelihood that those viewing it will actually click on the advertising presented there.

Version 2.0 of the Google Toolbar was released in the Spring and the Google Deskbar joined it in the Fall. The Toolbar's enhancements included a pop-up blocker and form filler, while the Deskbar's location in the Windows Taskbar made it possible to search using Google without even launching a web browser. And there was so much more to find, thanks to the addition of a calculator feature, parcel tracking, flight information, VIN numbers and more, all accessible through the same Google search box.

2004

This message just in

As Google's site index increased to 4.28 billion web pages, Brandchannel again named Google as "Brand of the Year" for 2003, and ABC News marked the occasion by naming Larry and Sergey "Persons of the Week." Google consolidated much of its Mountain View operations into new headquarters campus. And on February 17 Google announced an expanded web index with more than 6 billion items (including the aforementioned 4.28 billion web pages plus 880 million images, 845 million Usenet messages, and a growing collection of book-related information pages).

Other new services that emerged early in 2004 included Local Search, for those times when all a person needs is a tire store that's within walking distance, or a neighborhood place close enough to deliver fresh cannolis. Within weeks, Google followed up with a way for advertisers to target their ads to locations a set distance from their stores. It was an improvement for merchants that also made it easier for searchers to find goods and services for sale in their own neighborhoods. Then came personalized search on Google Labs, enabling users to specify their interests and adjust the level of customization in their search results.

On April 1, Google posted plans to open a research facility on the Moon and announced a new web-based mail service called Gmail, which at launch included a gigabyte of free storage for each user. It soon became apparent that Gmail was no joke. The first serious re-examination of web-based email in years, Gmail offered a powerful built in search function, messages grouped by subject line into conversations and enough free storage to hold years' worth of messages. Using AdSense technology, Gmail was designed to deliver relevant ads adjacent to mail messages, giving recipients a way to act on this information.

And on April 29, Google filed with the SEC for an initial public offering (IPO). In early May, Blogger rolled out an upgraded version of its free web-based publishing software that enables users to create, collect, and share opinions and experiences with a global audience. And in June, Google announced a new version of the

Google Search Appliance, now with the capacity for more than 300 queries per minute and the ability to scale from 150,000 to 15 million or more documents.

What's a picture worth?

Google announced its acquisition of Picasa, Inc. on July 13. This Pasadena, Calif.-based digital photo management company helps users to organize, manage and share their digital photos. Picasa also makes Hello, a small application for posting photos to Blogger weblogs and sharing them with friends using instant messenger technology.

August 19 marked the initial public offering of GOOG on NASDAQ through a little-known Dutch auction process, which is designed to attract a broader range of investors than the usual IPO often does.

The second annual Code Jam, an event designed to attract the best and brightest among computer programmers, takes place on the Google campus with 50 finalists from around the world competing in a time-limited software coding contest. The top coder was Sergio Sancho, a computer science student from the University of Buenos Aires, who won the top prize of $10,000. On October 14 Google released the first version of Google Desktop Search, a small free downloadable application for locating one's personal computer files (including email, work files, web history, and instant message chats) using Google-quality search. That September we also passed the milestone of having more than 100 Google domains (Norway and Kenya are no. 102 and no. 103).

Google SMS became a new beta offering in October, enabling people who are away from their computers to quickly and easily get instant, accurate answers to queries (like local business listings, dictionary definitions, or product prices) through text messaging, using a cell phone or handheld device such as a BlackBerry, by sending a query to the 5-digit U.S. shortcode 46645 (also GOOGL on most mobile phones).

Also in October we announced our first quarterly results as a public company, with record revenues of $805.9 million, up 105 percent year over year. We also signed a new expanded alliance with AOL Europe to provide a comprehensive and relevant search and advertising experience to approximately 6.3 million members in the UK, France and Germany.

What's a picture worth? (part 2)

Towards the end of October, Google announced the acquisition of Keyhole Corp., a digital and satellite image mapping company based in Google's own headquarter town, Mountain View, Calif. The acquisition gave Google users a powerful new search tool to view 3D images across earth, and the ability to tap a rich database of roads, businesses and many other points of interest.

Our European operations moved into new Dublin headquarters, with an official welcome from the Deputy Prime Minister, Mary Harney. The 150 Googlers who work here come from 35 countries and speak 17 languages – imperative for doing business across Europe. And our founders received new honors: Larry Page was inducted into the National Academy of Engineering, and he and Sergey Brin are named the 2004 Marconi Fellows, joining the august company of such previous winners as Tim Berners-Lee and Bob Metcalfe.

Expanding horizons

In a nod to Google's continuing international expansion, Nikesh Arora joined as senior executive overseeing Google's operations in the European market. Based in London, Arora, fresh from executive stints at T-Mobile and Deutsche Telekom, became responsible for continuing to create and expand strategic partnerships in Europe. And elsewhere in the world – namely Tokyo – we announce a new R&D

center to attract the best and brightest among Japanese and other Asian engineers. Further expansion occurs in Kirkland, Washington, where we open a new engineering center, which joins the others around the world. Also in November, the Google index of web pages now numbers 8 billion.

In December, launches included Google Groups, a new version of the venerable Usenet archive of 1 billion posts on thousands of topics that Google has managed since 2001. The new Google Groups enables users to create and manage their own email groups and discussion lists. And the Google Print program announced agreements with the libraries of Harvard, Stanford, the University of Michigan, and the University of Oxford, and The New York Public Library to digitally scan books from their collections so that users worldwide can search them in Google.

2005

Something blue, something new

The Google Search Appliance spawned a new blue Google Mini, a smaller and lower-cost solution for small and medium-sized businesses that want Google quality search for their documents and sites. The Mini is the first (and so far only) Google hardware product to be sold only through the Google Store alongside a variety of consumer goods that often feature the four-color logo. Google Video also launched – a new project that captures the closed-caption information on TV programming and makes it searchable. Meanwhile, Google's Image Search grew to contain more than 1 billion images of all types – photos, drawings, paintings, sketches, cartoons, posters, and more.

The latest version of Google Desktop Search rolled out, now with the ability to locate many more file types including PDF and MP3. It's available in English, French, German, Spanish, Italian, Dutch as well as Chinese, Japanese and Korean. Google formally opened its Hyderabad office for AdWords support and QA projects – as well as a home for Google's first cricket club. And in May, we launched Google Desktop Search for the Enterprise – a way to enable Google-quality search across a corporate or organization's network with the security, information and deployment controls an IT administrator needs.

Another new feature launched in Google Local: Google Maps, a dynamic online mapping feature users in North America use to find location information, navigate through maps, and get directions quickly and easily. Google Maps is distinguished by easy navigation, detailed route directions, and business locations related to the requested query. Even more fun: by integrating Keyhole technology, Google Maps can display a map view or a satellite view.

The faster we go…

At Google we find that speed is of the essence, and it appears that many other people also crave saving time. This universal fact has led to such innovations as My Search History (saving time by knowing, and showing, what you've searched before) and the Google Web Accelerator (saving time serving web pages by "pre-fetching" them – delivering only updated content).

In March, Google acquired San Diego-based web analytics firm Urchin Software. Thousands of popular websites and marketers use this software solution to better understand user experience as well as to optimize content and track marketing performance. Google plans to make these tools available to better enable website owners to make their sites more effective and to increase their advertising return on investment.

A long-standing Google interest has been to support, locate and hire women engineers. We regularly host women's recruiting events and we offer scholarships through the Anita Borg Memorial Scholarship Fund. In 2005 we recognized 23

young women with scholarships – outstanding female undergraduate and graduate students who are completing their degrees in computer science or related fields.

Also in 2005, it seemed all the world took notice of blogs and feeds – two important ways to publish quickly and easily, and to subscribe to many timely publication sites. After a year of learning and growing, our own Google Blog runs frequent postings about Google products and people by those who know them best – and thousands of people subscribe to the feed so they can read it on the go. And in May we launched AdSense for feeds, a way for every blogger to gain ad revenue by running targeted AdSense ads within the feed. As for Blogger, we continue to develop features, including the ability to post new items and photos from anywhere – even a mobile phone.

As midyear beckoned, we announce an option on Google Labs that some people have asked for: a Personalized Homepage on which you can add news headlines from any sources offering feeds, as well as stock quotes, weather, movie showtimes, even driving directions. Some people want their Google in "classic" (plain) form – but others have asked for this variation too.

Prior to the June launch of Google Sitemaps, webmasters published their pages to the web and waited for us to crawl their site for inclusion in the Google search index. With this in place, they are able to prioritize the pages they want crawled first, and tell us when pages are updated so that Google can index new content faster. We also traveled to the Land of the Midnight Sun – and opened a Scandinavian sales office in Stockholm.

And speaking of the world at large, our Keyhole acquisition last fall led us to create Google Earth, which was unveiled in late June. This technology enables users to fly through space, zooming into specific locations they choose, and seeing the real world in sharp focus. It turns out that when we talk about "the world's information," we mean geography too. And since the earth includes the fast-moving country of China, in July we announced the opening of a new Chinese R&D center and hired the distinguished Dr. Kai Fu-Lee. We're always busy hiring, and one of the most important roles is "executive chef." In August we announced that the search is on for not one, but two chefs to lead our growing Mountain View eateries in serving Googlers and their guests at breakfast, lunch, dinner and special events.

Although August is traditionally a time to slow down, we didn't seem to. We released two significant products during the month: Google Talk, a free way to actually speak to people anytime, anywhere via your computer, featuring crystal-clear voice technology, plus an instant message service; and the next generation of Google Desktop, now offering at-a-glance access to your files, email, news, photos, weather, RSS feeds, stocks and other personalized web content.

Keeping true to our roots in search, in mid-September we released Google Blog Search, a tool to help people find lively content as soon as it's live on blogs around the world. And in recognition of our indebtedness to visionaries, we announced the hiring of Internet pioneer Vint Cerf to continue his global Internet thinking on our behalf.

Going local and global

In October we merged our Local and Maps products into a single Google Local service that (naturally) features maps. Perhaps even better for those away from their computer screens, we now offer Local service via mobile phones – after all, you need these way-finding tools even more when out in the wilds of major cities. We also noted, in our third quarter earnings announcement, the fact that we now have 4,989 full time employees – that's up from 4,183 at the end of the previous quarter.

Responding to the continuing (if not relentless) glut of digital information, we unveiled a new web-based Google Reader in October that helps tame the flow of

blog, web page, and news subscriptions we all seem to have. The Reader is a more friendly way to gather all the data bits in one screen, and is equipped to manage several flavors of "feeds." At the same, we expanded our support of open source software initiatives through a total of $350,000 in grants to Oregon State and Portland State Universities for open source development. These follow our "Summer of Code," a 3-month $2 million program for computer science students.

The more initiatives we undertake, the greater the need to expand, and so we announced a new office in Phoenix, and also ramped up staffing when we announced that Johnny Chou will join Kai-Fu Lee in Beijing as president of sales and business development for greater China. Not long after, we opened our first offices in Latin America too – in Sao Paulo, Brazil and in Mexico City.

Enhancing core businesses

In mid-November 2005, we launched two significant services that expand on our core businesses of search and advertising. One, Google Base, is a new way for people to upload content – lists, web pages, items of any type – in a structured format that interested searchers can then find. This could be for sale items, but might just as easily be scientific data or recipes or Top 10 lists – things that might not have had a web presence before. The other, Google Analytics, was formerly known as "Urchin" – a service we acquired, and then integrated, into our advertising products. The fast-growing trend is to be able to measure the actual results of online ad and marketing campaigns – and this service, which is now free, is available to everyone who needs to track these aspects more closely.

During the late fall, Google Print was also renamed Google Book Search, which may more accurately reflect how people use it. And part of Book Search is our project to scan public domain books, which we hope will make them much more easily accessible to a global audience of readers. During this time, we also engaged in public debate about the important principles underlying Book Search through our blog in several posts.

In keeping with our overall growth, we also added two new members to our board of directors: Dr. Shirley Tilghman and Ann Mather, both of whom bring years of experience and special skills to the boardroom.

As we closed in on the finish of 2005, we launched a music search feature that delivers a mix of information on artists, titles, links to albums, reviews and where to buy information for a wide range of musicians and performers. Late in the month, we announced a significant new agreement with AOL that expands a long-standing strategic alliance between the two companies. Among other things, this agreement creates a global online advertising partnership, makes more of AOL's content available to Google users, and includes our $1 billion investment in AOL. And finally this month, we marked the end of our first full year of the Google Blog by tallying, among other things, the number of product tips (38), new product announcements (77), Google culture items (40) and international posts (19) we published. As with everything else – there will be more to come next year.

2006

The new year's fresh takes

And the year arrived with a bang: a brand new Google Video store – now featuring many titles from numerous content partners, and the ability to view or download them using a new Google Video Player. What's more, filmmakers can set the price and level of copy protection for their productions, giving fans far more variety than was previously available. While at the massive Consumer Electronics Show in Las Vegas, we also unleashed a Google Pack – a free collection of safe and useful software for improving the web experience. And a first for Google: Larry Page

delivered a keynote speech at CES, which has become a huge event for reporters, industry folks and consumers alike.

And on and on

What's next from Google? It's hard to say. We don't talk much about what lies ahead, because we believe one of our chief competitive advantages is surprise. And then there's innovation, and an almost fanatical devotion to our users. These are the things that fuel us, and, we hope, fuel your own dreams. Take a peek at some of the ideas our engineers are currently kicking around by visiting them at play in Google Labs. Have fun, but be sure to wear your safety goggles.

Last updated January 2006

Google

Corporate Information

Google Management

Co-founders Larry Page, president of Products, and Sergey Brin, president of Technology, brought Google to life in September 1998. Since then, the company has grown to more than 5,000 employees worldwide, with a management team that represents some of the most experienced technology professionals in the industry. Dr. Eric Schmidt joined Google as chairman and chief executive officer in 2001.

Executive Management Group

- Dr. Eric Schmidt, Chairman of the Executive Committee and Chief Executive Officer
- Larry Page, Co-Founder & President, Products
- Sergey Brin, Co-Founder & President, Technology
- Shona Brown, Senior Vice President, Business Operations
- W. M. Coughran, Jr., Vice President, Engineering
- David C. Drummond, Senior Vice President, Corporate Development
- Alan Eustace, Senior Vice President, Engineering & Research
- Urs Hölzle, Senior Vice President, Operations & Google Fellow
- Jeff Huber, Vice President, Engineering
- Omid Kordestani, Senior Vice President, Global Sales & Business Development
- George Reyes, Senior Vice President & Chief Financial Officer
- Jonathan Rosenberg, Senior Vice President, Product Management
- Elliot Schrage, Vice President, Global Communications & Public Affairs

Google Management Group

- Tim Armstrong, Vice President, Advertising Sales
- Nikesh Arora, Vice President, European Operations
- Laszlo Bock, Vice President, People Operations
- Sukhinder Singh Cassidy, Vice President, Asia-Pacific & Latin America Operations
- Vinton G. Cerf, Vice President & Chief Internet Evangelist
- Johnny Chou, Vice President, Sales and Business Development & President, Greater China
- David Eun, Vice President, Content Partnerships
- Dave Girouard, Vice President & General Manager, Enterprise
- Salar Kamangar, Vice President, Product Management
- Kai-Fu Lee, Vice President, Engineering, Product, and Public Affairs & President, Greater China
- Udi Manber, Vice President, Engineering
- Marissa Mayer, Vice President, Search Products & User Experience
- Douglas Merrill, Vice President, Engineering
- Norio Murakami, Vice President & General Manager, Google Japan
- Miriam Rivera, Vice President & Deputy General Counsel
- Sheryl Sandberg, Vice President, Global Online Sales & Operations
- Susan Wojcicki, Vice President, Product Management

Board of Directors

- Dr. Eric Schmidt, Google Inc.
- Sergey Brin, Google Inc.
- Larry Page, Google Inc.
- John Doerr, Kleiner Perkins Caufield & Byers
- Michael Moritz, Sequoia Capital
- Ram Shriram, Sherpalo
- John Hennessy, Stanford University

- Arthur Levinson, Genentech
- Paul Otellini, Intel
- Shirley M. Tilghman, Princeton University
- Ann Mather

Google Inc. Management Team

Dr. Eric Schmidt
Chairman of the Executive Committee and Chief Executive Officer

Google founders Larry Page and Sergey Brin recruited Eric Schmidt from Novell, where he led that company's strategic planning, management and technology development as chairman and CEO. Since coming to Google, Eric has focused on building the corporate infrastructure needed to maintain Google's rapid growth as a company and on ensuring that quality remains high while product development cycle times are kept to a minimum. Along with Larry and Sergey, Eric shares responsibility for Google's day-to-day operations. Eric's Novell experience culminated a 20-year record of achievement as an Internet strategist, entrepreneur and developer of great technologies. His well-seasoned perspective perfectly complements Google's needs as a young and rapidly growing search engine with a unique corporate culture.

Prior to his appointment at Novell, Eric was chief technology officer and corporate executive officer at Sun Microsystems, Inc., where he led the development of Java, Sun's platform-independent programming technology, and defined Sun's Internet software strategy. Before joining Sun in 1983, he was a member of the research staff at the Computer Science Lab at Xerox Palo Alto Research Center (PARC), and held positions at Bell Laboratories and Zilog. Eric has a bachelor of science degree in electrical engineering from Princeton University, and a master's and Ph.D. in computer science from the University of California-Berkeley. In 2006, Eric was elected to the National Academy of Engineering, which recognized his work on "the development of strategies for the world's most successful Internet search engine company.

Larry Page
Co-Founder & President, Products

Larry Page was Google's founding CEO and grew the company to more than 200 employees and profitability before moving into his role as President, Products in April 2001. He continues to share responsibility for Google's day-to-day operations with Eric Schmidt and Sergey Brin.

The son of Michigan State University computer science professor Dr. Carl Victor Page, Larry's love of computers began at age six. While following in his father's footsteps in academics, he became an honors graduate from the University of Michigan, where he earned a bachelor of science degree in engineering, with a concentration on computer engineering. During his time in Ann Arbor, Larry

built an inkjet printer out of Lego™ bricks.

While in the Ph.D. program in computer science at Stanford University, Larry met Sergey Brin and together they developed and ran Google, which began operating in 1998. Larry went on leave from Stanford after earning his master's degree.

In 2002, Larry was named a World Economic Forum Global Leader for Tomorrow. He is a member of the National Advisory Committee (NAC) of the University of Michigan College of Engineering, and together with Co-Founder Sergey Brin, Larry was honored with the Marconi Prize in 2004. He is a trustee on the board of the X PRIZE, and was elected to the National Academy of Engineering in 2004.

Sergey Brin
Co-Founder & President, Technology

Sergey Brin, a native of Moscow, received a bachelor of science degree with honors in mathematics and computer science from the University of Maryland at College Park. He is currently on leave from the Ph.D. program in computer science at Stanford University, where he received his master's degree. Sergey is a recipient of a National Science Foundation Graduate Fellowship as well as an honorary MBA from Instituto de Empresa. It was at Stanford where he met Larry Page and worked on the project that became Google. Together they founded Google Inc. in 1998, and Sergey continues to share responsibility for day-to-day operations with Larry Page and Eric Schmidt.

Sergey's research interests include search engines, information extraction from unstructured sources, and data mining of large text collections and scientific data. He has published more than a dozen academic papers, including *Extracting Patterns and Relations from the World Wide Web; Dynamic Data Mining: A New Architecture for Data with High Dimensionality*, which he published with Larry Page; *Scalable Techniques for Mining Casual Structures*; *Dynamic Itemset Counting and Implication Rules for Market Basket Data*; and *Beyond Market Baskets: Generalizing Association Rules to Correlations*.

Sergey has been a featured speaker at several international academic, business and technology forums, including the World Economic Forum and the Technology, Entertainment and Design Conference. He has shared his views on the technology industry and the future of search on the *Charlie Rose Show*, CNBC, and CNNfn. In 2004, he and Larry Page were named "Persons of the Week" by ABC World News Tonight.

Shona Brown
Senior Vice President, Business Operations

Shona Brown took on responsibilities for Google's business operations in 2003, following almost a decade consulting with technology clients in Toronto and Los Angeles for McKinsey and Company. As a partner at McKinsey, she was a leader of the Global Strategy Practice and worked with a wide range of firms on strategy development, business model transformation and operational issues. Her experience includes extensive work in consumer software and hardware technology, online consumer services, and Internet media markets.

She has taught in the Dept. of Industrial Engineering and Graduate School of Business at Stanford University and within McKinsey's mini-MBA program. She is the author of the best-selling business book, *Competing on the Edge: Strategy as Structured Chaos*, which introduced a new strategic model for competing in volatile markets, and she has published broadly in both applied and academic journals.

Shona has a bachelor of computer systems engineering degree from Carleton University in Canada and a master's degree in economics and philosophy from Oxford University as a Rhodes Scholar. She received her Ph.D. and Post-Doctorate from Stanford University's Department of Industrial Engineering and Engineering Management.

W. M. Coughran, Jr.
Vice President, Engineering

Bill Coughran is Google's VP of Engineering for Systems Infrastructure where he is responsible for large-scale distributed computing programs underlying Google's products. Bill joined Google engineering in early 2003 where he began working with the web crawling, storage, and other systems teams.

During his more than 20 year career in computing, Bill has been involved with embedded software for networking systems, security system products, and computational science and engineering. Immediately prior to joining Google, Bill co-founded and served as CEO and in other executive roles at Entrisphere in Silicon Valley. Prior to that, he was part of Bell Labs including being the head of the Computing Sciences Research Center, where C, C++, Unix, Plan 9, and Inferno were created; as an individual contributor, he has worked in computational science and distributed systems.

Bill currently serves on the boards of directors for nSolutions Inc., and Clearwell Systems Inc.

In addition, Bill is an author of more than 50 publications and has served on several editorial and conference boards, and technical advisory committees. He has also held adjunct and visiting positions at Stanford, the ETH, and Duke.

Bill holds an MS and Ph.D. in Computer Science from

Stanford University as well as a BS and a MS in mathematics from Caltech.

David C. Drummond
Senior Vice President, Corporate Development

David Drummond became Google's vice president, Corporate Development in 2002. In this role, David works with the management team to evaluate and drive new strategic business opportunities, including strategic alliances and mergers and acquisitions. He also serves as Google's general counsel.

David was first introduced to Google in 1998 as a partner in the corporate transactions group at Wilson Sonsini Goodrich and Rosati, one of the nation's leading law firms representing technology businesses. He served as Google's first outside counsel, and worked with Larry Page and Sergey Brin to incorporate the company and secure its initial rounds of financing. During his tenure at Wilson Sonsini, David worked with a wide variety of technology companies, advising them on all aspects of their business and financial activities and helping them manage complex transactions such as mergers, acquisitions and initial public offerings.

Immediately prior to joining Google, David served as executive vice president, finance and chief financial officer for SmartForce, where he helped transform the publicly-traded company into the world's largest e-learning company. David earned his bachelor of arts degree in history from Santa Clara University and his J.D. from Stanford Law School.

Alan Eustace
Senior Vice President, Engineering & Research

Alan Eustace is Google's VP of Engineering where he is responsible for all aspects of the company's product research and development activities. He joined Google in the summer of 2002. Prior to Google, Alan spent 15 years at Digital/ Compaq/HP's Western Research Laboratory where he worked on a variety of chip design and architecture projects, including the MicroTitan Floating Point unit, BIPS – the fastest microprocessor of its era. Alan also worked with Amitabh Srivastava on ATOM, a binary code instrumentation system that forms the basis for a wide variety of program analysis and computer architecture analysis tools. These tools had a profound influence on the design of the EV5, EV6, and EV7 chip designs. Alan was promoted to Director of the Western Research Laboratory in 1999. WRL had active projects in pocket computing, chip multi-processors, power and energy management, internet performance, and frequency and voltage scaling.

In addition to directing Google's engineering efforts, Alan is actively involved in a number of Google's community-related activities, including those with groups like: The Second

Harvest Food Bank; the Anita Borg Scholarship Fund; and the Internet Society (ISOC).

Alan is an author of 9 publications and holds 10 patents. He earned a Ph.D. in Computer Science from University of Central Florida.

Urs Hölzle
Senior Vice President, Operations & Google Fellow

Urs Hölzle was named Google Fellow after serving as the company's first vice president of Engineering. In that role he led development of the company's operational infrastructure. He is also renowned for both his red socks and his free-range Leonberger, Yoshka (Google's top dog). Urs joined Google from the University of California, Santa Barbara where he was an associate professor of computer science. He received a master's degree in computer science from ETH Zurich in 1988 and was awarded a Fulbright Scholarship that same year. In 1994, he earned a Ph.D. from Stanford University, where his research focused on programming languages and their efficient implementation.

As one of the pioneers of dynamic compilation, also known as "just-in-time compilation," Urs invented fundamental techniques used in most of today's leading Java compilers. Before joining Google, Urs was a co-founder of Animorphic Systems, which developed compilers for Smalltalk and Java. After Sun Microsystems acquired Animorphic Systems in 1997, he helped build Javasoft's high-performance Hotspot Java compiler.

In 1996, Urs received a CAREER award from the National Science Foundation for his work on high-performance implementations of object-oriented languages. He was also a leading contributor to DARPA's National Compiler Infrastructure project. Urs has served on program committees for major conferences in the field of programming language implementation, and is the author of numerous scientific papers and U.S. patents.

Jeff Huber
Vice President, Engineering

Jeff Huber joined Google in 2003 and is the company's VP of Engineering. In this role, Jeff leads the technology development and innovation efforts for Google's advertising and monetization systems, including Google's AdWords and AdSense programs.

Jeff brings more than 15 years of experience in large scale systems design and operation, online consumer product development, high volume transaction processing and engineering management.

Prior to joining Google, Jeff was VP of Architecture & Systems Development at eBay where he championed the development of their product search infrastructure and expansion of the platform API program. Before eBay, Jeff

was SVP of Engineering at Excite@Home, where he led consumer product and infrastructure development for the largest broadband service provider. Earlier in his career, he was a technology consultant with McKinsey & Company, and founded a software development startup. Jeff holds a BS in Computer Engineering from the University of Illinois and a Master's Degree from Harvard University.

George Reyes
Senior Vice President & Chief Financial Officer

George Reyes joined Google as chief financial officer in 2002. A seasoned finance executive with a wide range of experience at several well-known Silicon Valley technology companies, George joined Google from ONI Systems where, as interim CFO, he assisted in the sale of the optical networking company to Ciena Corporation.

Prior to ONI Systems, George spent 13 years at Sun Microsystems. During his years at Sun, he held a number of finance roles including Group Controller - General Systems, Director of Finance - Intercontinental Operations, Audit Director, Vice President - Corporate Controller and Vice President-Treasurer.

Currently, George is a Director of Symantec Corporation and BEA Systems Inc.

George holds an MBA from Santa Clara University and a Bachelor of Arts degree in accounting from the University of South Florida.

Omid Kordestani
Senior Vice President, Global Sales & Business Development

Omid Kordestani is the Senior Vice President of Global Sales and Business Development. He is directly responsible for Google's worldwide revenue generation efforts as well as the day-to-day operations of the company's sales organization. He joined in May 1999 as Google's "business founder," leading the development and implementation of the company's initial business model. Since then he has brought Google to profitability in record time, generating more than $6 billion in revenue in 2005.

Omid has more than 20 years of high technology consumer and enterprise experience, holding key positions at several startups, including Internet pioneer Netscape Communications. As vice president of Business Development and Sales, he grew Netscape's online revenue from an annual run-rate of $88 million to more than $200 million in 18 months.

Prior to Netscape, he held positions in marketing, product management, and business development at The 3DO Company, Go Corporation, and Hewlett-Packard.

Omid received an MBA from the Stanford Graduate School of Business in 1991 and a Bachelor of Science degree in electrical engineering from San Jose State University in 1984.

Jonathan Rosenberg
Senior Vice President, Product Management and Marketing

Jonathan Rosenberg is an 18-year industry veteran who oversees the teams that manage Google's innovative product portfolio and go-to-market strategies. In this role, Jonathan oversees the development, improvement and customer acceptance of all of Google's products, from consumer offerings to business services. He directs the teams with a special focus on delivering exceptional user experiences, continuous innovation, and highly relevant, accountable, and untraditional marketing.

Prior to joining Google in 2002, Jonathan founded, led, and managed some of the most innovative product development teams of the Internet's first era. He was the founding member of @Home's product group and served as Senior Vice President of Online Products and Services after the merger of Excite and @Home. Prior to that, Jonathan managed the eWorld product line for Apple Computer. Earlier, he was Director of Product Marketing for Knight Ridder Information Services in Palo Alto, California, where he directed development of one of the first commercially deployed online relevance ranking engines and menu-driven Boolean search services for consumers.

Jonathan holds an MBA from the University of Chicago and a BA with honors in Economics from Claremont McKenna College, where he graduated Phi Beta Kappa.

Elliot Schrage
Vice President, Global Communications & Public Affairs

Elliot Schrage is a lawyer and business advisor with 20 years of experience at the intersection of global business strategy and public policy. At Google he is responsible for corporate communications and public affairs, which encompass media relations, stakeholder outreach and policy strategy.

Prior to joining Google, Elliot was the Bernard L. Schwarz Senior Fellow in Business and Foreign Policy at the New York-based Council on Foreign Relations, and an advisor to several global corporations on issues of corporate social responsibility. Immediately preceding, he was Senior Vice President for Global Affairs for Gap Inc., the largest specialty retailer in the U.S., where he directed the company's government affairs initiatives and managed its global compliance organization.

Before joining Gap, Elliot served as managing director of the New York office of Clark & Weinstock, a public policy and management consulting firm. Since 1990, Elliot has also served as Adjunct Professor at Columbia University Business

School and Columbia Law School. He has published articles in the Harvard Business Review, The Washington Post, The Financial Times, among other publications.

Elliot received a J.D., Harvard Law School, a Master in Public Policy (MPP) degree from the Kennedy School of Government, and B.A. from Harvard College. He also studied at École Normale Superieure in Paris.

Tim Armstrong
Vice President, Advertising Sales

Tim Armstrong presides over Google's North American advertising sales and operations teams. Tim's team is located in cities across the U.S. and Canada, providing customers with local partnerships as well as centralized sales and services. His team works with some of the world's most widely recognized brands and advertising agencies, as well as some of the fastest growing medium-sized companies.

Tim joined Google from Snowball.com as that company's vice president of Sales and Strategic Partnerships. Prior to his role at Snowball.com, Tim served as director of Integrated Sales & Marketing at Starwave's and Disney's ABC/ESPN Internet Ventures working across the companies Internet, TV, radio, and print properties. He started his career by co-founding and running a newspaper based in Boston, MA, before joining IDG to launch their first consumer Internet magazine, *I-Way*.

Tim has been named one of the top "100 People to Know" for global media by *Media Magazine* and was awarded a Media Maven Award by *Advertising Age* in 2004. He sits on the boards of the Interactive Advertising Bureau (IAB), KnowledgeStorm Inc., and Associated Content Inc. Tim is a graduate of Connecticut College with a double major in Economics and Sociology.

Nikesh Arora
Vice President, European Operations

As Vice President of European Operations, Nikesh Arora manages and develops Google's operations in the European market. He is responsible for creating and expanding strategic partnerships in Europe for the benefit of Google's growing number of users and advertisers.

With a background as an analyst, Nikesh's main areas of focus have been consulting, IT, marketing and finance. Prior to joining Google, he was Chief Marketing Officer and a Member of the Management Board at T-Mobile. While there he spearheaded all product development, terminals, brand and marketing activities of T-Mobile Europe. In 1999 he started working with Deutsche Telekom and founded T-Motion PLC, a mobile multimedia subsidiary of T-Mobile International. Prior to joining Deutsche Telekom, Nikesh held management positions at Putnam Investments and Fidelity Investments in Boston.

Nikesh holds an MS and CFA certification from Boston College, and an MBA from Northeastern University, all of which were awarded with distinction. He has served on the Adjunct Faculty at both Boston College and Northeastern University, developing and teaching courses in business turnarounds, corporate workouts and financial management. In 1989, Nikesh graduated from the Institute of Technology in Varanasi, India with a Bachelor's Degree in Electrical Engineering.

Laszlo Bock
Vice President, People Operations

Laszlo Bock leads Google's global human resources and staffing, which includes all issues related to the attraction, development, and retention of Googlers.

Prior to joining Google, Laszlo was a Vice President of Human Resources at General Electric Capital, a financial services firm, where he had global responsibility for a wide range of people issues as well as compensation and benefits. He had earlier served as a Vice President of Human Resources for GE's Commercial Equipment Financing business. Before joining GE, he was an Engagement Manager at the strategy consultancy McKinsey & Company, where he focused on organizational issues in the technology sector. Earlier, he was a compensation consultant at Hewitt Associates, an HR consultancy.

Laszlo holds an MBA from the Yale University School of Management and a BA in International Relations from Pomona College.

Sukhinder Singh Cassidy
Vice President, Asia-Pacific & Latin America Operations

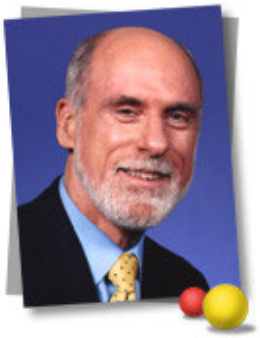
Sukhinder Singh Cassidy is Google's Vice President for Asia-Pacific & Latin America Operations. In this role, she is responsible for all of Google's sales operations in these regions. Sukhinder also oversees the company's local search and channel initiatives globally.

Prior to joining Google, Sukhinder was Co-founder and Senior Vice President of Business Development for Yodlee.com Inc., a leading solutions provider to the global financial services industry. From 1999 to 2003, she was responsible for building Yodlee's client base and revenues, signing agreements with companies such as Citigroup, JP Morgan Chase, Merrill Lynch, Morgan Stanley Dean Witter, Bank of America, Wachovia, Yahoo!, Microsoft, and AOL. For her work at Yodlee and in the industry, Sukhinder has been profiled in publications including Business Week Online, Canada Post, and Innovation Nation, a book profiling Canadian business leaders (Jossey-Bass, 2002).

Prior to joining Yodlee, Sukhinder worked in strategy and business development in Silicon Valley for leading e-commerce providers Amazon.com, and Junglee Corporation, and in New York and London with investment bank Merrill

Lynch as well as pay television provider British Sky Broadcasting.

Sukhinder is a graduate of the Ivey School of Business Administration at the University of Western Ontario, Canada.



Vinton G. Cerf
Vice President & Chief Internet Evangelist

Vinton G. Cerf is vice president and Chief Internet Evangelist for Google. He is responsible for identifying new enabling technologies and applications on the Internet and other platforms for the company.

Widely known as a "Father of the Internet," Vint is the co-designer with Robert Kahn of TCP/IP protocols and basic architecture of the Internet. In 1997, President Clinton recognized their work with the U.S. National Medal of Technology. In 2005, Vint and Bob received the highest civilian honor bestowed in the U.S., the Presidential Medal of Freedom. It recognizes the fact that their work on the software code used to transmit data across the Internet has put them "at the forefront of a digital revolution that has transformed global commerce, communication, and entertainment."

From 1994-2005, Vint served as Senior Vice President at MCI. Prior to that, he was Vice President of the Corporation for National Research Initiatives (CNRI), and from 1982-86 he served as Vice President of MCI. During his tenure with the U.S. Department of Defense's Advanced Research Projects Agency (DARPA) from 1976-1982, Vint played a key role leading the development of Internet and Internet-related data packet and security technologies.

Since 2000, Vint has served as chairman of the board of the Internet Corporation for Assigned Names and Numbers (ICANN) and he has been a Visiting Scientist at the Jet Propulsion Laboratory since 1998. He served as founding president of the Internet Society (ISOC) from 1992-1995 and was on the ISOC board until 2000. Vint is a Fellow of the IEEE, ACM, AAAS, the American Academy of Arts and Sciences, the International Engineering Consortium, the Computer History Museum and the National Academy of Engineering.

Vint has received numerous awards and commendations in connection with his work on the Internet, including the Marconi Fellowship, Charles Stark Draper award of the National Academy of Engineering, the Prince of Asturias award for science and technology, the Alexander Graham Bell Award presented by the Alexander Graham Bell Association for the Deaf, the A.M. Turing Award from the Association for Computer Machinery, the Silver Medal of the International Telecommunications Union, and the IEEE Alexander Graham Bell Medal, among many others.

He holds a Ph.D. in Computer Science from UCLA and more than a dozen honorary degrees.

Johnny Chou
Vice President, Sales and Business Development & President, Greater China

Johnny joined the Google team in China in October 2005, where he is responsible for building Google's sales and channel businesses, and expanding the company's strategic partnerships in the region.

Johnny came to Google from UT Starcom, where he was president of the company's China operations for 9 years. Before that, he was director for wireless systems and software at Lucent Technologies (formerly AT&T) Microelectronics IC group. From 1993 to 1995, as Technical Manager of AT&T's Global Wireless product group, he led multiple development teams for handset and wireless personal base station products. Earlier, he led the team for advanced digital communication research at Bell Labs.

Born in Ningbo, China, Johnny holds an M.S. in Engineering from Princeton University, a M.B.A. from Rutgers University, and a B.S. in Electrical Engineering from City College of New York. He also studied computer science in Fudan University in Shanghai.

David Eun
Vice President, Content Partnerships

David joined in 2006 and oversees Google’s partnerships and alliances with leading providers of content and information. In this capacity, he directs the business development and operational execution of deals with Google’s print, multimedia, and local content partners. He also works closely with Google's product management and engineering organizations to develop new products and services with this content.

Prior to joining Google, David was at Time Warner, most recently as the Chief of Staff for the Media & Communications Group. There, he worked on strategy, cross-divisional initiatives, general operational issues, and new business formation, particularly in digital distribution and broadband content and services. Before joining Time Warner, he was a partner at Arts Alliance, a trans-Atlantic venture capital firm focusing on digital media, information technology and business services.

David started his career in media at NBC, where he led some of NBC’s first cross-media partnerships involving television programming, on-air promotion, direct response marketing, third party websites, and retail entertainment products. He is a former management consultant with Bain & Co.

David is a graduate of Harvard Law School and Harvard College, where he graduated Magna Cum Laude in Government.

Dave Girouard
Vice President & General Manager, Enterprise

Dave Girouard manages Google's growing enterprise business worldwide. He leads a team responsible for sales, marketing, product development and customer support. Prior to joining Google, Dave was senior vice president of marketing and business development at Virage, a provider of multimedia search and content management software. Dave also founded and developed Virage's application services business. He came to Virage from the worldwide product marketing organization at Apple, where he spent several years in product management. Prior to that, Dave was an associate in Booz Allen & Hamilton's Information Technology practice in San Francisco. He started his career in enterprise systems development and integration in the Boston office of Accenture (formerly Andersen Consulting).

Dave graduated from Dartmouth College with an AB in Engineering Sciences and a BE in Computer Engineering. He also received an MBA from the University of Michigan with High Distinction.

Salar Kamangar
Vice President, Product Management

Salar oversees Google's advertising and monetization products, including the AdWords program. He joined Google in 1999. During his first year, he created the company's first business plan and was responsible for its legal and finance functions. From there, Salar became a founding member of Google's product team, where he worked on consumer projects including the acquisition of DejaNews and the subsequent launch of Google Groups. In 2001, Salar led a small engineering team to define and launch the AdWords product in order to monetize the company's growing search traffic. Later, AdWords served as the foundation for Google's syndication on partner sites, including AOL, and today serves as the engine that drives Google's advertising revenue.

Salar earned his B.S. in Biological Sciences with Honors from Stanford University.

Kai-Fu Lee
Vice President, Engineering, Product, and Public Affairs & President, Greater China

Kai-Fu joined Google in 2005 to develop the company's operations in China. He is responsible for all engineering, product development and public affairs activities there.

From 1998 to 2005, Kai-Fu was at Microsoft as a corporate vice president responsible for advanced natural language and user interface technologies. He also founded Microsoft Research Asia, which has since become one of the best research centers in the world. From 1996 to 1998, Kai-Fu was president of Cosmo Software, a subsidiary of Silicon Graphics, Inc. (SGI). There he was responsible for several product lines and the company's web strategy. Before joining

SGI, Lee spent 6 years at Apple Computer, most recently as vice president of the company's interactive media group, which developed QuickTime, QuickDraw 3D, QuickTime VR and PlainTalk speech technologies.

In addition, from 1988 to 1990 Kai-Fu was assistant professor at Carnegie Mellon University, where he developed the world's first speaker-independent continuous speech-recognition system. This system was selected as the "Most Important Innovation of 1988" by *BusinessWeek*. While at Carnegie Mellon, Kai-Fu also developed the computer program that plays the game "Othello," which defeated the human world champion in 1988.

Kai-Fu holds a Ph.D. in Computer Science from Carnegie Mellon University and a B.S. in Computer Science with highest honors from Columbia University. He is a Fellow of the IEEE.

Udi Manber
Vice President, Engineering

As a Vice President of Engineering, Udi is responsible for core search. Before joining Google early in 2006, Udi was CEO of A9.com, a Senior VP at Amazon.com, and Yahoo's Chief Scientist. He started working on search algorithms in 1989 with the invention of Suffix Arrays (with Gene Myers) while he was a professor at the University of Arizona, and he was a co-developer of several search packages, including Agrep, Glimpse, WebGlimpse, and Harvest. He started developing search and other software tools for the web 2 months after Mosaic was announced in 1993, and continued ever since. While in academia, he also worked in the areas of theoretical computer science, computer security, distributed systems, and networks. He won a Presidential Young Investigator Award in 1985.

Udi holds a Ph.D. in Computer Science from the University of Washington.

Marissa Mayer
Vice President, Search Products & User Experience

Marissa leads the product management efforts on Google's search products – web search, images, groups, news, Froogle, the Google Toolbar, Google Desktop, Google Labs, and more. She joined Google in 1999 as Google's first female engineer and led the user interface and webserver teams at that time. Her efforts have included designing and developing Google's search interface, internationalizing the site to more than 100 languages, defining Google News, Gmail, and Orkut, and launching more than 100 features and products on Google.com. Several patents have been filed on her work in artificial intelligence and interface design. In her spare time, Marissa also organizes Google Movies – outings a few times a year to see the latest blockbusters – for 6,000+ people (employees plus family members and friends).

Concurrently with her full-time work at Google, Marissa has taught introductory computer programming classes at Stanford to over 3,000 students. Stanford has recognized her with the Centennial Teaching Award and the Forsythe Award for her outstanding contribution to undergraduate education.

Prior to joining Google, Marissa worked at the UBS research lab (Ubilab) in Zurich, Switzerland and at SRI International in Menlo Park, California.

Marissa has been featured in various publications, including *Newsweek* ("10 Tech Leaders of the Future"), *Red Herring* ("15 Women to Watch"), *Business 2.0* ("Silicon Valley Dream Team"), *BusinessWeek*, *Fortune*, and *Fast Company*.

Graduating with honors, Marissa received her B.S. in Symbolic Systems and her M.S. in Computer Science from Stanford University. For both degrees, she specialized in artificial intelligence.

Douglas Merrill
Vice President, Engineering

Douglas Merrill joined Google late in 2003 as Senior Director of Information Systems. In this capacity he led multiple strategic efforts including Google's 2004 IPO and its related regulatory activities. He holds direct line accountability for all internal engineering and support worldwide.

Previously, Douglas was senior vice president at Charles Schwab and Co., Inc, a multinational financial services company. At Schwab, he was responsible for such functions as information security, common infrastructure, and human resources strategy and operations. Prior to his tenure there, Douglas worked at Price Waterhouse as a senior manager, ultimately becoming a leader in security implementation practices. Before that, he was an information scientist at the RAND Corporation, where he studied topics such as computer simulation in education, team dynamics and organizational effectiveness.

Douglas holds a BA from the University of Tulsa in Social and Political Organization, and an MA and Ph.D. in Psychology from Princeton University.

Norio Murakami
Vice President &General Manager, Google Japan

Norio Murakami joined Google Japan in April 2003. In his role as Vice President & General Manager, he is responsible for all aspects of Google's business in Japan.

Before joining Google, Norio was President of Docent Japan, where he established the Japanese subsidiary in November 2001. He built a solid foundation of leadership for Docent in Japan – and in the e-learning industry generally – through many partnerships including those with Accenture, NEC, and Works Applications.

From 1997 to 1999, Norio was President & CEO of Northern Telecom Japan. In this capacity, he successfully merged and integrated the company with Bay Networks Japan, whose parent company had been acquired by Northern Telecom, and was later re-named Nortel Networks Japan. With the transformation of the business from circuit switching to IP, Norio increased the company's revenue and profitability to a historic high in 2000. Through mid-2001, he served as President & CEO of Nortel Networks Japan.

Norio started his career as an engineer for minicomputer systems at Hitachi Electronics K.K. In addition to his service at Northern Telecom, he has held a number of management roles such as the CEO-Japan & VP-Corporate for Informix, and as a member of the Board of Directors for Marketing at Digital Equipment Corporation (DEC) Japan. This affiliation also included a five-year assignment at DEC headquarters in Massachusetts.

Norio graduated from Kyoto University with a B.S. in Engineering.

Miriam Rivera
Vice President & Deputy General Counsel

Miriam leads the legal teams for Google's corporate, commercial, Asia Pacific/Latin America, employment, real estate and technical operations. Previously, she served as associate general counsel, managing the commercial and strategic alliance practice for the company. Miriam has also closed a number of strategic partnerships for Google, including AOL and AOL Europe, as well as earlier partnerships for Yahoo! and Yahoo Japan, while overseeing the completion of thousands of revenue and strategic alliances.

Prior to joining Google, Miriam served as in-house counsel for Ariba Inc. in Sunnyvale, CA. Previously, she co-founded On Your Mind (later known as Outcome Software), a venture-backed enterprise software company. Earlier roles included strategy consultant for Andersen Consulting (now Accenture) and associate in the business and technology practice at the law firm of Brobeck, Phleger & Harrison.

In April 2005, *Corporate Counsel* magazine chose Miriam as one of the top 10 corporate attorneys most likely to be general counsel at a Fortune 500 company in the next five years. And in September 2005, Miriam was named one of *Lawdragon*'s 500 Leading Lawyers in America. In spring of 2006, she was named a finalist for Woman of the Year by *Hispanic Business Magazine*. Also in 2006, she was named to the Board of Visitors of Stanford Law School and to the Santa Clara County Bar Association's Blue Ribbon Commission on Diversity in the Legal Profession in Silicon Valley.

In her spare time, Miriam also supports charitable and community endeavors such as A Better Chance (minority high school students), La Casa de las Madres (San Francisco's oldest and largest shelter for battered women), and the First Congregational Church of Palo Alto. She also

serves as secretary to the board of the Google Foundation.

Miriam received an AB in Sociology and an AM in Spanish (Caribbean Literature) from Stanford University, as well as a JD/MBA from Stanford Law School and Stanford Graduate School of Business.

Sheryl Sandberg
Vice President, Global Online Sales & Operations

Sheryl Sandberg joined Google in 2001 and is currently the Vice President of Global Online Sales and Operations. In this role, Sheryl is responsible for online sales of Google's advertising and publishing products. She also runs sales operations and support for Google's consumer products and for Google Book Search. In addition, Sheryl serves on the board of the Google Foundation/Google.org and directs the Google Grants program, which provides free advertising to non-profit organizations worldwide.

Prior to joining Google, Sheryl was the Chief of Staff for the United States Treasury Department, where she helped lead its work on forgiving debt in the developing world. Before that, Sheryl was a management consultant with McKinsey & Company and an economist with The World Bank, where she worked on eradicating leprosy in India. Sheryl currently serves on the boards of The Ad Council and Leadership Public Schools.

Sheryl received a B.A. summa cum laude in Economics from Harvard University, and was awarded the John H. Williams Prize as the top graduating student in economics. She was a Baker and Ford Scholar at Harvard Business School, where she also earned an MBA with highest distinction.

Susan Wojcicki
Vice President, Product Management

Susan Wojcicki is Vice President of Product Management, responsible for the product management of AdSense as well as Google Book Search, Google Video and the syndication of Google products to partners worldwide.

In 1998, Susan's garage served as the company's first headquarters. When she joined the young company in 1999, Susan was the small staff's first marketing professional. In those early days, she was responsible for a wide range of activities, including the establishment of the corporate identity, some of the first holiday logos, and marketing activities and collateral. She also product-managed the licensing of web search, site search and enterprise to Google's first customers, and was responsible for the initial development of Google Image Search.

Before joining Google, Susan worked at Intel, and was a management consultant at both Bain & Company and R.B. Webber & Company. Earlier, she was a product manager and developer for the educational software company

MagicQuest.

Susan graduated with honors from Harvard University. She holds an MS from the University of California at Santa Cruz, and an MBA from the Anderson School of Management at UCLA.

Google™ **Corporate Information**

Our Philosophy

Never settle for the best
"The perfect search engine," says Google co-founder Larry Page, "would understand exactly what you mean and give back exactly what you want." Given the state of search technology today, that's a far-reaching vision requiring research, development and innovation to realize. Google is committed to blazing that trail. Though acknowledged as the world's leading search technology company, Google's goal is to provide a much higher level of service to all those who seek information, whether they're at a desk in Boston, driving through Bonn, or strolling in Bangkok.

To that end, Google has persistently pursued innovation and pushed the limits of existing technology to provide a fast, accurate and easy-to-use search service that can be accessed from anywhere. To fully understand Google, it's helpful to understand all the ways in which the company has helped to redefine how individuals, businesses and technologists view the Internet.

Ten things Google has found to be true

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1. Focus on the user and all else will follow.

From its inception, Google has focused on providing the best user experience possible. While many companies claim to put their customers first, few are able to resist the temptation to make small sacrifices to increase shareholder value. Google has steadfastly refused to make any change that does not offer a benefit to the users who come to the site:

- The interface is clear and simple.
- Pages load instantly.
- Placement in search results is never sold to anyone.
- Advertising on the site must offer relevant content and not be a distraction.

By always placing the interests of the user first, Google has built the most loyal audience on the web. And that growth has come not through TV ad campaigns, but through word of mouth from one satisfied user to another.

2. It's best to do one thing really, really well.

Google does search. With one of the world's largest research groups focused exclusively on solving search problems, we know what we do well, and how we could do it better. Through continued iteration on difficult problems, we've been able to solve complex issues and provide continuous improvements to a service already considered the best on the web at making finding information a fast and seamless experience for millions of users. Our dedication to improving search has also allowed us to apply what we've learned to new products, including Gmail, Google Desktop, and Google Maps. As we continue to build new products* while making search better, our hope is to bring the power of search to previously unexplored areas, and to help users access and use even more of the ever-expanding information in their lives.

3. Fast is better than slow.

Google believes in instant gratification. You want answers and you want them right now. Who are we to argue? Google may be the only company in the world whose stated goal is to have users leave its website as quickly as possible. By fanatically obsessing on shaving every excess bit and byte from our pages and increasing the efficiency of our serving environment, Google has broken its own speed records time and again. Others assumed large servers were the fastest way to handle massive amounts of data. Google found networked PCs to be faster. Where others accepted apparent speed limits imposed by search algorithms, Google wrote new

algorithms that proved there were no limits. And Google continues to work on making it all go even faster.

4. Democracy on the web works.

Google works because it relies on the millions of individuals posting websites to determine which other sites offer content of value. Instead of relying on a group of editors or solely on the frequency with which certain terms appear, Google ranks every web page using a breakthrough technique called PageRank™. PageRank evaluates all of the sites linking to a web page and assigns them a value, based in part on the sites linking to them. By analyzing the full structure of the web, Google is able to determine which sites have been "voted" the best sources of information by those most interested in the information they offer. This technique actually improves as the web gets bigger, as each new site is another point of information and another vote to be counted.

5. You don't need to be at your desk to need an answer.

The world is increasingly mobile and unwilling to be constrained to a fixed location. Whether it's through their PDAs, their wireless phones or even their automobiles, people want information to come to them. Google's innovations in this area include Google Number Search, which reduces the number of keypad strokes required to find data from a web-enabled cellular phone and an on-the-fly translation system that converts pages written in HTML to a format that can be read by phone browsers. This system opens up billions of pages for viewing from devices that would otherwise not be able to display them, including Palm PDAs and Japanese i-mode, J-Sky, and EZWeb devices. Wherever search is likely to help users obtain the information they seek, Google is pioneering new technologies and offering new solutions.

6. You can make money without doing evil.

Google is a business. The revenue the company generates is derived from offering its search technology to companies and from the sale of advertising displayed on Google and on other sites across the web. However, you may have never seen an ad on Google. That's because Google does not allow ads to be displayed on our results pages unless they're relevant to the results page on which they're shown. So, only certain searches produce sponsored links above or to the right of the results. Google firmly believes that ads can provide useful information if, and only if, they are relevant to what you wish to find.

Google has also proven that advertising can be effective without being flashy. Google does not accept pop-up advertising, which interferes with your ability to see the content you've requested. We've found that text ads (AdWords) that are relevant to the person reading them draw much higher clickthrough rates than ads appearing randomly. Google's maximization group works with advertisers to improve clickthrough rates over the life of a campaign, because high clickthrough rates are an indication that ads are relevant to a user's interests. Any advertiser, no matter how small or how large, can take advantage of this highly targeted medium, whether through our self-service advertising program that puts ads online within minutes, or with the assistance of a Google advertising representative.

Advertising on Google is always clearly identified as a "Sponsored Link." It is a core value for Google that there be no compromising of the integrity of our results. We never manipulate rankings to put our partners higher in our search results. No one can buy better PageRank. Our users trust Google's objectivity and no short-term gain could ever justify breaching that trust.

Thousands of advertisers use our Google AdWords program to promote their products; we believe AdWords is the largest program of its kind. In addition, thousands of web site managers take advantage of our Google AdSense program

to deliver ads relevant to the content on their sites, improving their ability to generate revenue and enhancing the experience for their users.

7. There's always more information out there.

Once Google had indexed more of the HTML pages on the Internet than any other search service, our engineers turned their attention to information that was not as readily accessible. Sometimes it was just a matter of integrating new databases, such as adding a phone number and address lookup and a business directory. Other efforts required a bit more creativity, like adding the ability to search billions of images and a way to view pages that were originally created as PDF files. The popularity of PDF results led us to expand the list of file types searched to include documents produced in a dozen formats such as Microsoft Word, Excel and PowerPoint. For wireless users, Google developed a unique way to translate HTML formatted files into a format that could be read by mobile devices. The list is not likely to end there as Google's researchers continue looking into ways to bring all the world's information to users seeking answers.

8. The need for information crosses all borders.

Though Google is headquartered in California, our mission is to facilitate access to information for the entire world, so we have offices around the globe. To that end we maintain dozens of Internet domains and serve more than half of our results to users living outside the United States. Google search results can be restricted to pages written in more than 35 languages according to a user's preference. We also offer a translation feature to make content available to users regardless of their native tongue and for those who prefer not to search in English, Google's interface can be customized into more than 100 languages. To accelerate the addition of new languages, Google offers volunteers the opportunity to help in the translation through an automated tool available on the Google.com website. This process has greatly improved both the variety and quality of service we're able to offer users in even the most far flung corners of the globe.

9. You can be serious without a suit.

Google's founders have often stated that the company is not serious about anything but search. They built a company around the idea that work should be challenging and the challenge should be fun. To that end, Google's culture is unlike any in corporate America, and it's not because of the ubiquitous lava lamps and large rubber balls, or the fact that the company's chef used to cook for the Grateful Dead. In the same way Google puts users first when it comes to our online service, Google Inc. puts employees first when it comes to daily life in our Googleplex headquarters. There is an emphasis on team achievements and pride in individual accomplishments that contribute to the company's overall success. Ideas are traded, tested and put into practice with an alacrity that can be dizzying. Meetings that would take hours elsewhere are frequently little more than a conversation in line for lunch and few walls separate those who write the code from those who write the checks. This highly communicative environment fosters a productivity and camaraderie fueled by the realization that millions of people rely on Google results. Give the proper tools to a group of people who like to make a difference, and they will.

10. Great just isn't good enough.

Always deliver more than expected. Google does not accept being the best as an endpoint, but a starting point. Through innovation and iteration, Google takes something that works well and improves upon it in unexpected ways. Search works well for properly spelled words, but what about typos? One engineer saw a need and created a spell checker that seems to read a user's mind. It takes too long to search from a WAP phone? Our wireless group developed Google Number Search to reduce entries from three keystrokes per letter to one. With a user base in the millions, Google is able to identify points of friction quickly and smooth them out.

Google's point of distinction however, is anticipating needs not yet articulated by our global audience, then meeting them with products and services that set new standards. This constant dissatisfaction with the way things are is ultimately the driving force behind the world's best search engine.

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* Full-disclosure update: When we first wrote these "10 things" four years ago, we included the phrase "Google does not do horoscopes, financial advice or chat." Over time we've expanded our view of the range of services we can offer — web search, for instance, isn't the only way for people to access or use information — and products that then seemed unlikely are now key aspects of our portfolio. This doesn't mean we've changed our core mission; just that the farther we travel toward achieving it, the more those blurry objects on the horizon come into sharper focus (to be replaced, of course, by more blurry objects).

Corporate Information

Technology Overview

Google stands alone in its focus on developing the "perfect search engine," defined by co-founder Larry Page as something that, "understands exactly what you mean and gives you back exactly what you want." To that end, Google has persistently pursued innovation and refused to accept the limitations of existing models. As a result, Google developed its own serving infrastructure and breakthrough PageRank™ technology that changed the way searches are conducted.

From the beginning, Google's developers recognized that providing the fastest, most accurate results required a new kind of server setup. Whereas most search engines ran off a handful of large servers that often slowed under peak loads, Google employed linked PCs to quickly find each query's answer. The innovation paid off in faster response times, greater scalability and lower costs. It's an idea that others have since copied, while Google has continued to refine its back-end technology to make it even more efficient.

The software behind Google's search technology conducts a series of simultaneous calculations requiring only a fraction of a second. Traditional search engines rely heavily on how often a word appears on a web page. Google uses PageRank™ to examine the entire link structure of the web and determine which pages are most important. It then conducts hypertext-matching analysis to determine which pages are relevant to the specific search being conducted. By combining overall importance and query-specific relevance, Google is able to put the most relevant and reliable results first.

- **PageRank Technology:** PageRank performs an objective measurement of the importance of web pages by solving an equation of more than 500 million variables and 2 billion terms. Instead of counting direct links, PageRank interprets a link from Page A to Page B as a vote for Page B by Page A. PageRank then assesses a page's importance by the number of votes it receives.

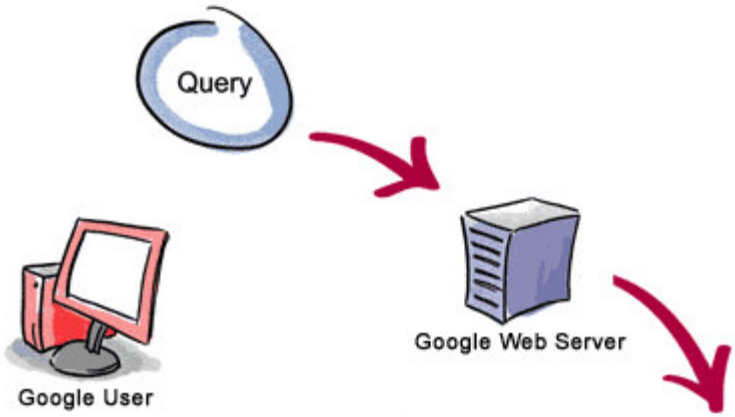
  PageRank also considers the importance of each page that casts a vote, as votes from some pages are considered to have greater value, thus giving the linked page greater value. Important pages receive a higher PageRank and appear at the top of the search results. Google's technology uses the collective intelligence of the web to determine a page's importance. There is no human involvement or manipulation of results, which is why users have come to trust Google as a source of objective information untainted by paid placement.

- **Hypertext-Matching Analysis:** Google's search engine also analyzes page content. However, instead of simply scanning for page-based text (which can be manipulated by site publishers through meta-tags), Google's technology analyzes the full content of a page and factors in fonts, subdivisions and the precise location of each word. Google also analyzes the content of neighboring web pages to ensure the results returned are the most relevant to a user's query.

Google's innovations don't stop at the desktop. To bring its accurate and speedy search results to users accessing the web through portable devices, Google also pioneered the first wireless search technology for on-the-fly translation of HTML to formats optimized for WAP, i-mode, J-SKY, and EZWeb. Currently, Google provides its wireless technology to numerous market leaders, including AT&T Wireless, Sprint PCS, Nextel, Palm, Handspring, and Vodafone, among others.

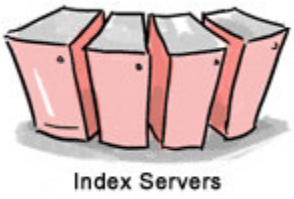
Life of a Google Query

The life span of a Google query normally lasts less than half a second, yet involves a number of different steps that must be completed before results can be delivered to a person seeking information.



1. The web server sends the query to the index servers. The content inside the index servers is similar to the index in the back of a book - it tells which pages contain the words that match the query.

2. The query travels to the doc servers, which actually retrieve the stored documents. Snippets are generated to describe each search result.



3. The search results are returned to the user in a fraction of a second.

Google

Press Center

Home

About Google

Press Center

Resources
News from Google
Google Podium
Media Room
Awards
Permissions

Products & Technology
Product Descriptions
Reviewer's Guides

Related Product Info
Google Labs
Software Principles

Related Corporate Info
Milestones
Executive Bios
Governance
Privacy Policy

Investor Relations

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Industry Awards and Accolades for Google

2006 - 2005 - 2004 - 2003 - 2002 - 2001 - 2000 - 1999-1998

2006

10th Annual Webby Awards
Best Practices: Google Maps - People's Voice Winner (JUNE 2006)
Best Visual Design - Function: Google Earth - Webby Award Winner, People's Voice Winner (JUNE 2006)
Broadband: Google Earth - Webby Award Winner, People's Voice Winner (JUNE 2006)
Services: Google Maps - Webby Award Winner, People's Voice Winner (JUNE 2006)

PC Magazine Editors' 4 Stars Rating
Google SketchUp (APRIL 2006)

PC Magazine Editors' 4.5 Stars Rating
Google Earth (APRIL 2006)

.Net Magazine Best of the Net Awards 2005
Best Search Engine: Google.co.uk (JANUARY 2006)
Best Blogging Tool: Blogger (JANUARY 2006)

2005

PC Pro Editorial Awards (UK)
Technology Innovator: Google (DECEMBER 2005)
Best Web Application: Froogle (DECEMBER 2005)

Popular Science - Best of Computing 2005
Google Local (NOVEMBER 2005)

CHIP Online User's Pick Award
Google Earth (JULY 2005)

CHIP Online 5-Star-Award
Most popular download: Google Earth (JULY 2005)

PC Magazine Editors' Choice Award
Best Browser Toolbar: Google Toolbar 3.0 (JULY 2005)
Best Browser Toolbar: Google Toolbar (MAY 2005)

BtoB Magazine's Media Power 50
No. 2 business-to-business media property (MAY 2005)

9th Annual Webby Awards
Webby Award:Best Practices (MAY 2005)
People's Voice Award: Best Practices (MAY 2005)
People's Voice Award: Best Navigation/Structure (MAY 2005)

2004

World Technology Awards
Best Marketing Communications (DECEMBER 2004)

Best of DigitalLife 2004 Award
Best PC Utility: Google Desktop (OCTOBER 2004)

PC Plus Editor's Choice Award
Best Search Engine (AUGUST 2004)

PC World's World Class Awards 2004
Best Search Engine (JUNE 2004)

PC Magazine's Top 100 Classics
Classic Search Site (JUNE 2004)

8th Annual Webby Awards
Webby Award: Best Practices (MAY 2004)
People's Voice Award: Best Practices (MAY 2004)
Webby Award: Services (MAY 2004)
People's Voice Award: Services (MAY 2004)

Second Harvest Food Bank
Corporate Champion Trophy (APRIL 2004)

2003 Search Engine Watch Awards
Outstanding Search Service (FEBRUARY 2004)
Best News Search Engine (FEBRUARY 2004)
Best Image Search Engine (FEBRUARY 2004)
Best Design (FEBRUARY 2004)
Most Webmaster Friendly Search Provider (FEBRUARY 2004)
Best Paid Placement Service (FEBRUARY 2004)
Best Search Toolbar (FEBRUARY 2004)
Best Search Feature (FEBRUARY 2004)

Brandchannel
Global Brand of the Year (FEBRUARY 2004)

2003

com! OnlineStar 2003
Best Search Engine (OCTOBER 2003)

Premio WWW 2003
Best Usability Award (SEPTEMBER 2003)

Firstsfind Internet Awards 2003
Best Search Engine (SEPTEMBER 2003)

Company of the Year - AlwaysOn
Company of the Year (JULY 2003)

2003 Brand Keys Customer Loyalty Awards
Brand Keys Customer Loyalty Award (JUNE 2003)

7th Annual Webby Awards
Webby Award: News (JUNE 2003)
People's Voice Award: Technical Achievement

MediaStreet Awards
Best Website (JUNE 2003)

2003 BtoB Magazine Media Power 50
No. 3 Media Property (MAY 2003)

Brandchannel
Brand of the Year (FEBRUARY 2003)

Pandecta Magazine Awards
Best Search Engine (FEBRUARY 2003)

2003 ClickZ Marketing Excellence Awards
Best Paid Search Program (FEBRUARY 2003)

4th Annual Wired Rave Awards
Business People of the Year (JANUARY 2003)

2002 Search Engine Watch Awards
Outstanding Search Service (JANUARY 2003)

The Pandia Awards 2002
Best Search Site (JANUARY 2003)

2002

Future UK Internet Awards 2002
Best Search Engine/Directory (DECEMBER 2002)

EContent 100 2002
(NOVEMBER 2002)

Premio WWW 2002
Best Search Engine (NOVEMBER 2002)

San Francisco Business Times 2002 HotTech Awards
The Crowd Pleaser (OCTOBER 2002)

IDGNow! Internet Awards
Best Search Engine (SEPTEMBER 2002)

Linux Journal 2002 Editors' Choice Awards
Best Website (AUGUST 2002)

Enterprise Systems
Top 100 Power Picks (JULY 2002)

12th Annual Software Development Jolt Awards
Product Excellence Award (JULY 2002)

6th Annual Webby Awards
Best Practices (JUNE 2002)
Best Practices - People's Voice
Technical Achievement - People's Voice

PC World's World Class Awards 2002
Internet Product of the Year (JUNE 2002)
Best Search Engine

M.I.T. Sloan eBusiness Award
M.I.T. Students' Choice (APRIL 2002)

Russian Online TOP

Best Foreign Web Site of the Year (APRIL 2002)

2001 Search Engine Watch Awards
Outstanding Search Service (FEBRUARY 2002)
Best Image Search Engine
Best Design
Most Webmaster Friendly Search Engine
Best Search Feature

Scripting News Awards for 2001
Best Weblog Utility/Distraction (JANUARY 2002)

PC Magazine
Top 100 Web Sites (OCTOBER 2001)

com! online
German OnlineStar 2001 Award (OCTOBER 2001)

2001 Webby Award
Best Practices (JULY 2001)

PC World's World Class Awards 2001
Best Search Engine (MAY 2001)

The Industry Standard's Net 21
Monika Henzinger: The Sage of Search (MAY 2001)

Basex Excellence Award
Knowledge Management (MAY 2001)

Premi Cambrescat Internacional
Best Business Initiative on the Internet (MAY 2001)

The Net Awards 2001
Best Site (MAY 2001)
Best Search Engine (MAY 2001)

Forbes Favorite
Best of the Web (MAY 2001)

The Pandia Award
Best All-round Search Site (MARCH 2001)

PC Magazine
Top 100 Web Sites: Search and Reference (MARCH 2001)

Mobility Award 2001
Technical Achievement of the Year, Honorable Mention
(FEBRUARY 2001)

Search Engine Watch
Outstanding Search Service (JANUARY 2001)
Most Webmaster Friendly Search Engine (JANUARY 2001)

2001

PC Magazine
Top 100 Web Sites (OCTOBER 2001)

com! online
German OnlineStar 2001 Award (OCTOBER 2001)

2001 Webby Award
Best Practices (JULY 2001)

PC World's World Class Awards 2001
Best Search Engine (MAY 2001)

The Industry Standard's Net 21
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Mobility Award 2001
Technical Achievement of the Year, Honorable Mention
(FEBRUARY 2001)

Search Engine Watch
Outstanding Search Service (JANUARY 2001)
Most Webmaster Friendly Search Engine (JANUARY 2001)

2000

Yahoo Internet Life
100 Best Sites for 2001 (DECEMBER 2000)

PC Magazine
Editors' Choice (NOVEMBER 2000)

PC Magazine
Best Internet Innovation (NOVEMBER 2000)

WIRED Readers Raves
Most Intelligent Agent (OCTOBER 2000)

Technologic Partners
Top 10 Investors' Choice (SEPTEMBER 2000)

PC World
"Best Bet" Search Engine (SEPTEMBER 2000)

Forbes
Best of the Web (SEPTEMBER 2000)

CNET
Editors' Pick (AUGUST 2000)

PC World Magazine
Best of the Web 2000 (AUGUST 2000)

Internet World
25 Shapers of the Net (AUGUST 2000)

Yahoo! Internet Life
10 Internet Essentials (JULY 2000)

ID Magazine
Silver Award, Interactive Media Design (JUNE 2000)

The Webby Awards
Best Technical Achievement (MAY 2000)

The Webby Awards
People's Voice Awards (MAY 2000)

Upside Magazine
Upside's Hot 100 Private Companies (MAY 2000)

TIME Digital
Top 10 Sites (MAY 2000)

PC Magazine
Top 100 Web Sites: Search Engines (APRIL 2000)

The Net
Best Search Engine (MARCH 2000)

San Francisco Chronicle
Best of the Web 2000 (MARCH 2000)

Interactive Week
25 Unsung Heroes of the Net (MARCH 2000)

Yahoo! Internet Life
Best Search Engine on the Internet (JANUARY 2000)

Smart Computing Magazine
50 Hot Technologies (JANUARY 2000)

About.com
Top Ten of 1999 Best of the Net (JANUARY 2000)

Wall Street Executive Library
Best of the Net (JANUARY 2000)

1998-1999

TIME Magazine
Top Ten Best Cybertech of 1999 (DECEMBER 20, 1999)

PC Magazine
Technical Excellence Award for Web Applications (NOVEMBER 1999)

P.O.V. Magazine
Top 100 Web Sites (NOVEMBER 1999)

PC Magazine
Top 100 Web Sites: Search Engines (NOVEMBER 17, 1999)

Shift Magazine
100 Best Web Sites (NOVEMBER 1999)

USA TODAY
Hot Site (SEPTEMBER 1999)

PC Magazine
Top 100 Web Sites: Search Engines (DECEMBER 1998)

Google Press Center

Home

About Google

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Resources
News from Google
Google Podium
Media Room
Awards
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Products & Technology
Product Descriptions
Reviewer's Guides

Related Product Info
Google Labs
Software Principles

Related Corporate Info
Milestones
Executive Bios
Governance
Privacy Policy

Investor Relations

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Product Descriptions

Google's product development philosophy is centered on rapid and continuous innovation, with frequent releases of new technologies that we seek to improve with every iteration. We often make products available early in their development stages by posting them on Google Labs, at test locations online or directly on Google.com. If our users find a product useful, we promote it to "beta" status for additional testing. Our beta testing periods often last a year or more. Once we are satisfied that a product is of high quality and utility, we remove the beta label and make it a core Google product. Our current principal products and services are described below.

Advertising

- AdWords
- AdSense

Services

- Alerts
- Answers
- Blog Search*
- Book Search
- Catalogs
- Directory
- Dodgeball
- Finance*
- Froogle
- Gmail*
- Groups*
- Images
- Labs
- Local
- Maps
- Mobile
- News
- Personalized Homepage*
- Personalized Home for mobile*
- Personalized Search*
- Reader*
- Scholar
- Sitemaps*
- Special Searches
- Video*
- WebSearch
- WebSearch Features

Tools

- Analytics
- Blogger*
- Calendar*
- Code
- Desktop*
- Earth*
- Hello
- Maps for mobile*
- Notebook* New!
- Pack
- Picasa*
- Talk*
- Toolbar*
- Translate

Enterprise

- Google Search Appliance
- Google Mini
- Google Desktop Search for the Enterprise

* Review guides available.
Last updated May 2006.

Google Advertising

RETURN TO TOP

Google AdWords

Google AdWords is our global advertising program that enables advertisers to reach the people who are interested in their products or services. Advertisers use

our automated tools, often with little or no assistance from us, to create ads, place bids to serve their ads, select the types of sites where they'd like their ads to appear, and set daily spending budgets. AdWords features an automated, low-cost online signup process that enables advertisers to implement campaigns that can go live in 15 minutes or less.

AdWords ranks ads for display in one of two ways: either by CPM (cost per thousand) or a by combination of the maximum cost per click (CPC), which is set by the advertiser, together with clickthrough rates and other factors used to determine the relevance of the ads. This process favors the ads that are most relevant to users, improving the experience for both the person looking for information and the advertiser looking for interested customers. AdWords has many features that make it easy to set up and manage ad campaigns for maximum efficiency and effectiveness:

- **Campaign management.** Advertisers can target multiple ads to a given keyword or content site and easily track the performance of individual ads to see which ones are the most effective. The campaign management tools built into AdWords enable advertisers to quickly shift their budgets to ads that deliver the best results.

- **Geographic and language targeting.** Advertisers can target their ads by country, region or by a radius around an area they choose. Ads can also be targeted to the language of the prospective customer.

- **Keyword targeting.** Advertisers can deliver targeted ads based on specific search terms (keywords) entered by users or found in the content on a web page. We also offer tools to help advertisers consider synonyms and useful phrases to use as keywords or ad text. By choosing relevant keywords advertisers can improve ad clickthrough rates and the likelihood that a user will become a customer.

- **Site targeting.** Advertisers can specify which content sites they would like their ads to run on. As with keyword targeting, we offer tools that enable advertisers to target their ads to the right audience based on information related to a specific topic or theme.

- **Traffic Estimator.** This tool estimates the number of searches and potential costs related to advertising on a particular keyword or set of keywords. And in turn these estimates can help advertisers optimize their keyword-targeted campaigns.

- **Budgeted delivery.** Advertisers can set daily budgets for their campaigns and control the timing for delivery of their ads.

- **Performance reports.** We provide timely and continuous reporting on the effectiveness of each ad campaign

- **Multiple payment options.** We accept credit and debit cards and, for selected advertisers, we offer several options for credit terms and monthly invoicing. Advertisers can make payments in 48 currencies.

- **AdWords Discounter.** This feature gives advertisers the freedom to increase their maximum bids (CPM or CPC) because it automatically adjusts pricing so that they never pay more than one cent over the next highest bid.

- **Conversion tracking.** Advertisers can assess the effectiveness of their AdWords campaigns using this tool, which tracks conversion (to a sale, registration or other action) by identifying which ads and keywords are performing best. Advertisers can then make smarter online advertising decisions and better measure their overall return on investment (ROI) for their

AdWords campaign.

- **Budget Optimizer.** This tool enables AdWords advertisers to manage their campaigns simply by setting a monthly budget and a list of keywords. The tool then works to maximize the number of clicks for a specific campaign.

- **AdWords API.** Developers use Google's free AdWords API service to create computer applications that interact directly with the AdWords server. Advertisers and third parties can manage large AdWords accounts and campaigns more efficiently and creatively with these applications.

For larger advertisers, we offer additional services that help to maximize returns on their Internet marketing investments and improve their ability to run large, dynamic campaigns. These include:

- **Creative optimization.** Our AdWords specialists help advertisers select relevant keywords and create more effective ads. This can improve advertisers' ability to target customers and to increase the click-through rates and conversion rates for their ads.

- **Vertical market experts.** Specialists with experience in particular industries offer guidance on how to most effectively target potential customers.

- **Bulk posting.** We assist advertisers in launching and managing large ad campaigns with hundreds or even thousands of ads.

- **Dedicated client service representatives.** These staff members continuously look for ways to better structure their clients' campaigns and to address the challenges large advertisers face.

Google AdSense

The Google AdSense program enables websites in the Google Network of content sites to automatically serve text and image ads that are precisely targeted to site content – so well-matched, in fact, that readers actually find them useful. Targeting can be based on search results or on web content. We share most of the revenue generated from these ads with our partner publishers.

Most of the websites that make up the Google Network sign up online, and we also sell direct to sites with significant traffic, under agreements that vary in duration. For our network members, we offer:

Google AdSense for search. This enables websites of any size to generate additional revenue by serving relevant AdWords ads targeted to search results. Because we also offer to license our web search technology along with Google AdSense for search, companies without their own search service can offer Google Web Search to improve their sites' usefulness while increasing their revenue.

Google AdSense for content. This program enables website publishers to generate revenue from advertising by serving relevant AdWords ads targeted to web content. Our automated technology analyzes the meaning of web content and serves relevant advertising. AdSense for content can help websites offset publishing costs or even become a primary revenue stream. There is no charge for websites to participate in this program. Using our automated sign-up process, web sites can quickly display AdWords ads on their sites. We share the majority of the revenues generated from clickthroughs on these ads with Google Network members that display the ads. For websites with more than 20 million page views per month, we offer customized services.

Other flavors of AdSense
We continue to look for new ways to help advertisers reach more users and

publishers further leverage targeted and relevant advertising by extending the AdSense technology to new channels. These include:

- **AdSense for domains** enables domain name registrars and large domain name holders to unlock the value of their parked page inventory. AdSense for domains delivers targeted, conceptually related keywords and advertisements to parked domain name pages by using Google's semantic technology to understand the meaning of each domain name. Powering over 3 million domain names, AdSense for domains is the industry's leading parked page service.

- **AdSense for feeds** enables publishers to monetize feeds through contextually targeted advertising. It works the way the rest of the AdSense program works – delivering ads that are so relevant to the content that readers find them useful. When people click on these ads, Google pays the publisher.

Google Services

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We are focused on building products and services that benefit our users and enable them to find relevant information quickly and easily. We offer, free of charge, all of the following services at Google.com, and many of them at our international sites.

Google Alerts

Get email automatically sent to you when there are new Google results for your search terms. We currently offer three types of alerts: News, Web, and News & Web. A News alert is an email message notifying you of new articles that appear in the top 10 results of your Google News search. A Web alert is an email message notifying you of new web pages appear in the top 20 results for your Google web search. A News & Web alert is a combination: notification when new articles related to your search term make it into the top 10 results for a Google News search, or the top 20 results for a Google web search.

Use Alerts to monitor a developing news story, keep current on an industry or a competitor, track medical advances, sports teams, or celebrities. When you set up an Alert, the frequency you select (daily, weekly, or as it happens) determines how often Google checks for new results, not necessarily how often you'll receive alerts. If you select "once a day," we'll check for new results once a day, which means you'll get a maximum of one email per day. If you choose the "as it happens," we'll check for new results continuously and send you an alert whenever we find a new result.

Google Answers

Google Answers provides people with help finding information and answering questions. Users set a fee they are willing to pay and submit questions to the Google Answers service. One of more than 500 carefully screened freelance researchers responds, usually within 24 hours. Google Answers researchers are experienced web searchers with strong communication skills who often have expertise in various fields. An extensive collection of past responses is available to our users free of charge.

Google Blog Search

Google Blog Search is the easiest way to search for blog content on the web. Using the same technology that powers Google's web search, Google Blog Search provides fresh, relevant search results from millions of feed-enabled blogs. Users can search for blog posts, blog names, authors, or a specific date range. Google Blog Search also features Google's SafeSearch technology, giving users control over the content of their search results.

Blog Search Reviewer's Guide (PDF - 1.4MB)

Google Book Search

Google Book Search is an index of book content that makes it easy to find books that interest you. Like a card catalog, it helps you learn where to get the full book from a bookstore or a library. Use the Google Book Search homepage to get only book results, or Google.com to see book results as part of your regular search results. It makes the full text of millions of books (including out of print and public domain books) instantly searchable, and makes those books discoverable. For authors and publishers it means that millions of books, including out of print and public domain titles, are instantly discoverable – and able to be purchased. Google Book Search is like a free marketing program that protects copyright while dramatically expanding the potential audience for, in theory, every book in the world.

Google Catalogs

Through Google Catalogs, we provide access to the full content of more than 6,600 mail-order catalogs, many of which were previously unavailable online.

Google Directory

Google Web Directory enables people to browse and search through web sites that have been organized into categories. Our directory combines Google's search technology with the categorization developed by the Open Directory Project and is available in 75 languages.

Dodgeball

Dodgeball is a networking service that helps coordinate location-based social interactions between mobile users.

Finance

Google Finance offers quick and easy access to business and financial information about mutual funds and public and private companies. Features include interactive charts with corresponding news stories; company search by name or ticker symbol; news articles grouped by topic from Google News; blog posts from across the web via Google Blog Search; on-topic discussion groups; and easy-to-use portfolios to track your financial information.

Finance Reviewer's Guide (PDF - 4.2MB)

Froogle

Froogle is Google's shopping search engine. Using the power of Google search technology, Froogle can help shoppers find the items they want, both online and in nearby stores. Froogle users can sort results by price or store location, see product and merchant reviews, specify a desired price range, and view photos. Froogle accepts data feeds directly from merchants to ensure that product information is up-to-date and accurate. Because we do not charge merchants for inclusion in Froogle, our users can browse categories or conduct searches with confidence that the results we provide are relevant and unbiased. As with many Google products, Froogle displays relevant advertising separately from search results.

Gmail

Gmail is Google's free webmail service. It comes with more than 2,600 megabytes (and increasing every day) of free storage and built-in Google search technology. Because of its capacity and search capabilities, users don't need to stay ahead of

webmail storage limitations, unearth messages buried in folders, or worry about taming an unruly inbox. Gmail users can keep all of their important messages, files and pictures in a single place, and search them quickly and easily to find whatever they're looking for. Gmail also offers a new way of viewing messages as part of conversations. And Gmail's powerful spam filtering eliminates spam from one's daily routine. Gmail is currently available in 38 different languages, and offers virus protection, customizable from-addresses, and free automatic forwarding and POP access. It is also accessible for free on web-enabled mobile phones and devices. Gmail is in beta and is available by invitation or by receiving an invitation code to your mobile phone.

Gmail Reviewer's Guide (PDF - 1.4MB)
Gmail Chat Reviewer's Guide (PDF - 2.6MB)
Gmail Mobile Reviewer's Guide (PDF - 333KB)

Google Groups

Use Google Groups to easily create your own mailing or announcement lists and public discussions in just minutes. Google Groups also makes it easier to read and participate in discussions, because all the replies to an initial post are gathered on one page. You can bookmark topics you're interested in, and have new replies to that topic delivered to your inbox. Each Google Group also has its own Google-fast search, making it easy to locate discussions in the archive. And as always, only relevant text ads are displayed within Google Groups. It's also home to the entire Usenet archive (dating back to 1981), so users can search, read and browse 845 million posted messages on virtually any topic within Google Groups.

Google Groups Reviewer's Guide (PDF - 244KB)

Google Images

Google Image Search is our searchable index of billions of images found across the web. To extend its usefulness, we offer advanced features such as searching by image size, format and coloration and restricting searches to specific web sites or domains.

Google Labs

Google Labs is our playground for our engineers and for adventurous Google users. On Google Labs, we post product prototypes and solicit feedback on how the technology could be used or improved. Google Labs projects include:

- **Google Personalized Homepage** – provides customized news and information an individual user chooses.
- **Google Deskbar** – enables people to search with Google from the taskbar of their computer without launching a web browser.
- **Google Video** – offers a way to search current and recent TV program details.
- **Froogle Wireless** – gives people the ability to search for product information from their mobile phones and other wireless devices.

Google Local

Google Local enables users to find relevant local information based on zip codes, cities or specific addresses. Google Local results include neighborhood business listings, addresses, phone numbers, relevant web sites, maps and directions.

Google Maps

Google Maps shows you where you want to go, and tells you what you'll find when you get there. Our dynamic, interactive maps are draggable (no clicking and waiting for graphics to reload when you want to view an adjacent area). Use your mouse or the directional arrows to pan in any direction to see areas off screen. Or type in the name of a region or neighborhood to see any part of it as easily as you do with a standard street map. Check out the satellite view at the top right corner of the Google Maps page to see satellite and aerial images of your location. In this view you can also zoom in, out, or pan in any direction. (You won't experience any long reload times when you drag images in the satellite view, either.)

Google Mobile

Google Mobile products are built specifically for phones and mobile devices, placing the information you need in the palm of your hand. Find what you need at any time, and from anywhere, using these Google Mobile products:

- **Web Search** – provides easy access to Google's index of billions of web pages from your phone's web browser.
- **Image Search** – search billions of images and find the one you want using your phone's web browser.
- **Local Search** – find local information, including business listings and driving directions, using your phone's web browser.
- **Mobile Web Search** – search web pages that are specifically designed to fit the screens of phones and mobile devices.
- **Google SMS (Short Messaging Service)** – send queries as text messages over your mobile phone or device to get precise answers to your questions.

You can also download Google Maps to your mobile phone.

Google News

Google News gathers information from nearly 10,000 news sources worldwide and presents news stories in a searchable format within minutes of their publication on the web. The leading stories are presented as headlines on the Google News home page. These headlines are selected for display entirely by a computer algorithm, without regard to political viewpoint or ideology. Google News uses an automated process to pull together related headlines, which enables people to see many different viewpoints on the same story. Topics are updated continuously throughout the day and readers can view new stories by checking the Google News website, subscribing to Google News Alerts via email, or activating an RSS or Atom feed. Currently, the Google News service is tailored to 22 international audiences.

Google News for mobile devices Reviewer's Guide (PDF - 786KB)

Personalized Homepage

Available on Google Labs, the personalized homepage gives users immediate, at-a-glance access to a Google homepage they build themselves. Users can drag and drop the functionality of Gmail and Google News, bookmarks, weather forecasts, movie showtimes, stock quotes, plus feeds from across the web. The personalized homepage does not replace the original Google homepage; users can switch between them by clicking on "Classic Home" or "Personalized Home."

Personalized Homepage Reviewer's Guide (PDF - 1MB)

Personalized Home for mobile devices

The mobile version of Google Personalized Home collects and displays the same content available in the web version, such as your Gmail inbox, stock quotes, news headlines, weather reports, movie showtimes, and RSS or Atom feeds offered by other sites, so you can select and customize the content you want to receive. Google Personalized Home for mobile aggregates your content into a single easy-to-read format designed for a small screen.

Personalized Home for mobile Reviewer's Guide (PDF - 351KB)

Personalized Search

Personalized Search orders Google search results based on what is most relevant to an individual user. The Search History feature of Personalized Search enables users to view and manage their history of searches and which results they've clicked on. Over time, this information personalizes future searches by bringing results closer to the top when it's clear they are the most relevant.

Personalized Search Reviewer's Guide (PDF - 1MB)

Reader

Google Reader is a web-based feed reader that makes it easy to find and subscribe to online feeds. With the Reader, users can organize and stay current with the ever-increasing amount of web information they consume every day. Google Reader features a clean, easy-to-use interface and includes a comprehensive feed finder, multimedia feed displays, and algorithms that can assist users by automatically prioritizing content according to their interests. Google Reader also has easy sharing capabilities with email and "blog this" features.

Reader Reviewer's Guide (PDF - 1.3MB)

Google Scholar

Use Google Scholar to find scholarly literature (peer-reviewed papers, theses, preprints, abstracts, technical reports) from a wide variety of academic publishers, professional societies, preprint repositories and universities, as well as scholarly articles available across the web. As with Google web search, Google Scholar presents search results in order of relevance to your query, so the most useful references should appear at the top of the page. This relevance ranking takes into account the full text of each article as well as the article's author, the publication in which the article appeared and how often it has been cited in scholarly literature. Google Scholar also automatically analyzes and extracts citations and presents them as separate results, even if the documents they refer to are not online, so search results may include citations of older works and seminal articles that appear only in books or other offline publications.

Google Sitemaps

Google Sitemaps is an easy way for webmasters to help improve their coverage in the Google index. It's a collaborative crawling system that enables webmasters to communicate directly with Google to keep us informed about web pages, and when changes are made to these pages. Sitemaps enables better crawl coverage, fresher search results, and a smarter crawl, based on the ability to provide specific information about when pages have been modified, or how frequently they change. For more information, visit www.google.com/webmasters/sitemaps.

Google Sitemaps Reviewer's Guide (PDF - 1.6MB)

Special Searches

Use Google to search within specific topics. Our Public Service Search offers educational institutions and non-profit organizations worldwide free SiteSearch.

Hundreds of universities offer our University Search, which can be used to search for admissions information, course schedules, or alumni news. Other special searches include: U.S. Government, Linux, BSD, Apple Macintosh, and Microsoft.

Google Video

This video search service enables users to discover all kinds of interesting videos produced by professionals and enthusiasts. Within Google Video lies the Google Video store, the first open video marketplace where viewers can buy and rent a wide range of video content from major television networks, cable programmers, independent producers, filmmakers and individual creators. This content is viewable using the Google video player.

Video Reviewer's Guide (PDF - 3.3MB)

Google Web Search

In addition to providing easy access to billions of web pages, we have integrated special features into Google Web Search to help people find exactly what they are looking for on the web. The Google.com search experience also includes:

- **Advanced search functionality** – enables users to construct more complex queries, for example by using Boolean logic or restricting results to languages, countries or web sites.
- **Spell checker** – suggests alternate search terms when a search appears to contain misspellings or typing errors.
- **Web page translation** – automatically translates web pages published in French, German, Italian, Portuguese and Spanish into English, or vice versa.
- **Stock quotes** – provides links to stock and mutual fund information.
- **Street maps** – provides links to street maps and directions.
- **Calculator** – solves math problems involving basic arithmetic, complicated math or physical constants and converts between units of measure.
- **Definitions** – provides definitions for words or phrases based on content we have indexed.
- **Phone book** – provides U.S. street addresses and phone numbers for U.S. businesses and residences.
- **Search by number** – enables people to conduct quick searches by entering FedEx, UPS and USPS package tracking numbers, vehicle ID numbers, product codes, telephone area codes, patent numbers, FAA airplane registration numbers and FCC equipment ID numbers.
- **Travel information** – enables people to check the status of U.S. airline flights and see delays and weather conditions at U.S. airports.
- **Cached links** – provides snapshots of web pages taken when the pages were indexed, enabling web users to view web pages that are no longer available.

Google Web Search Features

In addition to providing easy access to billions of web pages, Google has many special features to help users find exactly what they're looking for. These include

searches for word definitions, file types, movies, book ISBN numbers, weather, numbers, calculations, package tracking, and many others.

Google Tools

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Analytics

Google's web analytics service enables advertisers and publishers to make their marketing campaigns more efficient and their websites more effective. Advertisers can increase their advertising ROI by optimizing online marketing campaigns, tracking referral sources, improving web design and content, and identifying visitor preferences. The intuitive interface of Google Analytics makes it easy to segment customers, identify top performing ad campaigns, and understand user preferences.

Blogger

Blogger is a leading web-based publishing tool that gives people the ability to publish to the web instantly using weblogs, or "blogs." Blogs are web pages usually made up of short, informal, frequently updated posts that are arranged chronologically. Blogs can facilitate communications among small groups or to a worldwide audience in a way that is simpler and easier to follow than traditional email or discussion forums.

Blogger Reviewer's Guide (PDF - 3.9MB)

Calendar

Google Calendar is a free web-based calendar service that makes it easier to keep all the calendar information important to you in one place, including calendars shared by friends and groups. Adding your own events is easy, and you can also import them from other applications you use. Handy event reminders, including text messages sent to your phone, help you keep track of everything that's on your agenda. Google Calendar also enables you share your own calendar information with others, whether you want to send party invitations to friends, or if you want to publicize events from your website. And Google Calendar uses open standards like iCal and XML, so it plays nicely with many other calendar formats.

Google Calender Reviewer's Guide (PDF - 1.2MB)

Code

Developers outside of Google who are interested in Google-related development projects can visit this site for our free source code and lists of our API services. Open Source interests a lot of Google developers, so this program is a good way to prepare code for release and maintenance. Google engineers pick the programs in active development that we publish here. By releasing these tools, we will be able to release more software that relies on them later. Our first Google Code projects are all current, actively maintained code directly from our repositories, and as we improve them, those improvements will be merged into the free code base.

Desktop

Google Desktop is a free client application that allows you to easily search and personalize your computer. It provides full text search over email, files, music, photos, chats, web pages that you've viewed, and more. By making your computers searchable, Google Desktop puts your information easily within your reach and frees you from having to manually organize your files. Google Desktop also helps you gather new information from the web with Sidebar and Google Gadgets, visually appealing mini-applications that can display anything from your new email to the local weather forecast to personalized news. With Google Desktop, you get

personalized information when you want it, right on your desktop.

Google Desktop Reviewer's Guide (PDF - 3.6MB)

Earth

Google Earth is the only program that can deliver a 3D digital model of the entire earth via the Internet. Its groundbreaking EarthStream™ technology combines advanced 3D graphics and network streaming innovations in a high performance system that runs on standard PCs and commodity servers. Users can point and zoom to anyplace on the planet. Satellite images and local facts zoom into view, enhanced by Google search to show local points of interest and facts. Intuitive to use, Google Earth solutions enable anyone to manipulate a rich map of the earth composed of imagery and feature information.

Google Earth Reviewer's Guide (PDF - 3.2MB)

Hello

Hello is a program for sharing digital pictures with friends using an instant messenger program. You don't have to wait for huge email attachments to download or upload your pictures to a public website. Hello is designed to let you send high-quality pictures instantly and securely over any speed connection, even dialup. And Hello automatically encrypts all your pictures and chat before sending, so it's safer and more secure than email. With Hello's file sharing technology, they only have to download high quality versions of the ones they really like. Everything else comes in at a smaller size, optimized for viewing on-screen.

Maps for mobile

Google Maps for mobile enables you to search for and find local hangouts and businesses using directions, maps and satellite imagery directly from your phone. This free application makes city sampling, route finding, or getting your bearings on the go informative and visually engaging.

Google Maps for mobile Reviewer's Guide (PDF - 2.1MB)

Notebook

Google Notebook is a free browser tool that makes web research of all kinds – from planning a vacation to comparison shopping to purchasing a car – easier and more efficient. It enables users to collect clips of web content in an online Notebook without ever leaving the web page they're on. Users can then add notes to their clippings, organize their notebooks into sections, and make their notebooks public for other users to view on the Google Notebook search page.

Google Notebook Reviewer's Guide (PDF - 1.4MB)

Pack

Google Pack is a free collection of essential software to help you browse the web faster, remove spyware and viruses, organize your photos, and more. It's a hassle-free way to enhance your computer with useful programs from Google and other companies like Adobe and Symantec. You can download and install the entire Google Pack in just a few clicks. And the included Google Updater helps you discover new programs and keep your current software up to date.

Google Language Tools

Using Google, you can search for web content in any of 35 languages, or by country domain (71 at last count; we keep adding them). You can also translate text

to and from several languages, translate a web page by submitting a URL. We also provide links to Google.com in more than 100 languages and links to all of the current Google country domains.

Picasa

Picasa is free downloadable software from Google that helps you instantly find, edit and share all the pictures on your PC. Each time you open Picasa, it automatically locates all your pictures (even ones you forgot you had) and sorts them into visual albums organized by date with folder names you know. You can drag and drop to arrange your albums and make labels to create new groups. Picasa makes sure your pictures are always organized. Picasa also makes advanced editing simple by putting one-click fixes and powerful effects at your fingertips. And Picasa makes it a snap to share your pictures – send up to 10MB of photos from Picasa using your Gmail account, print at home, make gift CDs, and even put pictures on your own blog.

Picasa Reviewer's Guide (PDF - 4.7MB)

Google Talk

Google Talk is a free and easy way to make voice calls and send instant messages. This downloadable Windows application makes real-time communications simple and intuitive. Calls are made through your computer using the latest voice technology. All you need is an Internet connection, a microphone and a speaker. Google Talk works with any computer speaker and microphone – many laptops today have these built-in – and with wired and wireless headsets and USB phones. After downloading Google Talk, users sign in with their with Gmail usernames, and can invite friends to download Google Talk so they can talk to each other for free.

Google Talk Reviewer's Guide (PDF - 803KB)

Toolbar

The Google Toolbar is a free download that adds a Google search box to your web browser (Firefox or Internet Explorer). The Toolbar also includes innovative features that make browsing more efficient, such as a web form filler, spellchecker, word translator, and pop-up blocker (for IE).

With the new Google Toolbar beta for Internet Explorer, you can make your Toolbar as unique as you are. You can add buttons and bookmarks, get instant search suggestions, and share web pages with friends via email, blog, or SMS.

Google Toolbar Reviewer's Guide (PDF - 2.3MB)

Enterprise

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Google's Enterprise division brings Google technology to companies and organizations.

The **Google Search Appliance** provides search across an organization's internal content (intranet, databases, enterprise applications) and public website. Designed for large enterprises, the Google Search Appliance can search up to 15 million documents as it delivers the same search experience and relevant results that users expect from Google.com. The Google Search Appliance can be installed in hours with minimal administration required.

The **Google Mini** is a hardware and software search appliance that delivers the power and productivity of Google search across a small or medium-sized business or organization's documents and websites. The Mini can index and search up to 100,000

documents. It works with more than 220 file formats including HTML, PDF and Microsoft Office. It can be set up in under an hour and requires minimal ongoing administration. The Google Mini costs $2,995 and includes hardware, software, one year of technical support and a product replacement guarantee.

Google Desktop Search for Enterprise enables companies to leverage the power of Google's popular desktop search application. Employees can search across the content on their hard drives – email, computer files, Lotus Notes, chats, and the web pages they've viewed, and Google Desktop Search for Enterprise enables IT administrators to centrally control user features and preferences and easily deploy to any number of users. It also integrates with the Google Search Appliance and Google Mini to provide a unified search interface across locally stored content, shared corporate content and the world-wide web. Best of all, Google Desktop Search for Enterprise is a free downloadable application. An optional premium support package is available.