



EXHIBIT 2065

Facebook, Inc. et al.

v.

Software Rights Archive, LLC
CASE IPR2013-00479

Welcome

George Reyes
Chief Financial Officer



Agenda

10:00am	Welcome George Reyes
10:05am	Opening Remarks Eric Schmidt
10:25am	Product / Technology Panel Jonathan Rosenberg
11:25am	Sales Panel Omid Kordestani
12:10pm	Lunch
12:50pm	Financial Review George Reyes
1:20pm	Executive Panel
2:00pm	Closing Remarks
2:05pm	Product Demos
4:00pm	Last Shuttle to Parking Lot

The Google Story

- Largest single source for the world's information
- Powerful, self-reinforcing business model
- World class talent
- Deep pipeline of new products and monetization opportunities
- Extraordinary growth and profitability track record
- Disciplined investments for the long term health of the business

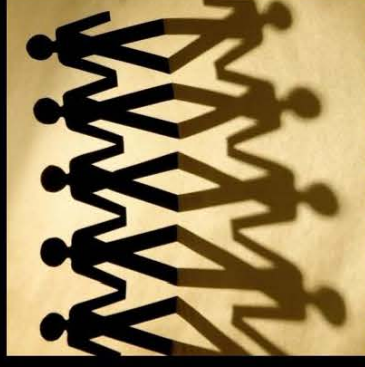
GOOGLETM
Analyst Day 2006

Opening Remarks

Dr. Eric Schmidt
Chief Executive Officer



People



Information



Products
and Services



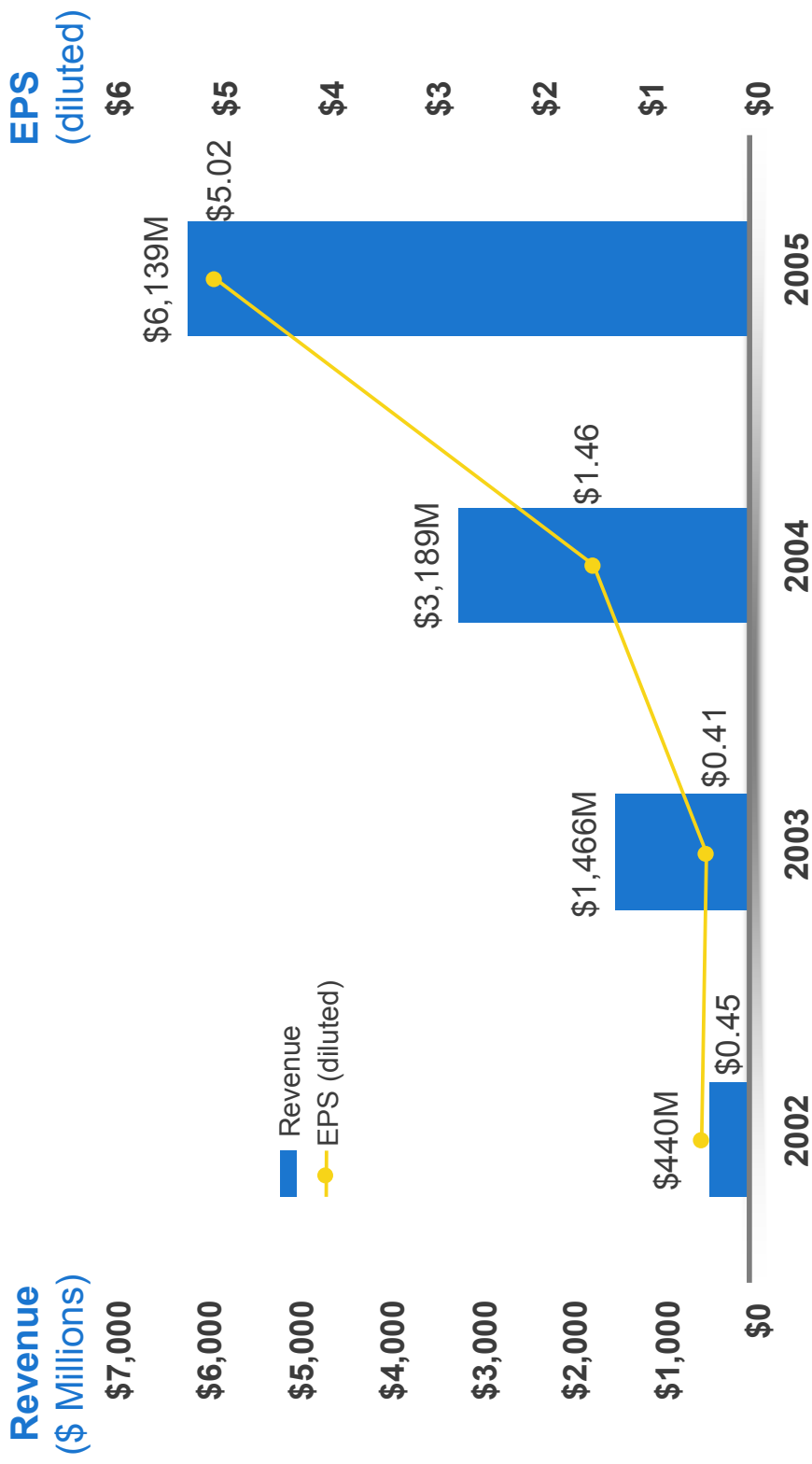
Global



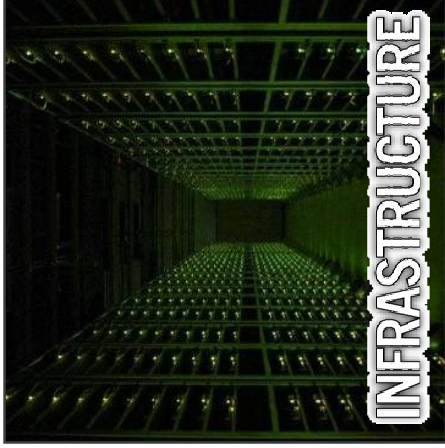
How We Think About Big Problems



Key Accomplishments – Financial Growth



Key Accomplishments – Progress & Leadership



2006 Strategic Priorities

1. Search quality and end user traffic

2. Quality of advertisements as perceived by end users

3. Building new products and services for publishers of information

4. Growing our overall partnerships

5. Building the systems and infrastructure of a global \$100B company

Lead in Search



Lead in Search

Drive Search Innovation

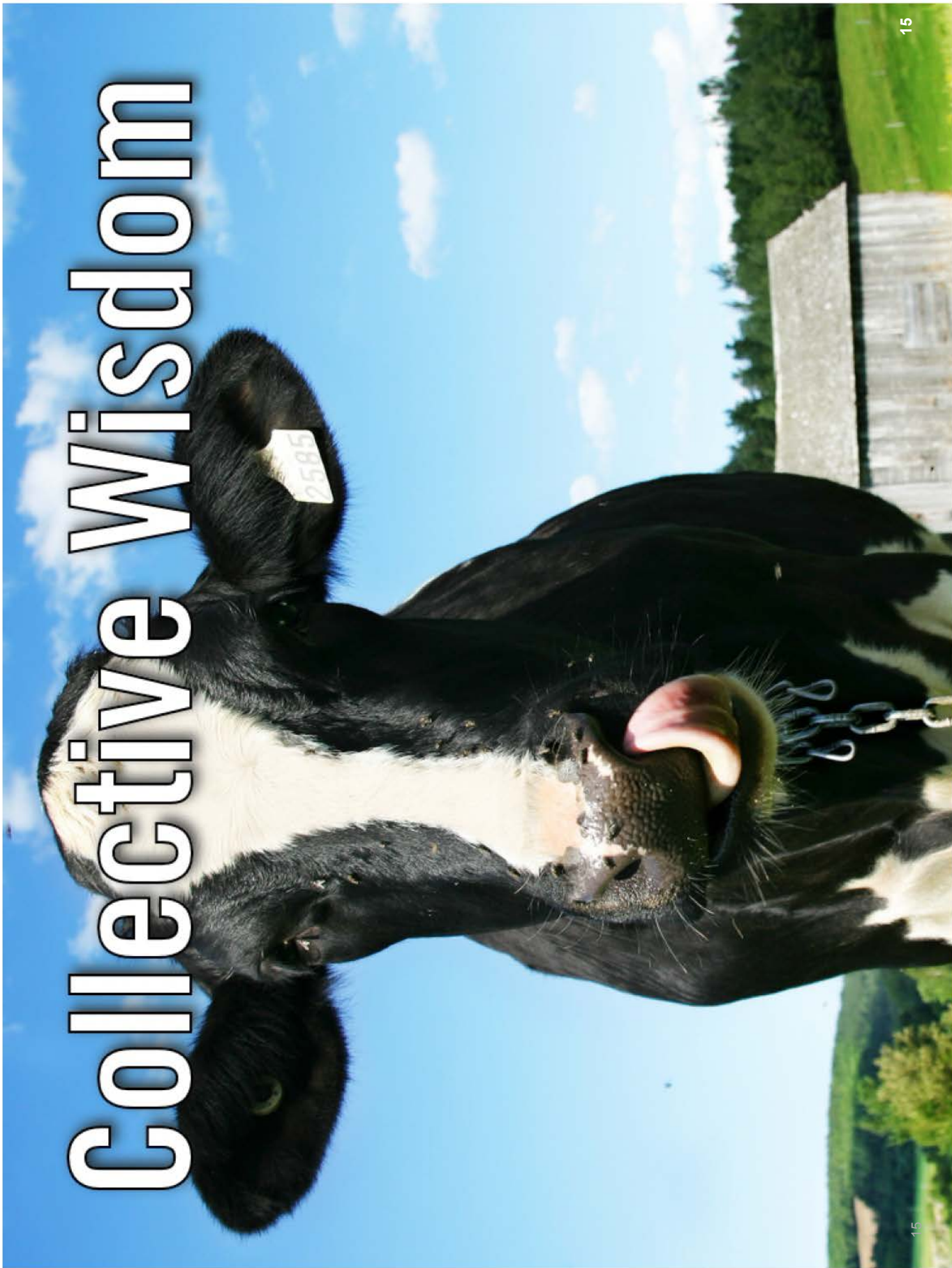
- Provide unified search experience by integrating multiple verticals and data sources through UI and ranking solutions
- Guide users to help them search better
- Encourage our large user base to actively contribute metadata that leads to better search results

More Complete Ads System

FORTUNE
HUNDRED
5



Collective Wisdom



Provide a More Complete Ads System



Wider – New Customer Types

- Simplify the experience
- Develop a great branding product
- Expand offerings to Print, Radio, TV, and Direct Mail



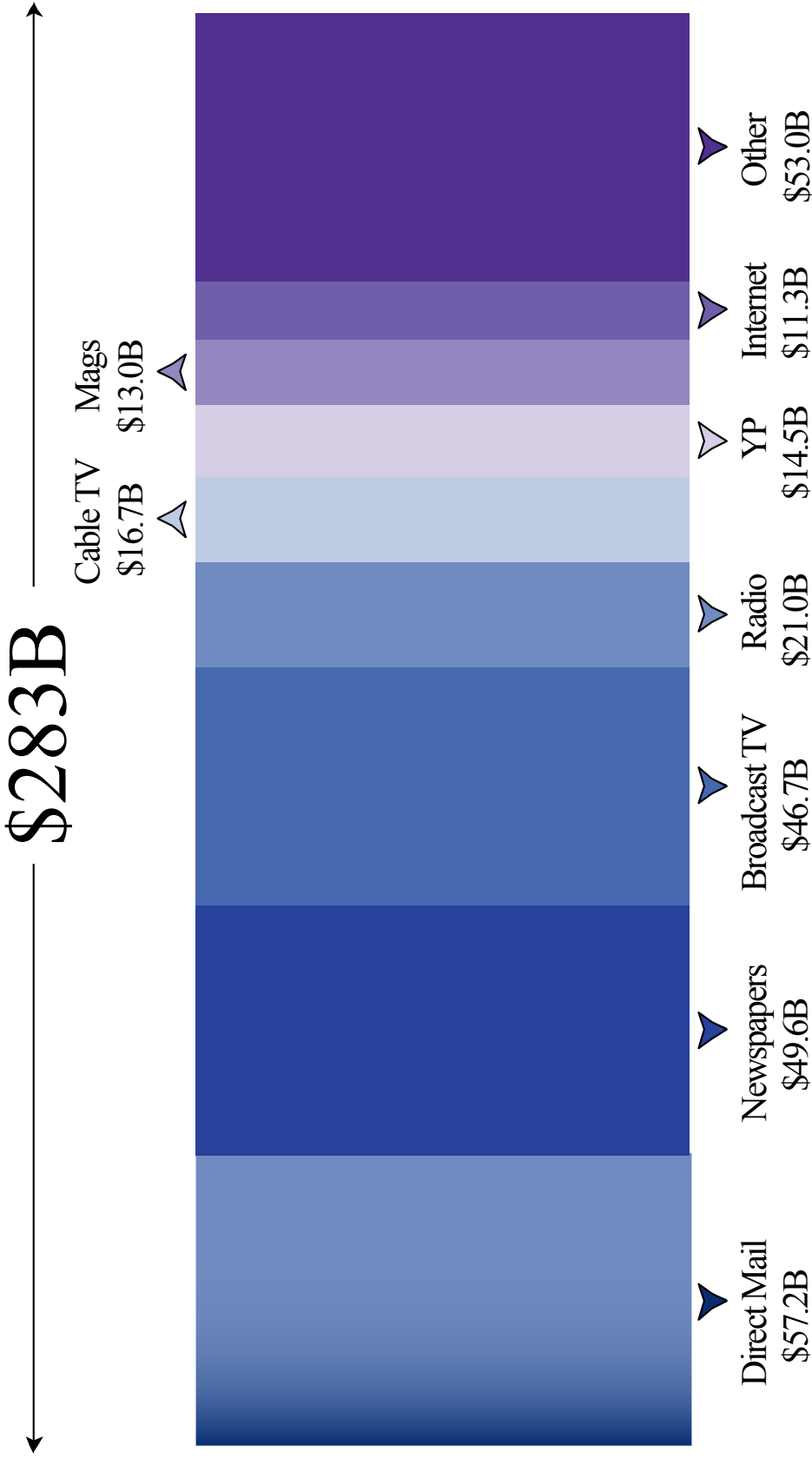
Deeper – Existing Customers

- Simplify the experience
- Develop a great branding product
- Expand offerings to Print, Radio, TV, and Direct Mail

Growth and Accountability



Solving Big Problems



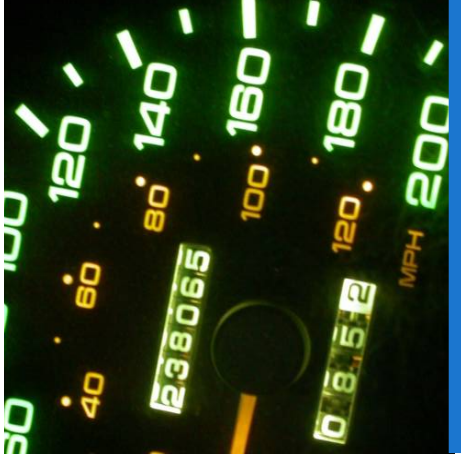
Source: Universal McCann (December 2005)

Note: "Other" includes outdoor, product placement, satellite radio, movie trailers, video games, specialty marketing, etc.



Consumer Products and Services

Speed



Store 100%



Transparent
Personalization



Google Evolution

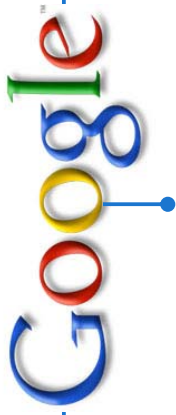


```
001 Merge (const list<string>& l1, const list<string>& l2, const list<string>& l3) {
    Merge (l1, l2, l3);
    Merge (l2, l3, l1);
    Merge (l3, l1, l2);
}

value->clear();
while (!iter->done()) {
    (*value) += iter->value();
    iter->NextValue();
}
return true;
}

private:
// A ParseHandler to keep track of term->count info.
class TermParser : public ParseHandler {
public:
    typedef hash_map<string, int> TermMap;
    virtual void NewDocument(const Document& doc) {
        virtual void AddTerm(const char* term, int count,
            terms_[string(term, termLen)]++;
    }
};
```

Build the Biggest Footprint



Via partners



In all languages
In all countries



Via devices

- Mobile
- PC
- TV



Addressing the Key Issues



Three Months Ended September 30,	2005	2004
	\$805,887	\$1,578,456
	(unaudited)	
	\$653,826	\$1,003,874
	\$151,721	\$138,190
	\$104,996	\$170,193
	\$92,434	\$87,857
	\$46,308	\$219,215
	\$794,775	\$1,112,329
	\$11,112	\$2,712,329





**2006
Strategy**

Lead
in Search

Provide a
more complete
Ads system

Solve users'
needs and desires
beyond Search

Build
the best
hardware
& software
infrastructure

Build
the biggest
footprint

Scale
to our huge
opportunity

Establish
thought leadership
position in industry

.....

Thank You!

Eric Schmidt
CEO
Google Inc.



GOOGLETM
Analyst Day 2006

Google Product Philosophy and Strategy

Jonathan Rosenberg
SVP, Product Management

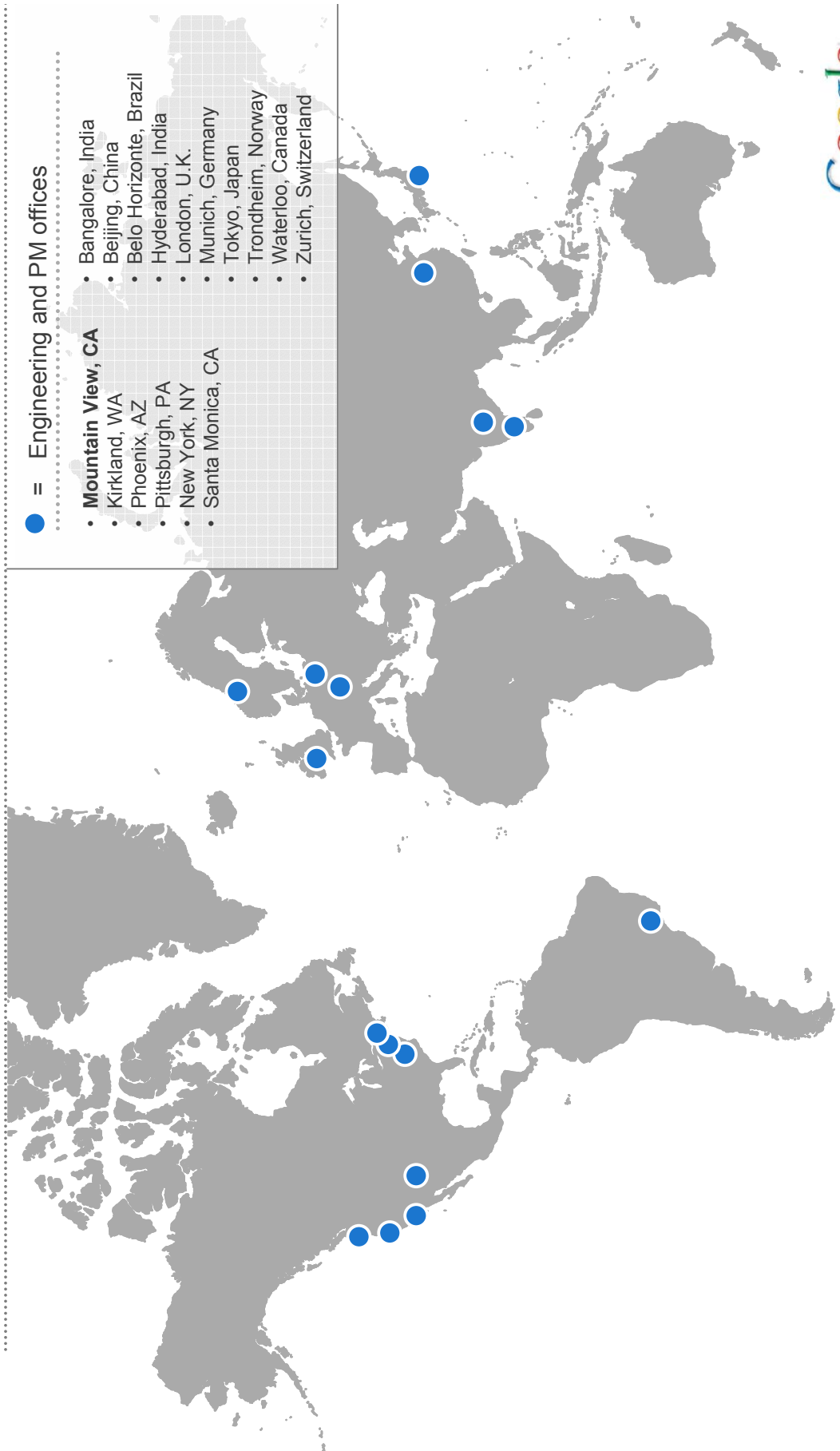


A Note From Our Lawyers

- The following presentation includes forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. These forward-looking statements include statements regarding our future financial position and business strategy, our plans and objectives for future operations, and our expectations regarding the future growth of the Internet advertising market.
- These forward-looking statements are subject to certain risks and uncertainties that could cause our actual results to differ materially from those reflected in the forward-looking statements. Many of the factors that could cause or contribute to such differences are described in the “Risk Factors” section of our most recent 10-K and 10-Q filed with the SEC, including:
 - competition that we face from web search providers, Internet advertising companies, destination web sites and traditional media companies,
 - our expectations regarding revenue growth rates and operating margins, and
 - our ability to successfully innovate and provide new products and services to our users, advertisers and Google Network members.
- In light of these risks and uncertainties, the forward-looking statements included in this presentation may not occur, and actual results could differ materially and adversely from those anticipated or implied in the forward-looking statements. We undertake no obligation to revise or publicly release the results of any revision to these forward-looking statements.

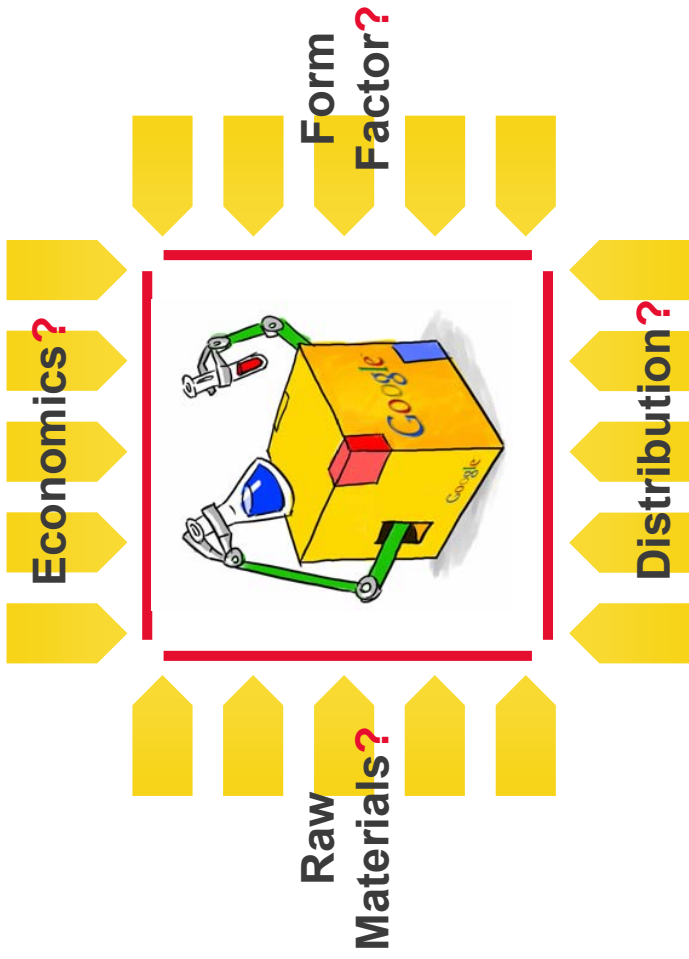


Google Product Development Around The World



Traditional Approach To Products

Traditional Constraints

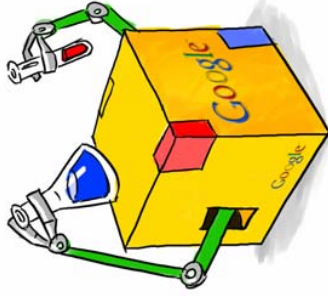


Our Approach To Products

Philosophy: No constraints

Initially ignore:

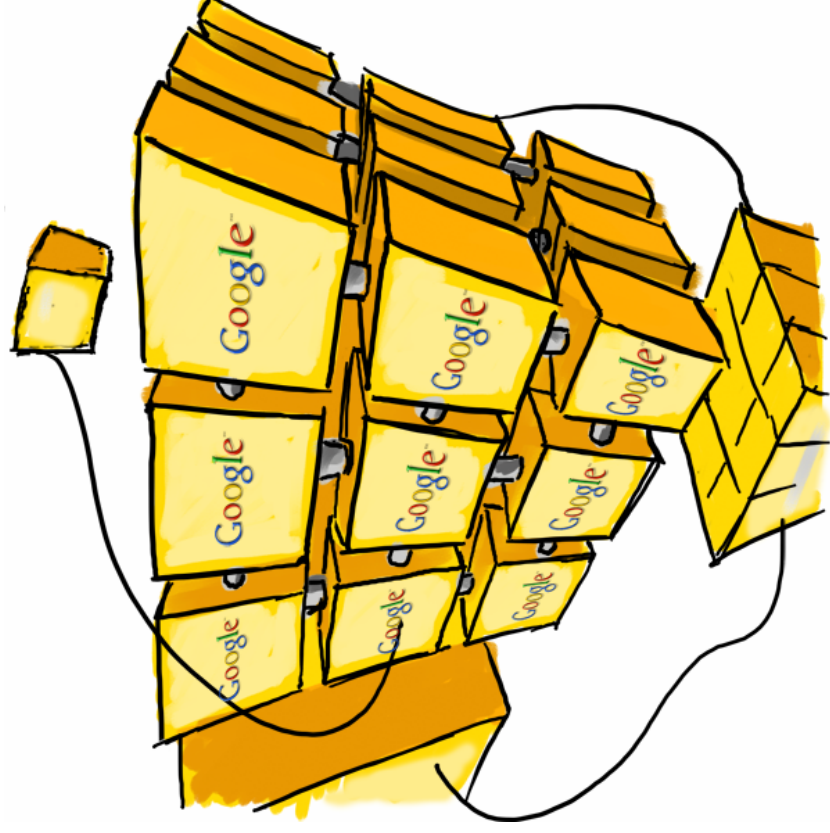
- CPU power
- Storage
- Bandwidth
- Monetization



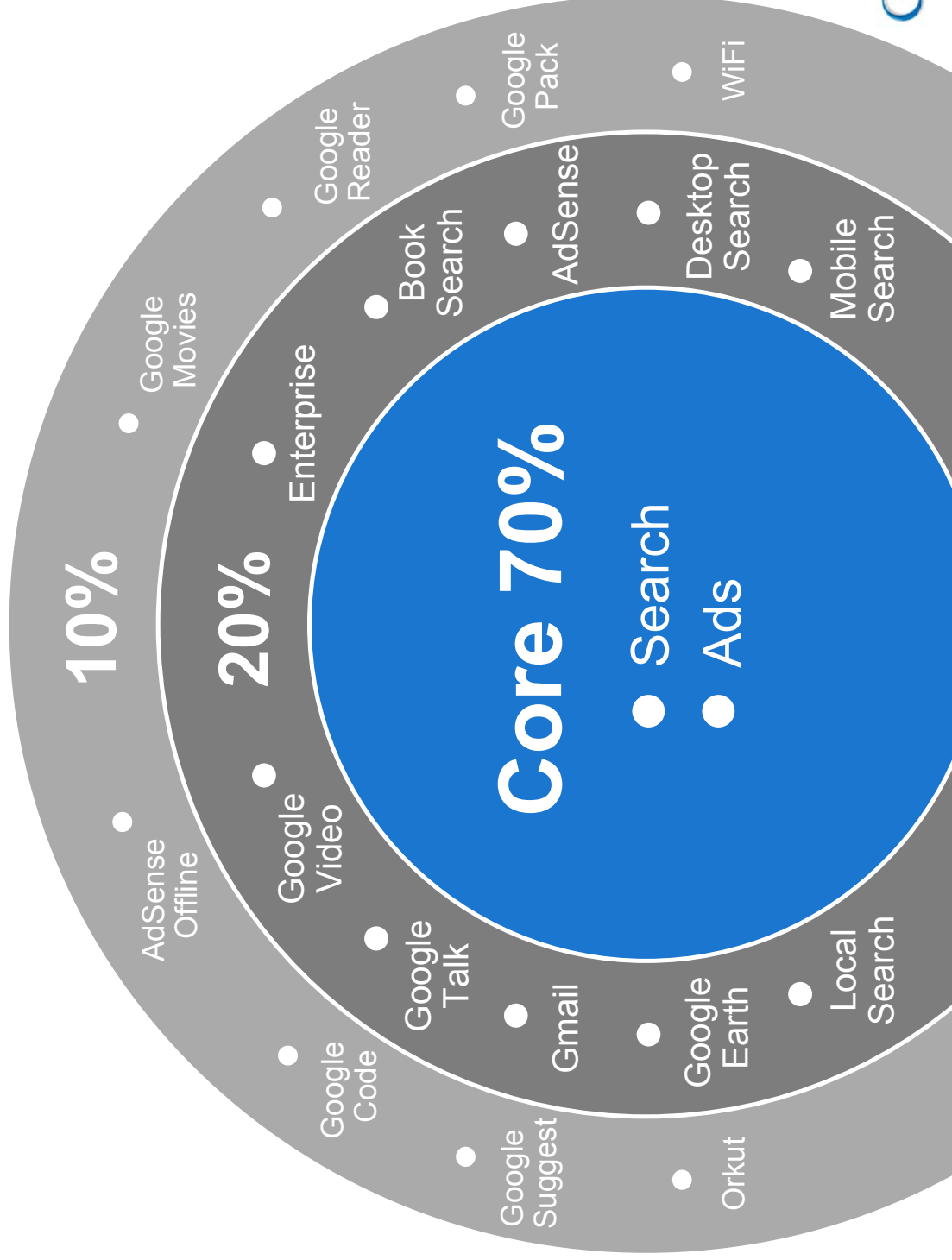
Our Approach To Problems

- Focus on the user and the revenues will follow
- You can make money without being evil
- Fast is better than slow
- There's always more information out there
- You don't need to be at your desk to need an answer

Common Thread? Scale.



70-20-10 Product Framework



Continual Focus: Core Search Examples



Grew index
substantially



Consumer
happiness



New forms
of content



Search
features

Continual Focus: Ads Examples and Insights

$$\text{Revenue} = \text{Users} * \frac{\text{Queries}}{\text{User}} * \frac{\text{Ads}}{\text{Query}} * \frac{\text{Clicks}}{\text{Ads}} * \frac{\text{Revenue}}{\text{Click}}$$



Ads In Google Earth

The screenshot shows the Google Earth Plus interface. At the top, the menu bar includes 'File', 'Edit', 'View', 'Add', 'Tools', and 'Help'. Below the menu, there are buttons for 'Fly To', 'Local Search', and 'Directions'. The search bar contains the text 'tax preparation boise, id'. Below the search bar, a list of search results is displayed, each with a checkmark and a small icon:

- tax preparation boise, id
- Printable view
- David M Charlton & Assoc (0.5 mi NE)
- Pulliam & Assoc (3.5 mi W)
- Wadsworth George w CPA (3.7 mi W)
- Shirts & Motz (0.2 mi S)
- Riche Dempsey & Assoc (0.3 mi NW)
- NIMS Christine CPA (0.5 mi W)
- Rhead Jill CPA (0.9 mi SE)
- Smith B J CPA (0.2 mi NW)
- Wilson Gerry L CPA (0.7 mi N)
- Hecker Jerry CPA (0.8 mi N)
- tax preparation 10128

The main map area shows an aerial view of Boise, Idaho, with several yellow location pins. A callout window for 'Rhead Jill CPA' is open, displaying the following information:

Rhead Jill CPA
 208 342 2667
 960 Broadway Ave # 250
 Boise, ID 83706, United States
cabaleaus.org - 4 more »
 Directions: [To here](#) - [From here](#)

Below the callout window, a 'Sponsored Link' is visible:

Find Boise Cpa
 Find a local CPA to meet your needs. Full details! www.accountantsworld.com

A red line connects the 'Sponsored Link' to a white box in the top right corner of the image containing the text 'Targeted Advertising'.

Ads In Local Search

Google Local

Web Images Groups News Froogle Local Desktop Moma more »

Search the map Find businesses Get Directions

Print Email Link to this page

Map Satellite Hybrid

Targeted Advertising

Local

Sponsored Links

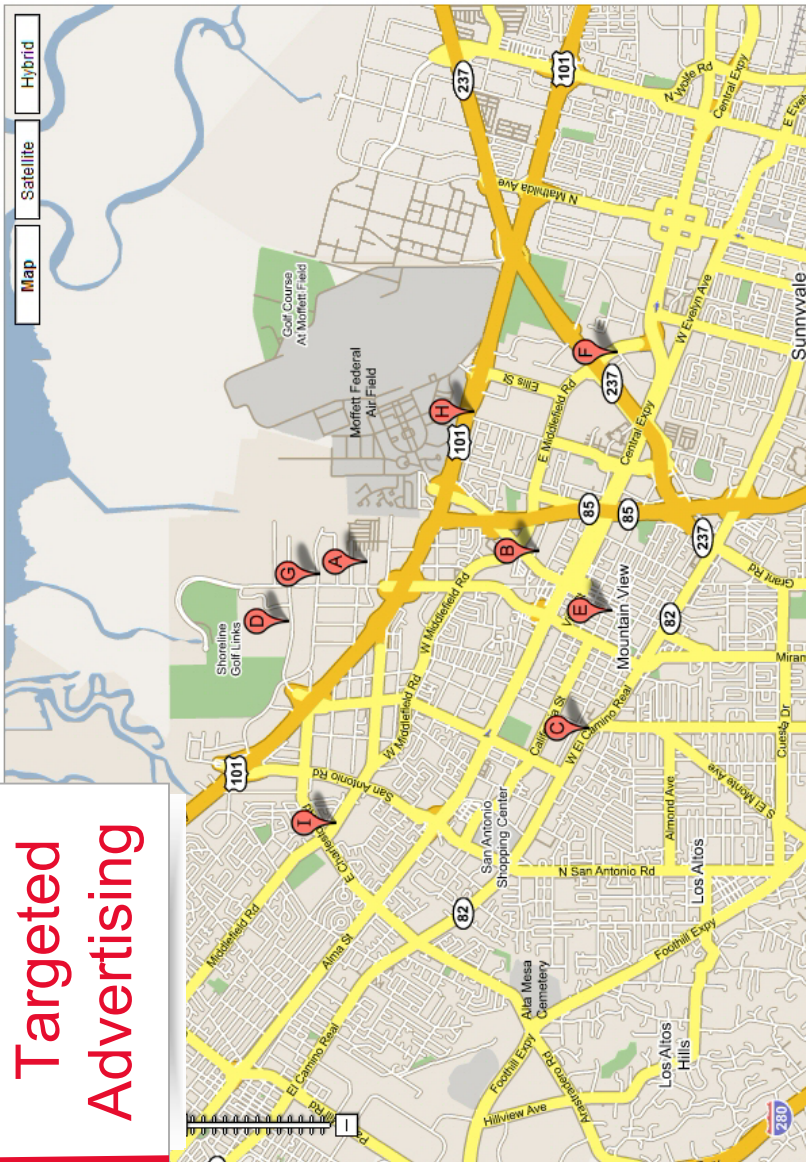
Nikon SLR Cameras
High Performance and Versatility
Learn more at Nikon's website
www.nikondigital.com

Search results for slr cameras near Mountain View, CA 94043
Categories: [Photo Finishing](#), [Retail](#), [Photographic Equip. & Supls](#)

A Jasper Engineering
1240 Pear Ave # A, Mountain View, CA
(650) 967-1578
[Jasper Engineering: Pano-Head](#)
... It has been designed for use with most cameras, including Point & Shoot, SLR's, Digital and Medium Format for VR and Stitch
... stereoscopy.com

B Selantek Inc
505 Cypress Point Dr # 94, Mountain View, CA
(650) 965-0787
[Selantek - semiconductor in...](#)
... barbeques, small appliances, toys, video games, cameras, camcorders, digital cameras, analog cameras, SLR cameras, point-and ... selantek.com

C Ritz Camera Ctr
1898 W. El Camino Real, Mountain View, CA
(650) 968-5666



A Fresh Approach To Offline Ads



Product and Technology Panel

- **Jonathan Rosenberg**
 - Product Management
- **Kai-Fu Lee**
 - Engineering, China
- **Alan Eustace**
 - Engineering
- **Marissa Mayer**
 - Product Management
- **Jeff Huber**
 - Engineering

GOOGLETM
Analyst Day 2006

Google Global Sales and Partnership Strategy

Omid Kordestani
SVP, Global Sales &
Business Development



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Our Focus

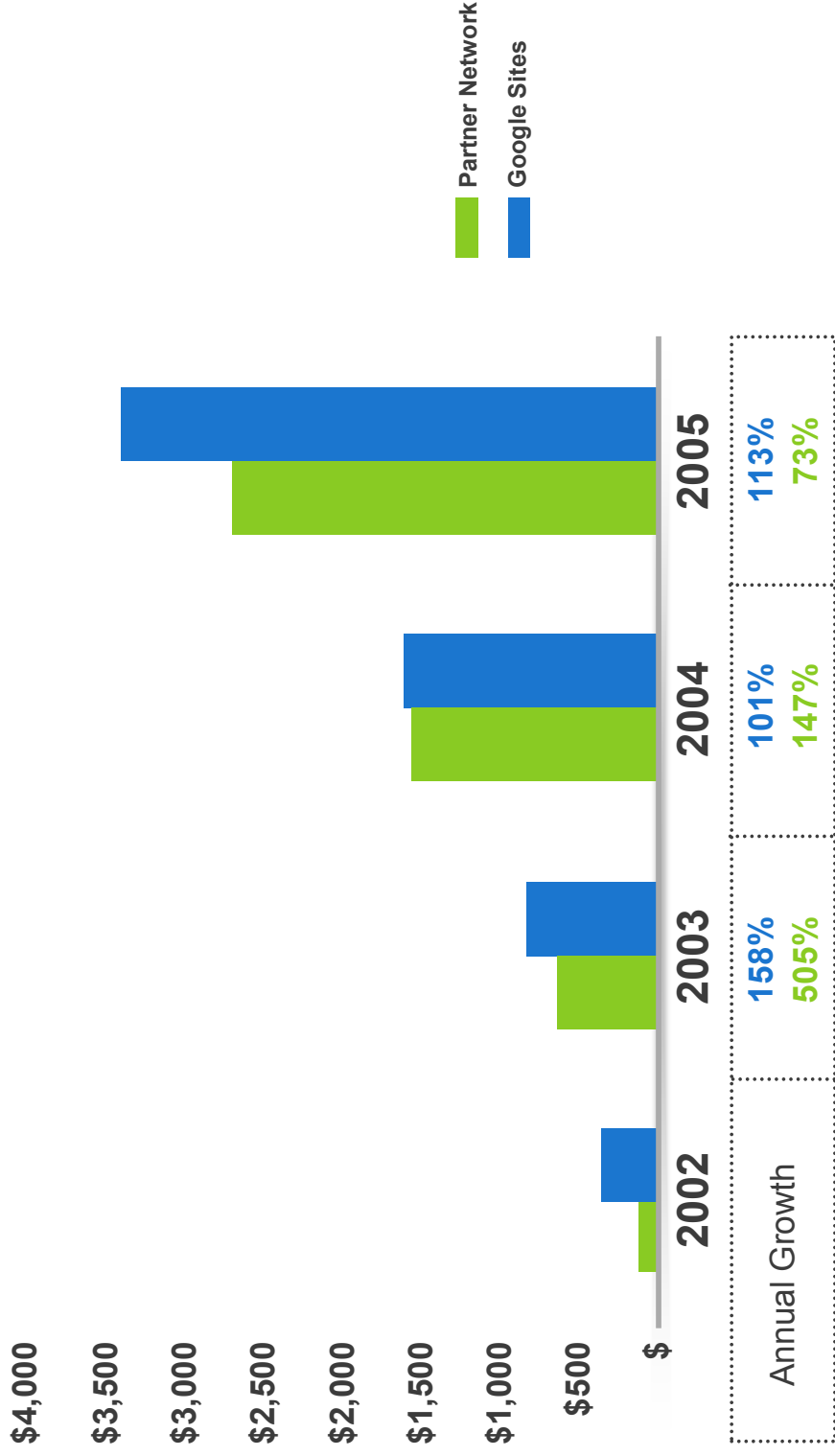
Users

Customers

Partners

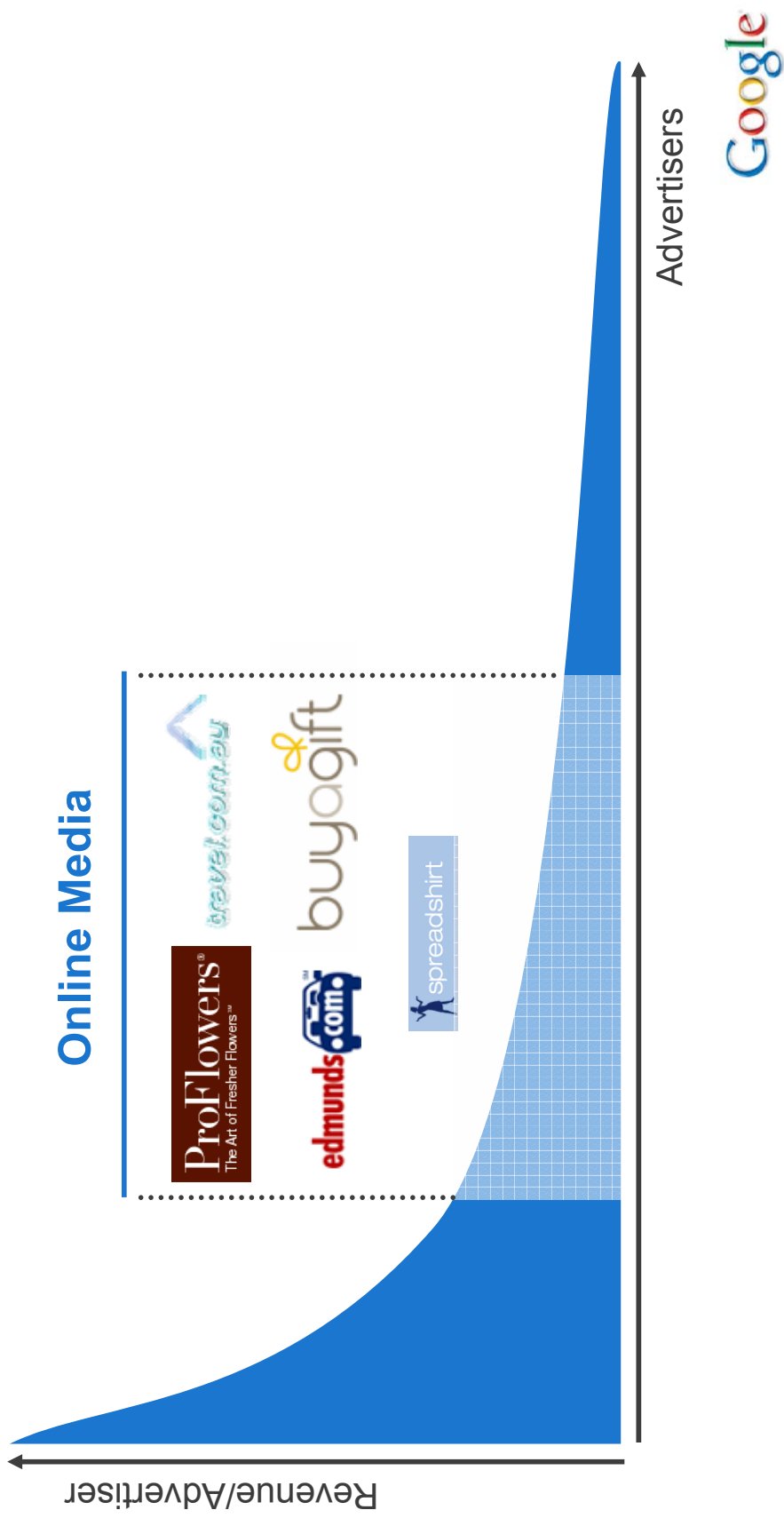
Ad Sales by Property

Ad Revenue (\$ millions)



AdWords

Serving all of our customers

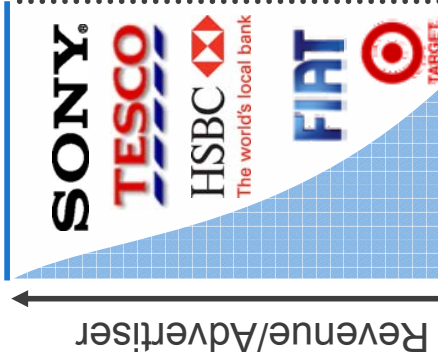


AdWords

Serving all of our customers

Traditional

Marketers



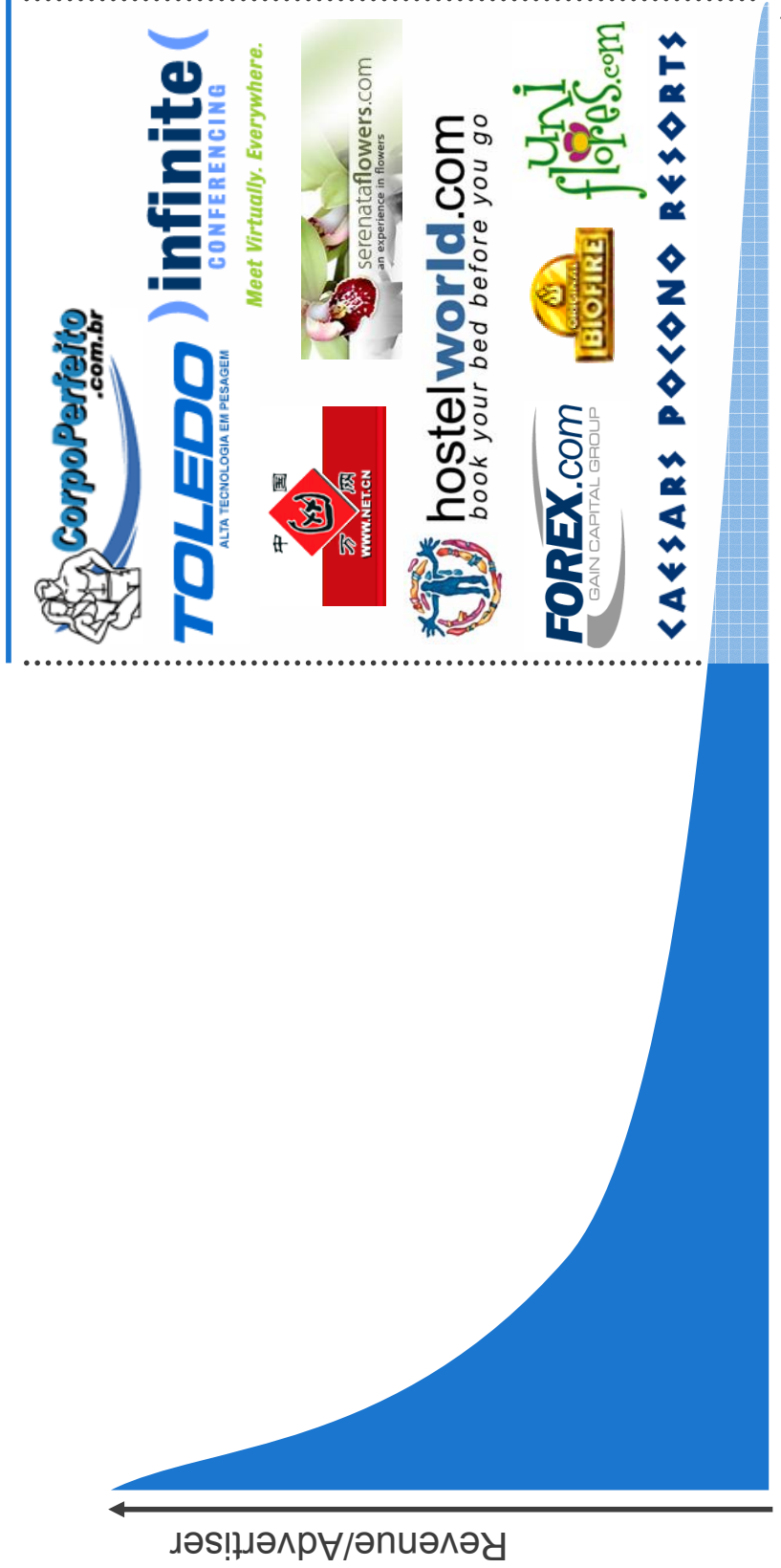
Advertisers

Google

AdWords

Serving all of our customers

SMB



Traditional Marketers

Top Online Spend Growth Fortune 1000 2003 to 2005

Capital One Financial	2,113%
General Mills	1,465%
Allergan	1,209%
McDonalds	1,105%
Continental Airlines	802%
Starwood Hotels & Resorts	616%
Wachovia	585%
Eli Lilly	549%
Delta Airlines	482%
Clorox	480%
Verizon	342%
Cablevision Systems	314%
CVS	255%
Bellsouth	198%
Intel	198%
Knight-Ridder	196%
UPS	188%
Ford Motor	180%
Proctor & Gamble	150%
General Motors	146%
Staples	129%
Walt Disney	103%

Industry growth in online spend is real and significant

- Average '03 online spend: **\$8.5MM**
- Average '05 online spend: **\$28.4MM**

F1000 growth in online spend occurred in diverse range of verticals, including:

Financial **Travel**

CapitalOne

STARWOOD
WORLDWIDE HOTELS & RESORTS, INC.

+2,113%

616%

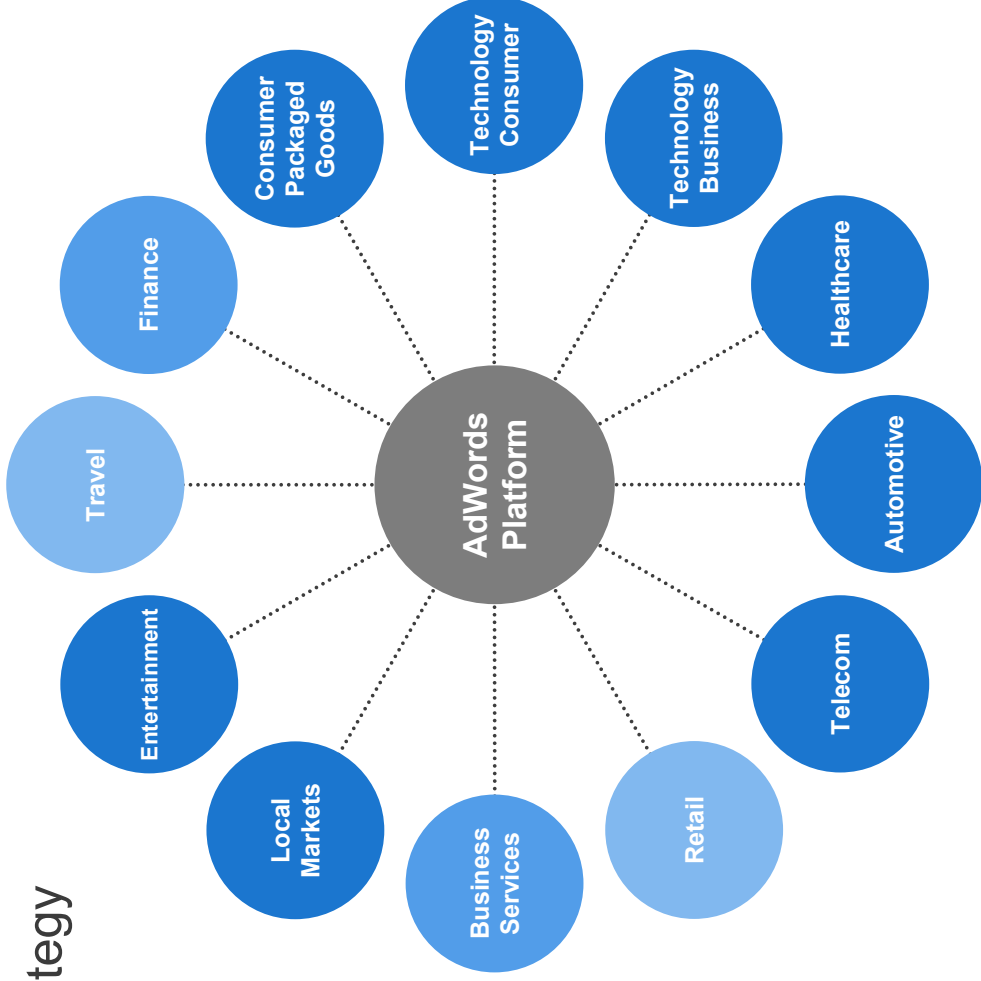
Source: TNS-MI; 2005 and 2003 US online display advertising, excludes companies with online spend less than \$400K in 2003

“Nearly half of the chief marketing officers at Fortune 500 companies said they plan to increase their online advertising budgets by 30% this year.”

AdAge, January 6, 2006

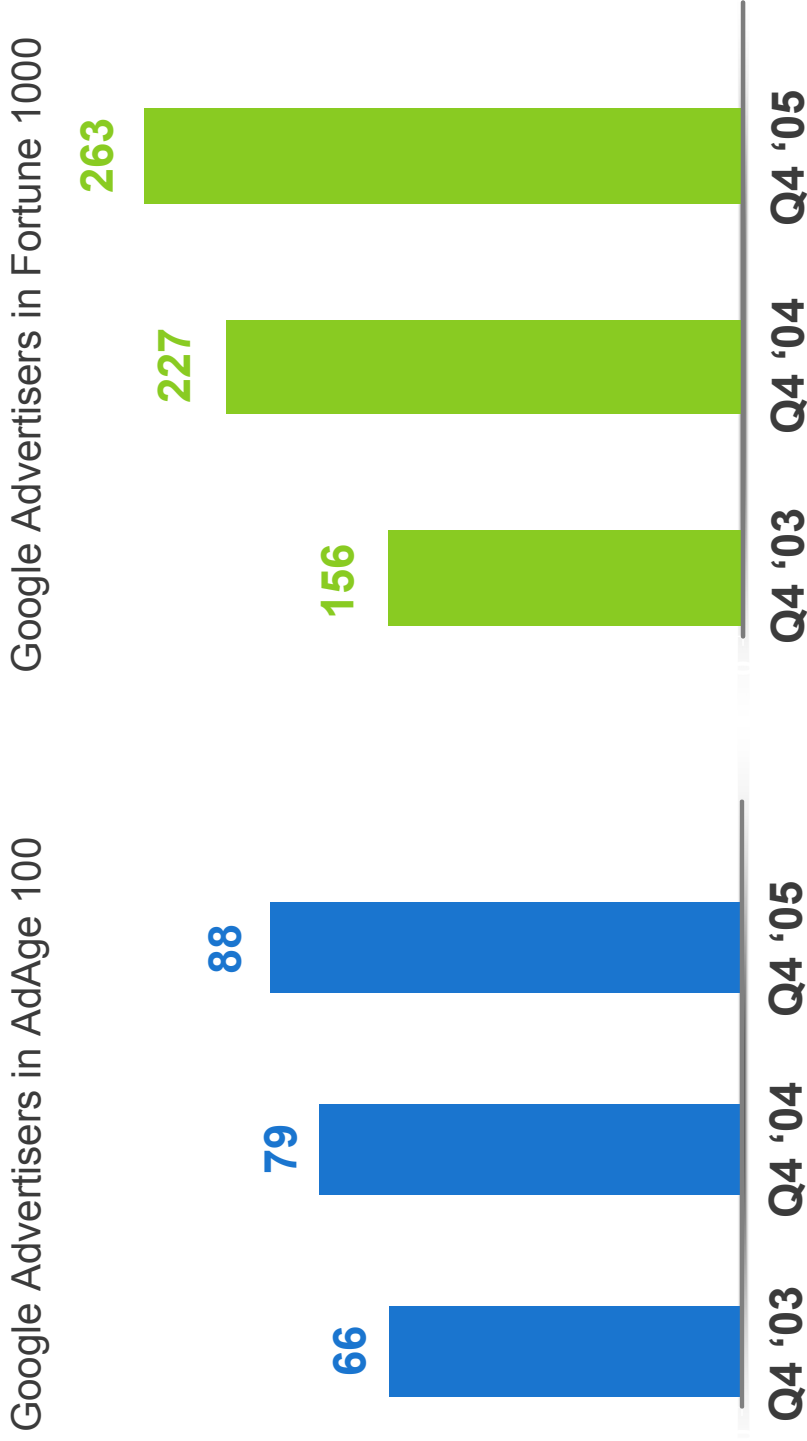
Traditional Marketers

Vertical sales strategy



Traditional Marketers

Growth



Source: Advertising Age 100 leading national advertisers, June 27, 2005. Measured Media from TNS Media Intelligence/CMR's Strategy and Yellow Pages Integrated Media Association. Fortune magazine list of America's largest (revenue) 1000 companies. April 18, 2005 issue.



Traditional Marketers

Extending Relationships

						2004							
Bridal Shop			Men's Fashion Jewelry										Sketchers
Sleepwear	Fleece-Sweaters	Sports Apparel	Sterling Silver										Booby Jack
Juniors	Sports Fan Shop	Sleepwear	Gold										Okie Dokie
Shirts & Blouses	Sports Apparel	Baby Needs	Bridal										Arizona Jean Co.
Swimwear	Underwear-socks	Shoes	Bracelets										Chris Madden
Dresses & Suits	Business Attire	Men's boots	Necklaces										Collin Cowie
Fragrance-spa	Big & Tall	Boys Tops 4-20	Earrings										MTC Cribs
Jackets & Coats	Sleepwear-Robes	Men's dress	Rings										Nicole Miller
Jeans	Shoes	Women's comfort dress	Jewelry boxes										St. John's Bay
Knit Tops	Outerwear	Women's dress	Diamonds										Delicates
Lingerie	Young Men's	Women's sport	Personalized										Levi's
Maternity	Workwear	Infant	Pearls										Dockers
Pants & Skirts	Pants	Newborn	Moissanite										Carters
Shoes	Jeans	School Uniforms	Cubic Zirconia										MUDD
Accessories	Dress Shirts	Dress Up	Gemstones										Olga
Activewear	Casual Shirts	Baby Furniture	Men's Watches										Bali
Capris & Shorts	Accessories	Baby Bedding	Women's Watches										Stafford
Women's	Men's	Children's	Shoes										Worthington
													Brands
													Gifts & Registry
													Toys
													Housewares
													Home Furnishings
													Window
													Bed & Bath
													Lighting
													Cookware
													Video Games
													Under \$50
													Under \$20
													Under \$30
													Under \$40
													Under \$50
													Wedding
													Holiday
													Gifts & Registry
													Brands



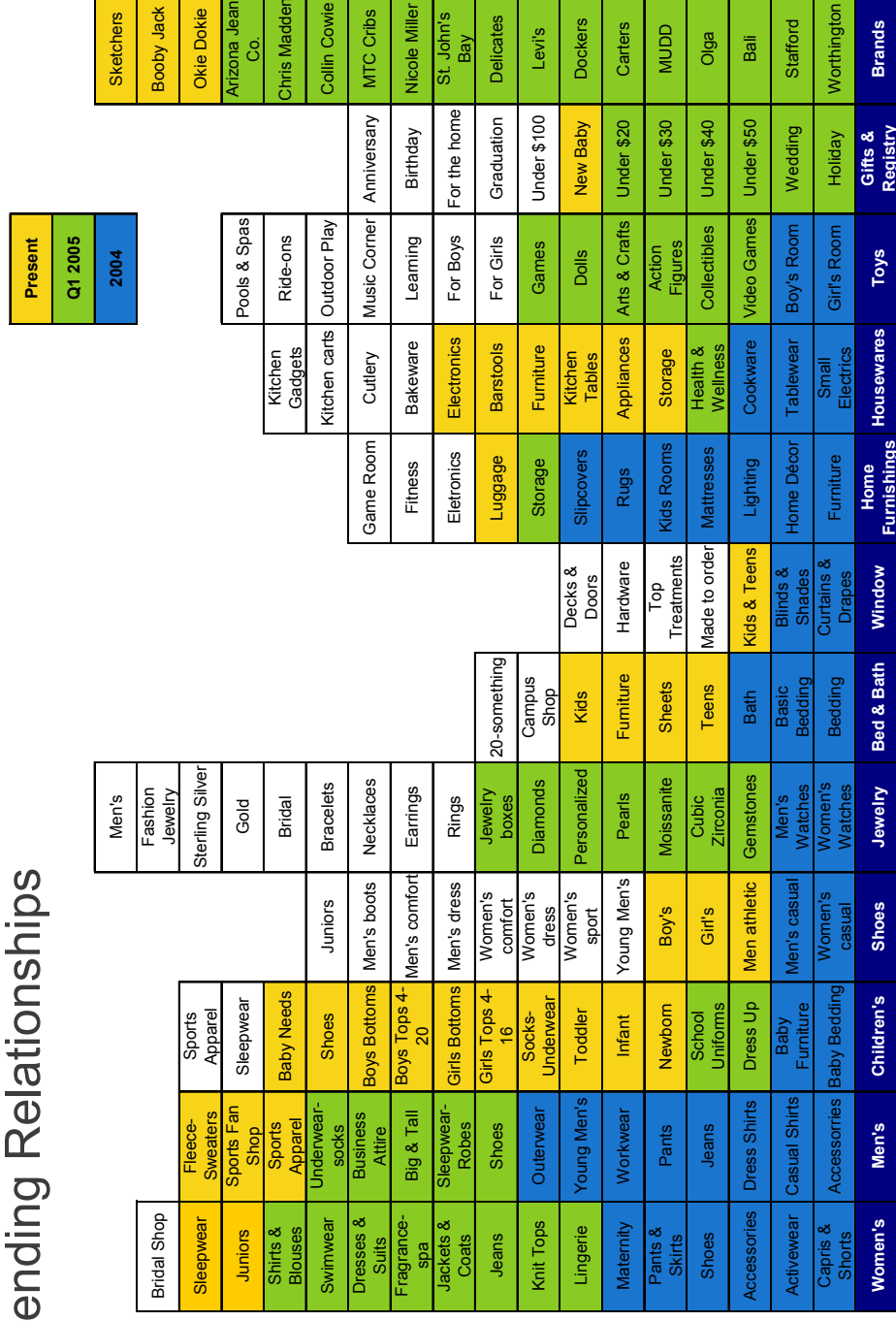
Traditional Marketers

Extending Relationships

		Q1 2005		2004	
Bridal Shop					Sketchers
Sleepwear	Fleece-Sweaters	Sports Apparel			Booby Jack
Juniors	Sports Fan Shop	Sleepwear			Okie Dokie
Shirts & Blouses	Sports Apparel	Baby Needs			Arizona Jean Co.
Swimwear	Underwear-socks	Shoes	Juniors	Kitchen Gadgets	Chris Madden
Dresses & Suits	Business Attire	Boys Bottoms	Men's boots	Kitchen carts	Collin Cowie
Fragrance-spa	Big & Tall	Boys Tops 4-20	Men's comfort	Game Room	MTC Cribs
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Jeans	Shoes	Girls Tops 4-16	Women's dress	Electronics	St. John's Bay
Knit Tops	Outerwear	Socks-Underwear	Women's comfort	Luggage	Delicates
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Maternity	Workwear	Infant	Young Men's sport	Slipcovers	Dockers
Pants & Skirts	Pants	Newborn	Boy's	Rugs	Carter's
Shoes	Jeans	School Uniforms	Girl's	Kids Rooms	MUDD
Accessories	Dress Shirts	Dress Up	Men athletic	Mattresses	Olga
Activewear	Casual Shirts	Baby Furniture	Men's casual	Lighting	Bali
Capris & Shorts	Accessories	Baby Bedding	Women's casual	Home Décor	Stafford
Women's	Men's	Children's	Shoes	Furniture	Worthington
				Home Furnishings	Brands
				Bed & Bath	
				Window	
				Jewelry	
				Watches	
				Men's watches	
				Gemstones	
				Cubic Zirconia	
				Moissanite	
				Pearls	
				Personalized	
				Diamonds	
				Jewelry boxes	
				Rings	
				Earrings	
				Necklaces	
				Bracelets	
				Bridal	
				Gold	
				Sterling Silver	
				Fashion Jewelry	
				Men's	
				20-something	
				Campus Shop	
				Kids	
				Furniture	
				Decks & Doors	
				Hardware	
				Top Treatments	
				Made to order	
				Teens	
				Sheets	
				Bath	
				Blinds & Shades	
				Basic Bedding	
				Bedding	
				Curtains & Drapes	
				Home Furnishings	
				Housewares	
				Toys	
				Gifts & Registry	

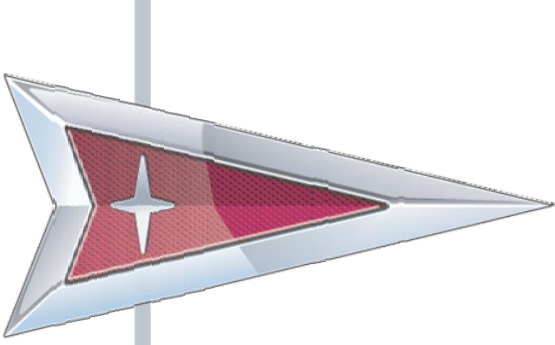
Traditional Marketers

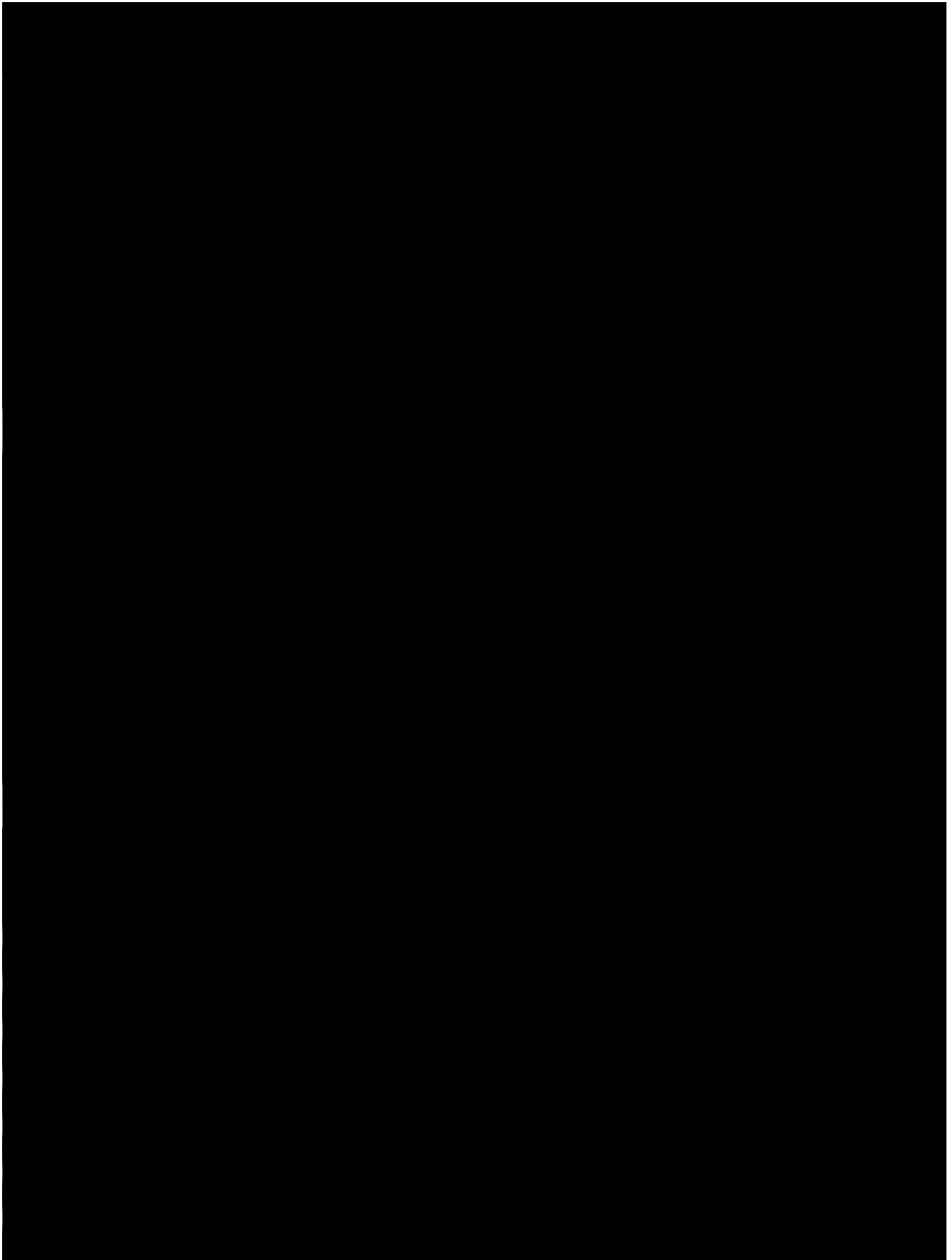
Extending Relationships



Traditional Marketers

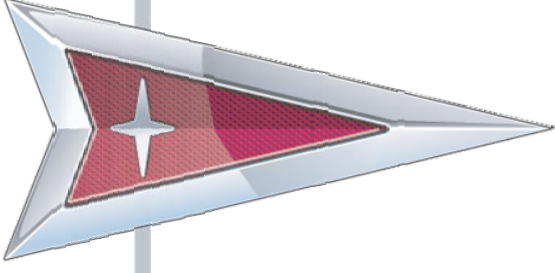
PONTIAC





Traditional Marketers

PONTIAC



Traditional Marketers

Ford & Site Targeting

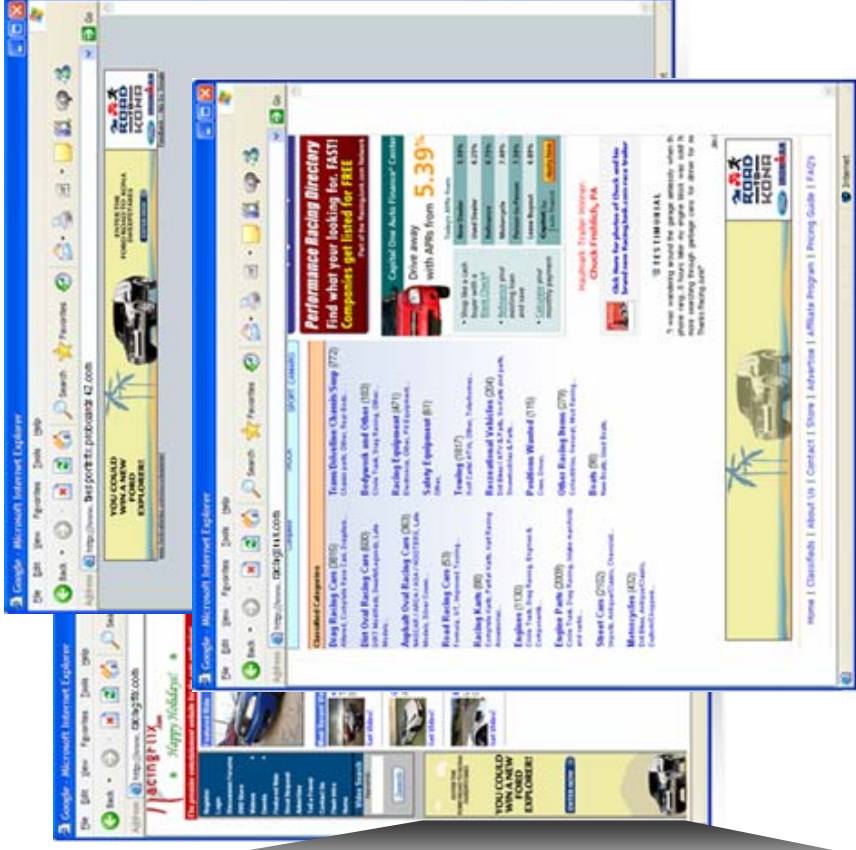
- **Goal:** Drive traffic to their road to Kona campaign microsite
- **Campaign:** Prominent homepage placement on 1000s of niche and premium sites
- **Results:** Campaign reached millions of unique users in a short 60 hour period



ENTER THE FORD ROAD TO KONA SWEEPSTAKES

YOU COULD WIN A NEW FORD EXPLORER!

ENTER NOW



Tailored Solutions: Sophisticated Advertisers

AdWords Editor

The screenshot displays the Google AdWords Editor interface. The top navigation bar includes 'AdWords Editor', 'File', 'Edit', 'Account', 'Data', 'Tools', and 'Help'. Below this, there are buttons for 'Get Full Account', 'Post Changes', 'Choose stats interval', and 'Search within this Account:'. The main area is divided into several sections:

- Keywords:** A list of keywords including 'Europe hiring', 'Female Engineering', 'Google India', 'Italian Hiring', 'Hubber's Campaign for Ads En...', 'Jeff's Campaign for Recruiting', 'Ken's Wireless Engineers', 'Louis' Campaign for SOE Recr...', 'Mizuki's Campaign (target Jap...', 'Japanese language proce...', 'Software Development', 'Summer Interns', 'Reporting Security Problems (...)', and 'Windows Hiring'.
- Ad Groups:** A list of ad groups including 'Ben's SRE Campaign', 'Campaign #15', 'Europe hiring', 'Female Engineering', 'Google India', 'Italian Hiring', 'Hubber's Campaign for Ads En...', 'Jeff's Campaign for Recruiting', 'Ken's Wireless Engineers', 'Louis' Campaign for SOE Recr...', 'Mizuki's Campaign (target Jap...', 'Japanese language proce...', 'Software Development', 'Summer Interns', 'Reporting Security Problems (...)', and 'Windows Hiring'.
- Table:** A table with columns: Campaign, Ad Group, Ad Group Status, Headline, Desc. Line 1, Desc. Line 2, Display URL, and Status. The table lists various campaigns and ad groups, with the 'IT Jobs bei Google' ad group selected.
- Edit Selected Text Ads:** A panel on the right showing the details of the selected ad group, including the headline 'IT Jobs bei Google', description lines, display URL, and destination URL.

Campaign	Ad Group	Ad Group Status	Headline	Desc. Line 1	Desc. Line 2	Display URL	Status
JHubber's Cam...	Release Engin...	Active	Google Relea...	Release Manage...		http://www.g...	Active
JHubber's Cam...	Release Engin...	Active	Release Engin...	your expertise e...		www.google.co...	Active
Mizuki's Japan ...	Summer interns	Paused	Google 留学...	締め切り - 5月2...		http://www.g...	Active
Mizuki's Japan ...	Japanese lan...	Active	Google in 東京	東京研究開発...		http://www.g...	Active
Mizuki's Japan ...	Japanese lan...	Active	Google で働...	研究員、エンジ...		http://www.g...	Active
Mizuki's Japan ...	Software Dev...	Active	Google in 東京	東京研究開発...		http://www.g...	Active
Mizuki's Camp...	English keywo...	Active	Google で働...	研究員、エンジ...		http://www.g...	Active
Europe hiring	Hiring (germa...	Active	Google.ch st...	Talentierte Infor...		http://www.g...	Active
Europe hiring	Hiring (germa...	Active	Google sucht...	Top-Entwickler m...		http://www.g...	Active
Europe hiring	Hiring (germa...	Active	IT Jobs bei G...	Traumjobs für In...		http://www.g...	Active
Europe hiring	Hiring (germa...	Active	Traumjob bei...	hochkarätige Inf...		http://www.g...	Active

Edit Selected Text Ads:

- Headline: IT Jobs bei Google
- Description Line 1: Traumjobs für Informatiker bei
- Description Line 2: Google Switzerland
- Display URL: www.google.ch/jobs/
- Destination URL: http://www.google.ch/jobs/

Ad Preview:

- IT Jobs bei Google
- Traumjobs für Informatiker bei
- Google Switzerland
- www.google.ch/jobs/



Tailored Solutions: Sophisticated Advertisers


The screenshot displays the Google AdWords Editor interface. The top navigation bar includes 'File', 'Edit', 'Account', 'Data', 'Tools', and 'Help'. Below this, there are buttons for 'Get Full Account', 'Get Recent Changes', 'Post Changes', and 'Choose stats interval'. The main area is divided into several sections:

- Account:** Lists various campaigns such as 'Ben's SIRE Campaign', 'Europe hiring', 'Female Engineering', 'Google Analytics', 'Italian Engineering', 'Hubert's Campaign for Jobs En...', 'Jeff's Campaign for Recruiting', 'Ken's Wireless Engineers', 'Louis' Campaign For SCE Recr...', 'Mizuki's Campaign (target Jap...', 'Mizuki's Japan Campaign (lang...', 'Japanese language proce...', 'Software Development', 'Summer Interns', 'Reporting Security Problems (...', and 'Windows Hiring'.
- Keywords:** A list of keywords including 'Europe hiring', 'Female Engineering', 'Google Analytics', 'Italian Engineering', 'Hubert's Campaign for Jobs En...', 'Jeff's Campaign for Recruiting', 'Ken's Wireless Engineers', 'Louis' Campaign For SCE Recr...', 'Mizuki's Campaign (target Jap...', 'Mizuki's Japan Campaign (lang...', 'Japanese language proce...', 'Software Development', 'Summer Interns', 'Reporting Security Problems (...', and 'Windows Hiring'.
- Ad Groups:** A list of ad groups including 'Europe hiring', 'Female Engineering', 'Google Analytics', 'Italian Engineering', 'Hubert's Campaign for Jobs En...', 'Jeff's Campaign for Recruiting', 'Ken's Wireless Engineers', 'Louis' Campaign For SCE Recr...', 'Mizuki's Campaign (target Jap...', 'Mizuki's Japan Campaign (lang...', 'Japanese language proce...', 'Software Development', 'Summer Interns', 'Reporting Security Problems (...', and 'Windows Hiring'.
- Ad Campaigns:** A table with columns for Campaign, Ad Group, Ad Group Status, Headline, Desc. Line 1, Desc. Line 2, Display URL, and Status. The table lists several campaigns, including 'Europe hiring' and 'Windows Hiring', with their respective ad groups and statuses.
- Edit Selected Text Ads:** A detailed view of a selected ad campaign. It shows the 'Headline' as 'IT Jobs bei Google', the 'Description Line 1' as 'Traumjobs für Informatiker bei', the 'Description Line 2' as 'Google Switzerland', the 'Display URL' as 'www.google.ch/jobs/', and the 'Destination URL' as 'http://www.google.ch/jobs/'.



Tailored Solutions

SMBS



[Joe_advertiser@restaccount.com](#) | [Help](#) | [Contact us](#) | [Sign Out](#)
 Customer ID: 123-456-7890

My Ad Campaign

My Account

Starter Edition

My Ad Campaign

[Buy adware here](#)

Alien tshirts, all sizes and colors. Glow-dark. [www.alienshirts.com](#)

[Edit](#) | [Create another ad](#)

Currently Active

Budget: \$30.00 /month

Language: English

Showing in: United States

Ad Health Meter

Ad is showing as it should. (Remember, ads won't show on every search.)

Statistics for all time - Oct 5-31, 2005 [change](#)

[+ Add more keywords](#)

Keywords

Search terms that trigger your ads

Keywords

Visits to your website

Keywords

Charges in this period

Keywords	Impressions	Clicks	Total Cost
	Times your ad has shown	Visits to your website	Charges in this period
alien clothing	1000	10	\$10.00
alien tshirts	800	8	\$8.00
alien boxers	500	5	\$5.00
Your overall performance*	2300	23	\$ 23.00

[Graduate to Standard Edition](#) | [Compare editions](#)

[Send feedback](#)

*Overall totals will exceed the sum of your keywords if your ad earned extra clicks from relevant sites in Google's content network. These clicks are credited to the whole account, not to individual keywords. Reporting is not real-time. Clicks received in the last 3 hours may not be included here.

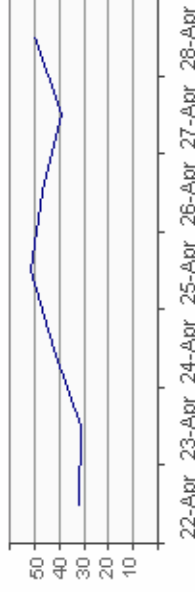
Simple Bidding

Budget: [?] \$ per month

This is the most your account will be charged each month. The higher your budget, the more often your ad will show.

Straightforward Reporting

Clicks per day over the past week



Intuitive Targeting

Location: [?] Your ad will appear to people located here. If your customers aren't located in United States, [choose another location](#).

- United States and Canada
- United States
- California
- San Francisco Bay Area [?]
- Within driving distance of Los Gatos, CA

Enter a zip code to see local areas:



New Opportunities

Print



Radio



Mobile



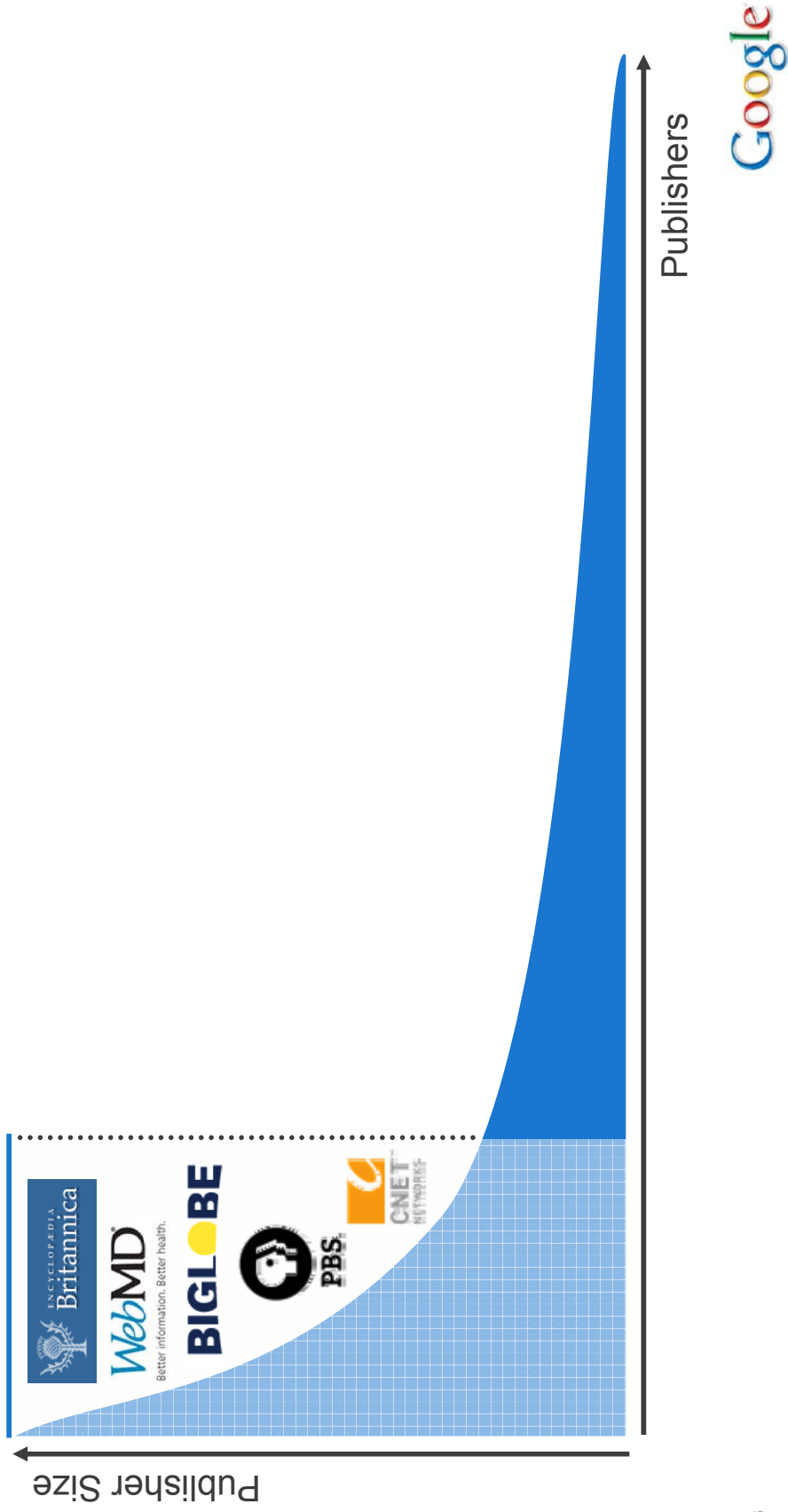
Video



AdSense

Serving partners of all sizes

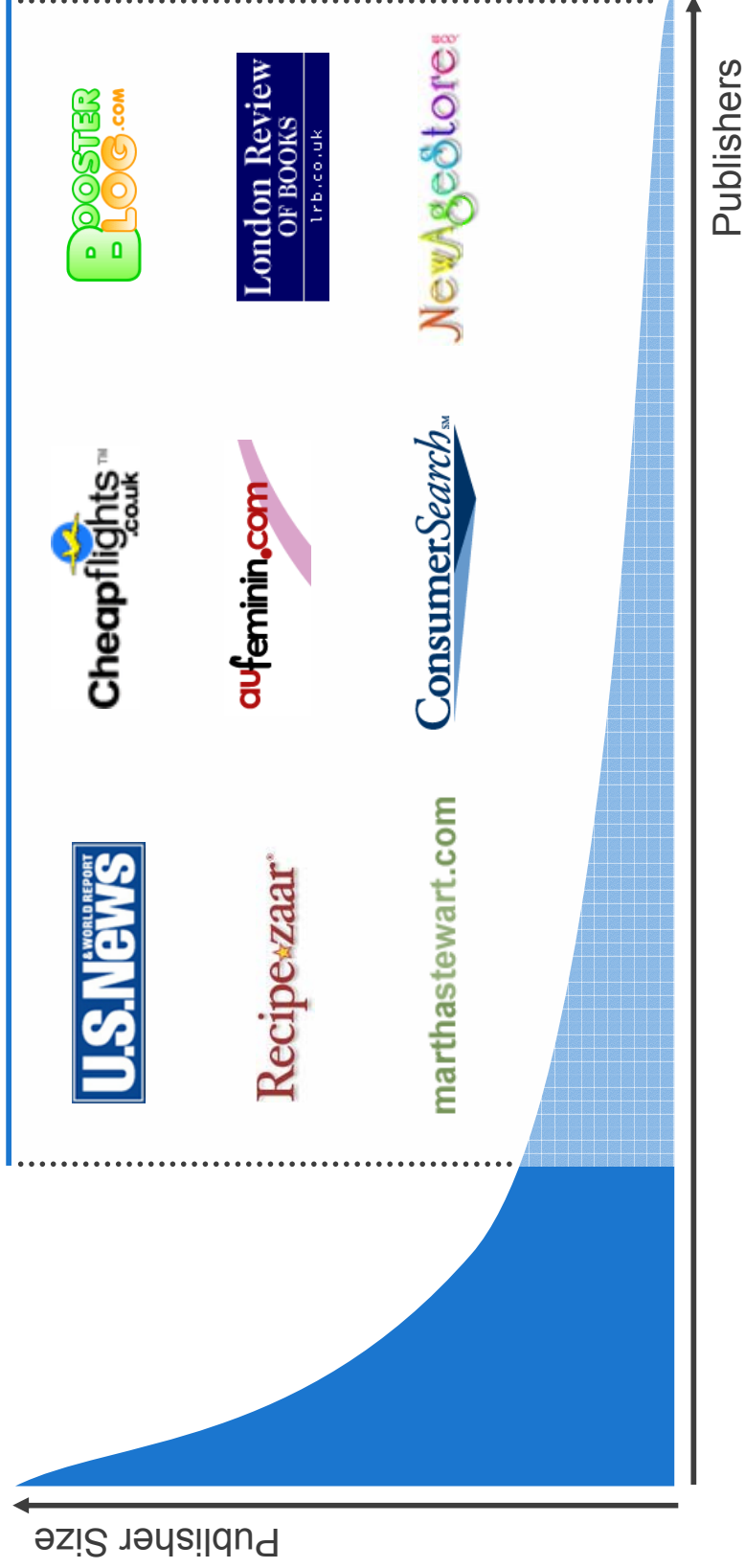
Large Partners



AdSense

Serving partners of all sizes

Online Partners



AdSense

The Strength of the Content Network

The Network is Large

- Reaches 69% of Global internet users
- 128 Exposures per unique viewer each month

and Growing

- New Partner Growth
 - The Network is a sales platform
 - Integration with blogging / publishing platforms
- Existing Partner Growth
 - Optimization of current partners



Unduplicated reach and frequency of AdSense for Content network, custom comScore data analysis, Nov 2005

AdSense

The Power of the “Tail”

- **Coverage for advertisers beyond search targeting**
 - AdSense network covers nearly every topic imaginable
 - Matches highly targeted advertising with niche content
- **Broad reach for branding advertisers**
 - Site Targeting allows advertisers to reach their target audience
 - Aggregates the long tail

3.9 Million Daily Page Views
on Hip Hop Related Sites



Enterprise

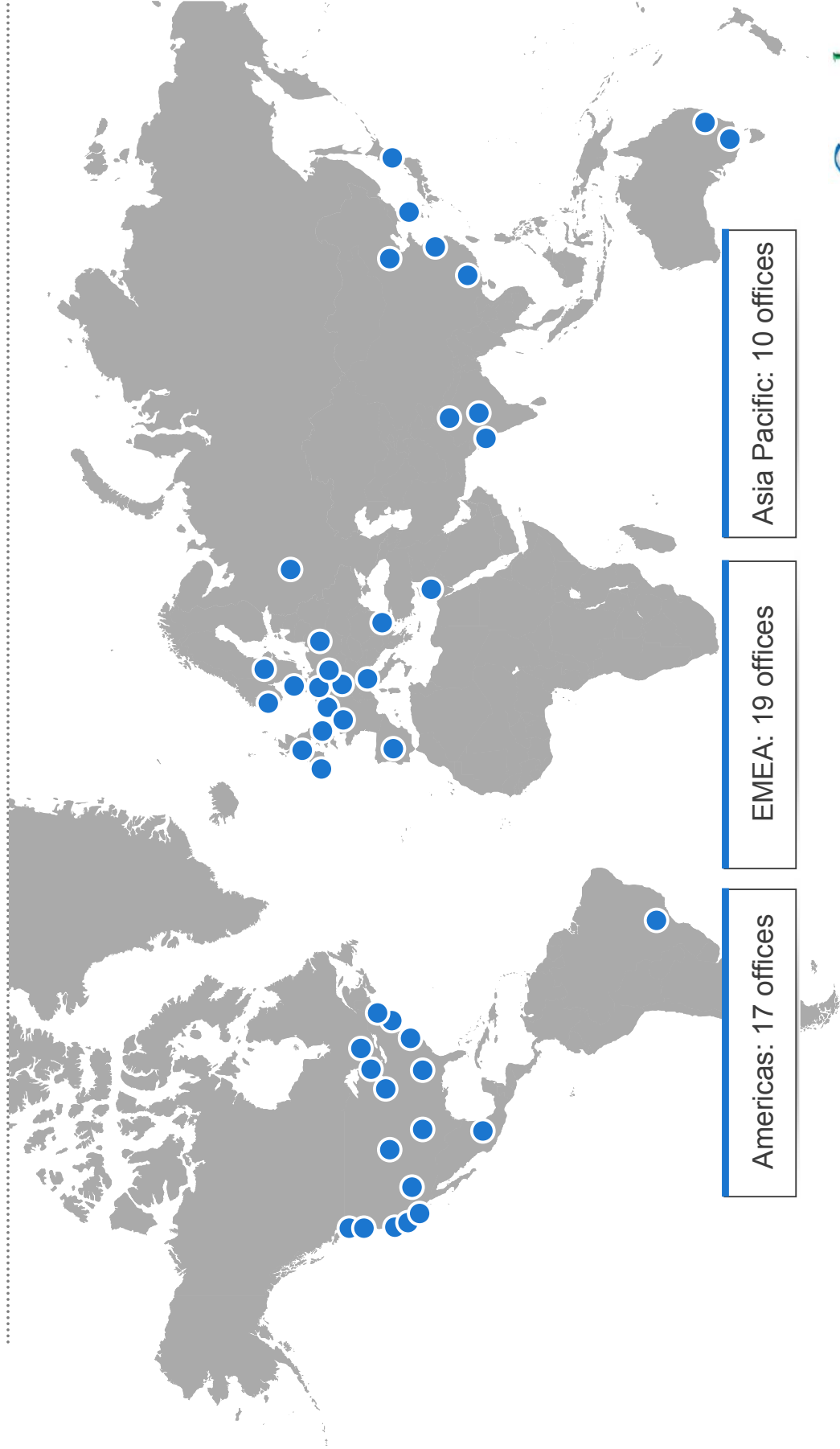
- Gaining sales traction
 - 100+ percent sales growth (vs 2004)
 - More than 3,000 active customers
 - First year in Europe & Japan
- New products
 - Google Mini (for SMB)
 - Google Desktop for Enterprise
- Building partnerships
 - Program launched in September
 - 40+ partners signed & trained
 - BearingPoint launched search practice based on Google



Select Customer Installations













































Global Sales: Sales Offices



















































Global Sales: Online Sales

42 Language Interfaces

 Chinese (Simplified)	 Czech
 Chinese (Traditional)	 Estonian
 Danish	 Greek
 Dutch	 Hebrew
 English (US)	 Hindi
 English (UK)	 Hungarian
 Finnish	 Icelandic
 French	 Indonesian
 German	 Latvian
 Italian	 Lithuanian
 Japanese	 Polish
 Korean	 Romanian
 Norwegian	 Russian
 Portuguese	 Serbian
 Spanish	 Slovak
 Swedish	 Slovenian
 Arabic	 Tagalog
 Bulgarian	 Turkish
 Catalan	 Ukrainian
 Croatian	 Urdu
 Thai	 Vietnamese

48 Currencies Accepted

 Argentine Peso	 Malaysian Ringgit	 Turkish New Lira
 Australian Dollar	 Mexican Peso	 US Dollar
 Bolivian Boliviano	 Moroccan Dirham	 U.A.E. Dirham
 Brazilian Real	 New Taiwan Dollar	 Venezuela Bolivar
 British Pounds Sterling	 New Zealand Dollar	 Chinese Yuan Renminbi
 Bulgarian Lev	 Norway Kroner	 Croatian Kuna
 Canadian Dollar	 Pakistan Rupee	
 Chilean Peso	 Peruvian Nuevo Sol	
 Colombian Peso	 Philippine Peso	
 Czech Koruna	 Polish Zlotych	
 Denmark Kroner	 Romanian Leu	
 Egyptian Pound	 Russian Rubles	
 Estonian Kroon	 Saudi Riyal	
 Euro	 Singapore Dollar	
 Hong Kong Dollar	 Slovak Koruna	
 Hungarian Forint	 Slovenian Tolar	
 Indian Rupee	 South African Rand	
 Indonesian Rupiah	 South Korean Won	
 Israeli New Shekel	 Sweden Kronor	
 Japanese Yen	 Swiss Franc	
 Lithuanian Litas	 Thai Baht	

Sales and Partnership Panel

- **Omid Kordestani**
 - Senior Vice President Global Sales and Business Development
- **Nikesh Arora,**
 - Vice President, European Operations
- **Sukhinder Singh Cassidy**
 - Vice President, Asia Pacific and Latin America Operations
- **David Fischer**
 - Director, Online Sales and Operations
- **Joan Braddi**
 - Vice President, Search Services
- **David Eun**
 - Vice President, Content Partnerships

GOOGLETM
Analyst Day 2006

Analyst Day 2006

George Reyes
Chief Financial Officer



A Note from our Lawyers

- The following presentation includes forward-looking statements. These forward-looking statements include statements regarding the seasonality of our business, our expected levels of capital expenditures, the growth of our international operations, headcount and operating expenditures, expected stock dilution, and the sources of our future growth.
- These forward-looking statements are subject to certain risks and uncertainties that could cause our actual results to differ materially from those reflected in the forward-looking statements. Many of the factors that could cause or contribute to such differences are described in the "Risk Factors" section of our most recent 10-K and 10-Q filed with the SEC.
- In addition, we are discussing three non-GAAP financial measures - non-GAAP operating income, non-GAAP operating expenses and free cash flow - in the attached presentation. This financial information is not intended to be considered in isolation or as a substitute for financial information prepared and presented in accordance with GAAP. For more information on these non-GAAP financial measures, please see the document entitled "CFO Presentation – Non-GAAP Financials" which has been made available on the "Investor Relations" section of our corporate web site next to the link to the webcast of this presentation. The tables provided in this document have more details on the GAAP financial measures that are most directly comparable to these non-GAAP financial measures and the related reconciliations between these financial measures.

Agenda

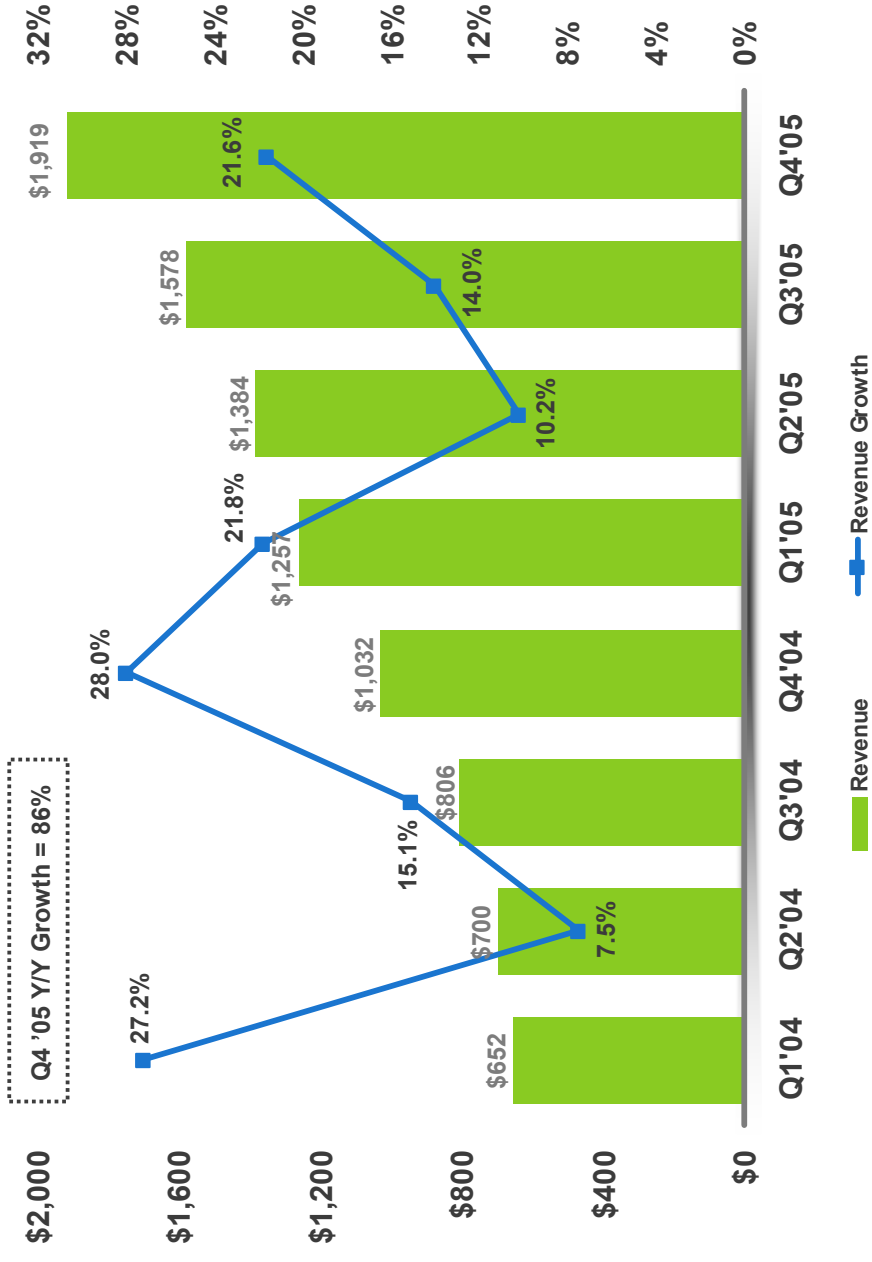
2005 Financial Highlights

Top Financial Questions

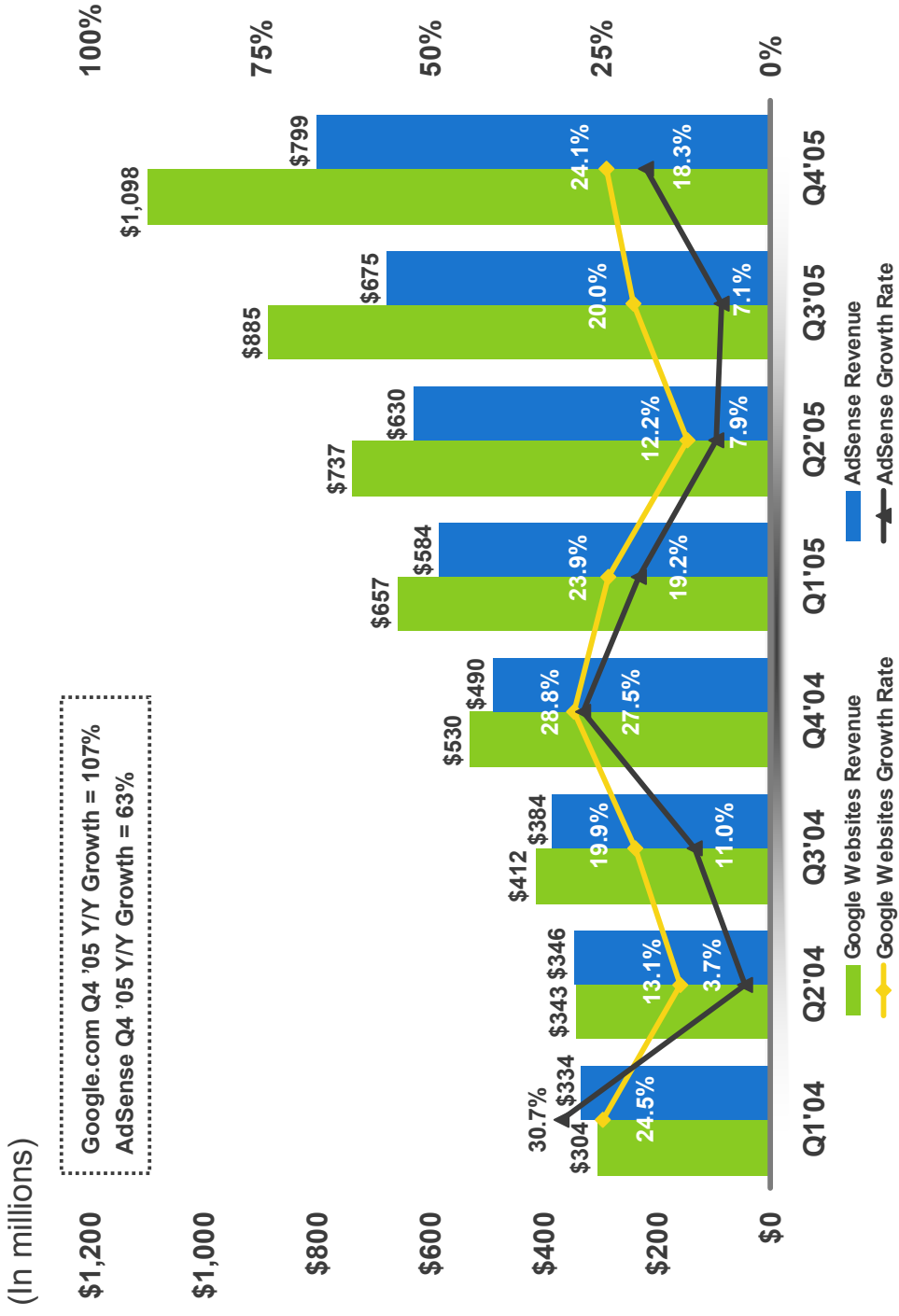
2006 Priorities

Strong Revenue Growth

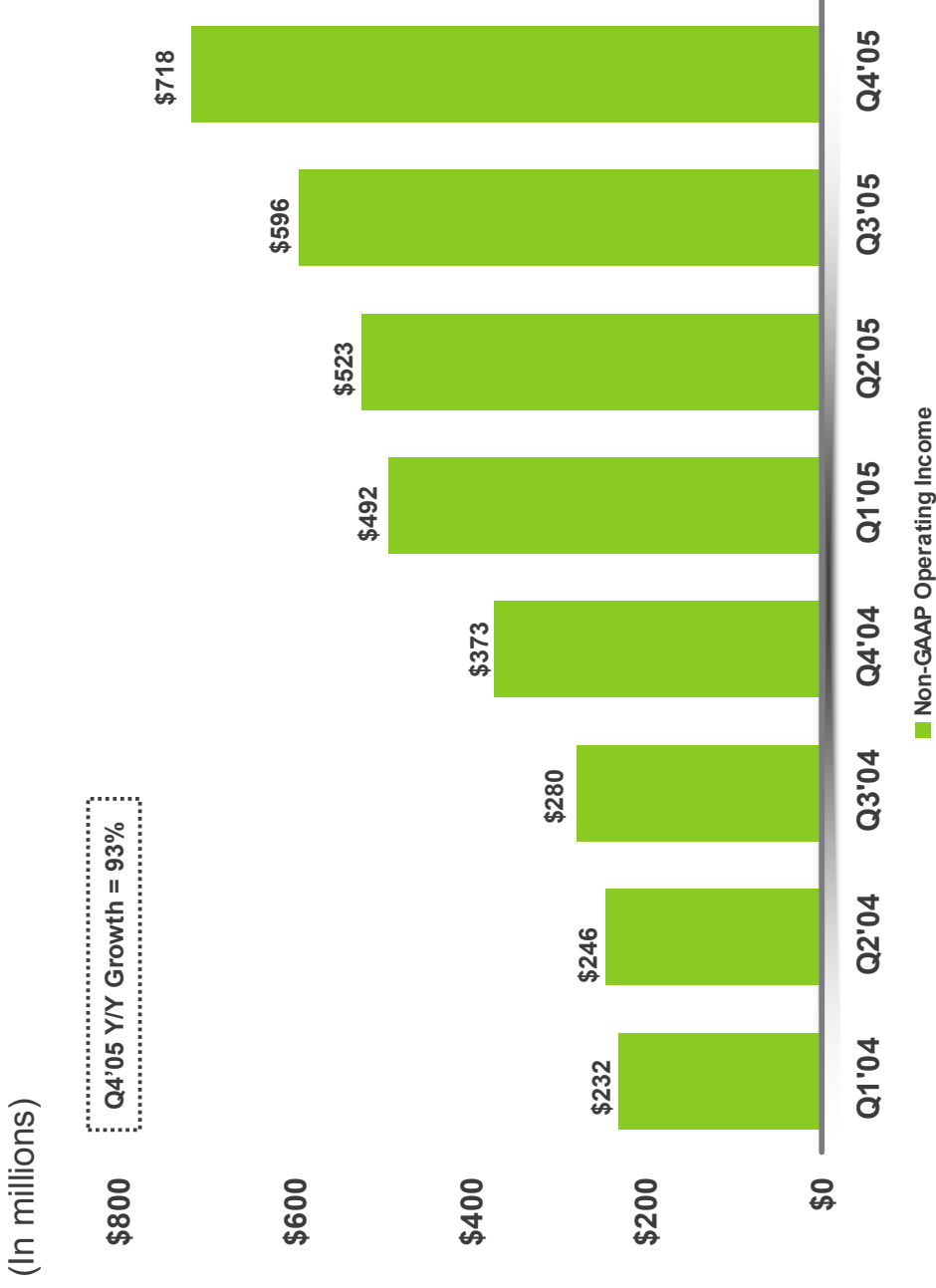
(In millions)



Google.com and Network Growth



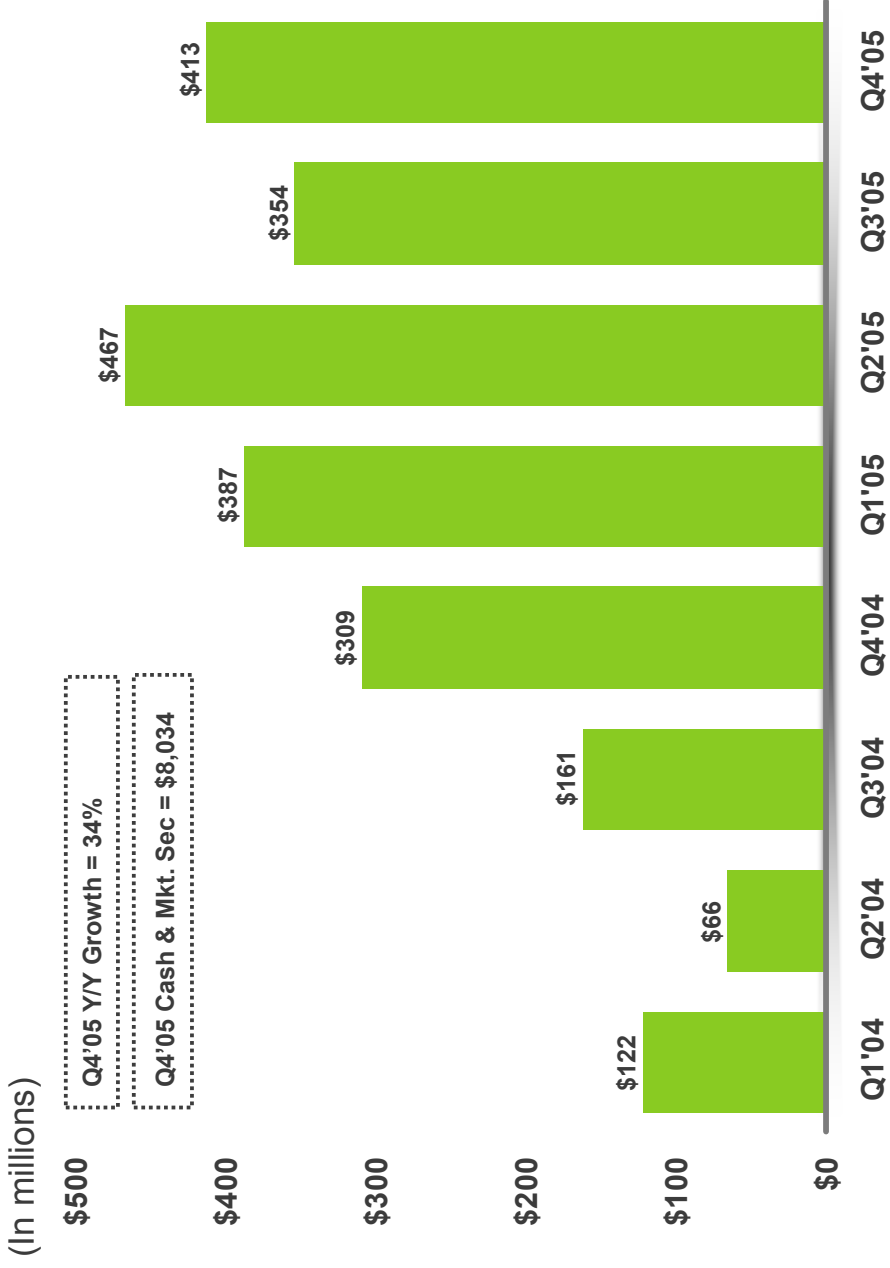
Rising Non-GAAP Operating Income



Note: Data adjusted for non-cash stock-based compensation charges and other items such as Yahoo! Settlement (\$201 mm in Q3'04), Google Foundation donation (\$90 mm in Q4'05) and IPR&D (\$10.4 mm in Q4'04 and \$20.8 mm in Q3'05).



Strong Free Cash Flow Generation



Note: Free Cash Flow equals Cash Flow from Operations less Capital Expenditures.

Top Financial Questions

How do you measure performance?

How do you monitor financial performance?

What are the drivers of capital expenditures?

Is international growth slowing?

How should we think about operating expenses?

Are you experiencing pressure on traffic acquisition costs?

How do you evaluate strategic distribution and acquisition opportunities?

How Do You Measure Performance?

Operational Metrics

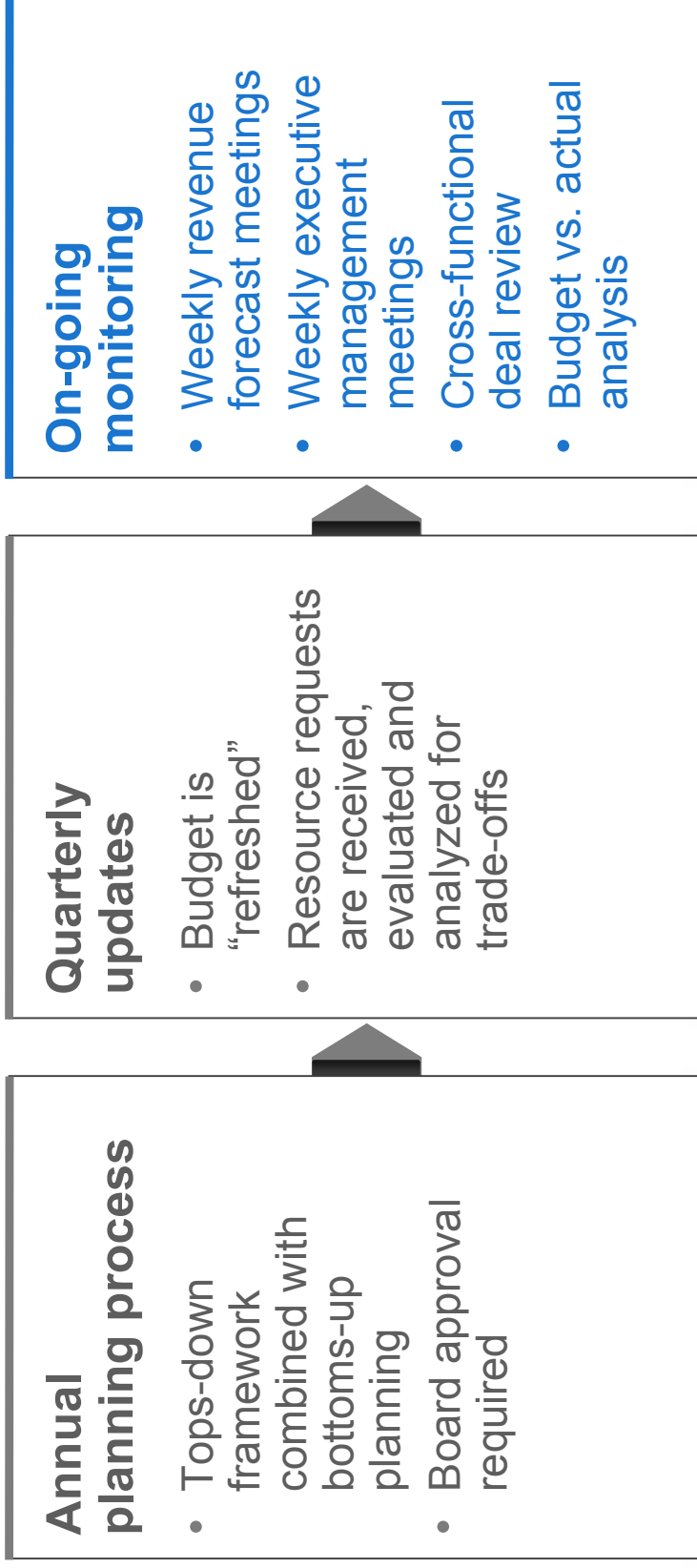
- Search quality
- Customer satisfaction
- Traffic growth
- Revenue per thousand searches
= Coverage * Click-through rate *
CPC * 1,000
- Number of advertisers
and publishers

Financial Metrics

- Revenue growth
- Operating margin
- Productivity per employee

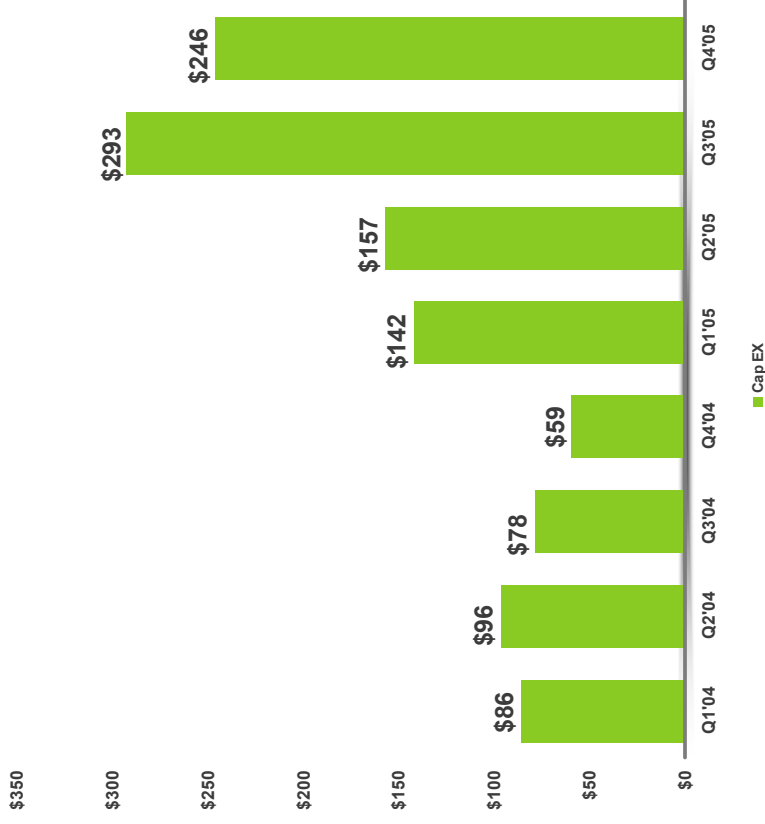
How Do You Monitor Financial Performance?

Key financial processes



What Are the Drivers of Capital Expenditures?

Capital expenditures (In millions)



Capital expenditures drivers

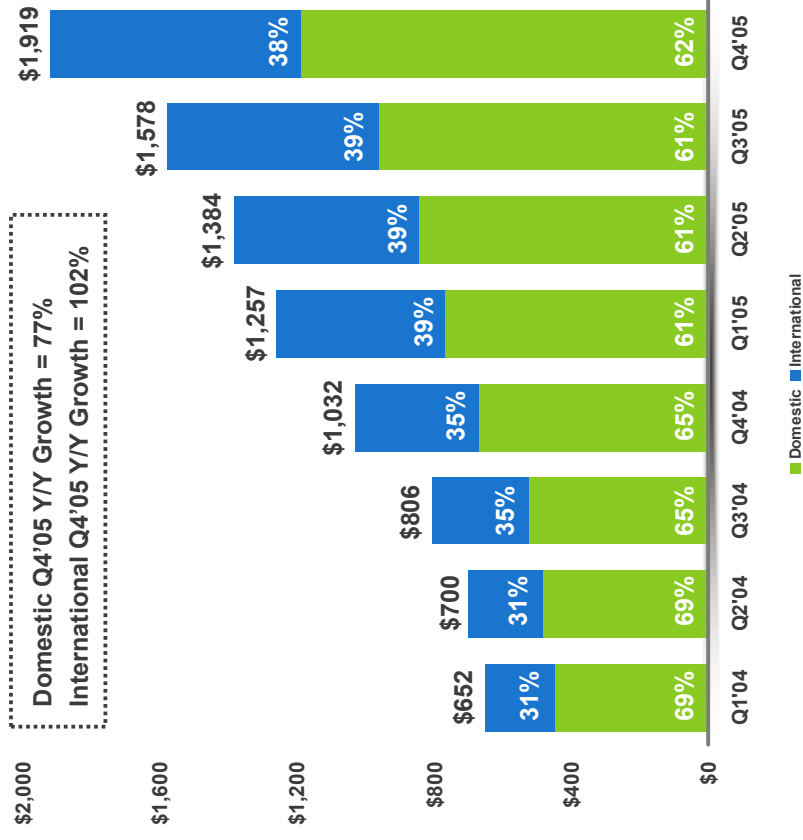
- Core search and advertising businesses
 - Immediate benefits
 - Driven by traffic growth
- New services
 - Longer-term benefits
 - Continuous cost/benefit analysis; reevaluation of added investment

2006 Capital expenditures

- 2006 capital expenditures will significantly exceed 2005 levels
- Machine components, networking equipment & data centers (majority)
- Real estate

Is International Growth Slowing?

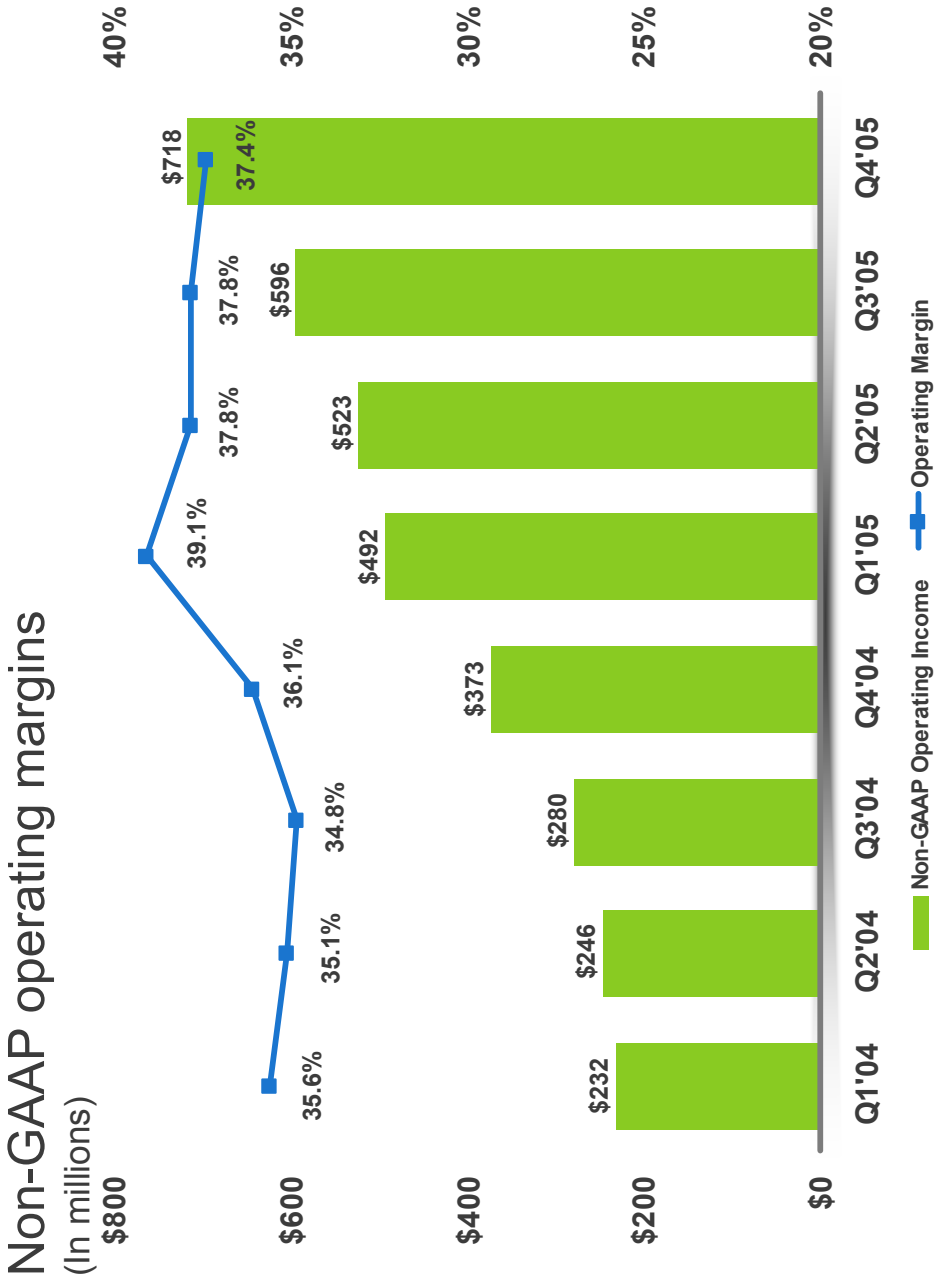
Geographical revenue contribution (In millions)



- International growth dynamics
 - International growth remains strong
 - European Q4'05 Q/Q growth exceeded Q/Q growth in Q4'04 when excluding the impact of FX and the addition of AOL Europe in Q4'04
 - F/X headwinds decreased international revenues by 2.1% in 2005
- Strongest international regions (outside UK)
 - Western Europe
 - Including Germany, France, Netherlands, Spain, Italy
 - Japan
 - Canada
 - Australia



How Should We Think About Operating Expenses?

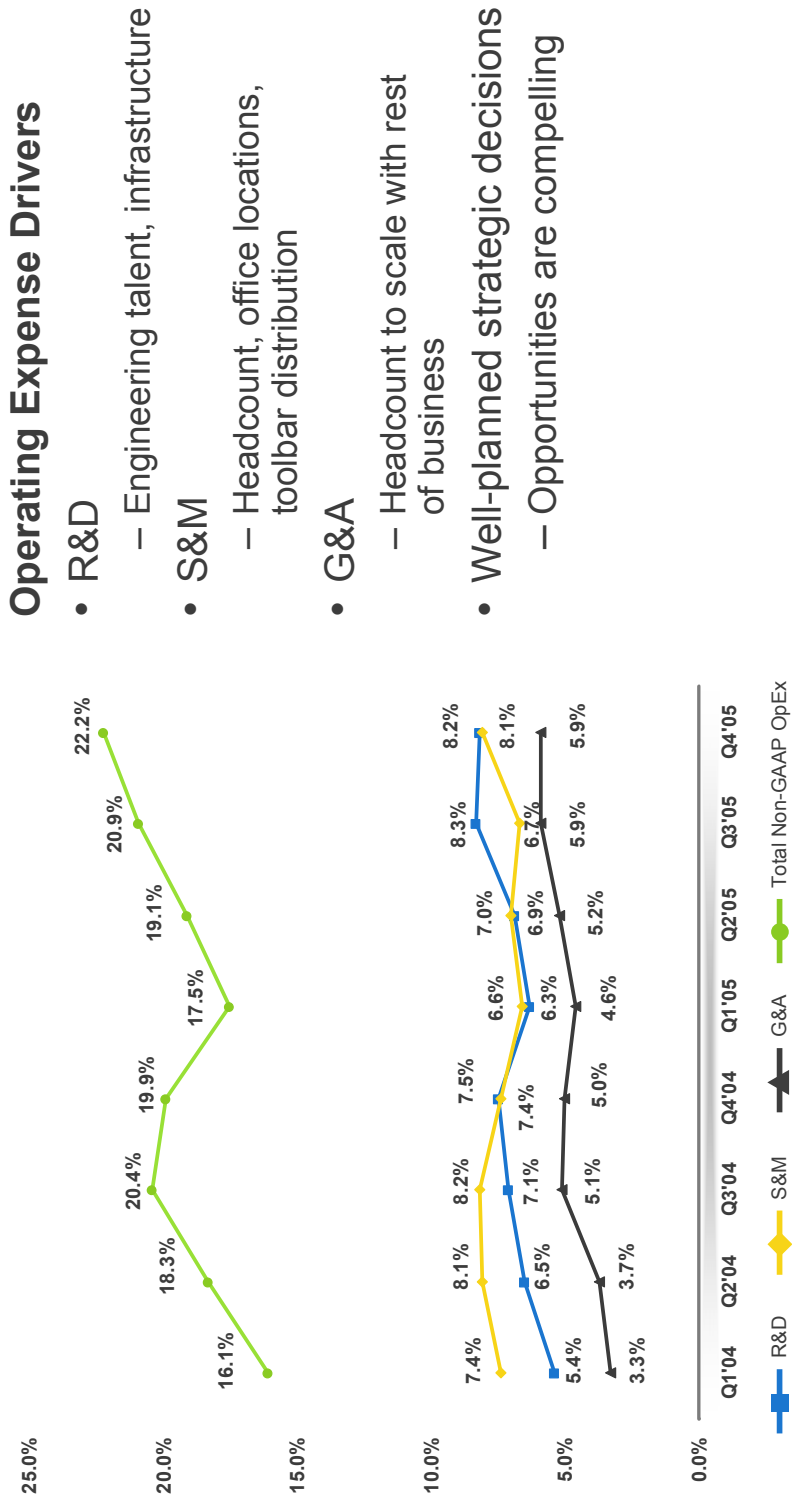


Note: Data adjusted for non-cash stock-based compensation charges and other items such as Yahoo! Settlement (\$201 mm in Q3'04), Google Foundation donation (\$90 mm in Q4'05) and IPR&D (\$10.4 mm in Q4'04 and \$20.8 mm in Q3'05).



How Should We Think About Operating Expenses?

Non-GAAP operating expenses as a % of revenue



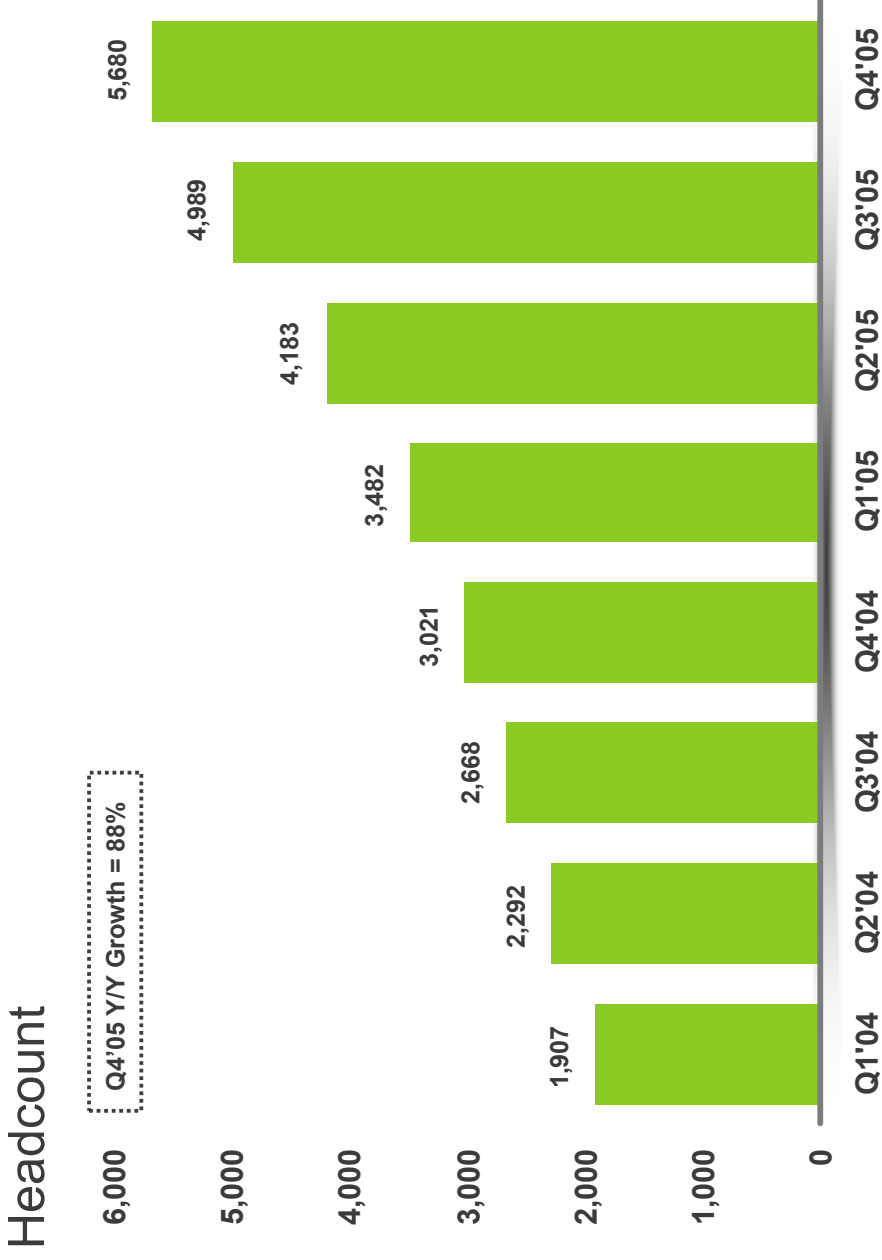
Operating Expense Drivers

- R&D
 - Engineering talent, infrastructure
- S&M
 - Headcount, office locations, toolbar distribution
- G&A
 - Headcount to scale with rest of business
- Well-planned strategic decisions
 - Opportunities are compelling

Note: Data adjusted for non-cash stock-based compensation charges and other items such as Yahoo! Settlement (\$201 mm in Q3'04), Google Foundation donation (\$90 mm in Q4'05) and IPR&D (\$10.4 mm in Q4'04 and \$20.8 mm in Q3'05).



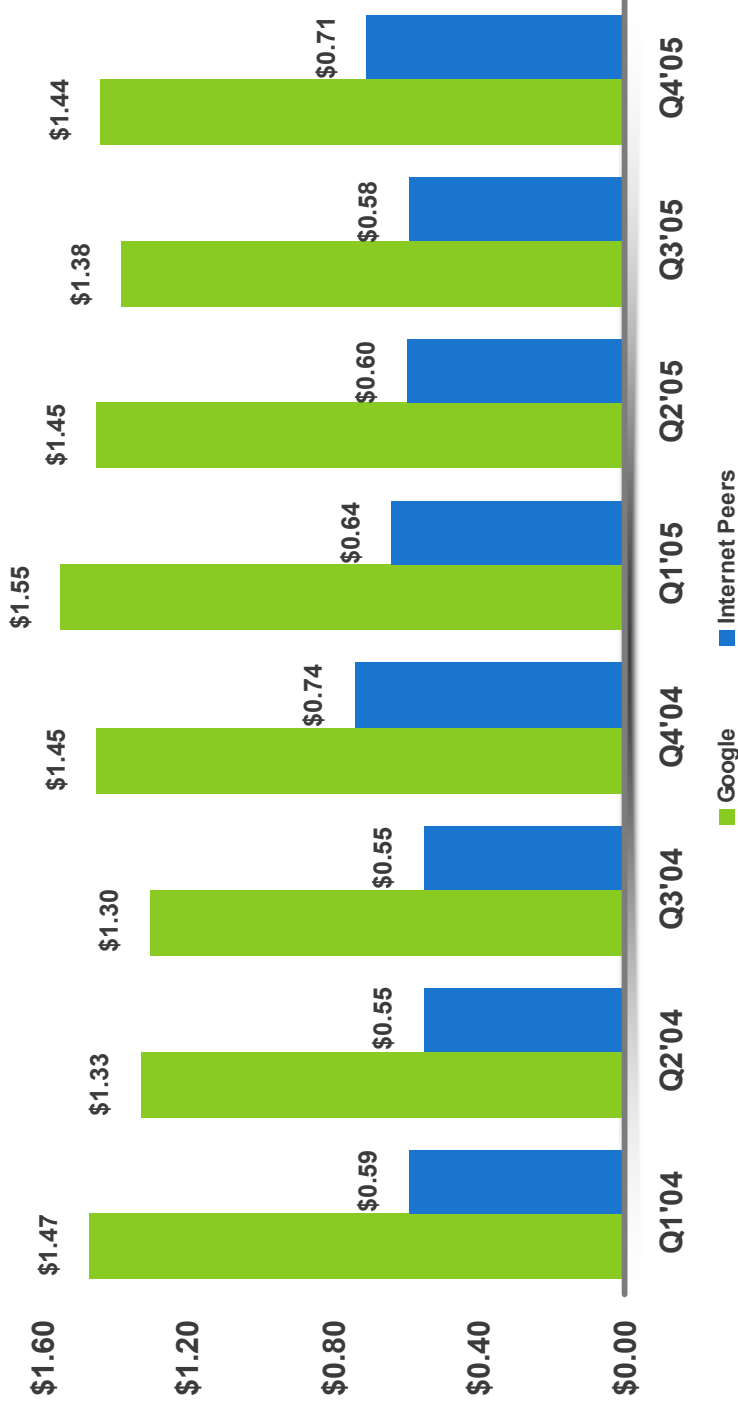
How Should We Think About Operating Expenses?



How Should We Think About Operating Expenses?

Annualized revenue per average employee

(In millions)
\$2.00



Source: Peer data compiled from company filings and press releases.



How Should We Think About Operating Expenses?

Stock Based Compensation

- Types of equity awards
 - Stock options
 - Restricted stock units (Google Stock Units)
 - New hire grants and Founders Awards

Calculating 2006 SBC Charges

Options and GSUs awarded prior to Jan 1, 2006



Options and GSUs awarded since Jan 1, 2006



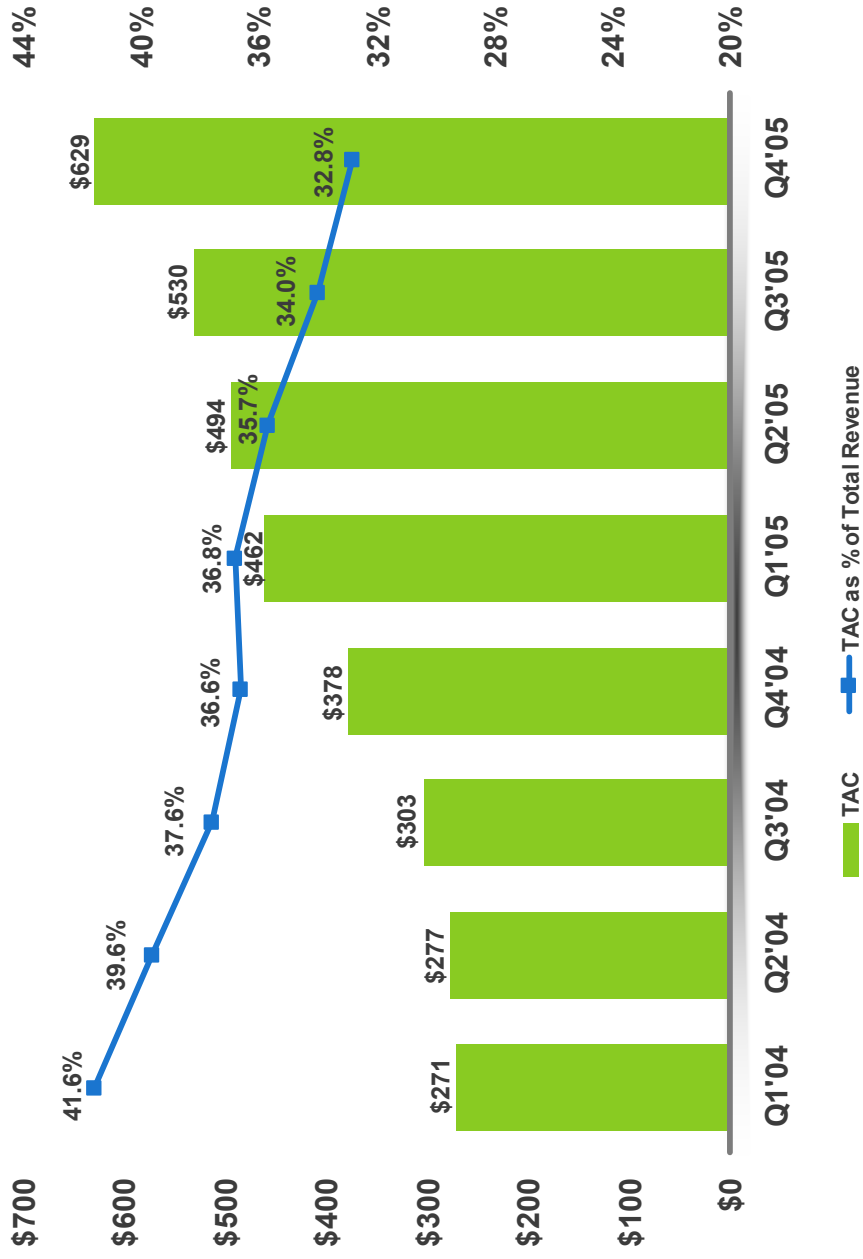
Amount in 2005 10-K



1 – 1.5% dilution on share count

Are You Experiencing Pressure on TAC?

Traffic acquisition costs
(In millions)



How Do You Evaluate Strategic Distribution Opportunities?



Strategic Objectives

- Increase and protect search market share
- Build brand recognition
- Establish relationship and create new channels for distributing future products

Partner Selection

- End user reach / size of distribution
- End user segment
- Brand association
- Strategic implications

How Do You Evaluate Acquisition Opportunities?

We focus on acquisition targets that

- Are consistent with our mission
- Bring superior engineering talent
- Accelerate our product plans
- Jumpstart innovation
- Accelerate entry into new international markets

When evaluating potential opportunities, we

- Structure earnouts where appropriate
- Typically do not lead investment rounds

2006 Priorities

2006 Priorities

Search Quality &
End User Traffic

Quality of Ads as
Perceived by End Users

Building New Products and
Services for Publishers
of Information

Growing our Overall
Partnerships

Building Systems
and Infrastructure of a
Global \$100B Company

Investments

R&D and CapEx to
improve search and
develop new products

R&D and CapEx to
improve ad relevance
and advertiser tools

R&D, CapEx and S&M

S&M and
Partnerships / TAC

CapEx, R&D and G&A to
develop world class
systems and processes

Key Objectives

Increased Traffic
Increased Ad Revenue

Increased Ad Revenue

More Content for Users
More Ways to Monetize

Growth of AdSense
Wider Product Distribution
More Traffic for Advertisers

Continue to Implement
Controls and Risk Mgmt
Processes



Putting it All Together

- Strong Growth in Revenues and Operating Income
- Substantial Free Cash Flow Generation
- Rigorous Financial Planning and Controls
- Global Opportunities are Compelling
- Aggressive Investments to Drive Superior Shareholder Returns

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