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Hi David King

Thank you for submitting your self assessment! We have recorded the following assessment for your 2007 Annual,

Accomplishments: Please summarize your overall performance and most significant accomplishments this year.

Content production companies are trying to understand whether they should consider YouTube a great opportunity, or a great liability. I have worked effectively to build their enthusiasm for partnerships instead of lawsuits by providing them with tools and solutions, while selling them on the opportunity. I have largely charted my own course at YouTube, figuring out my product roadmap and executing on what I thought was most needed, while building alignment at every level of the company. I have a deep understanding of the subject matter, spanning the technical details as well as the business and legal environment. I have shown a deep level of commitment and have demonstrated that I can reliably lead projects through to completion. I'm proud of what I've achieved at YouTube, and feel that I've contributed substantially to the success of the company.

Accomplishments:

1. Successfully launched the audio fingerprinting platform with Audible Magic.
2. Determined that audio ID was insufficient for the needs of YT, refocusing strategic goals on video identification. I then sought out the appropriate Google research team, convinced them of the importance of YT's needs, and kicked off the 6 month process of productizing their platform.
3. Built out and managed successful partner trial of the Google video identification platform, building consensus in the industry that our platform is a viable solution.
4. Within a month of starting the video ID project (March), I had built up a detailed project plan with a launch date of September. Six months later, we are still on schedule.
5. Built content management capabilities for all the different types of content owner, including: movie studios, TV networks, record labels, and music publishers. Meeting their various needs requires an in-depth understanding of each industry, their legal framework, and how distribution deals are structured globally. Our solutions meet the needs not only of US companies, but of all media companies across the globe.
6. Launched the CYC tool, the YouTube content management system for partners including content search tools, audio fingerprinting, usage reporting, and soon to include video identification.
7. Took on direct management of our more complex partner relationships, especially for new industry types such as music publishing.
8. Often called upon by BD as expert witness to describe all the efforts Google makes to protect copyrights, or to demo our various tools, helping them close important deals. For deals including many technical details, I handled negotiations of those sections directly.

Strengths: What do you consider to be your top 3-5 work-related strengths?

Ownership. After many years of working in start-ups of various sizes, I've learned to take ownership of broad areas of responsibility, and to deliver complete solutions without supervision. I don't wait for someone else to figure out what needs to be done and provide guidance. I'm not afraid to make decisions, and to lead others no

matter their level in the organization.

Partner focus. I started out my career as an investment banker managing investments for high net worth clients. Over the last 20 years, I've never ceased to deliver results for my clients, and that skill has served me well at YouTube where I have taken a leadership role in building collaborative relationships with the top-level management of the major media companies. I know how to listen respectfully, ask good questions, and to answer partners' questions as completely as possible, all while preserving our most closely guarded secrets. I know what to say, how to say it, and what not to say. I've now worked with the CTOs of most of the major media companies, and they respect me as their main technical contact at YouTube.

Media expertise. Starting in January of 2000, I was the main architect of the content management systems for the Rhapsody music service. Rhapsody launched almost a year before iTunes, and pioneered music licensing for an Internet service. Eight years later, I continue to build on that expertise. I know enough about copyright law to lecture to most lawyers (who focus on other areas) and I've built multiple systems for managing professional content, both in the US, and internationally. YouTube's challenge is to convince media companies that we can build systems that will give them fine-grained control over their content and that requires understanding how they operate and exactly what their legal rights are. This is a complex area and there are few people who know as much about this topic as I do, having lived through the entire history of licensing professional content for use on the Internet, always at the cutting edge of the evolution.

Priorities and vision. By the nature of the challenge YouTube has taken on, it will take many years before we mature our systems to handle all the scenarios demanded by our partners. To manage a situation like this, it is vital to maintain a clear vision of the overall plan, and to keep that vector in mind when making day-to-day plans. With almost 20 years of experience under my belt, I've learned to formulate a plan of attack on my drive into work in the morning so that I start everyday with a clear idea of what I want to get done that day. This allows me to accomplish my bigger goals without getting engulfed in all the smaller tasks that can take over your day.

Managing teams. I've managed cross functional teams for years, bridging the gaps between groups, and managing many of the people directly myself. The project I'm working on requires heavy coordination between almost every department at the company.

Areas for Development: What are the major 3-5 areas that you think you can improve upon, and how do you plan to develop these areas?

Public speaking. I enjoy speaking with smaller groups, but still feel some unease when addressing large audiences. I plan to develop this area simply by taking on opportunities for speaking engagements as every time on the podium makes me more comfortable.

Managing upwards. In the past, I've been more effective at managing downwards than upwards, mostly because I take on the full complexity of my work making it hard for me to summarize quickly. The discipline I've taken on to improve on that front is to regularly take stock of my projects and priorities, and to boil them down into short written lists. That has helped me keep on track with my work, and kept me always at the ready whenever an executive summary is needed. I make this work with a small amount of preparation.

User interface design. Over the years, I've focused primarily on understanding and solving complex business problems. That remains the primary challenge for my current role, but it will be important to transform that complexity into simple user interfaces that encourage our partners to work with us.

OPTIONAL - Slotting: You may be slotted during this review to a position best matching your performance. What position do you think you should be slotted to? Group Product Manager Please provide any additional explanation to help managers and slotting committees to best evaluate what position is most suitable for you at this time.

I would like to be considered for the level of Group Product Manager. The main distinction I see in this position is in the level of vision, leadership and ownership required. We have already agreed to grow my team to 4 PMs (including me) to manage the various aspects of the platform. Over the last 10 years, I have consistently had large teams working for me. My goal is to make YouTube into a platform that the global media community embraces as a vital new distribution channel, and I'll need to build on the contributions of a sizable team to make

that happen.

Thanks!!

- Your Friendly Perf Team
