

# Exhibit O



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# Google milestones

## [Google timeline](#)

Check out the interactive version of our company history.

Our company has packed a lot in to a relatively young life. We've captured some of the key milestones in Google's development.

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## 1995-1997

### 1995

- Larry Page and Sergey Brin meet at Stanford. (Larry, 22, a U Michigan grad, is considering the school; Sergey, 21, is assigned to show him around.) According to some accounts, they disagree about most everything during this first meeting.

### 1996

- Larry and Sergey, now Stanford computer science grad students, begin collaborating on a search engine called [BackRub](#).
- BackRub operates on Stanford servers for more than a year—eventually taking up too much bandwidth to suit the university.

### 1997

- Larry and Sergey decide that the BackRub search engine needs a new name. After some brainstorming, they go with [Google](#)—a play on the word “googol,” a mathematical term for the number represented by the numeral 1 followed by 100 zeros. The use of the term reflects

their mission to organize a seemingly infinite amount of information on the web.

## 1998

### August

- Sun co-founder Andy Bechtolsheim writes [a check for \\$100,000](#) to an entity that doesn't exist yet: a company called Google Inc.

### September

- Google sets up workspace in Susan Wojcicki's garage at [232 Santa Margarita, Menlo Park](#).
- **Google files for incorporation in California on September 4.** Shortly thereafter, Larry and Sergey open a bank account in the newly-established company's name and deposit Andy Bechtolsheim's check.
- Larry and Sergey hire [Craig Silverstein](#) as their first employee; he's a fellow computer science grad student at Stanford.

### December

- "PC Magazine" [reports](#) that Google "has an uncanny knack for returning extremely relevant results" and recognizes us as the search engine of choice in the Top 100 Web Sites for 1998.

## 1999

### February

- We outgrow our garage office and move to new digs at [165 University Avenue](#) in Palo Alto with just eight employees.

### April

- [Yoshka](#), our first ["company" dog](#), comes to work with our senior vice president of operations, Urs Hoelzle.

### May

- Omid Kordestani joins to run sales—the first non-engineering hire.