

Alphabet's Google ads flywheel (Search, YouTube, Network) funds AI infrastructure and a fast-growing Google Cloud layer. FY2025 revenues were \$402.8B (+15%), with Google advertising \$294.7B and Google Cloud \$58.7B; net income \$132.2B. About 51.8% of revenue was outside the U.S.

KEY PARTNERS

- Distribution partners (browsers, OEMs, carriers) paid TAC (FACT).
- Google Network publishers (AdSense, AdMob, Ad Manager) (FACT).
- YouTube creators and rights holders (FACT theme).
- Cloud ISVs, resellers, and systems integrators (FACT / product).
- Android OEMs shipping GMS (FACT theme).
- Advertisers and agencies buying via Google Ads stack (FACT).

KEY ACTIVITIES

- Operate Search, YouTube, Maps, Android, Chrome (FACT).
- Run advertising auctions and ad tech stack (FACT).
- Deliver GCP + Workspace to enterprises (FACT).
- Train and serve Gemini / AI infrastructure (company / FACT theme).
- R&D \$61.1B FY2025 (FACT).
- PPE CapEx \$91.4B FY2025 cash purchases (FACT).

KEY RESOURCES

- Search and YouTube audience / inventory (FACT theme).
- Advertising technology and auction systems (FACT).
- Global technical infrastructure / TPUs (FACT theme / CapEx).
- Google Cloud platform + \$242.8B backlog (FACT).
- Brand and default distribution (FACT theme).
- 190,820 employees at Dec 31, 2025 (FACT).

VALUE PROPOSITIONS

- Free Search / YouTube / Android for consumers (FACT).
- Advertiser ROI via Search intent + YouTube attention (FACT theme).
- **GCP** — AI infra, data, security, consumption pricing (FACT).
- Workspace collaboration + Gemini (FACT / product).
- Consumer subscriptions (YouTube Premium, Google One) (FACT).
- Pixel devices as AI showcase (FACT theme).

CUSTOMER RELATIONSHIPS

- Self-serve consumer products + Help (FACT).
- Google Ads self-serve + sales-assisted (FACT theme).
- Cloud enterprise account teams + partners (FACT).
- YouTube Partner Program for creators (FACT theme).
- Auto-renew consumer subscriptions (FACT).
- Developer relations for Android / Cloud APIs (FACT theme).

CHANNELS

- **Owned** — Search, YouTube, Maps, Play, Pixel store (FACT).
- Android + Chrome as distribution surfaces (FACT).
- TAC-paid partner defaults (FACT).
- Google Ads / DV360 / Network for advertisers (FACT).
- Cloud web, Marketplace, direct sales, partners (FACT).
- Revenue geography by customer address (FACT).

CUSTOMER SEGMENTS

- Consumers (ads-supported + subscriptions) (FACT).
- Advertisers and agencies (FACT).
- Enterprises / developers on Google Cloud (FACT).
- YouTube creators & Network publishers (supply) (FACT).
- No customer >10% of revenues 2023–2025 (FACT).
- U.S. 48% of FY25 revenue by customer address (FACT).

COST STRUCTURE

- TAC \$59.9B FY25 (20.3% of advertising revenue) (FACT).
- Other cost of revenues \$102.6B (FACT).
- R&D \$61.1B (FACT).
- Sales & marketing \$28.7B; G&A \$21.5B (FACT).
- PPE purchases \$91.4B in FY25 cash flow (FACT).
- Operating margin 32% FY25 (FACT).

REVENUE STREAMS

- Google advertising \$294.7B FY25 (~73% of revenue) (FACT / INFERENCE %).
- Search & other \$224.5B; YouTube ads \$40.4B; Network \$29.8B (FACT).
- Subscriptions, platforms, devices \$48.0B (FACT).
- Google Cloud \$58.7B FY25; op. income \$13.9B (FACT).
- Other Bets \$1.5B (FACT).
- \$402.8B total revenues FY2025 (+15% vs FY2024) (FACT).