

Square card reader → two-sided money network: 4.5M+ Square sellers and 59M Cash App users, joined by Afterpay. Profit has shifted to lending and banking-style services (Financial Solutions gross profit +43% in Q2 2026), bitcoin is 29% of revenue but ~2% of gross profit, and in Feb 2026 Block cut nearly half its staff to bet on running as an AI-native company.

KEY PARTNERS

- **Card networks** — Visa, Mastercard, Amex, Discover, plus local schemes abroad (FACT 10-K).
- Square Financial Services (own industrial bank) plus third-party bank partners (FACT).
- Warehouse funding facilities for loan growth (FACT Q2 letter).
- ISO partners and OpenTable for Square seller acquisition (FACT).
- Instacart and Uber for Cash App Pay; Circle’s USDC for stablecoins (FACT).

KEY ACTIVITIES

- Payment processing for Square (\$72.8B GPV in Q2 2026) and Cash App (FACT).
- ML underwriting for Square Loans, Cash App Borrow, Afterpay (FACT).
- **Hardware design** — readers, Register, Handheld, Bitkey, Proto, Tags (FACT).
- Compliance and fraud operations after 2025 regulator orders (FACT).
- **AI agents** — goose, Builderbot, Moneybot, Managerbot (FACT, company claim).

KEY RESOURCES

- **Two-sided network data** — sellers plus consumers (FACT, company framing).
- Square Financial Services industrial bank charter (FACT).
- Cash App and Square brands; Afterpay bridging both (FACT).
- Hardware design and supply-chain know-how (FACT).
- **Balance sheet** — \$8.8B total liquidity at Jun 30, 2026 (FACT).

VALUE PROPOSITIONS

- **Sellers** — POS + payments + software on a \$0, \$49, or \$149/mo plan (FACT).
- **Sellers** — fast access to funds and Square Loans (FACT).
- **Consumers** — free P2P, Cash App Card, paycheck deposit (FACT).
- **Consumers** — Borrow and Afterpay buy-now-pay-later (FACT).
- **Extras** — Cash App Mobile \$40/mo, bitcoin, USDC (FACT).

CUSTOMER RELATIONSHIPS

- Self-serve signup with instant ML approval (FACT).
- **Moneybot** — 1M+ weekly engaged accounts (FACT, company claim).
- Managerbot automates seller marketing and margin checks (FACT).
- Field sales and account management for mid-market sellers (FACT).
- **CFPB 2025 order** — live-agent support and fraud-dispute fixes (FACT).

CHANNELS

- Peer-to-peer network effects in Cash App (INFERENCE from model).
- **Viral hardware** — card reader then, Cash App Tags now (FACT).
- Self-serve web signup for Square (FACT).
- Field sales + ISO partners for bigger sellers (FACT).
- **Neighborhoods** — seller → consumer cross-sell (FACT).

CUSTOMER SEGMENTS

- **Square** — SMB to mid-market; food & beverage, retail, services (FACT).
- **Square** — 78% US, 22% international volume (FACT).
- **Cash App** — 59M monthly actives; 9.4M primary banking actives (FACT).
- **Cash App target** — US households up to \$150K/yr (FACT 10-K).
- **Smaller** — Afterpay merchants, bitcoin users, TIDAL artists (FACT).

COST STRUCTURE

- **Network and processing fees** — \$1.52B commerce costs, Q2 2026 (FACT).
- **Bitcoin purchase cost** — \$1.82B vs \$1.89B revenue (FACT).
- **Loan and receivable losses** — \$585M, +99% YoY (FACT).
- Sales & marketing \$665M; product dev \$609M (FACT).
- **Restructuring + legal** — \$743M (Q1) and \$365M (Q2) charges (FACT).
- **2025 regulator settlements** — \$175M CFPB + \$80M states (FACT).

REVENUE STREAMS

- **Square payments** — 2.4–2.6% + 15¢ in person; 2.9–3.3% + 30¢ online (FACT).
- **Square software** — \$0 / \$49 / \$149 per month per location (FACT).
- **Afterpay merchant fee** — 6% + 30¢ (FACT).
- Cash App instant transfer 0.5–2.5%; Card interchange; Borrow fees (FACT).
- **Q2 2026 gross profit** — Commerce \$1.81B · Financial \$1.29B · Bitcoin \$72M (FACT).
- **2026 guidance** — \$12.51B gross profit, +21% (FACT).