

Google Cloud Strategy

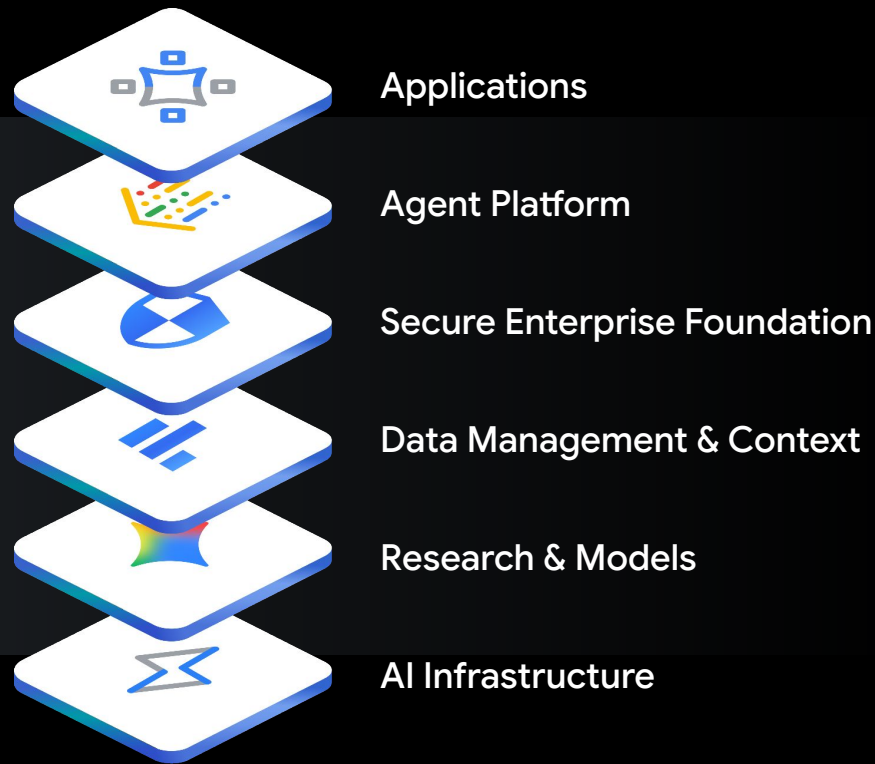
September 8, 2026

Google Cloud



The following presentation includes statements that could be considered forward-looking. These statements involve a number of risks and uncertainties that could cause actual results to differ materially. Any forward-looking statements in the presentation are based on assumptions as of September 8, 2026, and Alphabet undertakes no obligation to update them. Please refer to Alphabet's most recent Form 10-Qs and Form 10-K for a discussion of the risk factors that may affect its results.

Google Cloud is
the only provider
to offer first party
solutions across
the entire AI stack



Benefits of Google Cloud's full stack platform

- Expands our total addressable market globally
- Differentiates products from breadth, quality, cost
- Diversifies our revenue streams as monetization is evolving

17

Product lines with
over \$1B of annual
revenue¹

>50%

Average **over**
attainment of customer
commitments

>2x

YoY growth in **new**
customer additions²

>2x

QoQ & YoY growth in
number and value of
\$100M-\$1B deals

Infrastructure

Best computation infrastructure for AI

Up to 2.7X better training price performance¹

80% better inference price performance¹

30% better CPU price performance²

Choice lowers supply chain risks

Seamless workload portability

Flexible Consumption

Orchestration

Cluster
Management

Consumption
Models

Open Software

Frameworks

Inference Engine

Purpose-built Hardware

Compute
TPU, GPU, CPU

Storage

Networking



DEUTSCHE BÖRSE
GROUP

ineffable

kakao



World Labs

Benefits of Google Cloud's infrastructure

- Highly differentiated products in a large expanding market
- Lowers cost and improves margins for our products
- Enables a range of business models with strong ROIC

~2x

Size of **custom AI chip business** vs next largest cloud competitor¹

Majority

of AI infrastructure TCV is **committed 5-year contracts**

2 years

AI server **payback period**²

2x

Faster payback period expected for TPUs vs GPUs³

Gemini Enterprise

Use reasoning agent to synthesize information & automate processes

Use reasoning agent and enterprise context

To cost efficiently automate processes

With enterprise control and governance

Using the best model for each task

With 40-80% lower cost¹

Multi Surface User Interface

Web, Mobile

Desktop

Code
CLI, Antigravity

Gemini Enterprise Agent

Tools, Skills, Context

Skills, Agents,
Orchestration

Tools & OOTB
Connectors

Knowledge
Graph

Governance & Operations

Identity, Permissions, Observability, Policies, Cost Management

Bell



intel

★ macy's



SIGNAL IDUNA 

¹ - For Gemini 3.8 Flash vs. latest frontier models at maximum thinking levels from top 3 frontier AI Labs.

Data, Security, Applications

Use reasoning agent in specific domains

	Data	Security	Applications
Experiences	Analytics & ML Tools	Wiz	Workspace, Applications
Runtimes	Runtimes (SQL, Spark, Python)	Detect, Prevent, Respond	Collab, Customer, Finance
Context	Knowledge Graph	Security Graph	Process Graph
Lakehouse	Enterprise Data Lake	Security Data Lake	Process Data Lake
Agent	Gemini Enterprise Agent		
	2.5X better Spark ML price performance ¹ Up to 50% greater accuracy with Catalog ²	Up to 4X cheaper to find vulnerabilities ³ Minutes to find and repair code defects ⁴	>16B interactions supported this year ⁵ >180% QoQ in Conversational AI sessions ⁶

ATLASSIAN



COLGATE-PALMOLIVE

Flipkart



MACQUARIE BANK

meesho

Morgan Stanley



TELUS

vodafone

1 - Over the leading high-speed Spark alternative | 2 - Results vary based on use cases | 3 - When using Flash Cyber in a 2-stage cascade, multi-model strategy versus using a standalone frontier model | 4 - Using CodeMender versus traditional remediation | 5 - From Jan-Aug 2026 across all GE Customer Experience conversational agent products | Google Cloud
6 - Q2'26 vs Q1'26

Benefits of Google Cloud's broad AI solutions

- Leverages Google's Cloud and AI strength in many domains
- Diversifies Gemini investment into many large markets
- Advances understanding of private data, industries, frontier

~90%

of F100 use **Gemini Enterprise** and our **cybersecurity platform**¹

~1.5x

Expected **lift in GCP 5yr LTV** from Gemini Enterprise platform

~80%

Google Cloud customers **use our AI products**²

1.8x

More **GCP products used** by AI customers

Thank You