

Outside Relationships

Regulators	Capital	Suppliers	Customers
Subjects of U.S. and Foreign Regulation U.S. Department of Justice (DOJ) and Federal Trade Commission (FTC) U.S. Federal Communications Commission (FCC) U.S. Department of Labor (DOL) U.S. Internal Revenue Service (IRS) U.S. Department of the Treasury U.S. Department of Commerce (including Bureau of Industry and Security) Environmental Protection Agency (EPA) Foreign Ownership and Investment	Public Debt Holders Trading Counterparties (e.g., Banks) Commercial Banks (Lead Bank: Bank of America)	Selected Suppliers Qualcomm (Semiconductors and Wireless Telecom Products) Akamai Technologies (Services for Accelerating Delivery of Internet Content and Apps) LogMeIn (Communications and Collaboration Solutions) Liveperson (Enterprise-Class, Cloud-Based Platform to Connect Businesses with Customers) Smith Microsystems Software (Mobile Device and Wireless Networks Software Development Services) Sun (Tools for Live and On-Demand Video for Enterprise) Qumu (Tools for Live and On-Demand Video for Enterprise) Synacor (Technology Platforms for Subscriber Relations and Advertising Solutions) Worlds Inc. (3-Dimensional Portals and Websites) Verisign (Voice and Data Networks Communications Services) Neophotonics (Gigasecond Transmission Products)	Selected Multinational Original Equipment Manufacturers and Other Android Operating System Licenses Samsung LG Electronics HTC China Mobile Communications 中国移动 NTT Docomo doocomo Huawei Xiaomi OnePlus OnePlus Motorola Motorola
U.S. Department of Justice (DOJ) and Federal Trade Commission (FTC) U.S. Federal Communications Commission (FCC) U.S. Department of Labor (DOL) U.S. Internal Revenue Service (IRS) U.S. Department of the Treasury U.S. Department of Commerce (including Bureau of Industry and Security) Environmental Protection Agency (EPA) Foreign Ownership and Investment	Bond Financing Foreign Currency Exchange Derivatives Working Capital Financing	Licenses to Use Various Iterations of the Android Open-Source Project Operating System, Google Mobile Services, Google Play Store, and Android Trademarks and Brands Key Materials, Electronic Components, and Hardware Supplies and Assembly Services; and Software Licenses Business, Consumer and Product Safety, Trade and Privacy Regulation	Sales of Cloud Platform Services (Infrastructure, Development Platforms and Software) Sales of Business Licenses of Google Workspace Applications (Formerly G-Suite) Android Automotive and Google Automotive Services Licenses Google Ads Click-Driven Advertising Sales and Data Analytics; and Publisher Sales of Ad Space on their Websites Sales of YouTube Premium and YouTube TV Subscriptions Ad-Based Music, TV Programming and Other Video Content Streaming Services (But Not Subscriptions) Smart Phone, Laptop, Watches and Hardware Sales (including Home IoT Devices), Payment Services, and WiFi Services Licenses of Google Search Engine (Under Preferred/Default Search Engine or Operating System Agreements) Google Web Search Services Google Search Advertising Sales and Data Analytics Services

Alphabet Inc. (a Delaware corporation)

Debt Structure

Debt (\$15.086 Billion @ 12/31/21) Credit Ratings (Long Term Unsecured Debt): S&P: AA+, Moody's: Aa2

Revolving Credit Facilities: \$10B (\$6B and \$4B; \$0 outstanding as of 12/31/21)	Short-Term Debt: \$10B Debt Financing Program through the issuance of commercial paper (no commercial paper outstanding as of 12/31/21).	2011-2020 Notes Issuances due 2024-2060: \$13 million (0.45% - 3.38% coupon rate)
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Equity Structure

Equity				
Class A and C Repurchase Program Authorized: \$50B Balance: \$17.4 B	Preferred Stock Authorized: 100M Shares Outstanding: 0 Shares Record Holders: None	Class C Capital Stock (No Vote) Authorized: 3M Shares Outstanding: 316.7M Shares Record Holders: 1,733	Class B Common Stock (10 Votes) Authorized: 3M Shares Outstanding: 44,665 Shares Record Holders: 64 (Founders/Insiders)	Class A Common Stock (1 Vote) Authorized: 9M Shares Outstanding: 300,737 Shares Record Holders: 4,907

Governance

Board of Directors

Larry Page (E)	L. John Doerr (L)	Committees: Audit and Compliance (A), Leadership Development, Inclusion and Compensation (L), Nominating and Corporate Governance (N), Executive (E)
Sergey Brin (E)	Roger W. Ferguson Jr. (A)	
Sundar Pichai (E)	Ann Mather (A)	
John L. Hennessy (N)	K. Ram Shriram (L)	
Frances H. Arnold (N)	R. Martin Chávez (A)	
Robin L. Washington (L)		

Management Team

CEO - Sundar Pichai	SVP, Google - Prabhakar Raghavan
SVP and CFO - Ruth M. Porat	Chief Information Technology - Anthony Mason
VP People Operations - Amie Thuermer O'Toole	Senior VP/Chief Compliance Officer - Christopher Brennan

Business Relations

Global and Regional Sales Activities for Google and YouTube

Global, Technical, and Consumer Support and Operations

Key Product Area Partnerships

Key Product Area Development Teams

People Operations

Workforce Strategy

Talent Acquisition and Development

Staffing Agency Relations

Compensation and Benefits

Immigration

HR Information Systems

Diversity, Equity, and Inclusion

Culture and Employee Engagement

Products

Google Search

Assistant

Geo

Ads

Commerce

Payments

Supply Chain

Third Party Manufacturing

Procurement

Semiconductor Chip Production

Supplier Relations

Finance

Accounting

Treasury

Tax

Financial Reporting

Financial Planning & Analysis

Risk Management

Internal Audit

Business Operations

Real Estate and Workplace Services

Corporate Matters

Information

Business Applications and Software Licenses

IT Infrastructure and Networking Equipment

Data Management Systems

Analytics

Software Development

E Commerce Platforms

Artificial Intelligence and Machine Learning

Legal

Content Policy

Legal Operations

Litigation Management

IP Management

Responsible Innovation

Government Affairs

Corporate Governance and Secretarial Matters

Philanthropy

Outside Relationships

Customers	Suppliers	Capital	Regulators
Individual and Business Customers Tablet Users Desktop and Laptop Computer Users Auto Owners TV Watchers Smart Phone Users	Professional Services Firms Ernst & Young (Auditing Services) Cleary Gottlieb Steen & Hamilton (EU Antitrust Legal Services) Wilson Sonsini Goodrich & Rosati (US Antitrust Legal Services) WPP Group Essence Digital (Advertising Services) IT Vendors and Third-Party Patent Owners (Networking Equipment, Business Software and Applications, Licenses, and IT Hardware)	Significant Shareholders (Class A Stock) Vanguard Group (7.44%) Vanguard BlackRock Fund (4.35%) BlackRock Fidelity Management and Research (3.63%) SSgA Funds Management (3.61%) STATE STREET T. Rowe Price Associates (2.08%) Institutional Ownership: (79.26%)	Securities Regulators US Securities and Exchange Commission (Securities Law Disclosure and Reporting Requirements; Anti-Bribery Law Record-Keeping Requirements) NASDAQ Global Select Market (Listing, Maintenance and Corporate Accountability Rules) Nasdaq Intellectual Property Regulators Copyright Law (Copyright Registrations; Safe Harbor Against Liability for Linking, Caching, Hosting Third-Party Content) U.S. Patent and Trademark Office (USPTO); (Patent, Copyright, Trademark, Service Mark, and Domain Name Registrations and Renewals) uspto

Google (2021 Revenue = \$256.735 Billion or 99.6% of Total Revenue)

Google Cloud (2021 Revenue: \$19.206 Billion)

Google Cloud offers cloud services (IT infrastructure, security, data management, analytics, data migration, and AI and machine learning tools) and workplace collaboration tools (e.g., Gmail, Docs, Google Drive, Calendar, and Meet, among others) to help businesses work smarter.

Google Cloud Platform

- Compute Engine (Virtual Machines Running in Google Data Center)
- Cloud Storage (Object Storage)
- Cloud SDK (Command-Line Tool and Libraries)
- Cloud SQL (Relational Database Services for MySQL, PostgreSQL, and SQL Server)
- Google Kubernetes Engine (Managed Environment for Running Containerized Apps)
- BigQuery (Data Warehouse for Insights)
- Cloud CDN (Delivery Network for Web and Video Content)
- Dataflow (Stream/Batch Processing Analytics)
- Operations (Monitoring, Logging, and App Performance)
- Cloud Run (Managed Environment for Running Containerized Apps)
- Anthos (Platform for Modernizing Existing Apps, Building New Apps)
- Cloud Functions (Event-Driven Compute Platform for Cloud Services and Apps)

Other Categories of Product Offerings

- AI and Machine Learning
- Healthcare and Life Sciences
- Hybrid and Multicloud
- Security and Identity
- Serverless Computing
- API Management
- Management Tools
- Internet of Things
- Media and Gaming
- Data Analytics
- Containers
- Networking
- Compute
- Migration
- Databases
- Storage
- Developer Tools

Competition

Azure, Alibaba Cloud, Oracle, Amazon, Microsoft, Productivity, Google Cloud Applications

Google Workspace (formerly G Suite)

- Gmail (Email)
- Google Drive (Cloud Storage)
- Google Calendar (Cloud Calendar Service)
- Chat (Secure Business Communications)
- Google Meet (Enterprise Video Conferencing)
- Google Docs (Online Document Processing)
- Google Sheets (Spreadsheet Software)
- Google Slides (Presentation Software)
- Google Forms (Surveys)
- Google Sites (Free Website Builder)
- Google Currents (Digital Employee Bulletin Board)
- Google Keep (Edit, Share Plain-Text Notes)
- Google Apps Script (Rapid Application Development Platform)
- Google Cloud Search (Searches Across Company's Content in Google Workspace or Third-Party Data Sources)
- Google Jamboard (Digital Interactive Business Whiteboard)
- Security and Management
- Google Admin (Device and User Management)
- Google Endpoint (Screen Locks, Passwords, Data Erasure, Device Wipe Management)
- Google Vault (Data Retention Rules & Holds)
- Google Work Insights (Insights on Engagement with G Suite Apps)

Google Advertising (2021 Revenue: \$209.497 Billion)

Google Search (2021 Revenue = \$148.951 Billion)

- Search (Web Service)
- Chrome (Web Browser)
- Alerts (Web Notifications)

Network Member Properties (2021 Revenue = \$31.701 Billion)

Google Ad Manager (formerly Ad Exchange or AdX) (Digital Advertising Platform Enabling Website Publishers to Monetize Their Content by Selling Their Ad Space to Advertisers on Multiple Ad Networks—e.g., AdSense and Third-Party Ad Networks—Using a Real-Time Bidding Technology)

Google AdSense (Ad Network Allows Website Publishers to Monetize Their Content by setting up Ad Placements/Units on their Websites; Google Matches Ads to a Website Based on Publisher's Content and Visitors)

Search Engine Competition

yahoo!, NAVER, Baidu, Yandex

Advertising Platforms and Networks Competition

amazon, Meta, Alibaba.com, Microsoft

Other Forms of Advertising (Billboards, Magazines, Newspapers, Radio, and TV)

YouTube (2021 Ad Revenue = \$28.845 Billion)

- YouTube TV (Subscription Based TV Service)
- YouTube Music (Audiovisual Music Streaming)
- YouTube (Digital Content Creation Platform)
- YouTube Premium (Digital Content Creation Platform)

Digital Video Competition

amazon prime video, NETFLIX, Meta, Disney+, Hulu, Paramount+, peacock

Google Other (2021 Revenue = \$28.032 Billion)

Hardware (Nest)

- Pixel 4a, 4a 5G, 5 (Smartphones)
- Chromecast with Google TV (TV)
- Google Nest Devices (Smart Speakers/Digital Assistants, Nest Hub Smart Dashboard Displays for Connected Device Monitoring, Doorbells, Thermostats, Surveillance Cameras, Alarms, Looks, and Media Streamers)
- Chromebook and Pixelbook Go (Laptop)
- Cardboard (Virtual Reality)
- Fitbit (Fitness Trackers and Smart Watches)

Operating Systems

- Android Mobile Operating Systems
- Chrome Browser and Operating System
- Android TV (Android Operating System for TV Sets, Digital Media Players, Set-Top Boxes)

Competition

Microsoft, amazon, SAMSUNG, Dell Technologies, ebay, in, amazon, Meta, KAYAK

Google Apps

- Gmail (Email)
- Google Drive (Cloud Storage for Work)
- Google Maps (Navigation)
- Waze (Navigation)
- Google Photos (Photo Storage and Organization)
- Google Duo (Video Calling)
- Translate (Language Translation)
- Cloud Print (Wireless Printing)
- Gboard (Keyboard App)
- Play Music (Music Library)
- Stadia (Gaming Service)
- Messages (Texting)
- Google Pay (Electronic Wallet)
- Finance (Business Newscast)
- News (News Service)
- Google Search (Search Engine)
- Play Books (eBook Distribution)
- Google One (Expanded Cloud Storage Subscription Service)
- Classroom (School Education)
- Google Fit (Health Tracking)
- Google Cast (Mirroring System)
- Contacts (Mobile Contacts)
- Play Games (Gaming Store)
- Drawings (Diagrams)

Other Bets (Moonshots) (2021 Revenue = \$657 Million)

High-risk, high-reward, long-term projects (i.e., moonshots) in which Google uses technology to try to solve big problems across many industries

Key Projects

- Calico (Drugs for Age Related Diseases)
- DeepMind (AI Research)
- Makani (Wind Turbines)
- Sidewalk Labs (Urban Innovation)
- Waymo (Self-Driving Car)
- CapitalG (Growth Equity Investment Fund)
- X (R&D; Internet-Bearing Hot Air Balloons)
- GV (Venture Capital Fund)
- Access (formerly Google Fiber/Google Fi) (Fiber/Optical Cable Network)
- Project Wing (Drone Delivery Service)
- Verily (Healthcare and Disease Prevention Research)

Key Company Data (as of 12/31/2021)

Share Data	Financial Highlights
NASDAQ Ticker Symbol: Class A - "GOOGL", Class B - Not Traded Class C - "GOOG"	Statement of Earnings Net Revenue: \$257.637B Cost of Revenue: \$110.949B Gross Profit: \$146.688B Operating Expenses: \$67.984B Operating Income: \$78.714B Net Income: \$76.033B
Share Price (as of 09/16/22): Class A: \$102.90, Class C: \$103.63 (Although lacking the right to vote, Class C shares are usually more expensive to buy than Class A shares. Because Alphabet only repurchases Class C shares, Class C shares have more demand.)	Balance Sheet Total Assets: \$359.268B Total Liabilities: \$107.633B Long-Term Debt: \$14.817B Equity: \$251.635B
Earnings Per Share (Trailing 12 Months): \$5.36	Cash Flow From Operations: \$91.652B Used in Investing: (\$35.523B) Used in Financing: (\$61.362B)
2021 Annual Dividend: None	Key Financial Metrics Return on Equity: 30.22%
Market Capitalization: \$1.346 Trillion (09/16/2022)	Resources Employees: 156,500 Operations in 40 Countries Headquarters: Mountain View, CA

Key Developments

DOJ Antitrust Lawsuit: Alphabet is the subject of a suit by the U.S. Department of Justice, which alleged Google acted to restrain competition in the digital search and digital search advertising markets by entering into agreements with mobile device makers, computer OEMs, and telecom carriers to install the Google search engine as the default.

Data Center Expansion: Driven by the soaring demand for Google Cloud computing services and infrastructure, Google plans to invest \$9.5 billion in data centers (at an approximate cost of \$750 million per data center) and U.S.-based offices by the end of 2022.