

Enabling an AI-first and future-ready European economy

Google Economic Impact Report
European Union 2025

Foreword



The European Union (EU) is one of the world's largest and most digitally connected economic areas. This year Google proudly celebrates 25 years in the region since our first Google employee started in Hamburg. Today, that footprint spans 26 offices across 17 member states, eight data centres, and supports over 100,000 European jobs. Our relationship with Europe is one of partnership - we live here, we build here and we're part of the communities we serve.

Our latest EU Economic Impact Report, developed by Implement Consulting Group, demonstrates how European businesses and institutions are using Google's digital technologies to grow and succeed. It also showcases how Google's products and platforms, investments in infrastructure and Cloud and AI technologies are enabling economic growth and innovation, ultimately contributing more than €200 billion to the EU's GDP in 2025.

Looking ahead, AI could boost the European economy by €1.2 trillion within a decade. However, delivering on AI's promise for all Europeans requires both a regulatory environment that champions business success and innovation and a shared commitment to equip people with the best digital tools and the skills to use them. Since 2014, Google has trained over 13 million people in the EU on essential digital and AI skills and we continue to partner with European institutions, businesses, and communities to ensure that everyone can benefit from the AI Era.

I see incredible opportunities for Europe's visionary founders and leaders who are building the businesses that will drive our future economy. Organisations large and small are already turning this potential into measurable progress: From Renault Group using Google AI to cut factory downtime, resulting in record manufacturing timelines, to entrepreneurs like Danilly Carvalho, who uses Google AI tools to scale her skincare brand IPERA from County Clare, Ireland to the world. This is an expansionary moment and we are honoured to be Europe's partner on this journey.

Debbie Weinstein
President, EMEA, Google

The analysis has been developed by Implement Consulting Group, commissioned by Google, to provide a transparent assessment of Google's economic role across the EU. Key findings and data sources are noted on relevant pages throughout the report, with the full methodology detailed in the Annex.

Google's EU economic impact

Products & Platforms

Creating value by connecting users, advertisers and ecosystems

AI & Cloud

Enhancing EU productivity through AI and cloud technology

Infrastructure & Offices

Enabling the EU Digital Economy with Frontier Infrastructure and Services

Social impact

Building digital skills and supporting the tech ecosystem and European NGOs

Google enables an AI-first and future-ready European economy



Google's contribution in the EU in 2025:

Growth

More than EUR 200 billion to EU gross domestic product (GDP)

Google is estimated to contribute more than EUR 200 billion to the EU's economy in 2025, equivalent to 1.0% of EU GDP, approaching the GDP contribution of the EU agriculture sector. Google's economic contribution comes from three main drivers:

- EUR 157 billion from Products & Platforms
- EUR 32 billion from AI & Cloud
- EUR 11 billion from Infrastructure & Offices

Innovation

Backing European innovation with EUR 10 billion in technology development & related engineering investment since 2020

Google has over 7,200 employees working on technology development & related engineering in the EU and has invested over EUR 3 billion within this area in the EU in 2025.

Employment

Supporting more than 100,000 jobs in the EU

Google has established 26 offices and 8 data centres across the EU.

- Google directly employs over 15,800 people and supports an extended workforce of 20,400 temporary workers, vendors, and contractors across its EU offices. This footprint ripples across the European economy, supporting a further 39,600 jobs.
- In addition, Google's Infrastructure supports another 32,730 jobs, including employees, contractors and wider ripple effects.

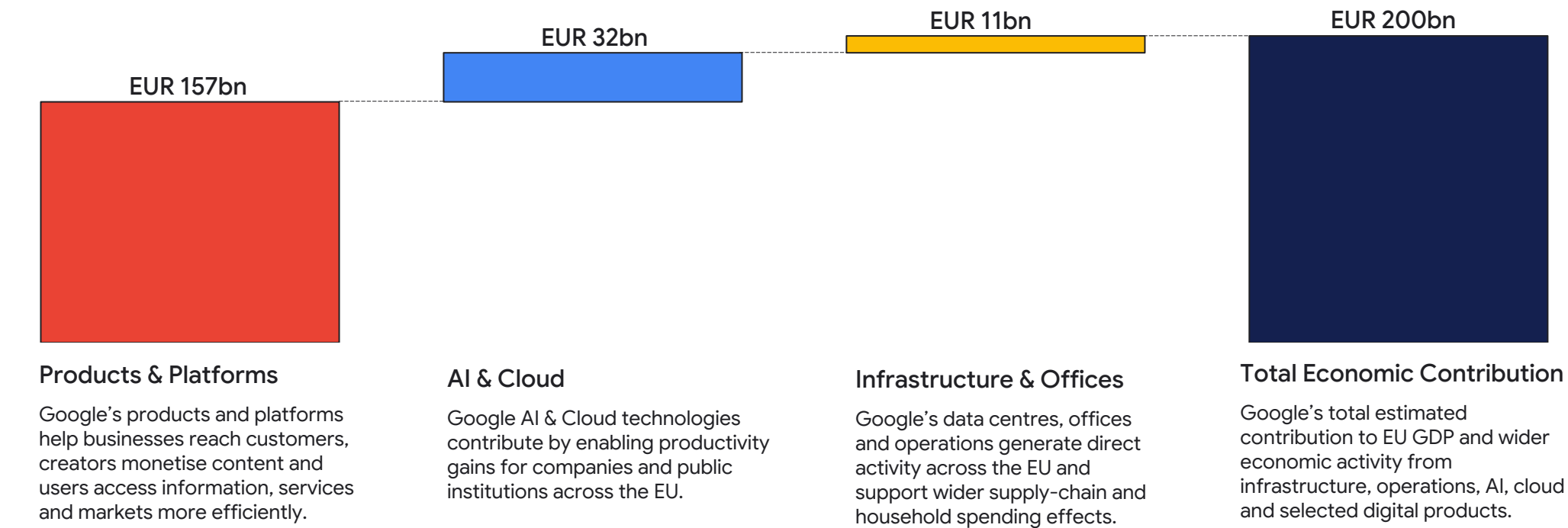
Skills

Upskilling 13 million people in digital and AI capabilities since 2014

Google also contributes to the EU economy by building local digital and AI skills and supporting the tech ecosystem and European NGOs.

Google contributed more than €200 billion to the EU’s GDP in 2025

Google’s estimated contribution to EU GDP
EUR billion, 2025



Social impact

In addition to the economic contribution, Google also supports local communities and start-ups in the EU member states through philanthropy (EUR +205 million contributed in 2025), upskilling programmes (+13 million trained since 2014), volunteering and partnerships.



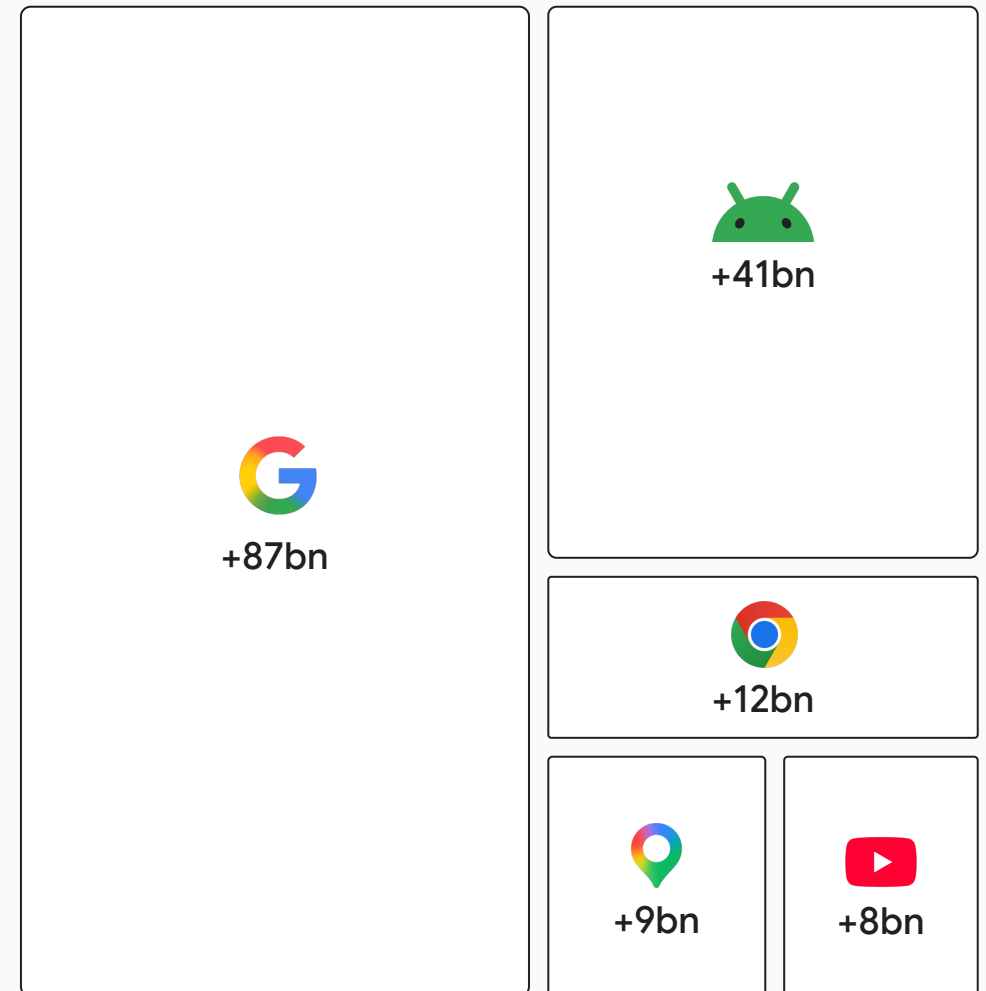
Products & Platforms

Creating Value by Connecting Users,
Advertisers, and Ecosystems

Google contributed around €157 billion to EU GDP in 2025 through its products and platforms

In 2025, Google's products and platforms contributed around EUR 157 billion to the EU economy. The main impact is from Search and Ads, driving sales growth of European online advertisers, publishers, and SMEs. Google's Android and Google Play platforms support the EU app developer ecosystem, while Chrome and Maps drive productivity for their users.

Google's contribution to EU GDP from products and platforms
EUR billion, 2025



Google's products and platforms facilitate interactions across users, ecosystems, and advertisers

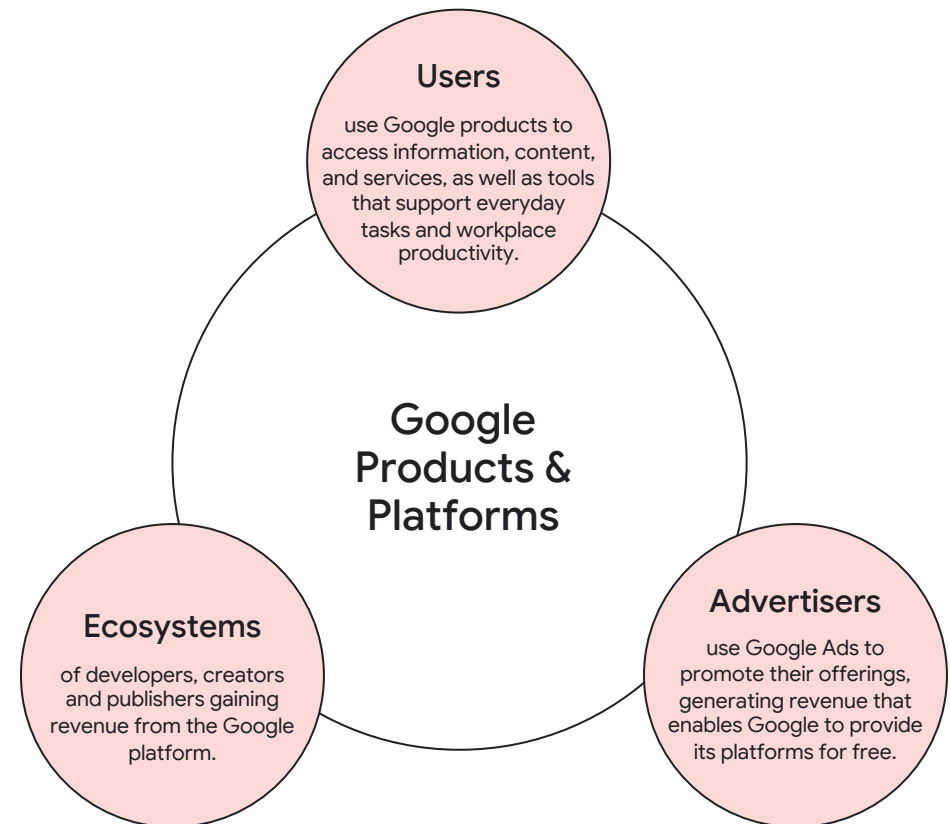
Google's products and platforms connect three key groups: users, advertisers, and ecosystems.

- **Users** access free tools, information, and services that support everyday tasks and productivity.
- **Advertisers**, from local shops to global brands, fund these services through Google Ads, allowing them to reach niche consumer needs in large numbers outside their local area at a low cost.
- **Ecosystems** of developers, creators, and publishers use Google platforms to build, share, and scale content and products.

Google's products and platforms contribute to the economy through three main channels: productivity improvements experienced by users as they can carry out tasks more efficiently, increased sales for advertisers marketing their products and services via Google Ads and revenue generated in the ecosystem for developers, creators and publishers.

Most of Google's platforms generate economic activity for all three groups either directly or indirectly. Using a conservative approach, this report focuses on the largest impacts where Google plays a central role. Thus, we only include ecosystem impacts when there is a financial payment between Google and the developer or creator e.g., excluding the economic activity arising from people helping SMEs with Google Ads search optimisation (see the full methodology in the Annex).

Google products and platforms enable users, advertisers, and ecosystems



Google Search and Ads contributed €87 billion to the EU's GDP by helping businesses reach their customers and publishers monetise content

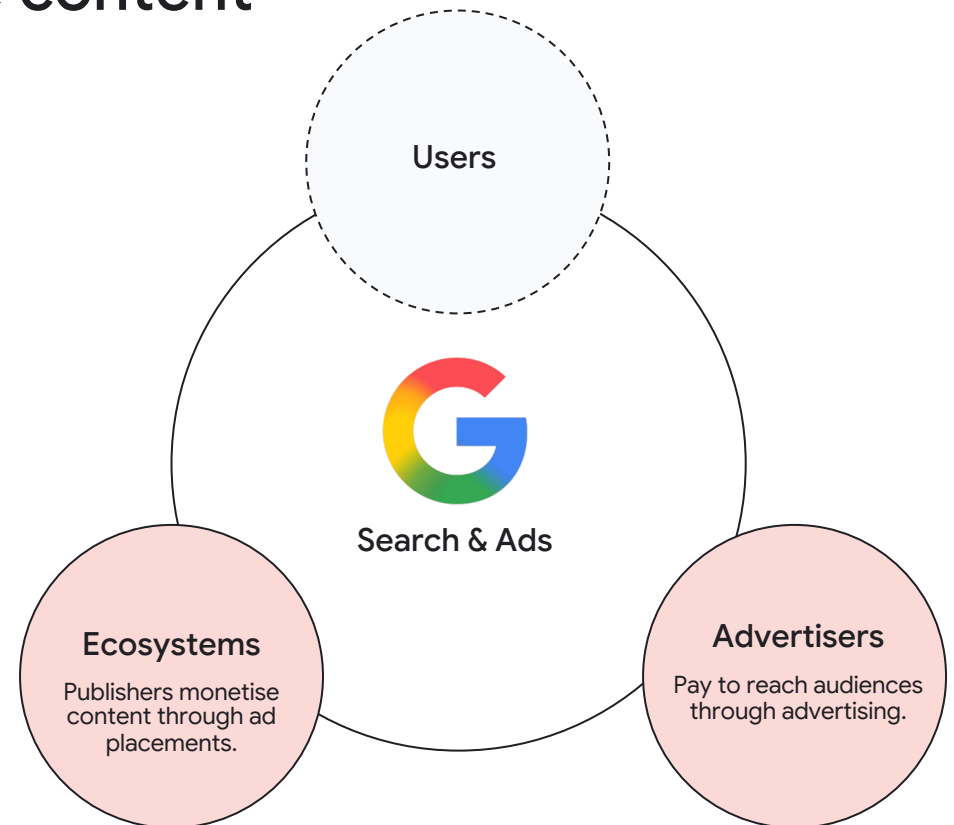
Since its launch in 1998, Google Search has connected users with relevant information, products, and services, giving businesses of all sizes a route to new customers beyond their local area. With personalised advertising and AI, Search is becoming more tailored, intelligent and agentic, enabling better matching between user preferences and business offerings.

Google Search drives economic activity by enabling businesses to reach their audiences through advertising and search. At the same time, publishers earn a share of the ad revenue from ad placement. These effects contributed +87 billion EUR to EU GDP in 2025.

[Find full methodology in the Annex →](#)

Contribution to EU GDP in 2025 from
Google Search and Ads

+87bn EUR



Android and Google Play contributed €41 billion to the EU's GDP by helping app developers distribute and monetise apps

Google Play and Android create value by connecting EU app users, developers, and advertisers. By pairing an open platform with secure devices and app distribution, the ecosystem lowers entry barriers, builds consumer trust, and acts as a global launchpad, enabling European start-ups and scale-ups to instantly reach audiences across global markets.

App developers earn revenue in three main ways: fees for apps via Google Play, contract work for businesses needing Android apps, and advertising revenue from ads within their apps. In combination, this supports the broader ecosystem across the EU and contributed +41 billion EUR to EU GDP in 2025.

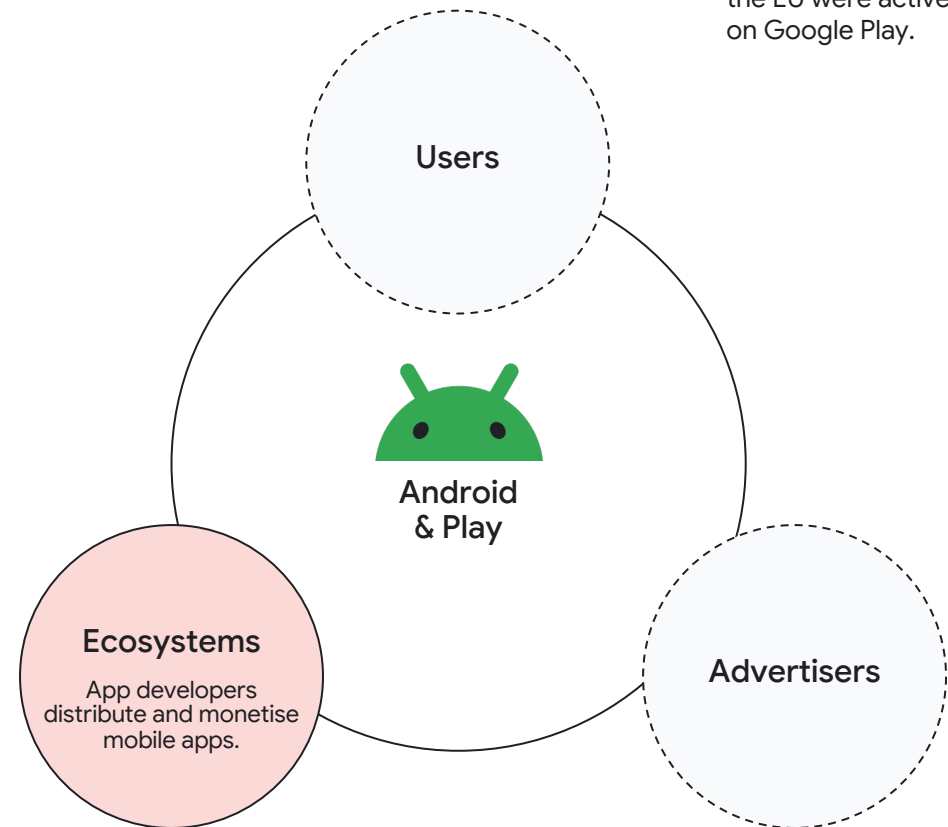
[Find full methodology in the Annex →](#)

Contribution to EU GDP in 2025 from
Android and Google Play

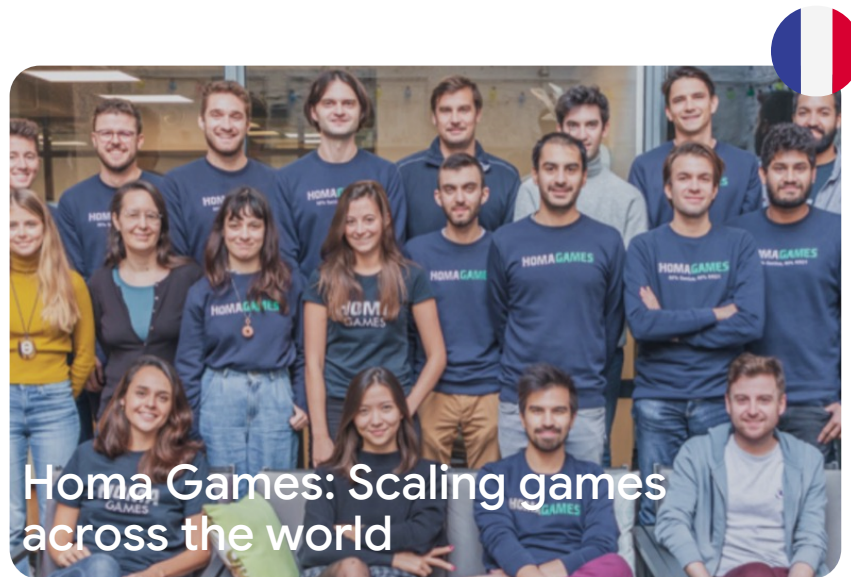
+41bn EUR

34,000

app and game
businesses based in
the EU were active
on Google Play.



Android and Google Play tools enable European developers to reach new markets and audiences



“Play allows us to find users in every country, which is outstanding for gaming. It opens up the opportunity to launch games everywhere, and some games take off in countries you’d never expect. Google’s analytics are so advanced that you can even pair your Play data with Firebase to understand the journey of your users and improve the experience.

Android is also great for game development. It lets us test faster, gather data sooner, and reach users more quickly, so every game we build goes on Android first.

Naveen Mewani, VP of Growth at Homa Games, a European mobile studio



“Play and Android’s tools and software development kits play a major role in the distribution of our app and in reaching new audiences. For example, Android simplified the switch from large package downloads to App Bundles to make apps smaller, which supported our growth in countries with low bandwidth. In regions where downloading 100 or 200 megabytes isn’t feasible, but six or eight megabytes is fine, they found a very smart way of supporting our global expansion.

Florian Mueller, Head of Product at MyTherapy, a local digital health app

Fast and secure web access provided through Chrome and Chromium contributed €12 billion to the EU's GDP

Businesses use browsers such as Chrome for everyday access to web-based information, applications and digital services.

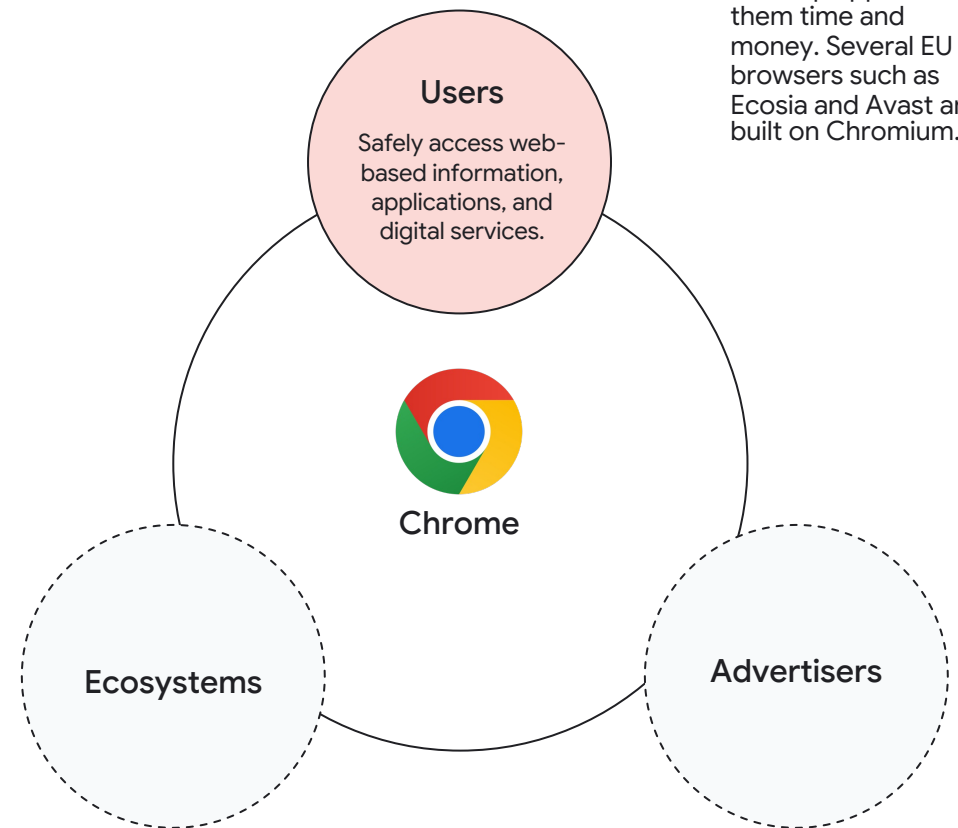
The Chrome browser is widely used with European businesses using Chrome for multiple business purposes such as autofill, bookmarks, and saved passwords for more seamless and secure access.

Google Chrome creates value for users by improving worker productivity through reduced downtime, less browser-related friction and lower time requirements for IT administration and software development. This effect contributed +12 billion EUR to EU GDP in 2025.

[Find full methodology in the Annex →](#)

Contribution to EU GDP in 2025 from
Google Chrome and Chromium

+12bn EUR



Chromium is free browser code that developers use to build browsers and desktop apps, saving them time and money. Several EU browsers such as Ecosia and Avast are built on Chromium.

Google Maps enables European users to travel more efficiently, which contributed €9 billion to the EU's GDP in 2025

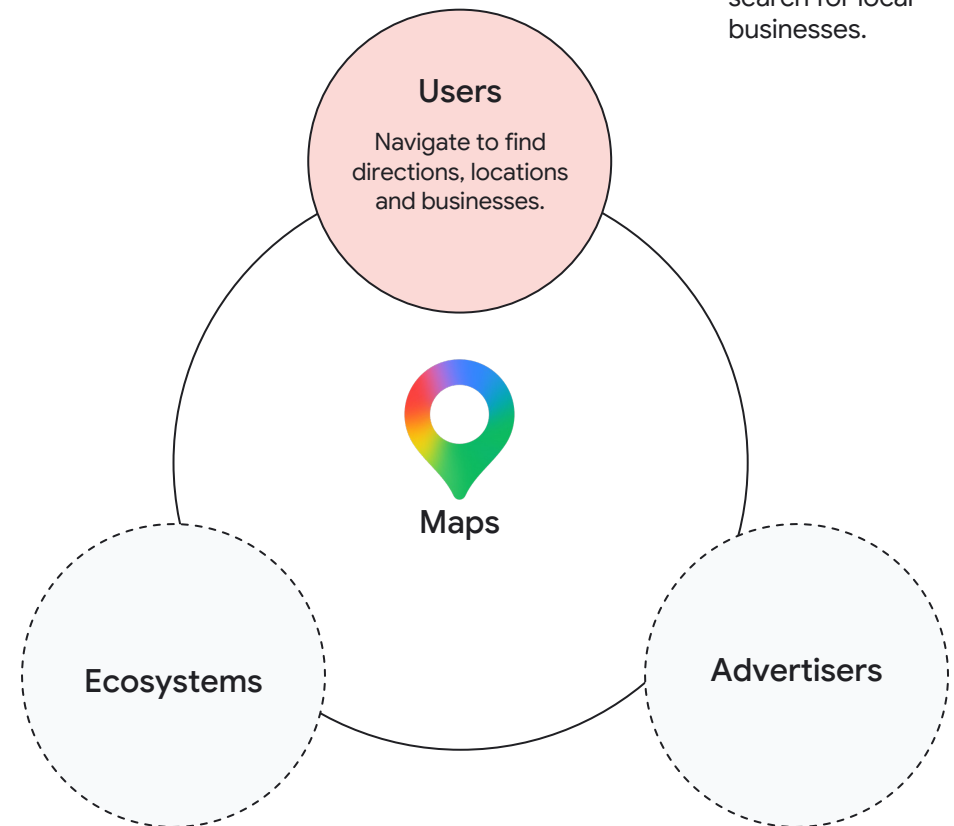
Google Maps helps users navigate routes, find places and identify local businesses quickly and efficiently, saving time for users and developing local economic activity.

Google Maps drives economic activity by saving time on work-related travel, freeing up time for other work for both drivers and everyday business travellers. This effect contributed +9 billion EUR to EU GDP in 2025.

Find full methodology in the Annex →

Contribution to EU GDP
in 2025 from Google Maps

+9bn EUR



51%

of consumers mainly use Google Maps to search for local businesses.

YouTube enables content creators to build creative businesses, which contributed over €8 billion to EU GDP

Since launching in 2005, YouTube has become one of the EU's leading video platforms and a route for individuals to build an audience and business around their content.

Creators monetise their creations through several channels, including a share of the advertising revenue, subscriptions, and commerce tools, which together allow content creation to function as a primary income source for many. Large YouTube channels often turn into small and medium-sized businesses, hiring staff, contracting external services, and investing in equipment and production facilities. In total, YouTube's creator economy contributed +8 billion EUR to EU GDP in 2025.

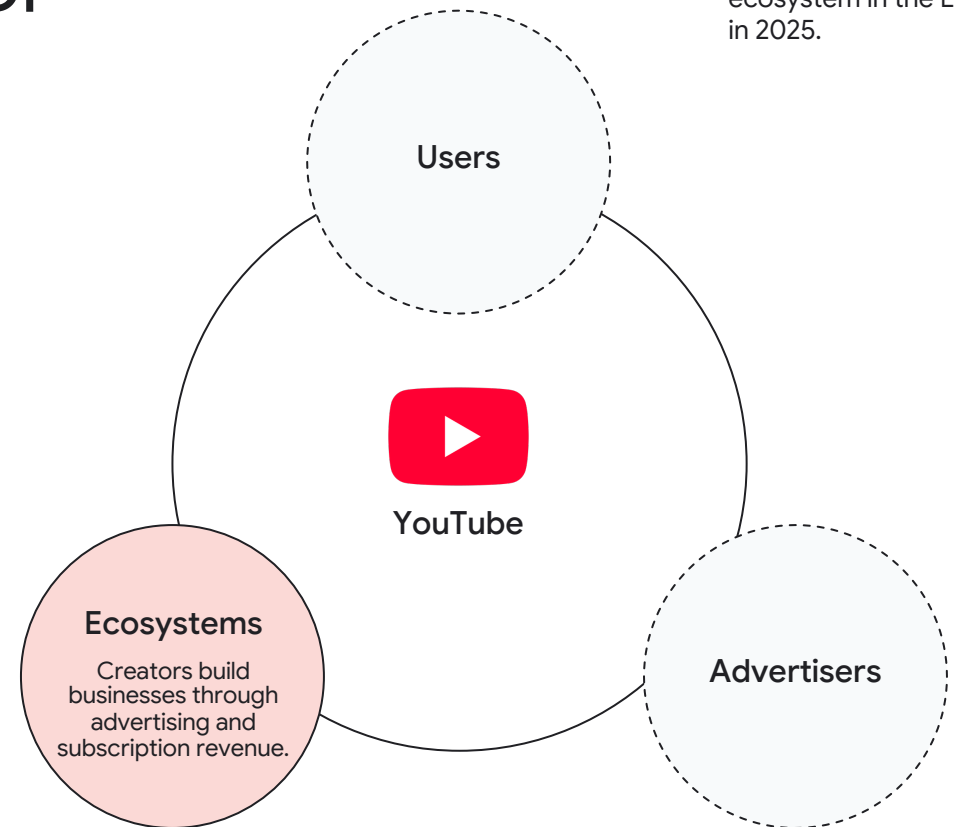
[Find full methodology in the Annex →](#)

YouTube's creative ecosystem's contribution to EU GDP in 2025

+8bn EUR

+220k

FTE jobs supported by YouTube's creative ecosystem in the EU in 2025.



In the EU, 70% of creators who earn money from YouTube say YouTube is an additional source of income outside their primary source



YouTube allows users to connect with and enjoy creator content that fits their unique personal preferences, creating a large network of content creators across topics and geographies.

As creators build audiences, they hire editors, camera operators, and managers, commission local studios and services, and reinvest in their work, creating income, employment and local growth. 76% of creators who say they have a media and entertainment career started that career on YouTube.

Europeans come to YouTube to learn and better understand the world, building skills and knowledge. 85% of

viewers report using YouTube to gather information and/or expand their knowledge on a particular interest.

YouTube is also a partner to Europe's established media which use the platform to reach new audiences and access another stream of revenue, making it work alongside their own traditional channels, not against them.

65%

of creators agree that YouTube is essential to earn a global presence across borders.





AI & Cloud

Enhancing EU Productivity through AI & Cloud Technology



With the world now on the cusp of another digital revolution, triggered by the spread of artificial intelligence (AI), a window has opened for Europe to redress its failings in innovation and productivity.

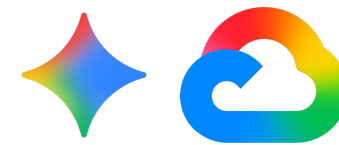
Mario Draghi

The future of European competitiveness

Google's AI & Cloud contributed an estimated €32 billion to EU GDP in 2025

In 2025, the benefits for businesses in the EU from using Google's AI & Cloud solutions contributed up to an estimated 32 billion EUR to the EU economy. AI and cloud technologies create value by helping businesses, public organisations, and developers adopt advanced digital tools, improve productivity, scale services, and accelerate innovation across the EU economy.

Google's contribution to EU GDP from AI & Cloud
EUR billion, 2025



AI & Cloud

+32bn

AI and cloud adoption means that Europe is progressing towards the €1.2 trillion annual AI opportunity

Over the last 20 years, cloud technology has increasingly helped EU firms and public institutions scale digital operations more efficiently, reduce technology constraints and access more flexible computing capacity.

OECD showed that a 10-percentage-point increase in cloud adoption raised firm-level productivity by about 3.5%. More recent estimates indicate that the productivity effect of cloud has increased further in the last few years.

Cloud also provides the digital foundation that supports AI adoption. As AI adoption broadens, cloud's role as a foundational enabler of digitalisation and innovation is expected to strengthen further.

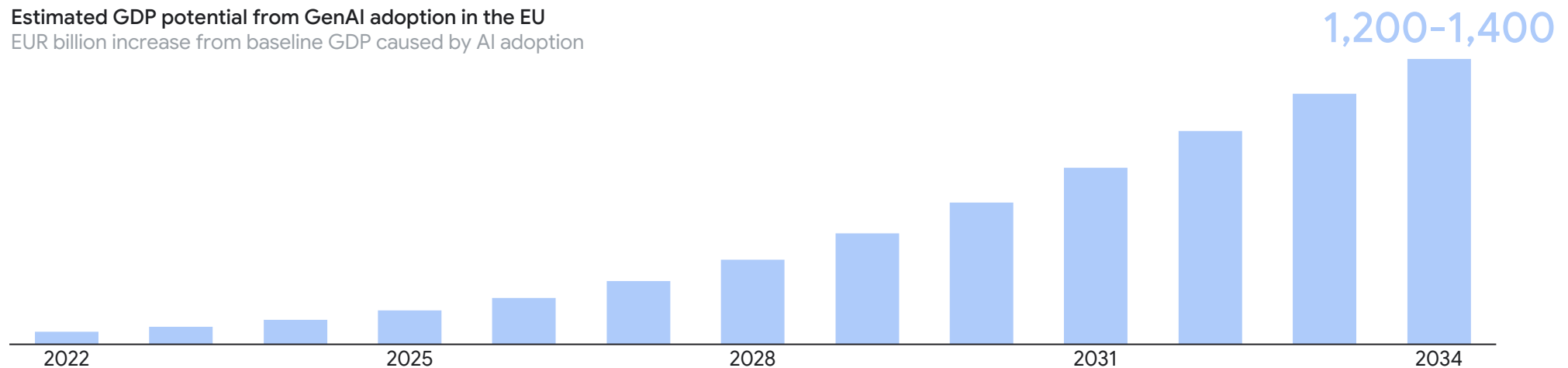
The GDP potential for the EU of widespread adoption of generative AI is estimated to be EUR 1,200-1,400 billion in 2034.

While it is still early days for generative AI, EIB researchers find economically significant impacts of

AI adoption for European businesses that exceed the estimated productivity effects of AI predating the emergence of generative AI (see next page).

While AI and cloud are becoming more powerful and European businesses are increasing their use, the EU economy still needs to accelerate adoption and intensity of use to reach the long-term AI potentials as in Implement and Bergeaud.

Estimated GDP potential from GenAI adoption in the EU
EUR billion increase from baseline GDP caused by AI adoption



Note: The GenAI potential by 2034 is from 'The Economic Opportunity of AI in the EU', which estimates the potential of generative AI using the Goldman Sachs (2023) framework. Source: Implement Consulting Group based on Implement modelling, Eurostat, Bergeaud (2024), Telecom Advisory Services (2024), OECD (2019), and Goldman Sachs (2023).

Cloud and AI's estimated productivity gains have strengthened since the emergence of GenAI

The pace of technological advancement for AI and cloud is accelerating in recent years (see e.g. [Google blog](#)). How cloud and AI impacts economic growth and productivity is yet to be fully understood.

Earlier [Goldman Sachs](#) review of the literature (pre GenAI) found that firm-level AI adoption was associated with a 2-3 percentage point increase in productivity.

More recent research from the [EIB](#) and the [ECB](#) indicates somewhat larger productivity impacts, though research design may not fully isolate the effect of AI adoption. The EIB research on European data through 2024 finds:

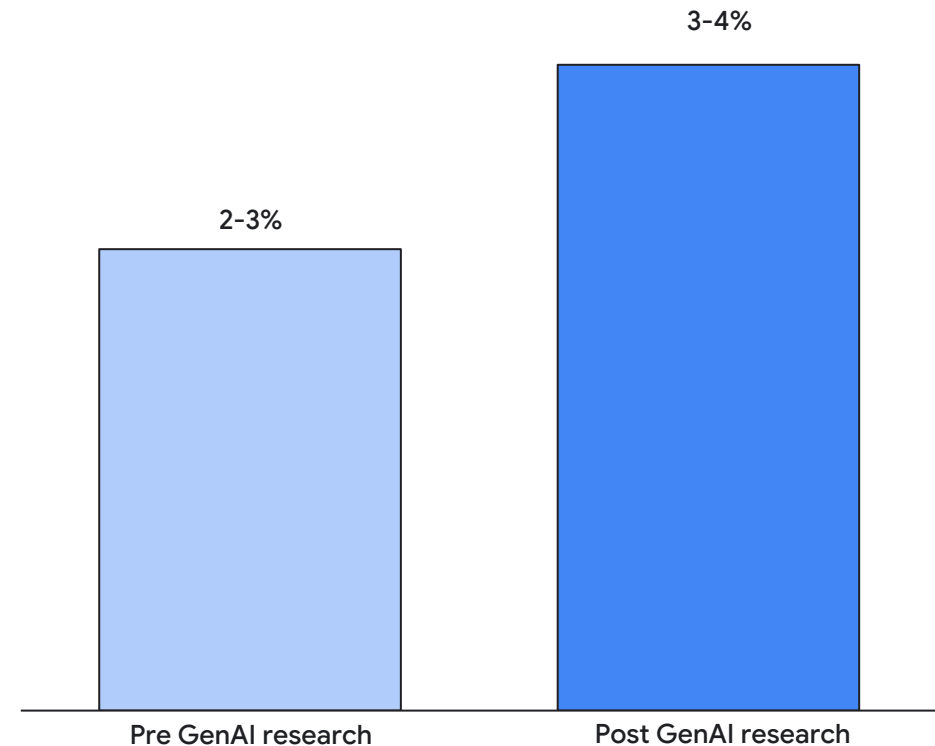
- AI adoption increases labour productivity by 4 percentage points on average
- AI augments worker output without reducing employment

These are still early signals. Generative AI has only recently begun to be embedded into enterprise workflows at scale, and many firms are still in the experimentation or early adoption phase.

For cloud, [researchers](#) found that firms with above-median AI use have an almost 37% larger effect from cloud than comparable firms with low AI usage.

Unlike other digital technologies, [OECD research](#) has shown that cloud has an equalising effect, raising productivity for low-performing firms, helping them catch up to the frontier.

Third-party estimates of productivity gains from AI
Percentage points



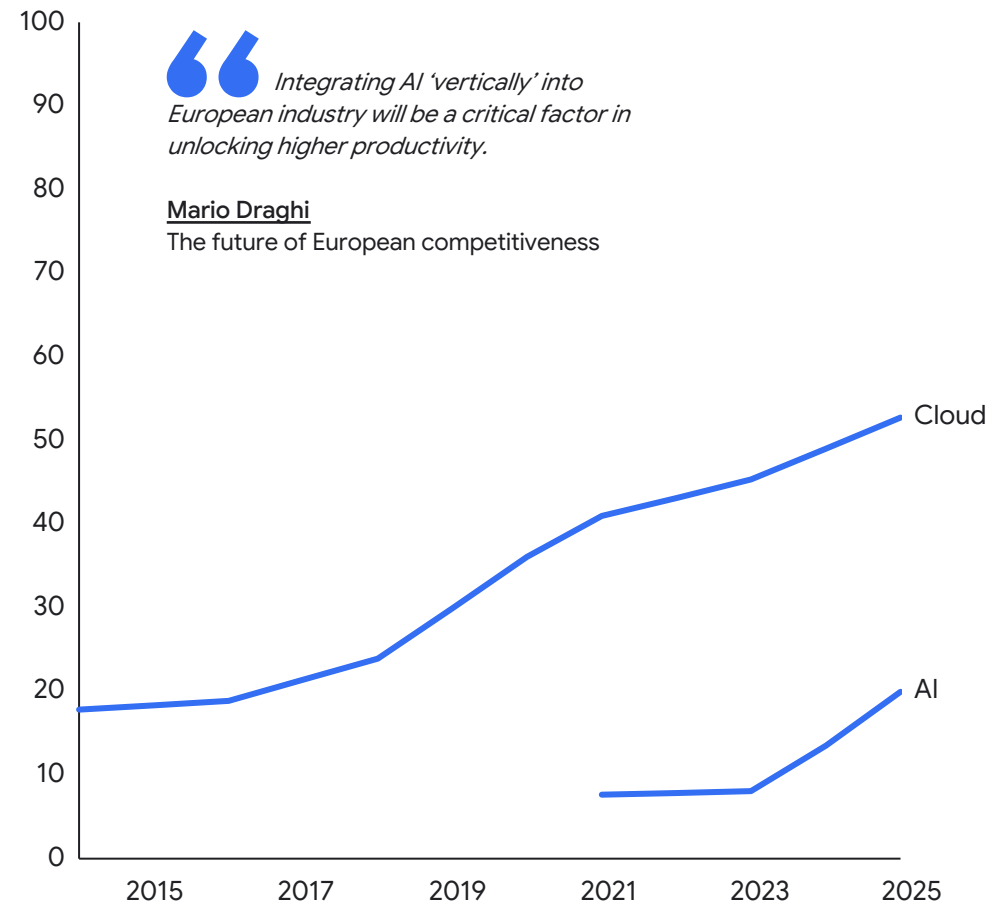
More than 50% of firms in the EU use paid cloud computing and almost 20% use AI technology

Cloud has been steadily adopted in the EU over the last twenty years. In 2025, almost 53% of firms in the EU reported using a paid cloud solution versus 17% in 2014.

AI has accelerated rapidly since the emergence of generative AI. In 2025, close to 20% of enterprises in the EU reported using AI. AI has spread even faster at the individual level. The Ipsos global AI survey indicates that self-reported chatbot usage in Europe has jumped from 34% in 2023 to 57% in 2025.

The low barrier for AI adoption means that AI is being adopted among European workers at unprecedented speed. The ECB shows that the share of employees in the EU using AI at work rose from 26% in 2024 to 40% in 2025. In comparison, the adoption of the internet or PC took roughly a decade to reach comparable levels.

Eurostat EU enterprise adoption of AI technology and paid cloud computing %



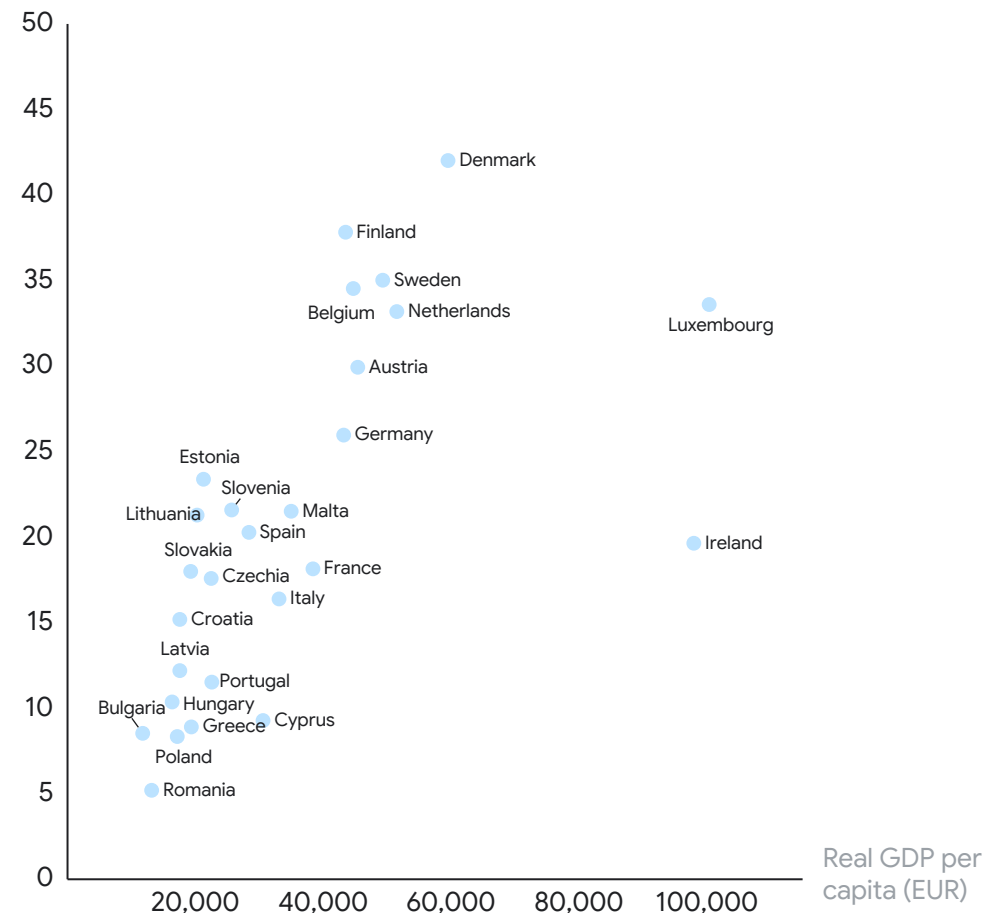
Large differences in AI adoption across member states and sectors leave room for accelerated adoption

The economic impact of AI is increasing alongside the adoption of AI in the region. However, the pace of adoption is highly uneven across EU member states and sectors, leaving room for further acceleration.

Denmark leads with 42% of enterprises having adopted at least one AI technology in 2025, while Romania stands at 5%. Within the EU, there are also sector differences. Information and communication (67%) and Professional and technical activities (40%) have widespread adoption, whereas adoption in both Construction and Transport and storage only stands at 11% according to Eurostat data.

The insights from the Eurostat data also mirror the findings from Google's ATLAS report (2026) that wealthier countries have the largest AI (Gemini) adoption. The ATLAS report further shows that adoption also varies in the depth of usage. While adoption spans all industries and 68% of all occupations, within jobs, people are only using AI selectively. In a typical job, AI is used for only around 21% of tasks. A similar picture is presented in an ECB survey of 6,000 EU firms. Around 70% of euro area firms reported some level of AI adoption in 2025, though only 7% described their use as significant.

Enterprises using at least one AI technology, 2025
%



Google's AI & Cloud technologies contributed an estimated €32 billion to EU GDP in 2025

As pointed out in the Draghi report, computing needs are increasing across all sectors and the EU cloud market reached €147 bn in 2025. According to Draghi, cloud and AI should be one of the key priorities for EU competitiveness.

Google Cloud helps firms and public institutions scale digital operations, reduce technology constraints and access flexible computing capacity. AI technologies like Gemini and Veo improve productivity through better workflows and decision support. These AI and cloud use cases are closely knit together.

We employ a conservative approach to estimating the non-overlapping combined impact of AI and cloud. The productivity impacts of Google AI and Cloud adoption by EU businesses are estimated to have contributed up to EUR 32 billion to EU GDP in 2025.

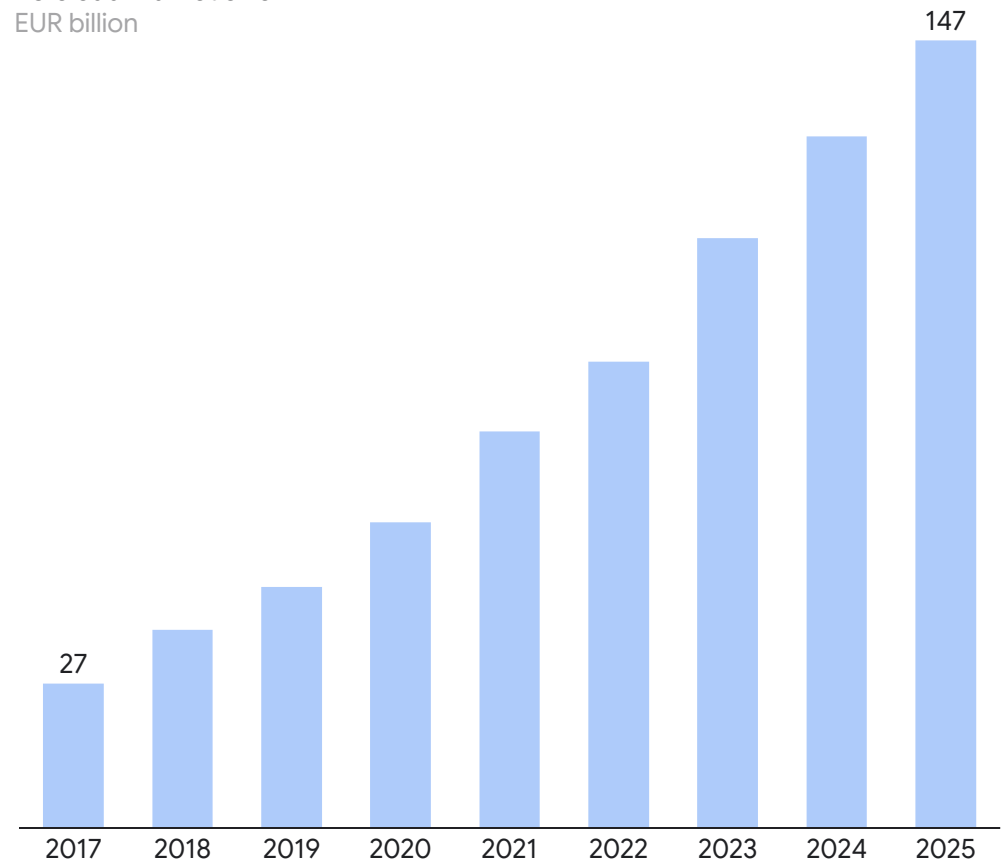
As cloud and AI adoption deepen and become more integrated in daily workflows, the impact is expected to grow further.

[Find full methodology in the Annex →](#)

Contribution to EU GDP
in 2025 from Google AI & Cloud

+32bn EUR

EU cloud market size
EUR billion



Note: The reported GDP contribution reflects a conservative approach across different methodologies estimating impact from AI adoption, cloud adoption and spending. The disclosed figure is based on the most conservative of these methods. The so-called upstream impacts from building and operating data centres in the EU are covered in section 3.
Source: Implement Consulting Group based on Google, Alphabet Inc. (2026), Statista (2026), Synergy Research Group (2025), Draghi (2024) and Fortune (2026).

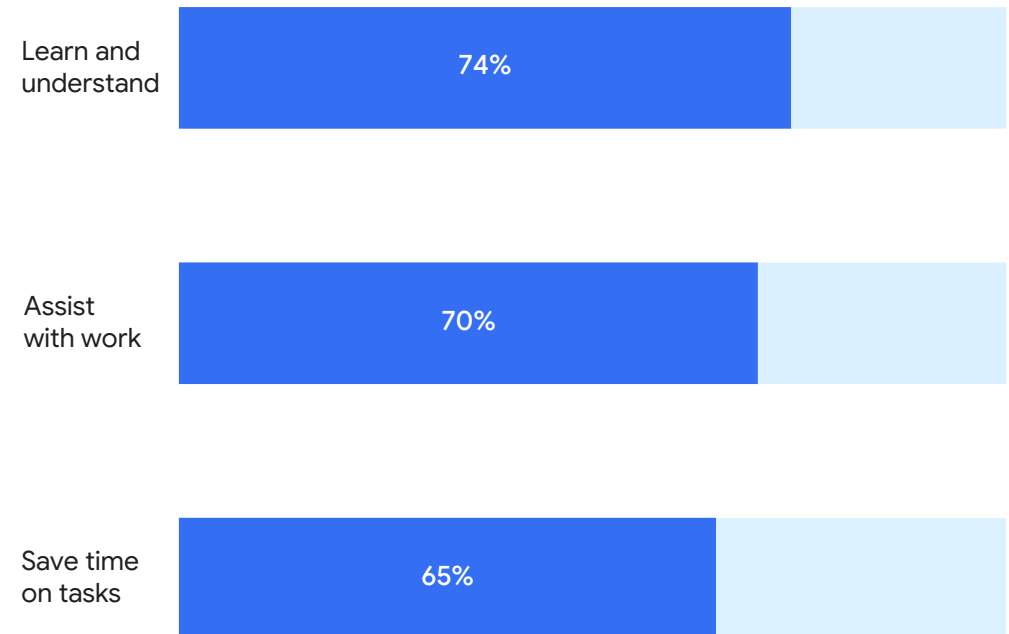
Generative AI tools like the Gemini app are widely used for learning, assisting and saving time at work

The Gemini app is the fastest-growing product in Google's history, with over 1 billion monthly active users globally. Google's AI & Economy ATLAS shows that people use Gemini predominantly for judgement, strategy and creative work, rather than automating routine work. Non-routine cognitive analytic tasks comprise 35% of tasks, but 65% of Gemini interactions. Alongside Gemini sits a large set of generative media apps like Gemini Notebook for research and audio overviews or Genie, which allows users to produce interactive digital worlds.

The technology behind AI tools like the Gemini app builds on years of AI research. In 2017, Google researchers introduced the Transformer architecture in "Attention is All You Need", a breakthrough that became a foundation for modern generative AI models.

AI assistants are already used to learn, work and save time

Share of AI users reporting use for different purposes in 2025



+1 billion

monthly active Gemini app users
globally in 2026

Note: The ATLAS report covers usage data drawn from three sources: the Gemini App, Google AI Mode, and the Gemini API. Adoption and usage figures are based on the global Google & Ipsos Our Life with AI 2026 survey and represent global figures. Percentages reflect self-reported AI chatbot or AI application use. References to Gemini capabilities are based on Google product disclosures. The Transformer reference is based on Google Research's 2017 paper "Attention is All You Need".

Source: Implement Consulting Group based on Google and Ipsos (2026).

Google AI is enabling businesses across the EU to innovate and grow



At Deutsche Bank, the intelligent AI assistant dbLumina helps analysts automate data analysis, streamline workflows, and deliver more accurate and timely insights. Built with Gemini Enterprise, it seamlessly consolidates and structures data and reports from across a wide range of sources. The result? More time for in-depth analysis and expert evaluation, and more of what clients are looking for: personalised and future-oriented advice.

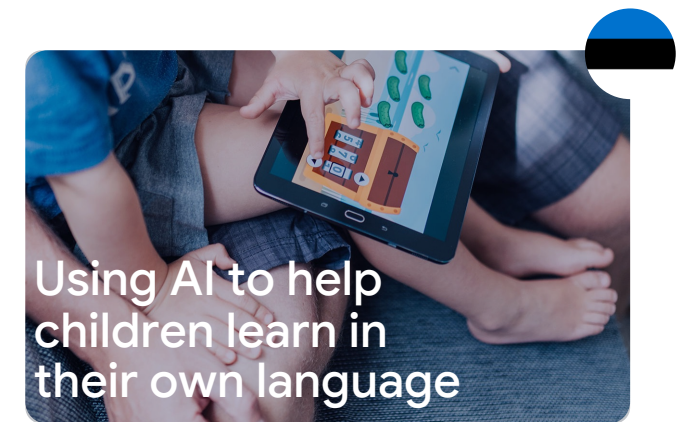
"This is just the start of our journey, and we are looking forward to building on this foundation as we continue to push the boundaries of how we responsibly use AI in research production to unlock exciting new innovations across our expansive coverage areas." - Pam Finelli, Global COO for Investment Research at Deutsche Bank.



Amidst the rising costs and production pressures of today's automotive sector, Renault Group is leveraging Google AI to modernise its manufacturing operations and secure its competitiveness.

On the factory floor, Renault Group is using AI to prevent breakdowns and detect manufacturing defects in real time, allowing for corrections before a defect leaves the station. Factory downtime and production defects have been cut exactly in half.

Before this deployment, floor technicians focused the majority of their time hunting for errors rather than fixing them. AI completely flipped the script, turning firefighters into engineers. This shift in efficiency is driving EUR 100-120 million in annual savings.



Estonian scale-up ALPA Kids used Gemini to build a predictive system that optimises their marketing spend based on weather forecasts and holidays, delivering 20% more installs for the same budget.

ALPA Kids also uses Gemini to support the localisation process, from research to translation, cutting the cost and time to localise for a new market from EUR 5,000-10,000 and two months to just EUR 40 and three days. Once localised, Google Veo helps speed up animation for the app's characters and country-specific content.

Together, these efficiencies have reduced go-to-market time from three months to three weeks, letting ALPA Kids expand into 15 new countries a year.



→ Case

How a Homegrown Natural Skincare Brand uses Gemini to Push for Global Growth

The challenge

Based in County Clare, founder Danilly Carvalho successfully scaled her natural skincare brand, IPERA, to over 100 stores across Ireland. However, local success hit a ceiling when expanding internationally: global customers struggled to connect with the Irish name and visual identity. To unlock global markets, the rural business faced a costly and complex rebranding and market analysis barrier.

The solution

Leveraging expertise gained via Google's digital skilling programming, Danilly deployed Gemini to drive a comprehensive digital transformation. Gemini Canvas served as an AI co-creator, generating website prototypes, mocking up product labels, selecting a fresh colour palette and co-developing the universally resonant brand identity, IPERA.

The impact

The impact was immediate: within just a few months of the relaunch, online sales increased by 45% and IPERA expanded distribution to multiple countries outside of Ireland. Moving forward, IPERA utilises Gemini and Gemini Notebook to track international wellness trends, map competitor positioning, and synthesise complex consumer behaviour metrics, equipping this small Irish enterprise with enterprise-grade market intelligence to drive global distribution.



With Gemini's market insights, I'm ready to share it with the world. Now, I have a product I'm really proud of, and a global strategy built directly from a seed of a local idea.

Danilly Carvalho,
Founder, IPERA Natural Skincare

Google Cloud enables businesses, developers, and organisations to communicate and collaborate digitally

Google Cloud helps businesses, developers and organisations build, scale, collaborate and secure applications and data across time and place.



Computing power

Runs websites, apps and digital services in the cloud, allowing users to scale up and down when needed.



Data storage and analysis

Stores data and helps organisations turn it into insights with collaborative access across the organisation.



AI

Helps organisations to build, use and integrate AI and access LLMs trained on large, dedicated and decentralised servers.



Security and compliance

Protects data, manages access and meets regulatory requirements.



Scalability and integration

Allows services to grow and connects easily with other systems.

Google Workspace is a key part of Google Cloud's services...

Google Workspace

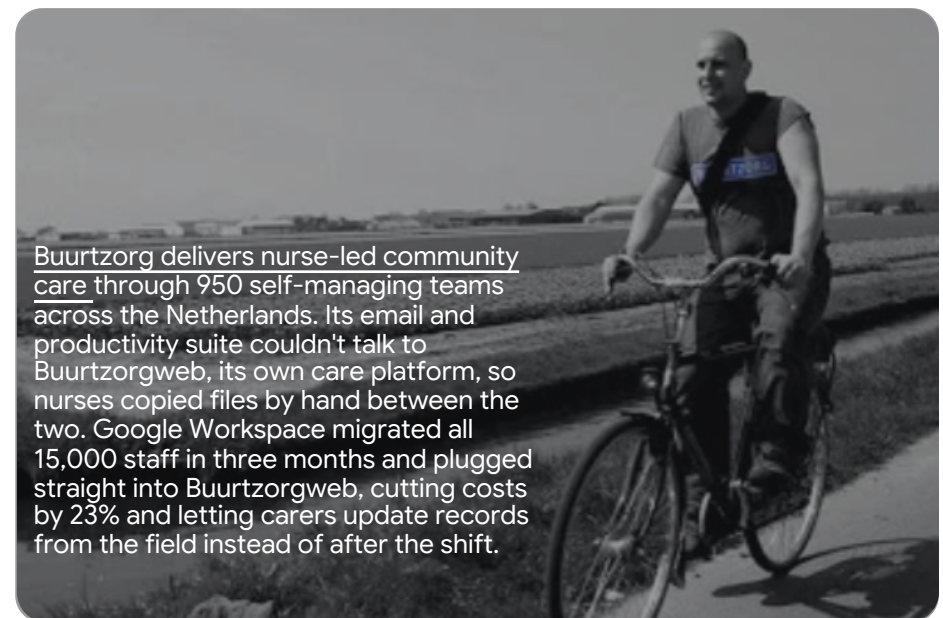
Google Workspace enables businesses and organisations to work more efficiently through cloud-based tools for collaboration, communication and everyday workflows.

It enables teams to work together in shared documents, folders and meetings, whether they are in the same office or in different locations.

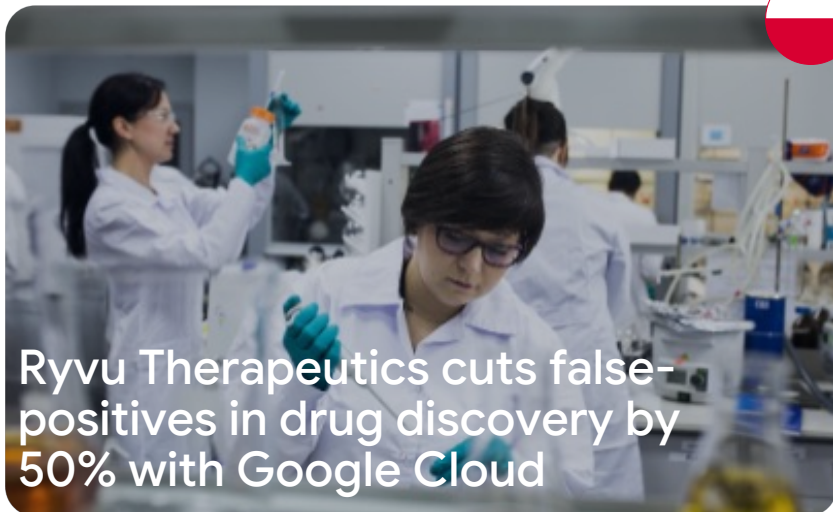
Workspace brings together cloud-based tools such as Gmail, Docs, Drive and Meet in a single environment, accessible safely across devices. Several applications include AI capabilities that assist in working more efficiently.

+16

collaboration tools available through Google Workspace



Google Cloud enables life sciences and health tech innovators to discover, diagnose, and treat smarter



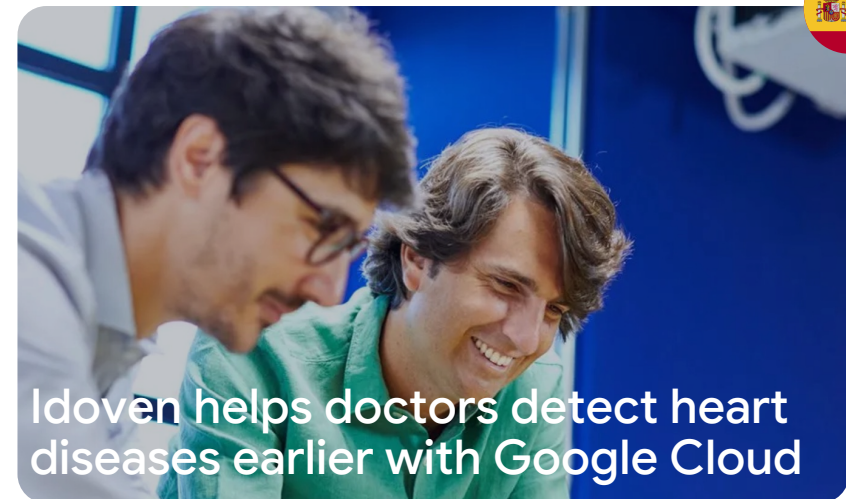
Ryvu Therapeutics cuts false-positives in drug discovery by 50% with Google Cloud

Polish biotech Ryvu Therapeutics uses Google Cloud to scale its molecular dynamics simulations for oncology drug discovery.

“Traditionally, prioritising chemical compounds was a trial-and-error process that took years. Today, computational tools and machine learning compress that timeline at every stage,” says Marcin Kowiel, director of data science and AI platforms at Ryvu.

The implementation of Google Cloud has transformed the pace of discovery at Ryvu Therapeutics, enabling a 2x speedup in simulation times, compressing iteration turnaround from weeks to overnight, and cutting false-positive drug structures by 50%.

The data science team also saves 5-10 hours a week previously spent on manual data preparation that can now be redirected to building more advanced predictive machine learning models.



Idoven helps doctors detect heart diseases earlier with Google Cloud

Cardiovascular disease kills 17 million people each year. Spanish health technology company Idovent has developed Willem, an AI-powered digital cardiologist built on Google Cloud that analyses electrocardiograms (ECGs) with expert-level accuracy. Willem detects a broad and fast-growing range of cardiac patterns to enable the early detection of a variety of heart diseases. It has been trained on Idovent's ECG database of more than 700,000 patients from over 34 countries.

“Today, healthcare professionals around the world spend millions of hours analysing ECGs daily. A piece of software can do that in milliseconds” says co-founder Jose María Lillo Castellano.

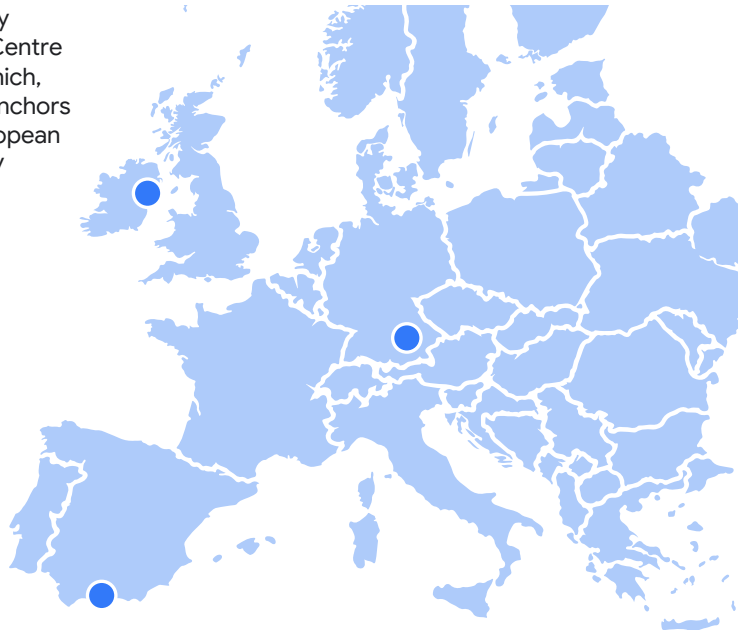
The goal is to give doctors their time back so they can focus on direct patient care. Idovent reads every ECG quickly and consistently, and diseases are detected while they can still be treated.

The EU's approach to adoption of AI technologies must balance innovation and control

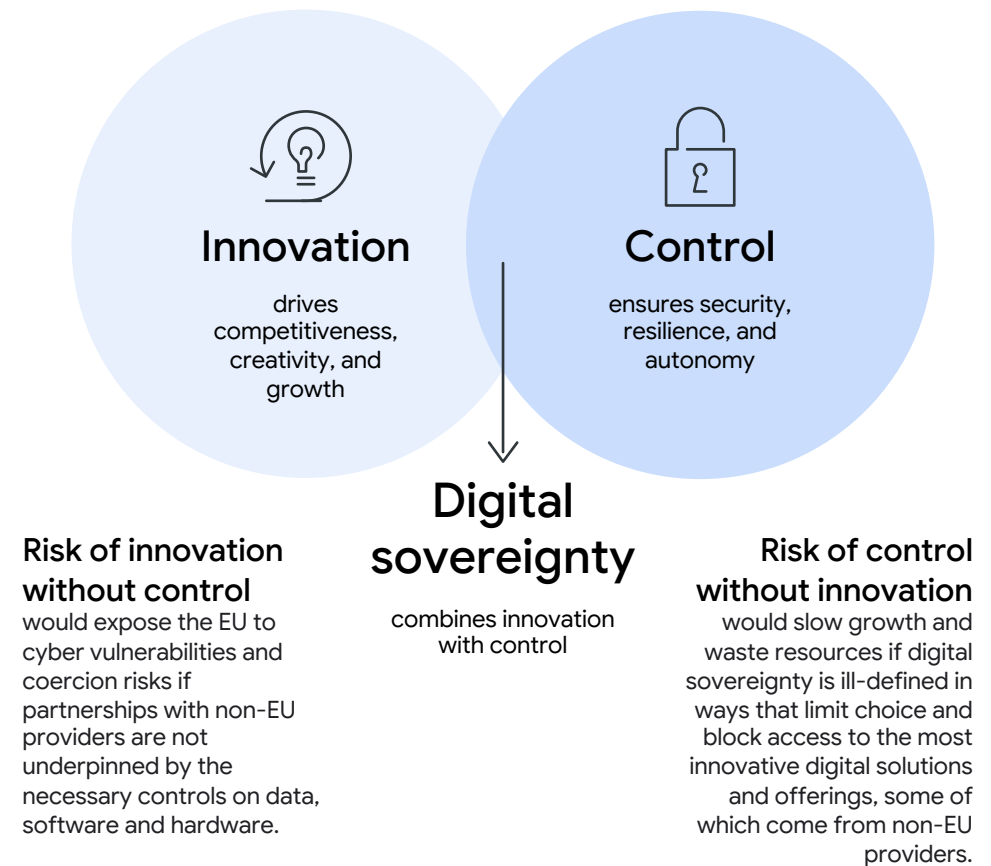
Digital and AI sovereignty pairs access to innovative advanced models, data systems, infrastructure and applications with controls that support safety, security, transparency and accountability.

In the EU, this work is anchored in the Google Safety Engineering Centre (GSEC), launched in Dublin in 2021 and since expanded to the hubs in Malaga and Munich. GSEC functions as a regional hub for experts working on data control and harmful content, sharing this work with policymakers, researchers and regulators.

Google Safety Engineering Centre in Dublin, Munich, and Malaga anchors Google's European Trust & Safety capability.



Digital sovereignty emerges where innovation and control overlap...





Infrastructure & Offices

Driving Economic Impact through Office Operations and Local Infrastructure



The AI Continent Action Plan aims to at least triple the EU's data centre capacity within the next five to seven years, prioritising sustainable data centres.

AI Continent Action Plan

Google's infrastructure and offices contributed around €11 billion to EU GDP in 2025

In 2025, Google's infrastructure and offices contributed around 11 billion EUR to the EU economy. This includes Google's data centres, employees, and office operations, which create value through direct investment, local employment, supplier spending, and the wider economic activity supported by Google's physical presence in the EU. Infrastructure only includes the impacts from Google's operational data centres i.e. exclude the impact from expenditures of data centres currently under construction and calculated as the annual average contribution in 2023-2025.

Google's contribution to EU GDP from Infrastructure & Offices
EUR billion, 2025



Offices

+7bn



Infrastructure

+4bn

Google supports more than 100,000 jobs in the EU

Google has a substantial employment footprint of 36,200 office jobs, comprising over 15,800 employees and 20,400 temporary workers, vendors and contractors in the EU.

These activities ripple across the wider European economy. Google's Offices supported a further estimated 39,600 jobs. These jobs arise in the supply chains serving Google's EU operations, in the businesses that supply them in turn, and in the local economy where Google's workforce spends its wages at shops, restaurants and other local services.

Google's infrastructure supported 32,730 jobs, including Google employees, temporary contractors, and jobs supported through the supply chain and household spending.

In total, Google supported more than 100,000 jobs in the EU in 2025.

Google's contribution to employment in the EU Number of jobs



Offices

36,200

Google employees and temporary contractors

39,600

Supported jobs



Infrastructure

32,730

Google employees, temporary contractors and supported jobs

+100,000

Total jobs supported
in the EU



After more than 25 years of operating in the EU, Google has established 26 offices across 17 countries in the EU

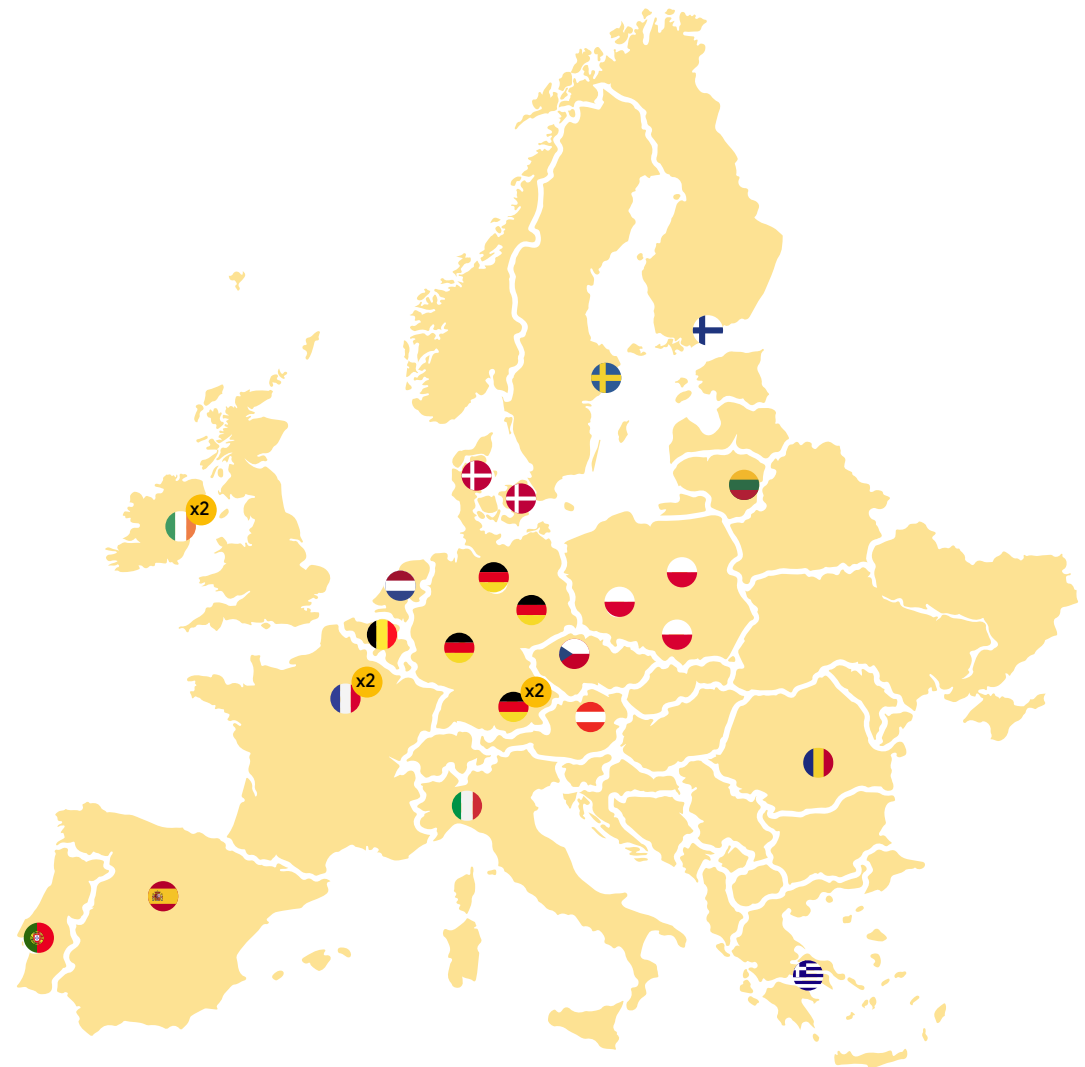
Google has been operating in the EU for over 25 years, since the first-ever German Google employee started in Hamburg in September 2001. Since then, Google has only expanded, opening its first office in Dublin in 2003.

Today, more than 36,000 people (comprising direct employees and extended workforce) work at Google's 26 offices across 17 EU member states, with its EMEA headquarters located in Dublin, Ireland.

These offices support a range of functions, including engineering, sales, marketing, and customer support.

The distribution across most member states places operations close to advertisers, business customers, and users in individual markets. This allows Google to operate in the local context and to engage with local businesses and institutions.

Location of Google offices in the EU



+6m

square feet of office space across
Google's facilities in the EU

Google's office operations and employment contributed over €7 billion to GDP in the EU

Google's significant presence in the EU contributes directly to the EU economy through salaries paid to its employees and spending on contractor services. Google's non-salary expenditures also generate activity throughout the economy from the local suppliers that help build, operate and maintain the offices. Finally, a third type of impact occurs when employees and suppliers spend their wages in the economy.

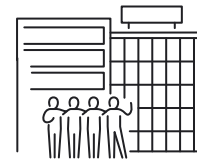
Together, these effects contributed +7 billion EUR to EU GDP in 2025.

[Find full methodology in the Annex →](#)

Contribution to EU GDP
in 2025 from Google's
office operations and employment

+7bn EUR

Google's offices contribute to the EU economy



Direct contribution is Google's compensation paid to its workforce and spending on running its offices.



Indirect contribution is the supply chain activity generated from Google's office spending.



Induced contribution is the activity generated from Google's workforce and suppliers spending their wages in the everyday economy.

Google has invested more than €10 billion in technology development & related engineering since 2020

Google's investment in technology development & related engineering is a cornerstone of its commitment to building, launching, and deploying frontier AI systems using European talent.

Google has over 7,200 employees working in technology development & related engineering in the EU, an increase of more than 180% over the last five years.

Since 2020, Google's spending on technology development & related engineering increased from EUR 390 million to over EUR 3,000 million in 2025, amounting to a total investment of EUR 10 billion over the years.

This sustained investment matters not only for Google, but also for the wider economy of the EU. Technology development is a key driver of productivity, innovation, and long-term economic growth.

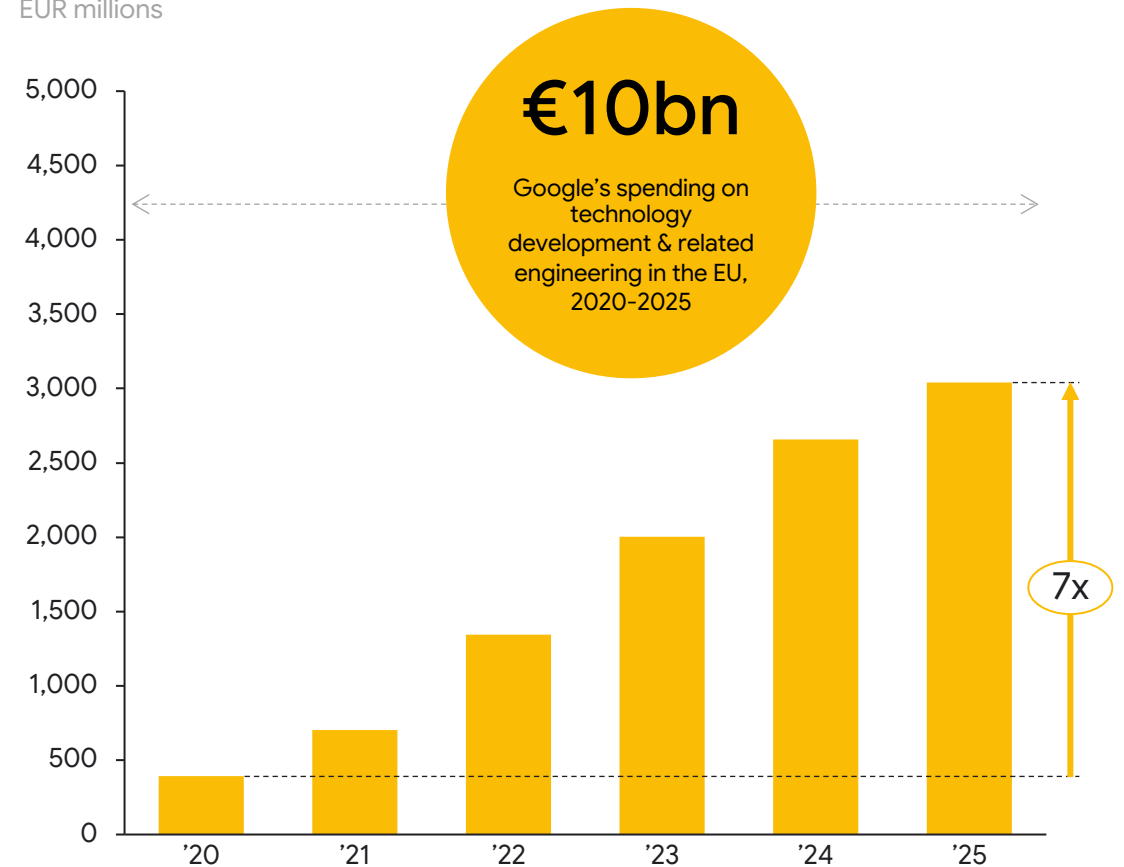
By investing in technology development & related engineering, Google helps strengthen the local European knowledge ecosystem by attracting talent, supporting collaboration, and building capabilities that can benefit the wider economy.

+7,200 employees

at Google working with technology development & related engineering activities in the EU, 2025

Google annual technology development & related engineering spend (excl. depreciation) in the EU, 2020-2025

EUR millions



Note: The technology development & related engineering numbers exclude depreciation and represent the costs of developing and supporting Google's technology platforms and infrastructure in the EU, comprising the engineering workforce and related operations. The numbers are based on US GAAP definitions and may therefore differ from local reporting based on other accounting principles.
Source: Implement Consulting Group based on Google's financial accounts.

Data centres power modern digital society, with Google's EU data centre campuses contributing an estimated €4 billion per year to the EU's GDP

Data centres provide the cloud and AI compute capacity that underpins modern digital society. This infrastructure enables businesses, public institutions and citizens to use a wide range of digital and AI-enabled services, from data storage and enterprise software to advanced analytics and generative AI applications.

Google's investments in the data centre infrastructure under construction or operation across the EU generate a range of economic impacts through direct capital expenditure and employment as well as supply-chain activity and induced effects from household spending.

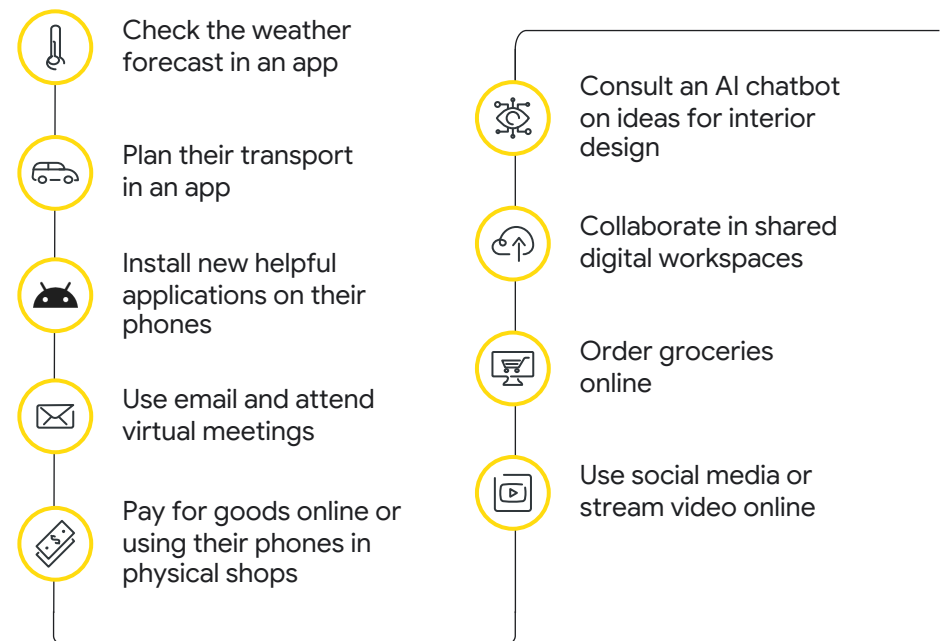
[Find full methodology in the Annex →](#)

Annual average contribution to EU GDP in 2023-2025 from Google's data centre operations and construction

+4bn EUR



Data centres form the backbone of digitalisation with EU residents connecting to several different data centres every day, including when they...



Google's European data centres run on 83% carbon-free energy, with eight in operation in the EU and eight more under construction

Google owns and operates eight data centres across the EU, with eight more currently under development, providing customers with highly secure digital infrastructure.

These data centres help meet the growing demand for AI and cloud services across the EU. European data centre compute capacity is estimated to need a 2–3x ramp-up to meet future AI demand.

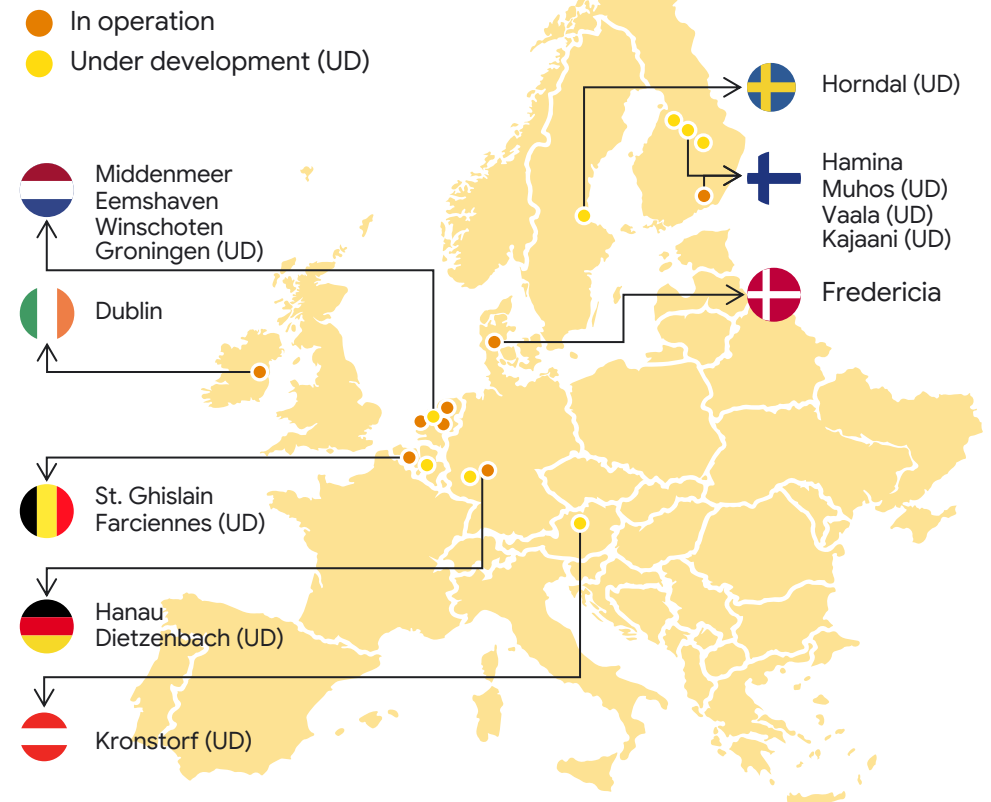
Google's data centres in Europe (incl. UK) run on 83% carbon-free energy (CFE) on average, enabling investments in wind, solar, and other additional carbon-free generation through offtake agreements.

On average, Google-owned data centres deliver over three times more computing power for the same amount of electrical power that they used five years ago.

83%

average carbon-free energy across Google's European data centres in 2025

Location of Google's data centres in the EU



Google offers 11 cloud regions across the EU

Google Cloud's network of cloud regions is the cornerstone of its cloud infrastructure as it scales to meet customer demand. Each Google Cloud region delivers high-performance and low-latency services to large enterprises, start-ups and public sector organisations.

Having a regional presence across the EU allows businesses and public institutions to choose where to run their services, based on e.g., proximity to end users, data residency and compliance requirements, or carbon footprint considerations.

Google's investments in cloud region infrastructure across the EU generate a range of economic impacts through direct capital expenditure and employment as well as supply-chain activity and household spending.

11

Cloud regions offered
by Google in the EU

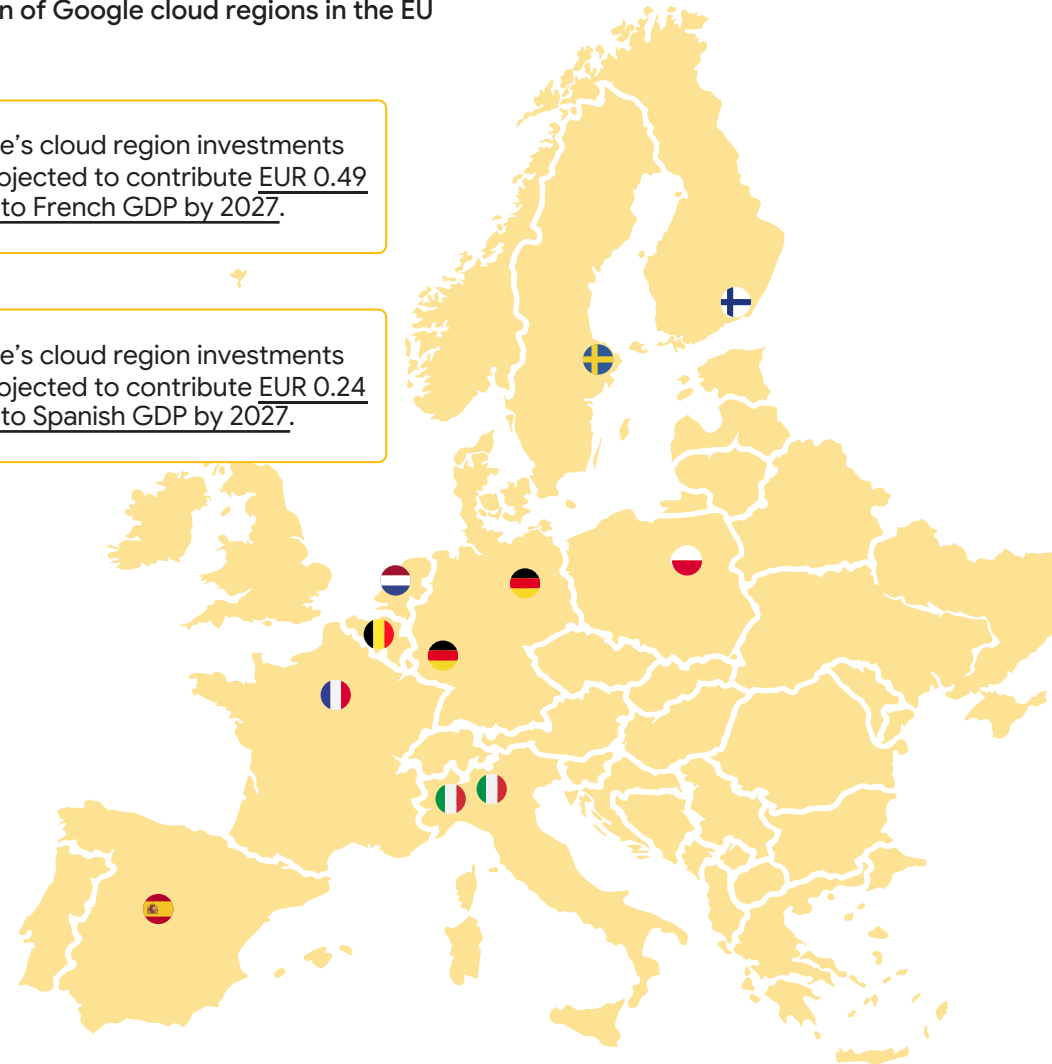
Location of Google cloud regions in the EU



Google's cloud region investments are projected to contribute EUR 0.49 billion to French GDP by 2027.



Google's cloud region investments are projected to contribute EUR 0.24 billion to Spanish GDP by 2027.





Social impact

Building Local Digital Skills and Supporting
the Tech and NGO Landscape

Since 2014, Google has trained over 13 million people in the EU on digital and AI skills

For over a decade, Google has invested in helping people across the EU to grow their careers and businesses by making the most of digital tools.

Since 2014, Google has trained over 13 million people in the EU on digital and AI skills. The [Grow with Google programme](#) partners with governments, industry experts, universities, and local non-profits to help workers and SMEs make the most of digital tools and learn essential AI skills. The [Google Skills](#) platform enables developers and enterprises to gain advanced AI skills.

In addition, Google offers educational programmes for young people across the EU. In 2025 alone, more than 1 million students in the EU were reached via programmes focused on AI literacy, digital confidence, and online safety awareness, including [Experience AI](#) and [Be Internet Awesome](#).

+13M

people trained in the EU by Google on digital and AI skills since 2014

+1M

students reached in the EU with educational programmes in 2025



In 2025, Google contributed over €205 million to EU communities via direct philanthropy cash grants, personal donations and in-kind non-profit grants

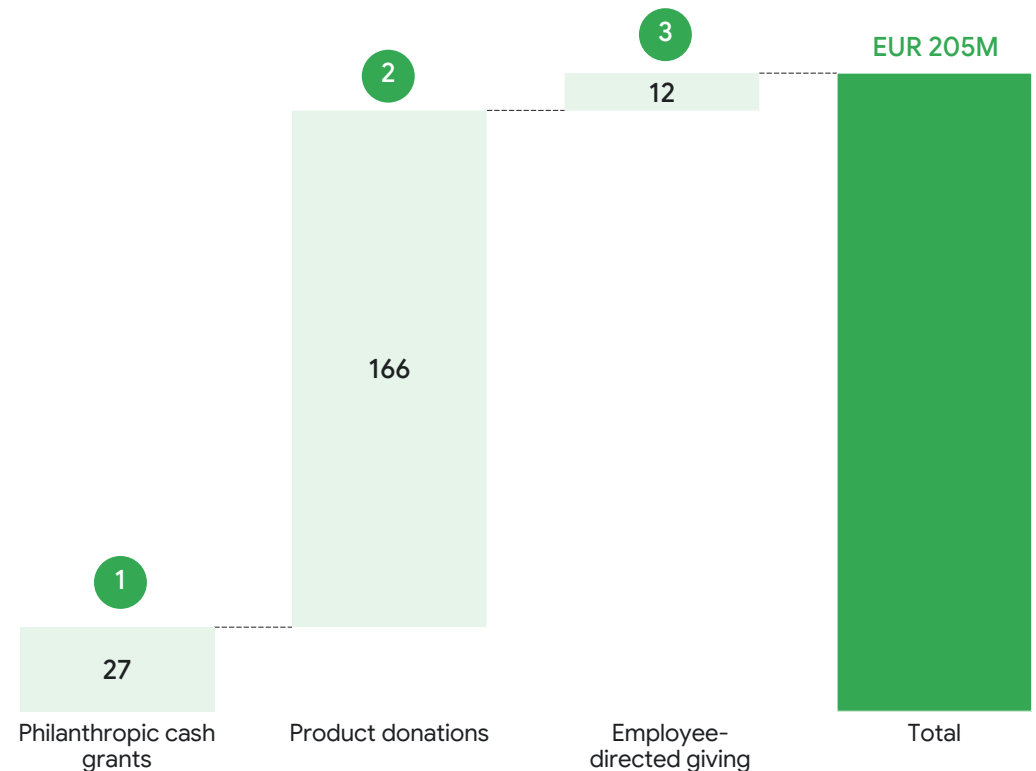
Google.org's social contribution combines products, funding and employee giving, helping non-profits expand their reach, improve operations and deliver impact in European communities:

- 1 Philanthropic cash grants: In 2025, Google's philanthropic arm, Google.org, provided more than EUR 27 million in funding to support non-profit organisations, higher education & research institutions, social enterprises, and civic partners.
- 2 Product donations: In 2025, Google provided more than EUR 166 million in in-kind support to philanthropic organisations and educational institutions in the EU via the Google for Nonprofits programmes.
- 3 Employee-directed giving: In 2025, over EUR 12 million was donated to philanthropic organisations in the EU via personal Google donations and Google gift match.

+74,000

hours volunteered by EU-based Googlers with NGOs

Google social contributions in EU, 2025
EUR million





Annex

Methodology for modelling the economic impact of Google in the EU

Methodology for Products & Platforms

User impact

The GDP contribution from Google's platforms with a user impact is estimated from the economic benefits realised by the users of the product.

Google Chrome

- Forrester (2018) estimates the annual net benefit per knowledge worker in organisations using Google Chrome, covering user productivity gains, faster remediation and IT resource savings.
- The net benefit is applied to the number of work-related users which is estimated from the share of total employment using digital services for more than half of their working time, the adoption rate of browsers for these workers and the market share of Google Chrome.

Google Maps

- Arora et al. (2021) estimates that Google Maps reduces travel time by 6.5% on average.
- The time saving is applied to the working travel hours of Google Maps users, estimated separately for dedicated drivers and for business-related travel. The saved hours are converted to GDP using labour cost per hour worked.

Ecosystem impact

The GDP contribution from Google's platforms with an ecosystem impact is estimated from the economic activity of developers, publishers and creators enabled by the product.

Android and Play

- Revenue generated for EU mobile app developers through Android is estimated by updating the revenue streams reported in Deloitte (2022) to 2025 levels.

YouTube

- The GDP contribution is based on Oxford Economics (2026), which applies input-output modelling to YouTube's total creator payouts and estimates of off-platform revenues to capture direct, indirect and induced GDP effects across the creator ecosystem.

AdSense

- Revenue generated for Google Network partners through AdSense is estimated by scaling Google's global network revenue in 2025 by the share of traffic acquisition cost and the share of those payments to website owners. The resulting ecosystem revenue is adjusted to the EU based on its share of global display spend.

Advertiser impact

The GDP contribution from advertisers is estimated from the economic value that advertisers have from paid and organic Search and Ads traffic.

The resulting advertiser value is adjusted to reflect gross value added (GVA) using national accounts.

Search and Ads

Following the precedent of past Google impact reports, Implement used third-party data to estimate the spend on Google ads combining data on the total paid search market and estimates of Google's market share.

The economic value for advertisers of Search and Ads is estimated based on three assumptions:

- Following the methodology in Varian (2009), Google's Economics Team estimates that businesses make, on average, at least €2 for every €1 they spend on paid ads.
- Google's Economics Team estimates that businesses paying for Google ads receive an additional five organic clicks for every one click on their ads.
- Google's Economics Team estimates that organic search clicks are 70% as valuable as ad clicks to advertisers.

Based on these estimates, the economic value for advertisers is: $2 * \text{spend} + 70\% * 5 * 2 * \text{spend} - \text{spend} = 8 * \text{spend}$.

Methodology for AI & Cloud

We employ a conservative approach to estimating the non-overlapping combined impact of AI and cloud. The productivity impacts of AI and cloud adoption combine academic studies of the productivity impact of AI and cloud adoption by European businesses with cloud and AI spending data.

Productivity impacts from adoption of cloud remain strong after generative AI emergence

OECD (2019) estimated that a 10-percentage-point increase in cloud adoption raised firm-level productivity by about 3.5%. Using a conservative non-cumulative interpretation of this result, a cloud productivity uplift can be calculated based on the increase in industry-level cloud adoption rates over the past 10 years.

The [OECD research](#) uses industry-level cloud adoption rates to estimate firm-level productivity effects and finds a positive and statistically significant impact of cloud adoption on firm-level multifactor productivity (MFP). To measure the impact of cloud adoption on firm-level MFP, OECD's econometric model controls for innovation spillovers, convergence, firm characteristics, and fixed effects.

Implement has re-estimated the effects of cloud from the study on newer data from 2022-2025. Implement's results confirm the strong productivity impacts from cloud and even suggest that the effects have grown over time since the emergence of generative AI.

New evidence of strong productivity effects from adoption of AI after the GenAI breakthrough

Researchers from the EIB show that AI adoption increases firm-level labour productivity in Europe. Using matched EIBIS-ORBIS data from 2019-2024 on more than 12,000 firms in the EU, the study instruments AI adoption in European firms using comparable US peers and

finds that AI adoption increases labour productivity by 4 percentage points on average. To estimate the impact of AI adoption on firm-level labour productivity, EIB's econometric model controls for firm characteristics, firm-level controls, and fixed effects.

We apply EIB's estimated AI productivity uplift to the corresponding adoption rates as measured by EIB. We also replicate the estimate using Eurostat's AI adoption figures and report the lower of the two to maintain a conservative approach.

Economic impact of cloud and AI using spending data to ensure non-overlapping impacts

Since AI and cloud technologies are interconnected, adoption of the two are overlapping and academic estimates cannot yet cleanly separate the two. Consequently, adding the impacts of the two isolated estimates potentially risks double-counting some of the productivity gain. To account for the potential overlap, we also model the impact of AI and cloud through an approach based on technology spending.

We combine EU companies' spending on cloud with Google's estimated EU market share for AI and cloud with two core assumptions. First, we assume that AI and cloud technologies are driving revenue growth and cost savings across both small and large organisations. Second, we assume that every euro invested in Google's AI and Cloud services generates a positive net return. The methodology we use does not include any AI or cloud services that are provided for free, although these are also expected to increase productivity in the EU. EU cloud spending data is based on third party estimates of Google's market shares and Alphabet's global revenue from Google Cloud.

Methodology for Infrastructure & Offices

Economic impact of employees and offices

The GDP contribution from Google's employees, temporary workers, vendors and contractors (TVCs) and office-related operations across the EU is estimated using input-output modelling based on OECD Inter-Country Input-Output (ICIO) tables, extended with employment and labour cost data from the OECD Structural Analysis (STAN) database.

The modelling is based on employee compensation and office-related expenditure (excl. expenditure related to data centres). Data is from Google's internal financial accounts for 2025.

Employee and TVC compensation is treated as a direct GVA contribution with additional induced effects (capturing the effect of household spending supported by employees and TVCs of Google).

Office-related expenditure is modelled as a demand shock across relevant supplier sectors. The direct effects capture the activity from Google's office-related expenditure. Indirect effects capture the activity supported among Google's suppliers and their own supply chains. Induced effects capture the household spending supported by employees of suppliers.

The resulting GVA is converted to GDP using the GDP-GVA ratio.

Supported jobs from Google office operations in the EU are estimated using input-output modelling based on OECD Inter-Country Input-Output (ICIO) tables, extended with employment and labour cost data from the OECD Structural Analysis (STAN) database.

The modelling is based on Google's number of employees and temporary workers, vendors and contractors (excl. data centre employment), which is treated as direct employment.

Based on these data and input-output employment multipliers, the indirect and induced jobs are estimated. The indirect jobs are those supported among Google's office suppliers and their own suppliers, while the induced jobs are those supported by household spending of employees and suppliers in the local economy.

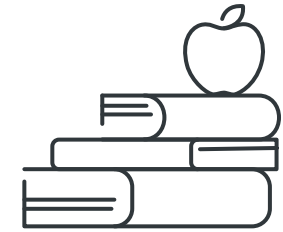
Economic impact of data centres

The GDP contribution from Google's data centres in the EU is based on Google, which estimates the economic impact of Google's data centre operations and value chain using an input-output model developed by IMPLAN.

The estimate includes direct, indirect and induced effects. Direct effects include Google employees and contractors, their payroll and benefits, and Google's annual spend on suppliers. Indirect effects capture the activity supported among Google's suppliers and their own supply chains. Induced effects capture the household spending supported by employees of Google and its suppliers.

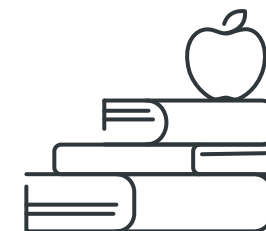
Supported jobs from Google's data centres in the EU are based on Google, which estimates the jobs supported by Google's data centres operations and value chains using the IMPLAN input-output model.

The direct jobs are those working directly at the data centres, the indirect jobs are those supported among Google's data centre suppliers and their own suppliers, and the induced jobs are those supported by household spending of employees and suppliers in the local economy.



Bibliography

- Acemoglu et al. (2022) *Artificial Intelligence and Jobs: Evidence from Online Vacancies*.
- Acium (2025) *The Browser Security Crisis: 94% of Workers at Risk*.
- Alphabet Inc. (2026) *FORM 10-K, Fiscal Year 2025*.
- Android Developers (2022) *Lyft improves Android app startup time for drivers by 21%*.
- Arora, N. et al. (2021) *Quantifying the sustainability impact of Google Maps: A case study of Salt Lake City*.
- Bergeaud (2024) *The past, present and future of European productivity*.
- Business of Apps (2026) *App Revenue Data (2026)*.
- Brynjolfsson et al. (2023) *Generative AI at work*.
- CEDEFOP (2024) *Drivers and vehicle operators: skills opportunities and challenges (2023 update)*.
- Central Statistics Office (2026) *Supply and Use and Input-Output Tables for Ireland 2022: Input-Output Tables*.
- Czarnitzki, Fernández and Rammer (2023) *Artificial intelligence and firm-level productivity*.
- Damioli, Van Roy and Vertesy (2021) *The impact of artificial intelligence on labor productivity*.
- Deloitte (2022) *The App Economy in Europe*.
- European Central Bank (2026) *AI and the euro area economy*.
- European Central Bank (2026) *Adoption and investment in AI across the euro area*.
- European Central Bank (2026) *AI adoption and the productivity promise: what workers report*.
- European Commission (2022) *Study on New Mobility Patterns in European Cities: EU-wide passenger mobility survey, executive summary*.
- Draghi (2024) *The future of European competitiveness*.
- European Commission (2025) *Professional and truck drivers*.
- European Commission (2025) *The AI Continent Action Plan*.
- European Investment Bank (2026) *AI adoption, productivity and employment: Evidence from European firms*.
- Eurostat (2021) *Passenger mobility statistics*.
- Eurostat (2023) *Employment statistics – utilisation of job skills*.
- Eurostat (2026) *Annual national accounts – evolution of the income components of GDP*.
- Eurostat (2026) *Employment and labour force by sex and age – annual data*.
- Eurostat (2026) *Labour cost levels by NACE Rev. 2 activity*.
- Eurostat (2026) *Gross domestic product (GDP) and main components – annual data*.
- Eurostat (2026) *Gross value added and income by detailed industry*.
- Eurostat (2026) *Artificial intelligence by NACE Rev. 2 activity*.
- Eurostat (2026) *Cloud computing services by NACE Rev. 2 activity*.
- Eurostat (2026) *ICT usage in enterprises (isoc_e)*.
- Forrester (2018) *The Total Economic Impact™ of Chrome Browser*.
- Fortune (2026) *European Cloud Computing Market Share*.
- Gal, P. et al. (2019) *Digitalisation and productivity: firm-level empirical evidence from EU countries*.
- Gigaom Research (2014) *Sizing the EU app economy*.
- Goldman Sachs (2023) *The Potentially Large Effects of Artificial Intelligence on Economic Growth*.
- Google (2017) *Attention Is All You Need*.
- Google (2018) *Celebrating 15 years of Google Ireland*.
- Google (2021) *Google invests 1 billion euros in Germany's digital future*.
- Google (2025) *Deutsche Bank delivers AI-powered financial research with DB Lumina*.
- Google (2026) *Google's AI & Economy ATLAS v1.0: Mapping Gemini Usage in the Economy*.
- Google (2026) *More than 1 billion people are using the Gemini app every month*.
- Google (2026) *Our locations*.
- Google (2026) *Discover where the internet lives*.
- Google (2026) *Cloud locations*.
- Google (2026) *Environmental Report*.
- Google (2026) *Here to help you grow*.
- Google (2026) *Applied Digital Skills*.
- Google (2026) *Be Internet Awesome*.
- Google Ryvu Therapeutics cuts false positives in drug discovery by 50% with Google Cloud.
- Google *The AI cardiac goalkeeper: Idoven sports hearts that skip beats*.
- IAB Europe (2025) *AdEx Benchmark 2024 Report*.
- IAB (2025) *Internet Advertising Revenue Report*.
- Implement Consulting Group (2022) *Digital France*.
- Implement Consulting Group (2022) *Digital Spain*.
- Implement Consulting Group (2024) *The economic opportunity of AI in the EU*.
- Implement Consulting Group (2025) *The European AI innovation opportunity*.
- Ipsos (2026) *Our life with AI*.
- IoT Analytics (2025) *The leading generative AI companies*.



Bibliography

- McKinsey & Company (2023) *How do consumers perceive in-car connectivity and digital services?*
- OECD (2019) *Digitalisation and productivity: In search of the holy grail – Firm-level empirical evidence from EU countries.*
- OECD (2025) *AI and Skills: What we know so far.*
- OECD (2026) *Input-Output Tables.*
- OECD (2026) *Structural Analysis Database.*
- Oxford Economics (2026) *Exploring YouTube's impact in the EU 2025.*
- Pew Research Center (2012) *Search Engine Use 2012: Main findings.*
- Progressive Policy Institute (2022) *Europe App Economy Update, 2021.*
- Public First (2020) *Google's Economic Impact in Europe.*
- Public First (2026) *The EU's Mobile Gateway.*
- Public First (2026) *Germany's Mobile Gateway.*
- Sensor Tower (2021) *App store revenue.*
- SQ Magazine (2026) *Google Maps Statistics 2026: Hidden Growth Secrets.*
- StatCounter (2026) *Browser Market Share Europe.*
- StatCounter (2026) *Mobile Operating System Market Share Ireland.*
- StatCounter (2026) *Search Engine Market Share Europe.*
- Statista (2025) *Retail mobile commerce sales in Western Europe from 2021 to 2027.*
- Statista (2026) *Mobile revenue share of the digital advertising market in Europe from 2017 to 2029.*
- Statista Market Insights (2026) *Cloud Computing – EU-27.*
- Synergy Research Group (2025) *Cloud Market Share Trends.*
- TaxiPoint (2025) *National taxi survey shows Google Maps dominates as the preferred digital navigation tool from cabbies.*
- Telecom Advisory Services (2024) *Economic impact of cloud computing and artificial intelligence in Europe.*
- Uberall (2025) *The Lowdown on Local Search.*
- Varian, H.R. (2009) *Online Ad Auctions.*
- Varian, H.R. (2011) *Internal presentation.*
- VTI (2024) *Svenska bilförarens användning av navigationstjänster: en förstudie.*
- Zhai and Liu (2023) *Artificial intelligence technology innovation and firm productivity: Evidence from China.*

About this report

This report has been developed by the Economics Practice of Implement Consulting Group, commissioned by Google.

This report includes the authors' assessments of Google's contributions to the EU economy. Google offers leading cloud and AI technologies and is among the pioneers in the recent AI breakthrough. By combining products, expertise and models, Google provides tools and infrastructure that support business productivity and facilitate a seamless marketplace by connecting users, advertisers and the ecosystem of creators.

The authors of the report are Anders Thor Lundberg, Mathias Pedersen, Mads Sigurd Franch Andersen, Johan Stokholm Sørensen, Eva Rytter Sunesen, and Martin H. Thelle. Martin H. Thelle is a senior partner in Implement's Economics Practice, while the other authors are economists in the same practice, all based in Copenhagen.

Disclaimer

This report (the "Report") has been prepared by Implement Consulting Group ("Implement"). The purpose of this Report is to demonstrate Google's impact on the EU economy through its products and platforms, AI and cloud technologies, infrastructure, offices and social contributions.

All information in the Report is derived from or estimated by Implement's analysis using proprietary and publicly available information. Google has supplied use cases and information from internal financial accounts. Unless otherwise stated, all figures relating to Google's economic impact in the EU are estimates modelled by Implement rather than data reported by Google. Impact numbers are rounded down to the nearest whole billion EUR. In addition to the primary market research and publicly available data, Implement's analysis is based on third-party data provided by Google. In preparing the Report, Implement has, without independent verification, relied on the accuracy of the data made available by Google. Where information has been obtained by Implement from third-party sources, other than Google, this is clearly referenced in the footnotes. The Report is based on work conducted from May to September 2026. Implement will not make any representation or warranty as to the correctness, accuracy or completeness of the contents of the Report or as to the sufficiency and/or suitability thereof for the reader's purposes, nor does Implement assume any liability to the reader or any other legal entities for any losses or damages resulting from the use of any part of the information in the Report.