

# Pioneers

Help us build Earth's most customer-centric company.



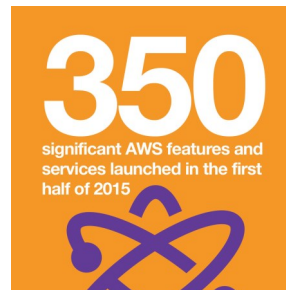
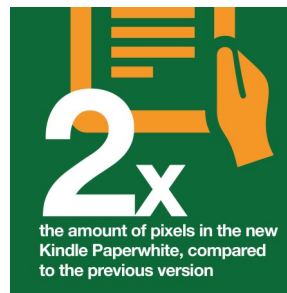
"Our passion for pioneering will drive us to explore narrow passages, and, unavoidably, many will turn out to be blind alleys. But - with a bit of good fortune - there will also be a few that open up into broad avenues."  
- Jeff Bezos

## Amazon at a Glance

Incorporated July 1994

Amazon's mission is to be Earth's most customer-centric company where people can find and discover anything they want to buy online. Amazon's evolution from website to e-commerce and publishing partner to development platform is driven by the pioneering spirit that is part of the company's DNA. The world's brightest technology minds come to Amazon to research and develop new technologies that improve the lives of our customers: shoppers, sellers, content creators, and developers around the world. Because that's what being Earth's most customer-centric company is all about, and it's still Day 1 at Amazon.

Amazon's headquarters are based in Seattle, Washington, United States—additional offices, fulfillment centers, customer service centers, data centers, and development centers are located across the globe. More than 222,000 employees worldwide keep the wheels turning at Amazon, with global corporate office locations in Australia, Belgium, Brazil, Canada, China, France, Germany, India, Ireland, Italy, Luxembourg, Mexico, Singapore, Slovakia, Spain, the United Kingdom, and the United States.



## Departments

### Amazon Web Services

Provides Amazon's developer customers with access to cloud computing services based on Amazon's own back-end technology platform, which allows developers to enable virtually any type of business.

### Business Development (BizDev)

Drives new businesses in the company that are innovating in new or emerging market segments with functions like business and corporate development. The teams under BizDev include worldwide advertising, digital music and video, Amazon Studios, IMDb, Amazon Local, local commerce, search, browse, personalization and business/corporate development.

### Devices

Responsible for the Amazon Fire and Kindle family of wireless reading devices.

### E-Commerce Platform

Drives innovations in technology to power Amazon's websites and applications.

### Finance and Administration

Oversees Amazon's financial health, including financial processes and controls, financial reporting and accounting practices in addition to facilities management and other administrative functions.

### Legal

Oversees Amazon's intellectual property and patent efforts, public policy initiatives, business ethics and compliance, risk management and litigation.

## Departments (continued)

### North America and International Retail

Focuses on broadening selection in Amazon's existing product categories and expanding selection into new areas. They also make sure that Amazon's in-stock levels are optimal and create innovative site features to help customers find and discover virtually anything they want to buy.

### Worldwide Operations and Customer Service

Expertise in lean process design, six sigma quality, and a passion for technical innovation to oversee all aspects of supply chain management and customer service.

### Seller Services

Focuses on making it "trivially easy" for individual sellers and merchants to do business on the Amazon platform. Through programs such as Marketplace and Advantage, or working with Amazon subsidiary Amazon Services, sellers of all shapes and sizes offer their selection to Amazon customers using various components of the e-commerce platform.

## Leadership Principles

Our Leadership Principles aren't just a pretty inspirational wall hanging. These Principles work hard, just like we do. Amazonians use them, every day, whether they're discussing ideas for new projects, deciding on the best solution for a customer's problem, or interviewing candidates. It's just one of the things that makes Amazon peculiar.

### Customer Obsession

Leaders start with the customer and work backwards. They work vigorously to earn and keep customer trust. Although leaders pay attention to competitors, they *obsess* over customers.

### Ownership

Leaders are owners. They think long term and don't sacrifice long-term value for short-term results. They act on behalf of the entire company, beyond just their own team. They never say "that's not my job".

### Invent and Simplify

Leaders expect and require innovation and invention from their teams and always find ways to simplify. They are externally aware, look for new ideas everywhere, and are not limited by "not invented here". As we do new things, we accept that we may be misunderstood for long periods of time.

### Are Right, A Lot

Leaders are right a lot. They have strong business judgment and good instincts. They seek diverse perspectives and work to disconfirm their beliefs.

### Learn and Be Curious

Leaders are never done learning and always seek to improve themselves. They are curious about new possibilities and act to explore them.

### Hire and Develop the Best

Leaders raise the performance bar with every hire and promotion. They recognize exceptional talent, and willingly move them throughout the organization. Leaders develop leaders and take seriously their role in coaching others. We work on behalf of our people to invent mechanisms for development like Career Choice.

### Insist on the Highest Standards

Leaders have relentlessly high standards—many people may think these standards are unreasonably high. Leaders are continually raising the bar and driving their teams to deliver high quality products, services and processes. Leaders ensure that defects do not get sent down the line and that problems are fixed so they stay fixed.

## 2014 - 2015 Rankings

- Thomson Reuters named Amazon on their annual list of Top 100 Global Innovators.
- Amazon scored 86 in the American Customer Satisfaction Index (ACSI), the highest across the e-retail category.
- Amazon announced their 100 million investment with the Alexa Fund which will fuel voice technology innovation.
- Amazon leads the Customer Service Hall of Fame for the fifth consecutive year. In addition to receiving the highest percentage of "excellent responses, less than 2% rated the company "poor", the smallest negative perception of any company reviewed.
- Handmade at Amazon was introduced. It features handcrafted products sold directly from artisans around the world.

### Think Big

Thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold direction that inspires results. They think differently and look around corners for ways to serve customers.

### Bias for Action

Speed matters in business. Many decisions and actions are reversible and do not need extensive study. We value calculated risk taking.

### Frugality

Accomplish more with less. Constraints breed resourcefulness, self-sufficiency and invention. There are no extra points for growing headcount, budget size or fixed expense.

### Earn Trust

Leaders listen attentively, speak candidly, and treat others respectfully. They are vocally self-critical, even when doing so is awkward or embarrassing. Leaders do not believe their or their team's body odor smells of perfume. They benchmark themselves and their teams against the best.

### Dive Deep

Leaders operate at all levels, stay connected to the details, audit frequently, and are skeptical when metrics and anecdote differ. No task is beneath them.

### Have Backbone; Disagree and Commit

Leaders are obligated to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting. Leaders have conviction and are tenacious. They do not compromise for the sake of social cohesion. Once a decision is determined, they commit wholly.

### Deliver Results

Leaders focus on the key inputs for their business and deliver them with the right quality and in a timely fashion. Despite setbacks, they rise to the occasion and never settle.

## Our Senior Leaders

Amazon leaders come from all sorts of backgrounds, experiences, and expertise. In addition to developing our future leaders internally, we have a strong history of hiring leaders from the outside—and giving them lots of room to grow.

### Jeff Bezos

#### President, Chief Executive Officer, and Chairman of the Board



Jeff Bezos founded Amazon.com in 1994, with the mission to build Earth's most customer-centric company. Amazon offers low prices and fast delivery on millions of items, designs and builds the bestselling Kindle hardware, and empowers companies and governments in over 190 countries around the world with the leading cloud computing infrastructure through its Amazon Web Services offering. Bezos is also the founder of aerospace company Blue Origin, which is working to lower the cost and increase the safety of spaceflight so that humans can better continue exploring the solar system.

Bezos graduated summa cum laude, Phi Beta Kappa in electrical engineering and computer science from Princeton University in 1986, and was named TIME Magazine's Person of the Year in 1999.

### Jeff Blackburn

#### Senior Vice President, Business Development

Jeff Blackburn has served as Senior Vice President, Business Development, since April 2006. From June 2004 to April 2006, he was Vice President, Business Development; from July 2003 to June 2004, he was Vice President, European Customer Service; and from November 2002 to July 2003, he was Vice President, Operations Integration. Prior to joining Amazon.com in 1998, Blackburn was Assistant Vice President at Deutsche Morgan Grenfell. Blackburn holds a BA from Dartmouth College and an MBA from Stanford's Graduate School of Business.



### Sebastian Gunningham

#### Senior Vice President, Seller Services



Sebastian Gunningham has served as Senior Vice President, Seller Services since joining Amazon.com in March 2007. Prior to joining Amazon.com, Gunningham was President of First Data Utilities from August 2006 to February 2007, following First Data's acquisition of Peace Software, Inc., where he was Chief Executive Officer from February 2004 to August 2006 and President and Chief Operating Officer from April 2002 to March 2003. From March 2003 to February 2004, he served as Vice President of Enterprise Sales at Apple, Inc. Prior to April 2002, Gunningham held various positions at Oracle Corporation, including Senior Vice President, North American Industrial Sector and Latin America.

### Andy Jassy

#### Senior Vice President, Amazon Web Services

Andy Jassy leads the Amazon Web Services business (AWS) and the Technology Infrastructure organization for Amazon.com. AWS is a subsidiary of Amazon.com that provides software developers and businesses with cloud-based infrastructure services that are inexpensive, reliable, scalable, comprehensive and flexible. AWS has grown tremendously since its inception in 2006 and now provides infrastructure services to hundreds of thousands of businesses around the world from start-ups to enterprises to government agencies. Jassy earned his bachelor's degree from Harvard University and his Master's of Business Administration from Harvard Business School.



### Steve Kessel

#### Senior Vice President

Steve Kessel joined Amazon in 1999; is Senior Vice President of Amazon.com; served as Senior Vice President, Kindle and Digital Media; and, prior to that, Vice President, Digital, and Vice President, U.S. Books, Music, Video and DVD.

Kessel received his bachelor's degree in Computer Science from Dartmouth College, and an MBA from Stanford's Graduate School of Business.



## Our Senior Leaders (continued)



### Diego Piacentini

#### Senior Vice President, International Consumer Business

Diego Piacentini has served as Senior Vice President International since joining the company in February 2000 and is a member of the Amazon executive team; he is responsible for all international retail operations. Prior to joining Amazon.com, Piacentini was Vice President and General Manager of Apple Computer Europe. He joined Apple Computer in 1987 and was promoted to the post of General Manager for Apple Europe in 1997. Before joining Apple Computer, he held a financial management position at Fiatimpresit in Italy. Piacentini holds a degree in economics from Bocconi University of Milan and was awarded “Bocconiano dell’anno” in 2010. An Italian national, he has traveled and worked across Europe, Asia, Africa and the Americas.

### Shelley L. Reynolds

#### Vice President, Worldwide Controller, and Principal Accounting Officer

Shelly Reynolds has served as Vice President, Worldwide Controller, and Principal Accounting Officer since April 2007. From February 2006 to April 2007, she was Vice President, Finance and Controller. Prior to joining Amazon, Reynolds was a partner at Deloitte & Touche LLP since 1998.



### Brian Olsavsky

#### Senior Vice President and Chief Financial Officer

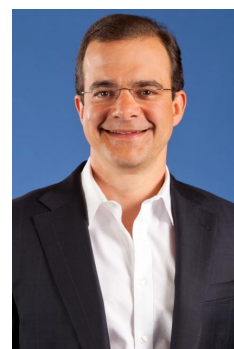
Brian has been the Chief Financial Officer and Senior Vice President of Amazon.com Inc. since June 1, 2015, replacing Tom Szkutak. Previously he served as Vice President of Finance for Global Consumer Business since April 2002. He has held numerous financial leadership roles across Amazon with global responsibility. Prior to joining Amazon, he was employed by Fisher Scientific International for 7 years in a variety of financial and business management roles. Olsavsky graduated from Pennsylvania State University with a B.S. degree in Mechanical Engineering in 1985 and received an M.S. degree in Industrial Administration from Carnegie Mellon University in 1989.



### Jeff Wilke

#### Senior Vice President, Consumer Business

Jeff has served as Senior Vice President, Consumer Business, since February 2012. From January 2007 to February 2012, Mr. Wilke served as Senior Vice President, North American Retail; and from January 2002 to December 2006, he was Senior Vice President, Worldwide Operations. Wilke joined Amazon as Vice President and General Manager, Operations in September 1999. He left AlliedSignal (now Honeywell) where he was Vice President and General Manager, Pharmaceutical Fine Chemicals. Wilke did his graduate work (MBA and MS in Chemical Engineering) at MIT's Leaders For Global Operations (formerly Leaders for Manufacturing) program where he focused on Total Quality and Process Improvement techniques. He also holds a BSE degree in Chemical Engineering, Summa Cum Laude, from Princeton University.



### David Zapolsky

#### Senior Vice President, General Counsel, and Secretary

David Zapolsky joined Amazon in November 1999 as Associate General Counsel for Litigation and Regulatory matters and was promoted to Vice President in April 2002. He became Vice President, General Counsel and Secretary in September 2012, overseeing the company's legal, policy, compliance, and regulatory affairs. Prior to joining Amazon, Zapolsky was a partner at the Seattle offices of Dorsey & Whitney and Bogle & Gates. Before moving to Seattle from New York City in 1994, he served as an Assistant District Attorney in the Brooklyn District Attorney's Office and later practiced law at Wachtell Lipton Rosen & Katz. He received his undergraduate degree in music from Columbia University and a J.D. with honors from the University of California, Berkeley.

