

Amazon

## XML 16 R3.htm IDEA: XBRL DOCUMENT

Consolidated Statements Of Operations - USD (\$) shares in Millions, \$ in Millions	12 Months Ended		
	Dec. 31, 2020	Dec. 31, 2019	Dec. 31, 2018
Total net sales	\$ 386,064	\$ 280,522	\$ 232,887
<b>Operating expenses:</b>			
Cost of sales	233,307	165,536	139,156
Fulfillment	58,517	40,232	34,027
Technology and content	42,740	35,931	28,837
Marketing	22,008	18,878	13,814
General and administrative	6,668	5,203	4,336
Other operating expense (income), net	(75)	201	296
Total operating expenses	363,165	265,981	220,466
Operating income	22,899	14,541	12,421
Interest income	555	832	440
Interest expense	(1,647)	(1,600)	(1,417)
Other income (expense), net	2,371	203	(183)
Total non-operating income (expense)	1,279	(565)	(1,160)
Income before income taxes	24,178	13,976	11,261
Provision for income taxes	(2,863)	(2,374)	(1,197)
Equity-method investment activity, net of tax	16	(14)	9
Net income	\$ 21,331	\$ 11,588	\$ 10,073
Basic earnings per share (in dollars per share)	\$ 42.64	\$ 23.46	\$ 20.68
Diluted earnings per share (in dollars per share)	\$ 41.83	\$ 23.01	\$ 20.14
<b>Weighted-average shares used in computation of earnings per share:</b>			
Basic (in shares)	500	494	487
Diluted (in shares)	510	504	500
<b>Net product sales</b>			
Total net sales	\$ 215,915	\$ 160,408	\$ 141,915
<b>Net service sales</b>			
Total net sales	\$ 170,149	\$ 120,114	\$ 90,972

## XML 31 R18.htm IDEA: XBRL DOCUMENT

Segment Information	12 Months Ended
	Dec. 31, 2020
<b>Segment Reporting [Abstract]</b>	
Segment Information	<p>SEGMENT INFORMATIONWe have organized our operations into three segments: North America, International, and AWS. We allocate to segment results the operating expenses "Fulfillment," "Technology and content," "Marketing," and "General and administrative" based on usage, which is generally reflected in the segment in which the costs are incurred. The majority of technology infrastructure costs are allocated to the AWS segment based on usage. The majority of the remaining non-infrastructure technology costs are incurred in the U.S. and are allocated to our North America segment. There are no internal revenue transactions between our reportable segments. These segments reflect the way our chief operating decision maker evaluates the Company's business performance and manages its operations.</p> <p><i>North America</i></p> <p>The North America segment primarily consists of amounts earned from retail sales of consumer products (including from sellers) and subscriptions through North America-focused online and physical stores. This segment includes export sales from these online stores.</p> <p><i>International</i></p> <p>The International segment primarily consists of amounts earned from retail sales of consumer products (including from sellers) and subscriptions through internationally-focused online stores. This segment includes export sales from these internationally-focused online stores (including export sales from these online stores to customers in the U.S., Mexico, and Canada), but excludes export sales from our North America-focused online stores.</p> <p><i>AWS</i></p> <p>The AWS segment consists of amounts earned from global sales of compute, storage, database, and other services for start-ups, enterprises, government agencies, and academic institutions.</p> <p>Information on reportable segments and reconciliation to consolidated net income (loss) is as follows (in millions):</p>

	Year Ended December 31,		
	2018	2019	2020
<b>North America</b>			
Net sales	\$ 141,366	\$ 170,773	\$ 236,282
Operating expenses	134,099	163,740	227,631
Operating income	\$ 7,267	\$ 7,033	\$ 8,651
<b>International</b>			
Net sales	\$ 65,866	\$ 74,723	\$ 104,412
Operating expenses	68,008	76,416	103,695
Operating income (loss)	\$ (2,142)	\$ (1,693)	\$ 717
<b>AWS</b>			
Net sales	\$ 25,655	\$ 35,026	\$ 45,370
Operating expenses	18,359	25,825	31,839
Operating income	\$ 7,296	\$ 9,201	\$ 13,531
<b>Consolidated</b>			
Net sales	\$ 232,887	\$ 280,522	\$ 386,064
Operating expenses	220,466	265,981	363,165
Operating income	12,421	14,541	22,899
Total non-operating income (expense)	(1,160)	(565)	1,279
Provision for income taxes	(1,197)	(2,374)	(2,863)
Equity-method investment activity, net of tax	9	(14)	16
Net income	\$ 10,073	\$ 11,588	\$ 21,331

Net sales by groups of similar products and services, which also have similar economic characteristics, is as follows (in millions):

	Year Ended December 31,		
	2018	2019	2020
<b>Net Sales:</b>			
Online stores (1)	\$ 122,987	\$ 141,247	\$ 197,346
Physical stores (2)	17,224	17,192	16,227
Third-party seller services (3)	42,745	53,762	80,461
Subscription services (4)	14,168	19,210	25,207
AWS	25,655	35,026	45,370
Other (5)	10,108	14,085	21,453
Consolidated	\$ 232,887	\$ 280,522	\$ 386,064

- (1) Includes product sales and digital media content where we record revenue gross. We leverage our retail infrastructure to offer a wide selection of consumable and durable goods that includes media products available in both a physical and digital format, such as books, videos, games, music, and software. These product sales include digital products sold on a transactional basis. Digital product subscriptions that provide unlimited viewing or usage rights are included in "Subscription services."
- (2) Includes product sales where our customers physically select items in a store. Sales to customers who order goods online for delivery or pickup at our physical stores are included in "Online stores."
- (3) Includes commissions and any related fulfillment and shipping fees, and other third-party seller services.

- (4) Includes annual and monthly fees associated with Amazon Prime memberships, as well as digital video, audiobook, digital music, e-book, and other non-AWS subscription services.
- (5) Primarily includes sales of advertising services, as well as sales related to our other service offerings.

Net sales generated from our internationally-focused online stores are denominated in local functional currencies. Revenues are translated at average rates prevailing throughout the period. Net sales attributed to countries that represent a significant portion of consolidated net sales are as follows (in millions):

	Year Ended December 31,		
	2018	2019	2020
United States	\$ 160,146	\$ 193,636	\$ 263,520
Germany	19,881	22,232	29,565
United Kingdom	14,524	17,527	26,483
Japan	13,829	16,002	20,461
Rest of world	24,507	31,125	46,035
Consolidated	<u>\$ 232,887</u>	<u>\$ 280,522</u>	<u>\$ 386,064</u>

Total segment assets exclude corporate assets, such as cash and cash equivalents, marketable securities, other long-term investments, corporate facilities, goodwill and other acquired intangible assets, and tax assets. Technology infrastructure assets are allocated among the segments based on usage, with the majority allocated to the AWS segment. Total segment assets reconciled to consolidated amounts are as follows (in millions):

	December 31,		
	2018	2019	2020
North America (1)	\$ 47,251	\$ 72,277	\$ 108,405
International (1)	19,923	30,709	42,212
AWS (2)	26,340	36,500	47,574
Corporate	69,134	85,762	123,004
Consolidated	<u>\$ 162,648</u>	<u>\$ 225,248</u>	<u>\$ 321,195</u>

- (1) North America and International segment assets primarily consist of property and equipment, operating leases, inventory, and accounts receivable.
- (2) AWS segment assets primarily consist of property and equipment and accounts receivable.

Property and equipment, net by segment is as follows (in millions):

	December 31,		
	2018	2019	2020
North America	\$ 27,052	\$ 31,719	\$ 54,912
International	8,552	9,566	15,375
AWS	18,851	23,481	32,151
Corporate	7,342	7,939	10,676
Consolidated	<u>\$ 61,797</u>	<u>\$ 72,705</u>	<u>\$ 113,114</u>

Total net additions to property and equipment by segment are as follows (in millions):

	Year Ended December 31,		
	2018	2019	2020
North America (1)	\$ 10,749	\$ 11,752	\$ 29,889
International (1)	2,476	3,298	8,072
AWS (2)	9,783	13,058	16,530
Corporate	2,060	1,910	3,485
Consolidated	<u>\$ 25,068</u>	<u>\$ 30,018</u>	<u>\$ 57,976</u>

- (1) Includes property and equipment added under finance leases of \$2.0 billion, \$3.8 billion, and \$5.6 billion in 2018, 2019, and 2020, and under financing obligations of \$3.0 billion, \$1.3 billion, and \$2.7 billion in 2018, 2019, and 2020.
- (2) Includes property and equipment added under finance leases of \$8.4 billion, \$10.6 billion, and \$7.7 billion in 2018, 2019, and 2020, and under financing obligations of \$245 million, \$0 million, and \$130 million in 2018, 2019, and 2020.

U.S. property and equipment, net and operating leases were \$45.1 billion, \$69.8 billion, and \$109.5 billion, in 2018, 2019, and 2020, and non-U.S. property and equipment, net and operating leases were \$16.7 billion, \$28.0 billion, and \$41.2 billion in 2018, 2019, and 2020. Except for the U.S., property and equipment, net and operating leases in any single country were less than 10% of consolidated property and equipment, net and operating leases.

Depreciation and amortization expense on property and equipment, including corporate property and equipment, are allocated to all segments based on usage. Total depreciation and amortization expense, by segment, is as follows (in millions):

	Year Ended December 31,		
	2018	2019	2020
North America	\$ 4,415	\$ 5,106	\$ 6,421
International	1,628	1,886	2,215
AWS	6,095	8,158	7,603
Consolidated	<u>\$ 12,138</u>	<u>\$ 15,150</u>	<u>\$ 16,239</u>

## XML 14 R3.htm IDEA: XBRL DOCUMENT

Consolidated Statements of Operations - USD (\$) shares in Millions, \$ in Millions	3 Months Ended		6 Months Ended	
	Jun. 30, 2021	Jun. 30, 2020	Jun. 30, 2021	Jun. 30, 2020
Total net sales	\$ 113,080	\$ 88,912	\$ 221,598	\$ 164,364
<b>Operating expenses:</b>				
Cost of sales	64,176	52,660	126,579	96,917
Fulfillment	17,638	13,806	34,168	25,337
Technology and content	13,871	10,388	26,359	19,713
Marketing	7,524	4,345	13,731	9,173
General and administrative	2,158	1,580	4,145	3,032
Other operating expense (income), net	11	290	49	360
Total operating expenses	105,378	83,069	205,031	154,532
Operating income	7,702	5,843	16,567	9,832
Interest income	106	135	211	337
Interest expense	(435)	(403)	(834)	(805)
Other income (expense), net	1,261	646	2,958	240
Total non-operating income (expense)	932	378	2,335	(228)
Income before income taxes	8,634	6,221	18,902	9,604
Provision for income taxes	(868)	(984)	(3,024)	(1,729)
Equity-method investment activity, net of tax	12	6	7	(97)
Net income	\$ 7,778	\$ 5,243	\$ 15,885	\$ 7,778
Basic earnings per share (in usd per share)	\$ 15.40	\$ 10.50	\$ 31.49	\$ 15.59
Diluted earnings per share (in usd per share)	\$ 15.12	\$ 10.30	\$ 30.92	\$ 15.32
<b>Weighted-average shares used in computation of earnings per share:</b>				
Basic (in shares)	505	500	505	499
Diluted (in shares)	514	509	514	508
<b>Product</b>				
Total net sales	\$ 58,004	\$ 50,244	\$ 115,495	\$ 92,085
<b>Service</b>				
Total net sales	\$ 55,076	\$ 38,668	\$ 106,103	\$ 72,279

## XML 26 R15.htm IDEA: XBRL DOCUMENT

Segment Information	6 Months Ended
	Jun. 30, 2021
Segment Reporting [Abstract]	
Segment Information	<p>SEGMENT INFORMATION</p> <p>We have organized our operations into three segments: North America, International, and AWS. We allocate to segment results the operating expenses “Fulfillment,” “Technology and content,” “Marketing,” and “General and administrative” based on usage, which is generally reflected in the segment in which the costs are incurred. The majority of technology infrastructure costs are allocated to the AWS segment based on usage. The majority of the remaining non-infrastructure technology costs are incurred in the U.S. and are allocated to our North America segment. There are no internal revenue transactions between our reportable segments. These segments reflect the way our chief operating decision maker evaluates the Company’s business performance and manages its operations.</p> <p><i>North America</i></p> <p>The North America segment primarily consists of amounts earned from retail sales of consumer products (including from sellers) and subscriptions through North America-focused online and physical stores. This segment includes export sales from these online stores.</p> <p><i>International</i></p> <p>The International segment primarily consists of amounts earned from retail sales of consumer products (including from sellers) and subscriptions through internationally-focused online stores. This segment includes export sales from these internationally-focused online stores (including export sales from these online stores to customers in the U.S., Mexico, and Canada), but excludes export sales from our North America-focused online stores.</p> <p><i>AWS</i></p> <p>The AWS segment consists of amounts earned from global sales of compute, storage, database, and other services for start-ups, enterprises, government agencies, and academic institutions.</p> <p>Information on reportable segments and reconciliation to consolidated net income is as follows (in millions):</p>



	Three Months Ended June 30,		Six Months Ended June 30,	
	2020	2021	2020	2021
<b>North America</b>				
Net sales	\$ 55,436	\$ 67,550	\$ 101,563	\$ 131,916
Operating expenses	53,295	64,403	98,111	125,319
Operating income	\$ 2,141	\$ 3,147	\$ 3,452	\$ 6,597
<b>International</b>				
Net sales	\$ 22,668	\$ 30,721	\$ 41,774	\$ 61,370
Operating expenses	22,323	30,359	41,826	59,756
Operating income (loss)	\$ 345	\$ 362	\$ (52)	\$ 1,614
<b>AWS</b>				
Net sales	\$ 10,808	\$ 14,809	\$ 21,027	\$ 28,312
Operating expenses	7,451	10,616	14,595	19,956
Operating income	\$ 3,357	\$ 4,193	\$ 6,432	\$ 8,356
<b>Consolidated</b>				
Net sales	\$ 88,912	\$ 113,080	\$ 164,364	\$ 221,598
Operating expenses	83,069	105,378	154,532	205,031
Operating income	5,843	7,702	9,832	16,567
Total non-operating income (expense)	378	932	(228)	2,335
Provision for income taxes	(984)	(868)	(1,729)	(3,024)
Equity-method investment activity, net of tax	6	12	(97)	7
Net income	\$ 5,243	\$ 7,778	\$ 7,778	\$ 15,885

Net sales by groups of similar products and services, which also have similar economic characteristics, is as follows (in millions):

	Three Months Ended June 30,		Six Months Ended June 30,	
	2020	2021	2020	2021
<b>Net Sales:</b>				
Online stores (1)	\$ 45,896	\$ 53,157	\$ 82,549	\$ 106,058
Physical stores (2)	3,774	4,198	8,414	8,118
Third-party seller services (3)	18,195	25,085	32,676	48,794
Subscription services (4)	6,018	7,917	11,574	15,497
AWS	10,808	14,809	21,027	28,312
Other (5)	4,221	7,914	8,124	14,819
Consolidated	\$ 88,912	\$ 113,080	\$ 164,364	\$ 221,598

- (1) Includes product sales and digital media content where we record revenue gross. We leverage our retail infrastructure to offer a wide selection of consumable and durable goods that includes media products available in both a physical and digital format, such as books, videos, games, music, and software. These product sales include digital products sold on a transactional basis. Digital product subscriptions that provide unlimited viewing or usage rights are included in "Subscription services."

- (2) Includes product sales where our customers physically select items in a store. Sales to customers who order goods online for delivery or pickup at our physical stores are included in “Online stores.”
- (3) Includes commissions and any related fulfillment and shipping fees, and other third-party seller services.
- (4) Includes annual and monthly fees associated with Amazon Prime memberships, as well as digital video, audiobook, digital music, e-book, and other non-AWS subscription services.
- (5) Primarily includes sales of advertising services, as well as sales related to our other service offerings.