

Our Mission:

To be Earth's most customer-centric company, where people can find and discover anything they want to buy online.



Our Leadership Principles:

Customer Obsession:

Leaders start with the customer and work backwards.

Frugality

We try not to spend money on things that don't matter to customers.

Invent and Simplify

Leaders expect and require innovation and invention from their teams and always find ways to simplify.

Bias for Action

Speed matters in business.

Hire and Develop the Best

Leaders raise the performance bar with every hire and promotion.

Are Right, A Lot

Leaders are right a lot.

Ownership

Leaders are owners.

Vocally Self Critical

Leaders benchmark themselves and their teams against the best.

Think Big

Thinking small is a self-fulfilling prophecy.

Dive Deep

Leaders operate at all levels, stay connected to the details, and audit frequently.

Earn Trust of Others

Leaders are sincerely open-minded, genuinely listen, and are willing to examine their strongest convictions with humility.

Insist on the Highest Standards

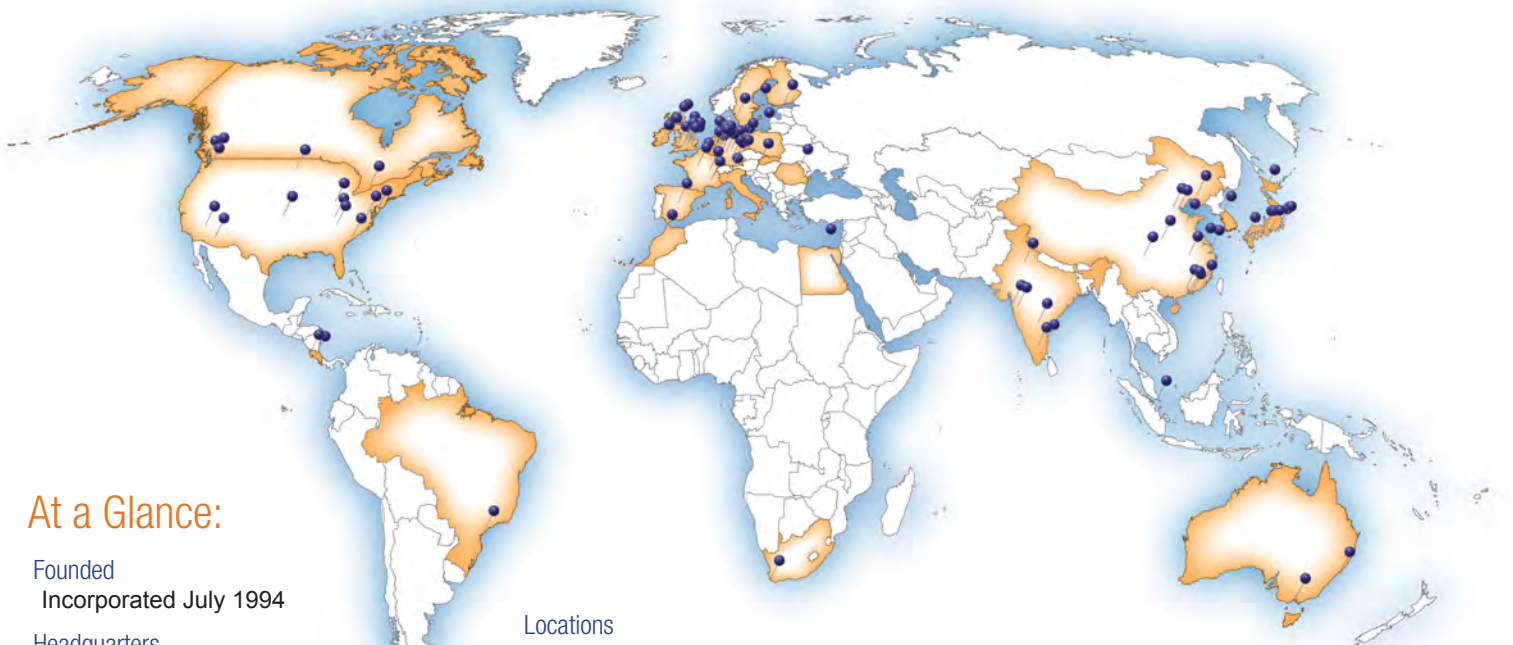
Leaders have relentlessly high standards.

Deliver Results

Leaders focus on the key inputs for their business and deliver them with the right quality and in a timely fashion.

Have Backbone

Disagree and Commit: Leaders are obligated to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting.



At a Glance:

Founded

Incorporated July 1994

Headquarters

Seattle, Washington, USA

Primary Web Sites

Amazon.com (U.S.A. – July 1995)
Amazon.co.uk (U.K. – October 1998)
Amazon.de (Germany – October 1998)
Amazon.co.jp (Japan – November 1999)
Amazon.fr (France – August 2000)
Amazon.ca (Canada – June 2002)
Amazon.cn (China – August 2004)
Amazon.it (Italy – November 2010)
Amazon.es (Spain – December 2011)

Active Customer Accounts

More than 200 million, as of 12/31/2012

Employees

88,400 worldwide, as of 12/31/2012

updated 5 Feb, 2013

Locations

Headquartered in Seattle, Washington, USA, we also have offices, fulfillment centers, customer service centers, and development centers across North America, Latin America, Europe, and Asia.

Our fulfillment centers are located around the world and provide customers with fast, reliable shipping directly from Amazon.com.

Our Customer Service Centers enable customers around the world to reach us 24/7.

Our technology teams are based in Seattle and in international Development Centers designed to tap the world's best technical talent.

Financial

Completed initial public offering in May, 1997. Traded on NASDAQ under the ticker symbol AMZN.

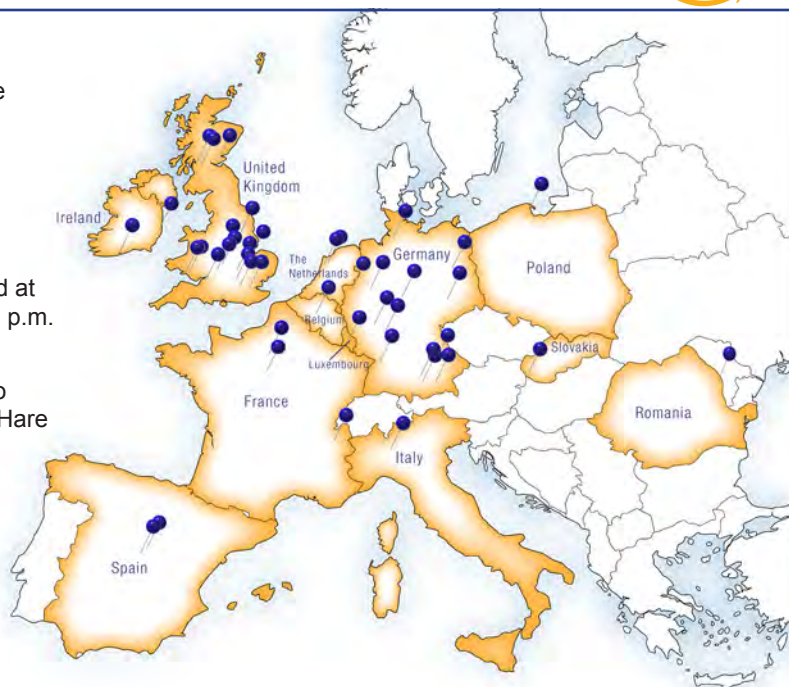
Selection

Millions of unique new, refurbished and used items in categories such as books, movies, music & video games, digital downloads, electronics & computers, home & garden, toys, kids & baby, grocery, apparel, shoes & jewelry, health & beauty, sports & outdoor, tools, and auto & industrial.

Earth's Biggest Selection

2012 Holiday Facts:

- Cyber Monday 2012 was the biggest day ever for Kindle sales worldwide.
- Amazon customers purchased enough TVs to cover the field of every NFL stadium.
- The last Local Express Delivery order that was delivered in time for Christmas went to Seattle, WA. It was a Case Logic 14.1-Inch Laptop Attaché that was ordered at 11:44 a.m. PST on Christmas Eve and delivered at 2:44 p.m. PST.
- Amazon's third-party sellers sold enough Lindt truffles to serve one to every traveler passing through Chicago O'Hare Airport over a weekend.
- On the peak day, Nov. 26, customers ordered more than 26.5 million items worldwide across all product categories, which is a record-breaking 306 items per second.



Our Departments:

North America and International Retail

are focused on broadening selection in Amazon's existing product categories and expanding selection into new areas. They also make sure that our in-stock levels are optimal and create innovative site features (such as Search Inside the book) to help customers find and discover virtually anything they want to buy.

Worldwide Operations and Customer Service

combines the rigors of Lean process design, Six Sigma quality, and a passion for technical innovation to oversee all aspects of supply chain management, transportation, logistics, distribution, inventory management, and customer service.

Legal

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

Finance & Administration

oversees Amazon's financial health, including financial processes and controls and financial reporting and accounting practices, as well as facilities management and other administrative functions.

Seller Services

makes 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.

E-Commerce Platform

drives innovations in technology to power Amazon's web sites and applications.

Amazon Web Services

provides Amazon's developer customers with access to in-the-cloud infrastructure services based on Amazon's own back-end technology platform, which developers can use to enable virtually any type of business. Examples of the services offered by Amazon Web Services are Amazon Elastic Compute Cloud (Amazon EC2), Amazon Simple Storage Service (Amazon S3), Amazon SimpleDB, Amazon Simple Queue Service (Amazon SQS), Amazon Flexible Payments Service (Amazon FPS), Amazon Mechanical Turk, and Amazon CloudFront.

Digital

is responsible for the Amazon Kindle family of wireless reading devices.



2012 By the Numbers:

- Interbrand named Amazon #20 in their annual ranking of the world's most valuable brands--the "second biggest climber in brand value this year."
- Amazon scored 86 in the American Customer Satisfaction Index (ACSI), the highest across the e-retail category.
- Fast Company recognized Amazon as one of the world's top five innovative companies.
- Fortune Magazine ranked Amazon the third most admired company in the world.
- ForeSee ranked Amazon #1 in holiday customer satisfaction for the 8th consecutive year.

A Snapshot of Some of 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.

Here are just a few examples.



Jeffrey P. Bezos

President, Chief Executive Officer, and Chairman of the Board

Jeff has always been interested in anything that can be revolutionized by computers. Intrigued by the amazing growth in use of the Internet, he created a business model that leveraged the Internet's unique ability to deliver huge amounts of information rapidly and efficiently. In 1994, he founded Amazon.com, Inc., now the leading online retailer, that offers services which traditional retailers cannot: lower prices, authoritative selection, and a wealth of product information. Before heading West to start Amazon, Jeff worked at the intersection of computer science and finance, helping build one of the most technically sophisticated quantitative hedge funds on Wall Street for D.E. Shaw & Co. He also led the development of computer systems that helped manage more than \$250 billion in assets for Bankers Trust Company. Jeff graduated summa cum laude, Phi Beta Kappa in electrical engineering and computer science from Princeton University in 1986.

Jeff Blackburn

Senior Vice President, Worldwide Business Development

Jeff Blackburn is Amazon's senior vice president of Worldwide Business Development, managing corporate development activities, strategic business development partnerships, advertising agreements, and corporate investments, as well as merger and acquisition opportunities. Prior to joining Amazon in 1998, Jeff held various positions with Morgan Stanley, Interpublic Group/Marketing Corporation of America, and Deutsche Bank Technology Group. Blackburn earned his BA in economics and public policy from Dartmouth College and his MBA from Stanford Graduate School of Business.



Sebastian Gunningham

Senior Vice President, Merchant Services

Sebastian has served as senior vice president, Merchant Services since joining Amazon in 2007. Prior to joining Amazon, Sebastian was president of First Data Utilities from 2006 to 2007, following First Data's acquisition of Peace Software, Inc., where he was chief executive officer from 2004 to 2006. He previously held leadership positions at Apple, Inc. and Oracle Corporation.

Andy Jassy

Senior Vice President, Amazon Web Services

Andy serves as senior vice president, Amazon Web Services, providing developers with access to in-the-cloud infrastructure services based on Amazon's own back-end technology platform. He has served in several leadership positions since joining Amazon in 1997. Prior to joining Amazon, he was the founder and manager of a marketing consulting company. Andy holds an MBA from Harvard Business School.



Steve Kessel

Senior Vice President, Worldwide Digital Media

Steve serves as senior vice president, Worldwide Digital Media, and oversees the Amazon Kindle family of wireless reading devices. He has served in many roles since joining the company in May 1999, including vice president of Amazon's Books, Music, and DVD businesses for North America and Asia, as well as Amazon.com's Apparel & Accessories and Sports & Outdoors stores. Prior to joining Amazon, Steve worked as a Consultant for Netscape Communications. He holds an MBA from Stanford Graduate School of Business and a BA in Computer Science from Dartmouth College.

Marc Onetto

Senior Vice President, Worldwide Operations

Marc joined Amazon in 2006 as senior vice president, Worldwide Operations. Previously, Marc served as executive vice president, Worldwide Operations, at Solectron Corporation from 2003 to 2006. Prior to Solectron, Marc held leadership positions at General Electric Co., including vice president, European Operations, at GE Europe from 2002 to 2003 and vice president and general manager, Global Supply Chain, GE Medical Systems from 1988 to 2002.





Diego Piacentini

Senior Vice President, International Retail

Diego joined Amazon in 2000 and is senior vice president for International Retail. Under his leadership, Amazon launched two new websites, Amazon.fr and Amazon.co.jp and significantly increased revenues, customers, product selection, and technological features across all international sites. Prior to joining Amazon, Diego was vice president and general manager of Apple Computer Europe, where he headed operations for Europe, the Middle East, and Africa. Piacentini joined Apple Computer in 1987. He held several financial management positions both in Apple Italy and at a European level through 1993. Diego holds a degree in economics from Bocconi University of Milan.

Shelley L. Reynolds

Vice President, Worldwide Controller, and Principal Accounting Officer

Ms. 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.com, Ms. Reynolds was a partner at Deloitte & Touche LLP since 1998.



Tom Szkutak

Senior Vice President and Chief Financial Officer

After more than 20 years with GE, Tom joined Amazon in 2002 to serve as the company's chief financial officer and senior vice president. As CFO, he oversees the company's overall financial activities, including controllership, tax, treasury, analysis, investor relations, internal audit, and financial operations. Before joining Amazon, Tom served as CFO for GE Lighting, where he managed a division with \$3 billion in annual revenue and more than 33,000 employees around the world. Prior to being named CFO of GE Lighting, he was executive vice president of finance for GE Investments in Stamford, Connecticut. He received a BS in finance from Boston University, where he graduated magna cum laude.

Brian Valentine

Senior Vice President, Ecommerce Platform Product Group

Brian serves as senior vice president, Ecommerce Platform. Prior to joining Amazon in 2006, Brian held several leadership positions at Microsoft Corporation from 1987 to 2006, including senior vice president, Windows Core Operating System Division from 2004 to 2006, and vice president, Windows from 1999 to 2004. Prior to joining Microsoft, he was a software development lead at Intel Corporation. He received a BS in Computer Science from Eastern Washington University.



Jeff Wilke

Senior Vice President, North America Retail

Jeff serves as senior vice president, North American Retail. From 2002 until 2006, he was Amazon's senior vice president, Worldwide Operations. He joined Amazon in 1999, leaving AlliedSignal (now Honeywell) where he was vice president and general manager, Pharmaceutical Fine Chemicals, a \$200 million global business. Jeff spent the preceding five years in a variety of operations leadership assignments in the chemical, polymer and electronics industries. Jeff did his graduate work (MBA and MS in Chemical Engineering) at MIT's 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.com in November 1999 as associate general counsel for litigation and regulatory matters and was promoted to vice president in April 2002. He became senior vice president, general counsel and secretary in September 2012, overseeing the company's legal, policy, compliance, and regulatory affairs.

Prior to joining Amazon.com, David 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.

