

## 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

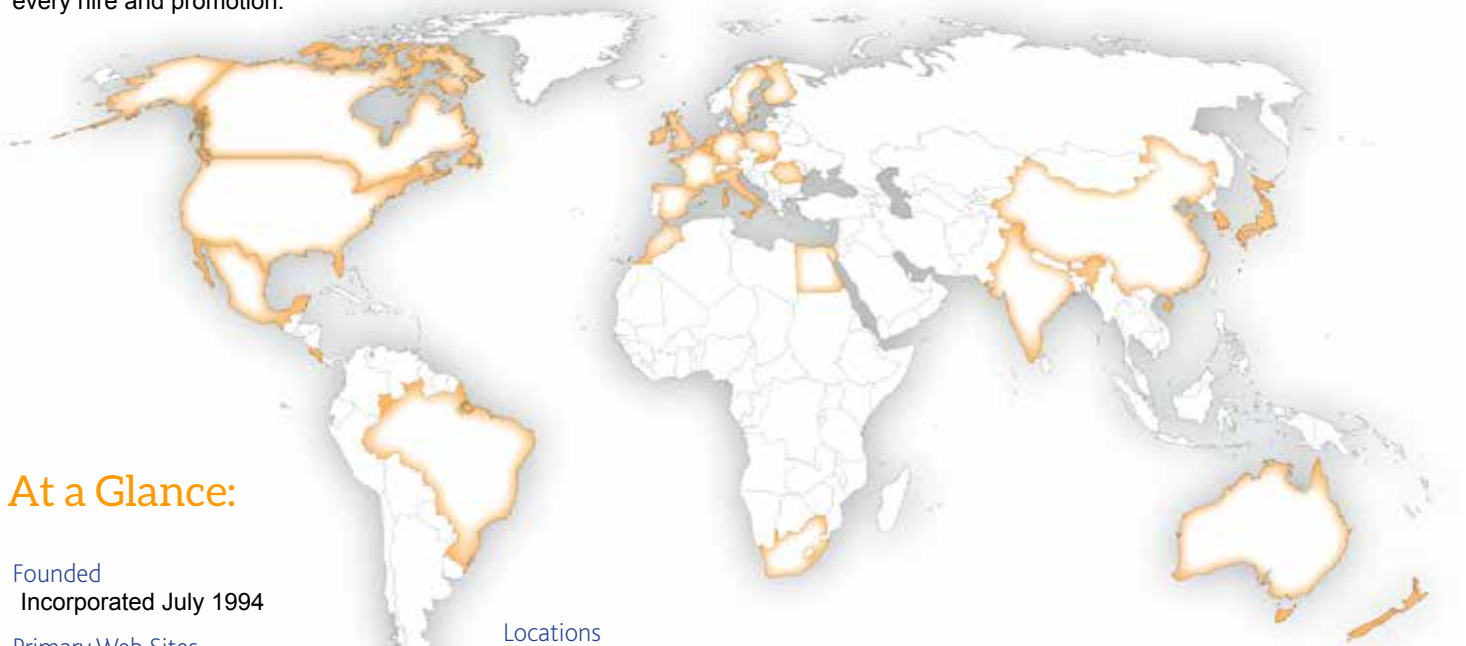
Leaders have relentlessly high standards.

### 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

### 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)  
Amazon.com.br (Brazil – December 2012 – digital only)  
Amazon.com.mx (Mexico – August 2013 – digital only)

### Active Customer Accounts<sup>1</sup>

More than 237 million, as of 12/31/2013

### Employees

117,300 worldwide, as of 12/31/2013

updated 1 February, 2014

### Locations

Headquartered in Seattle, Washington, USA, we also have offices, fulfillment centers, customer service centers, data centers, and development centers globally.

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.

<sup>1</sup>Active customer accounts represent accounts that have placed an order during the preceding twelve month period.

## Earth's Biggest Selection

### 2013 Facts:

- Prime Instant Video selection increased from 33,000 to more than 40,000 movies and TV episodes
- Marketplace Sellers worldwide on Amazon shipped items to customers in more than 185 countries, and over 480,000 cities
- TCustomers purchased from Marketplace Sellers worldwide on Amazon enough physical CDs to hold a concert that would last over 340 years
- On Cyber Monday, more than 13 million units were ordered worldwide from Marketplace Sellers on Amazon
- Selection in the Kindle Owners' Lending Library in 2013 grew from 250,000 books to more than 475,000 books—books that Kindle owners with a Prime membership can borrow for free with no due dates



## 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.

### Digital

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

### E-Commerce Platform

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

### 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.

### 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.



## 2013 by the Numbers:

- Interbrand named Amazon #19 in their ranking of the world's most valuable brands, with an increase of 27% in brand value over 2012
- Amazon scored 88 in the American Customer Satisfaction Index (ACSI), the highest across the e-retail category, and an increase of 4% over 2012
- 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 overall Customer Relationship Score, with a satisfaction score of 90

## 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.



### 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, Mr. 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, Mr. 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.

Andy 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.





## 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.



## Tom Szkutak

Senior Vice President and Chief Financial Officer

After more than 20 years with GE, Tom Szkutak joined Amazon in October 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, Szkutak served as CFO for GE Lighting. Prior to being named CFO of GE Lighting, Szkutak oversaw the GE Plastics finance operations for Europe, the Middle East, Africa and India. In addition, he was executive vice president of finance for GE Investments in Stamford, Connecticut.

Szkutak received a BS in finance from Boston University, where he graduated magna cum laude.



## 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.

