



## Amazon at a Glance

INCORPORATED JULY 1994

Our mission is to be Earth's most customer-centric company. And a pioneering spirit is part of our DNA. That's how we've grown from an e-commerce site to much more. That spirit is also what attracts the world's brightest minds. Together, they research and develop new technologies on behalf of our customers: shoppers, sellers, content creators, and developers around the world.

Based in Seattle, Amazon has additional corporate offices, fulfillment centers, customer service centers, data centers, and development centers located across the globe. More than 300,000 employees work at Amazon in Australia, Belgium, Brazil, Canada, China, France, Germany, India, Ireland, Italy, Luxembourg, Mexico, Singapore, Slovakia, Spain, the United Kingdom, and the United States.

At Amazon, we pioneer. And here, it's always Day 1.

## Business Teams

### AMAZON DEVICES & SERVICES

From the iconic Kindle and Echo to Amazon Fire TV, Fire tablets and new ordering devices like Dash Button, this is where innovative technology is imagined, designed, built and launched.

### AMAZON WEB SERVICES

AWS provides the on-demand delivery of compute power, database storage, applications, and other IT resources through a cloud services platform via the internet with pay-as-you-go pricing, which allows companies to enable virtually any type of business.

### BUSINESS DEVELOPMENT (BIZDEV)

These teams include WW Advertising, Amazon Video, Prime Video and Studios, Amazon Music, IMDb, Cloud Drive, Amazon Registry Services, Amazon Restaurants and Tickets, and Corporate and Business Development. They drive new businesses in the company that are innovating in new or emerging market segments.

### E-COMMERCE

Here, innovations in technology are created to power Amazon's websites and applications.

### FINANCE AND ADMINISTRATION

Using financial processes and controls, this team of financial reporters, administrative leaders, facilities managers and accountants keep track of Amazon's financial health.

### KINDLE/DIGITAL CONTENT & PUBLISHING

Readers and authors around the globe rely on this group. They've pioneered services like Kindle Unlimited for reading subscriptions, disruptive tools for authors to publish and distribute their work, and emerging ways to access a wide variety of content from education to comics.

### LEGAL

Amazon's intellectual property and patent efforts, business ethics and compliance, risk management and litigation are all covered by this team.

### NORTH AMERICA AND INTERNATIONAL RETAIL

This team directly focuses on helping customers find and discover virtually anything they want to buy. How? Through broadening our selection in existing product categories, expanding selections into new areas, making sure that Amazon's in-stock levels are optimal and creating innovative site features.

### WORLDWIDE OPERATIONS AND CUSTOMER SERVICE

This team leverages 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

This group focuses on making it "trivially easy" for individual sellers and merchants of all shapes and sizes to do business on Amazon.

## 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

## Highlights

- In May 2016, Amazon pledged to hire 25,000 veterans and military spouses over the next five years and to train 10,000 active-duty service members, veterans and military spouses.
- AWS entered into power purchase agreements to support the construction and operation of 10 renewable energy wind and solar projects that will deliver a total of 2.6 million MWh of energy annually onto the electric grid powering AWS data centers across the United States.
- Amazon was ranked in Universum's Most Attractive Employer's list for Business and Computer Science students in the United States.
- Amazon Studios received its first Oscar nominations in 2017—six nominations for *Manchester by the Sea*, including Best Motion Picture of the Year and one for Best Foreign Language Film with *The Salesman*.
- The Harris Poll ranked Amazon #1 for corporate reputation.
- In 2016, Amazon Prime Video expanded internationally to customers in more than 200 countries and territories around the world, giving customers access to unlimited streaming of Amazon's popular and award-winning Original Series, including *The Grand Tour*, *The Man in the High Castle*, and *Transparent*.

# Leadership Principles

## Our Leadership

Principles aren't just a pretty, inspirational wall hanging. These Principles work hard, just like we do. And Amazonians use them, every day, in every department.



### 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 from 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 it 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.

### 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 bestselling devices like Amazon Echo, 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.



## JAY CARNEY

*Senior Vice President, Corporate Affairs*

Jay Carney joined Amazon in March 2015 to run the company's new Global Corporate Affairs organization. In this role, he oversees Amazon's Public Affairs and Public Policy divisions, and reports to CEO Jeff Bezos. From January 2011 through June 2014, Carney served as White House Press Secretary to President Obama. Before moving to the White House, Carney spent 21 years as a reporter, 20 of them at Time Magazine. From 2005 to 2008, he was Time's Washington Bureau Chief. As a journalist, he wrote extensively on domestic and foreign policy issues, legislative battles and political campaigns. Carney later won the 2003 Gerald R. Ford Prize for Distinguished Reporting on the Presidency.

Carney was raised in Virginia and earned a B.A. in Russian and East European Studies from Yale University.



## BETH GALETTI

*Senior Vice President, Human Resources*

Beth Galetti joined Amazon in the role of VP, Human Resources for the Worldwide Operations and Customer Service HR organization. She started her career with a Bachelor's degree in electrical engineering from Lehigh University, and earned her MBA from Colorado Technical University. Galetti's early jobs were in computer programming and technical project management, spanning the automotive, telecommunications, and transportation industries, and growing into a Chief Information Officer role. She made a major career change in 2009 into airline operations, in Brussels, Belgium. Amazon presented another major career change for her in 2013 when she joined the Human Resources organization. She cites her role at Amazon as her "most exciting and challenging" role of her career.

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## RUSSELL GRANDINETTI

*Senior Vice President, International Consumer*

Russell Grandinetti joined Amazon in 1998 and is currently the Senior Vice President of International Consumer at Amazon, responsible for all international retail operations. Previously, he served as Senior Vice President for Kindle. Prior to joining Kindle in October of 2009, he managed Amazon's print book business in North America. He has served in a number of other positions in Amazon's retail and finance functions, including Vice President of Softlines and as Treasurer of the company. Before joining Amazon, Grandinetti was a securities analyst for Morgan Stanley and, prior to that, he was a systems designer and engineer at Andersen Consulting. He graduated from Princeton University and holds a B.S.E. in Operations Research.



## 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

*CEO, 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 is now the underlying infrastructure for millions of customers, including fast-growing startups, large enterprises, and government agencies across 190 countries. 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.



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## DAVID LIMP

*Senior Vice President, Amazon Devices and Services*

Currently SVP, Amazon Devices and Services, David Limp has been at Amazon since March 2010. He has overall responsibility for development, retail sales, and operational aspects of Amazon devices and the services behind them, including Kindle, Fire TV, Fire tablets, Dash buttons and the Dash Replenishment Service, Amazon Appstore, Echo, and Alexa.

Prior to Amazon, Limp has served as Venture Partner of Azure Capital Partners, Chief Strategy Officer of Palm, as well as Executive Vice President and Chief Strategy Officer of Liberate Technologies. Limp started his career at Apple Computer from 1987.

Limp has B.S. degrees in Computer Science and Mathematics from Vanderbilt University and an M.S. degree in Management from Stanford University Graduate School of Business.



## SHELLEY L. REYNOLDS

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

Shelley 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 Olsavsky 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 seven 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.



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## JEFF WILKE

*CEO, Worldwide Consumer*

Jeff Wilke has served as Senior Vice President, Worldwide Consumer Business, since February 2012. From January 2007 to February 2012, 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.