


[Home](#)[About Us](#)[Services](#)[Experience](#)[Knowledge](#)[Site Map](#)
MWPVL
International
**Leadership in
Supply Chain and
Logistics Consulting**

**Exceeding Client
Expectations on
Every Project!**
 +1 (514) 482-3572

 Information at
mwpvl.com



Amazon Global Fulfillment Center Network

Amazon Fulfillment Center Network

[Home](#)[Network Strategy](#)[Amazon.com](#)[John Deere](#)[Target](#)[Walmart](#)

Introduction













*This is an article that documents the Amazon global fulfillment center network. **MWPVL** International does not represent Amazon in any way and this article is only for informational purposes.*

It all started in the July, 1994 when former investment banker Jeff Bezos left New York City for Seattle to launch a new on-line bookstore. Amazon.com took shape over the next 12 months and the company's web storefront recorded its first sale in July, 1995. By year-end 1996, Amazon.com had generated \$15.7 Million in sales. On May 15, 1997 Amazon.com raised \$54 Million of capital with an IPO on the NASDAQ (AMZN). The company grew at an astonishing pace with sales reaching \$1.6 Billion by the end of 1999.


In 2000, Amazon took a sharp turn for the worse when a quarterly financial loss of \$323 Million was reported. A subsequent quarterly loss of \$200 Million sent the company share price tumbling by 70%. Losses continued through 2000 with Amazon reporting a massive \$1.4 billion loss for the year. Speculation on the street was that Amazon would file for bankruptcy and the company's stock hit an all time low. In 2001, a major cost cutting and restructuring effort restored profitability to the firm and Amazon has not looked back since. Having said this, the company has still not generated any significant profits since this time.

From a distribution strategy perspective, Amazon started with two fulfillment centers in Seattle and Delaware. The original 93,000-square-foot Seattle facility was largely manual and now seems tiny relative to most of the new fulfillment centers being built today. The 202,000-square-foot facility in New Castle, Delaware was undoubtedly a brave gamble back in November 1997. In 1999, Amazon expanded by adding fulfillment centers in: Fernley, NV; Coffeyville, KS; McDonough, GA (later closed in 2001); Campbellsville, KY; and Lexington, KY. At the same time, Amazon expanded into Europe with fulfillment centers in Regensburg, Germany; Bad Hersfeld, Germany; and Marston Gate, UK. Things then went relatively quiet on the expansion front until 2005 and since then Amazon's fulfillment network has been growing at an incredible pace around the world.

As of **January 2016**, to the best of our knowledge, Amazon operates the following distribution infrastructure:

















Flag	Country	Facility Type	Number of Active Facilities	Active Square Feet	Future Facilities	Future Square Feet
	United States of America	Fulfillment Centers and Redistribution Centers	72	57,655,000	11	7,195,000
		Sortation Centers	23	6,908,000	0	0
		Prime Now Hubs and Fresh Delivery Stations	43	1,681,000	0	0
		SubTotal USA	138	66,244,000	11	7,195,000
	Canada	Fulfillment Centers	5	2,282,000	0	0
	Mexico	Fulfillment Centers	1	NA	0	0
	United Kingdom	Fulfillment Centers	10	5,305,000	1	1,000,000
		3PL Delivery Stations	17	834,400	0	0
	Germany	Fulfillment Centers	9	9,404,000	1	500,000
	France	Fulfillment Centers	4	2,647,000	0	0
	Italy	Fulfillment Centers	1	646,000	0	0
	Spain	Fulfillment Centers	1	807,000	1	NA
	Czechoslovakia	Fulfillment Centers & Return Centers	2	1,291,000	0	0
	Poland	Fulfillment Centers	3	3,241,000	1	NA
	China	Fulfillment Centers	16	7,487,000	0	0
	Japan	Fulfillment Centers	10	6,077,000	0	0
		Prime Now Hubs	1	NA	0	0

Please do **NOT** call us if you need to speak to Amazon or need their phone numbers. We are not Amazon. This is a news article for informational purposes only.




























	India	Fulfillment Centers & Delivery Stations	19	1,535,000	0	0
SubTotal Rest of World			99	41,556,000	5	1,650,000
Global Total			237	107,800,000	16	8,845,000



























Amazon's Fulfillment and Sortation Network in North America


























Currently Amazon operates a variety of distribution centers in North America including fulfillment centers, sortation centers, special facilities, redistribution centers, returns centers, 3PL outsourced facilities, prime now hubs, Amazon.Fresh delivery stations and University book stores. Amazon currently operates a network of sortation centers to gain control of the last mile delivery process - for more information about Amazon's sortation network [click here](#). In 2015, Amazon invested significantly in the development of its Prime Now Hub network to enable delivery of customer orders within 1 - 2 hours. A detailed listing of all facilities appears in the table below. All figures provided are estimates based on our research. We have included the Zappos.com, Endless.com and Diapers.com fulfillment centers in our North American figures. Please note that the square footage figures below exclude mezzanine areas unless otherwise indicated.


























Fulfillment Center	Location	Country	Square Feet	Year Opened	Description of Operation
PHX3	6835 West Buckeye Road, Phoenix, Arizona, 85043		1,000,000	September 2007	<ul style="list-style-type: none"> Large Sortable Fulfillment Center Originally opened at 605,000 Sq. Ft. Expanded by 400,000 Sq. Ft. in Dec. 2011
PHX5	16920 W. Commerce Dr. , Goodyear, Arizona, 85338-3620		1,200,000	June 2008	<ul style="list-style-type: none"> Non-sortable Fulfillment Center Originally opened at 800,000 Sq. Ft. Expanded to 1.2 Million Sq. Ft + a 230,000 sq ft mezzanine in 2011.
PHX6 TFC1	4750 & 5050 West Mohave Street, Phoenix, Arizona, 85043-4428		1,207,000	October 2010	<ul style="list-style-type: none"> Large Sortable Fulfillment Center in one half of the building Small Sortable Fulfillment Center in the other half
PHX7	800 N. 75th Ave, Phoenix, Arizona, 85043-3101		1,200,000	September 2011	<ul style="list-style-type: none"> Small Sortable and Non Sortable Fulfillment Center
UAZ1	Phoenix, Arizona, 85001			2015	<ul style="list-style-type: none"> Prime Now Hub
ONT2	1910 E. Central Ave., Southgate Building 3, San Bernardino, California, 92408-0123		951,700	October 2012	<ul style="list-style-type: none"> Small Sortable Fulfillment Center 2000 associates
ONT5/ONT7	2020 E. Central Ave., Southgate Building 4, San Bernardino, California, 92408-2606		514,600	October, 2013	<ul style="list-style-type: none"> Building 4 connects to Building 3 ONT5 services Amazon.Fresh Grocery orders to a subset of the Los Angeles market ONT5 also serves as a Sortation center for Greater Los Angeles ONT7 is Amazon Pantry
ONT6	24208 San Michelle Rd, California, 92551-9561		1,250,000	August 2014	<ul style="list-style-type: none"> Small Sortable Fulfillment Center 3,000 people
ONT8	24300 Nandina Ave., Moreno Valley, California, 92551-9534		769,320	August 2014	<ul style="list-style-type: none"> Redistribution Center
ONT9	2125 W. San Bernardino Ave., Redlands, California, 92374-5005		700,000	October 14 2014	<ul style="list-style-type: none"> Non Sortable Fulfillment Center Ships large items like televisions
OAK3	255 Park Center Drive, Patterson, California, 95363-8876		1,000,000	September, 2013	<ul style="list-style-type: none"> Non Sortable Fulfillment Center Ships larger products such as barbecues and appliances. 500 people
OAK4	1555 N. Chrisman Rd, Tracy, California, 95304-9370		1,000,000	October, 2013	<ul style="list-style-type: none"> Large and Small Sortable Fulfillment Center Facility includes automation / robotics (Kiva) for small sortable products 1,800 people
OAK5/OAK6	38811 Cherry Street, Newark, California, 94560-4939		574,650	2014	<ul style="list-style-type: none"> Sortation center to service the San Francisco Bay area. Amazon.Fresh Delivery Station 200 people
SNA4	2496 W Walnut, Rialto, California, 92376-3009		882,200	November 2015	<ul style="list-style-type: none"> Large Non-Sortable 300 people
XUSD	1909 Zephyr Street, Stockton, California, 95206		508,000	October, 2013	<ul style="list-style-type: none"> Large nonsortable (e.g. canoes, fishing rods) Fulfillment center is outsourced to 3PL Menlo Logistics
DSF1	990 Beecher St, San Leandro, California, 94577		42,360	September 2013	<ul style="list-style-type: none"> Amazon.Fresh Delivery Station

























Amazon Fresh Delivery Station

DSF3	1700 Montague Expy, San Jose, California, 95131		25,820	2013	<ul style="list-style-type: none"> Amazon.Fresh Delivery Station
DSD2	2777 Loker Ave W, Carlsbad, California, 92010-6517		39,730	2013	<ul style="list-style-type: none"> Amazon.Fresh Delivery Station
DLA1	900 W Florence Ave, Inglewood, California, 90301		27,740	2013	<ul style="list-style-type: none"> Amazon.Fresh Delivery Station
DLA2	5650 Dolly Ave, Buena Park, California, 90621		330,000	2013	<ul style="list-style-type: none"> Amazon.Fresh Delivery Station Operated by 3PL States Logistics
DLA3	5829 Smithway St, Commerce, California, 90040		48,370	2013	<ul style="list-style-type: none"> Amazon.Fresh Delivery Station
DLA4	9031 Lurline Ave, Chatsworth, California 91311		29,210	2013	<ul style="list-style-type: none"> Amazon.Fresh Delivery Station
UCA1	San Francisco, California, 94112			2015	<ul style="list-style-type: none"> Prime Now Hub
UCA2	Redondo Beach, California, 90277			2015	<ul style="list-style-type: none"> Prime Now Hub
UCA3	11800 W Olympic Blvd., Los Angeles, California, 90064		28,800	2015	<ul style="list-style-type: none"> Prime Now Hub for Santa Monica
UCA4	2006 McGaw Ave, Irvine, California, 92614		45,290	2015	<ul style="list-style-type: none"> Prime Now Hub
UCA5	Los Angeles, California, 90001			2015	<ul style="list-style-type: none"> Prime Now Hub
UCA6	San Diego, California, 92154			2015	<ul style="list-style-type: none"> Prime Now Hub
UCA7	Sunnyvale, California, 94085			2015	<ul style="list-style-type: none"> Prime Now Hub
UCA8	1000 Folger Ave., West Berkley, California, 94710			2015	<ul style="list-style-type: none"> Prime Now Hub
UCA9	Near 65th and 14th, Sacramento, California, 94203			2015	<ul style="list-style-type: none"> Prime Now Hub
BDL1	801 Day Hill Road, Windsor, Connecticut, 06095		1,000,000	May 2015	<ul style="list-style-type: none"> 300+ full time people hired 1 M SF + 500,000 SF Mezzanine Ships large items like televisions
BDL5	29 Research Parkway, Wallingford, Connecticut, 06492		184,875	Fall 2015	<ul style="list-style-type: none"> Sortation center for the Windsor FC Opening Date TBD
PHL1	1 Centerpoint Blvd, New Castle, Delaware, 19720		202,000	November 1997	<ul style="list-style-type: none"> Big Sortable Amazon's 2nd DC in its network
PHL7	560 Merrimac Ave, Middletown, Delaware, 19709-4652		1,200,000	October 2012	<ul style="list-style-type: none"> 1600 full time associates + 3,500 seasonal workers at peak
MCO5	205 Deen Still Road , Davenport, Florida, 33897-9409		270,000	2014	<ul style="list-style-type: none"> Sortation Center to service Tampa Bay & Lakeland FCs
TPA1	3350 Laurel Ridge Ave, Ruskin, Florida, 33570- 5526		1,100,000	September 2014	<ul style="list-style-type: none"> Small Sortable 1000 full time people + 100 seasonal workers. Investment is \$200 Million. Facility to be expanded (doubled) in 2015 - 2016
TPA2	1760 County Line Rd. , Lakeland, Florida, 33811-1808 Copyright Offense MWPVL		1,000,000	December 2014	<ul style="list-style-type: none"> Large non-sortable items such as televisions 248 full time people + up to 137 seasonal workers. Investment is \$102 Million.
MIA5/UFL1	1900 NW 132nd Place, Doral (Miami), Florida, 33182-1920		335,800	October 2014	<ul style="list-style-type: none"> Sortation center and Prime Now Hub located due west of Miami International Airport Facility staffs 300 associates
	15600 NW 15th Ave, Miami Gardens, Florida, 33169		37,440	March 2015	<ul style="list-style-type: none"> Prime Now Hub
ATL6	4200 North Commerce, Atlanta, Georgia, 30344-5707		301,200	March 2014	<ul style="list-style-type: none"> Sortation Center to service Atlanta market
ATL7 UGA1	6855 Shannon Parkway, Fulton, Union City, Georgia, 30291		517,080	Q4 2015	<ul style="list-style-type: none"> Sortation Center and Prime Now Hub
ATL8	2201 Thornton Road, Lithia Springs, Georgia,		733,200	Q4 2015	<ul style="list-style-type: none"> New facility unannounced

	30122-3895				
IND1	4255 Anson Blvd, Whitestown, Indiana, 46075-4412		1,000,000	August 2008	<ul style="list-style-type: none"> ■ Big Sortable ■ Expanded by 400,000 Sq. Ft. in February, 2011 ■ 2,000 associates
IND2 IND3	715 & 717 Airtech Parkway, Plainfield, Indiana, 46168		947,300	October 2008	<ul style="list-style-type: none"> ■ Non-Sortable ■ 1,200 associates
IND4	710 S. Girls School Road, Indianapolis, Indiana, 46231-1132		902,850	June 2011	<ul style="list-style-type: none"> ■ Dedicated Text Book FC
IND5	800 Perry Road, Plainfield, Indiana, 46168-7937		925,800	August 2011	<ul style="list-style-type: none"> ■ Non-Sortable
SDF8	900 Patrol Road, Jeffersonville, Indiana, 47130-7761		1,200,000	October 2012	<ul style="list-style-type: none"> ■ 1,000 associates ■ Small Sortable
XUSE	5100 S. Indianapolis Road, Whitestown, Indiana, 46075		624,000	October 2013	<ul style="list-style-type: none"> ■ Large nonsortable (e.g. canoes, fishing rods) ■ Fulfillment center is outsourced to 3PL Menlo Logistics
MDW1	Greater Chicago Area, Illinois		1,000,000	2017	<ul style="list-style-type: none"> ■ New \$75 Million project announced for Illinois to staff 1,000 associates ■ 1 M Sq Ft Building with 300,000 SF Mezzanine
MDW2	401 E. Laraway Road, Joliet, Illinois, 60433- 9642		475,100	2015-16	<ul style="list-style-type: none"> ■ New small sortable fulfillment center planned for 2015 - 2016 ■ 1,000 associates to be hired.
MDW5	1111 N. Cherry Ave., Goose Island, Illinois, 60642		51,970	July 2015	<ul style="list-style-type: none"> ■ Prime Now Hub
MDW6	2801 S. Western Ave, Chicago, Illinois, 60608		150,000	2015-16	<ul style="list-style-type: none"> ■ Probably a new small sortable fulfillment center planned for 2015 - 2016
DCH2	8220 Austin Ave, Morton Grove, Illinois, 60053		39,330	2015	<ul style="list-style-type: none"> ■ Amazon.Fresh Delivery Station
DCH3	4500 Western Ave, Lisle, Illinois, 60532		68,000	2015	<ul style="list-style-type: none"> ■ Amazon.Fresh Delivery Station
MCI5	16851 W 113th St, Lenexa, Kansas, 66219		260,700	Dec 2014	<ul style="list-style-type: none"> ■ Sortation center
CVG1	Bldg. F Park W Int'l., 1155 Worldwide Blvd., Hebron, Kentucky, 41048-8648		484,000	June 2005	<ul style="list-style-type: none"> ■ Specialty Site for Clothing ■ Responsible for fulfillment of shoes, purses for Amazon.com and Endless.com
CVG2	1600 Worldwide Blvd., Hebron, Kentucky, 41048		543,000	December 2005	<ul style="list-style-type: none"> ■ Specialty Site ■ Returns Center
CVG3	3680 Langley Dr., Hebron, Kentucky, 41048		711,400	July 2007	<ul style="list-style-type: none"> ■ Redistribution Center
CVG5 CVG7	2285 Litton Way, Hebron, Kentucky, 41048-8435		598,000	January 2014	<ul style="list-style-type: none"> ■ CVG5 is a Sortation Center ■ CVG7 is Amazon Pantry
LEX1	1850 Mercer Drive, Lexington, Kentucky, 40511		604,000	November 2000	<ul style="list-style-type: none"> ■ Big Sortable ■ Returns Center
LEX2	172 Trade St., Lexington, Kentucky, 40511		380,000	June 2006	<ul style="list-style-type: none"> ■ Returns Center
SDF1	1050 South Columbia Avenue, Campbellsville, Kentucky, 42718		770,000	May 1999	<ul style="list-style-type: none"> ■ Big Sortable ■ Expanded from 570,000 Sq. Ft. in 1999
SDF2	4360 Robards Ln, Louisville, Kentucky, 40218		110,000	September 2005	<ul style="list-style-type: none"> ■ Specialty Site for Clothing
SDF4	376 Zappos.com Blvd, Shepherdsville, Kentucky, 40165		823,000	September 2012	<ul style="list-style-type: none"> ■ Fashion Center
SDF6	271 Omega Pkwy, Shepherdsville, Kentucky, 40165		118,000	April 2012	<ul style="list-style-type: none"> ■ Fashion Center
SDF7	300 Omicron Court, Shepherdsville, Kentucky, 40165		281,000	September 2012	<ul style="list-style-type: none"> ■ Fashion Center
SDF9	100 W. Thomas P. Echols Lane, Shepherdsville, Kentucky, 40165-7594		600,000	October, 2013	<ul style="list-style-type: none"> ■ Returns Center
BWI2	2010 Broening Highway, Baltimore,		1,017,550	March 2015	<ul style="list-style-type: none"> ■ Facility opened March 30, 2015 ■ 2500 full time people

	Maryland, 21224-6027				<ul style="list-style-type: none"> Small Sortable - Books, electronics and consumer goods
BWI5	5001 Holabird Ave., Baltimore, Maryland, 21224-6026		345,000	October 2014	<ul style="list-style-type: none"> 2nd Baltimore DC is a sortation facility connected by conveyor to the BWI2 facility.
DDC2	861 E Gude Drive, Rockville, Maryland, 20850		65,000	September 2015	<ul style="list-style-type: none"> Amazon.Fresh Delivery Station
BOS5	1000 Tech Center Drive, Stoughton, Massachusetts, 02072- 4744		332,700	November 2014	<ul style="list-style-type: none"> Sortation center to service Boston area
DBO2	480 Sprague St., Dedham, Massachusetts, 02026		179,000	August 2015	<ul style="list-style-type: none"> Sortation center and likely also a Prime Now Hub to service Boston area
BOS6	201 Beacham Street, Everett, Massachusetts, 02149- 5518		96,600	June 2015	<ul style="list-style-type: none"> Amazon.Fresh Delivery Station
DTW5	Brownstown Business Center South, Building 9, 19991 Brownstown Center Drive, Trenton, Michigan, 48183		210,000	October 2015	<ul style="list-style-type: none"> Sortation Center
MSP1	Shenandoah Drive & 4th Avenue, Shakopee, Minnesota, 55379		820,000	Planned for 2017	<ul style="list-style-type: none"> Planned and unconfirmed Proposed \$200 Million budget Small Sortable FC with 1,000 associates
MSP5	5825 11th Ave. E., Shakopee, Minnesota, 55379-3810		162,000	August 2015	<ul style="list-style-type: none"> Sortation center to service Minneapolis / Saint Paul area
UMN1	763 Kasota Ave., Minneapolis, Minnesota, 55414		35,000	October 2015	<ul style="list-style-type: none"> Prime Now Hub with Food and Perishables
RN04	8000 North Virginia Street, Reno, Nevada, 85906		634,000	January 2015	<ul style="list-style-type: none"> Large and Small Sortable Facility replaced the Fernley, Nevada FC
LAS2	3837 Bay Lake Trail, North Las Vegas, Nevada, 89030		283,920	October 2008	<ul style="list-style-type: none"> Small Sortable Returns Center
BOS1	10 State Street, Nashua, New Hampshire, 03063		63,750	July 2007	<ul style="list-style-type: none"> Small Sortable
EWR4	50 New Canton Way, Robbinsville, New Jersey, 08691-2350		1,200,000	July 2014	<ul style="list-style-type: none"> Robbinsville ships books and DVDs. 2500 associates in this operation.
EWR5 EWR6 EWR7	301 Blair Road #100, Woodbridge (Avenel), New Jersey, 07001 275 Omar Ave., Avenel, New Jersey, 07001		565,400	June 2013	<ul style="list-style-type: none"> This is one of two fulfillment centers that total 967,000 square feet that were acquired by KTR Capital Partners from C&S Wholesale and renovated to suit Amazon. Building 1 (EWR5) is a Returns Center & Sortation Center. EWR6 is Amazon.Fresh. EWR7 is Amazon Prime Pantry (Dry Grocery) and is in the same building as EWR5.
EWR9	8003 Industrial Ave, Building A, Carteret, New Jersey, 07008- 3529		1,064,515	September 2015	<ul style="list-style-type: none"> New Amazon.Fresh grocery fulfillment center announced in May, 2015. Formerly a Wakefern full-line grocery distribution center. 500 associates.
ACY5	2277 Center Square Rd, Swedesboro, Logan Township, New Jersey, 08085		202,900	October 2014	<ul style="list-style-type: none"> Sortation Center
	2 Empire Boulevard, Moonachie, New Jersey, 07074		75,000	May 2015	<ul style="list-style-type: none"> Prime Now Hub
JFK7	7 W. 34th St., New York, New York, 10001-8100		50,000	December 2014	<ul style="list-style-type: none"> Prime Now Hub
CLT5	1745 Derita Rd, Concord, North Carolina, 28027-3353		222,500	Fall 2014	<ul style="list-style-type: none"> Sortation Center 360 associates
UNC1	Charlotte, North Carolina			2015	<ul style="list-style-type: none"> Prime Now Hub
UNC2	Raleigh, North Carolina			2015	<ul style="list-style-type: none"> Prime Now Hub
CMH1	Etna Township Park near I70, Etna, Licking County, Ohio, 43062		855,000	Q4 2016	<ul style="list-style-type: none"> New FC announced for Ohio will employ 1500 associates Estimated investment of \$90 Million
LCK1	Rickenbacker Global Logistics Park,, Alum Creek Drive near I270, Obetz, Ohio, 43207		1,000,000	Q3 2016	<ul style="list-style-type: none"> New FC announced for Ohio will employ 500 associates
PHL4	21 Roadway Drive,		558,700	September	<ul style="list-style-type: none"> Non-Sortable

	Carlisle, Pennsylvania, 17015			2010	
PHL5	500 McCarthy Dr., Lewisberry, Pennsylvania, 17339-8725		750,000	August 2010	<ul style="list-style-type: none"> Non-Sortable
PHL6	675 Allen Rd. , Carlisle, Pennsylvania, 17015		1,206,500	August 2010	<ul style="list-style-type: none"> Non-Sortable
MDT1	2 Ames Drive, Building #2, Carlisle, Pennsylvania, 17015		750,000	January, 2015	<ul style="list-style-type: none"> Non-Sortable
AVP1	550 Oak Ridge Road, Hazleton, Pennsylvania, 18202-9361		615,600	July 2008	<ul style="list-style-type: none"> Redistribution Center
AVP3	298 1st Avenue, Gouldsboro, Pennsylvania, 18424-9464		1,250,000	November 2010	<ul style="list-style-type: none"> Diaper.com fulfillment center that was owned by Quidsi Inc. which Amazon acquired in November, 2010
AVP6	1 Commerce Road, Pittston, Pennsylvania, 18640		437,440	Q4 2015	
ABE2	705 Boulder Drive, Breinigsville, Pennsylvania, 18031		600,000	July 2010	<ul style="list-style-type: none"> Big Sortable
ABE3	650 Boulder Drive, Breinigsville, Pennsylvania, 18031		997,400	June 2011	
ABE5	6455 Allentown Boulevard, Harrisburg, Pennsylvania, 17112		200,000		
XUSC	40 Logistics Drive, Carlisle, Pennsylvania, 17013		421,200	May 2013	<ul style="list-style-type: none"> Large nonsortable (e.g. canoes, fishing rods) Fulfillment center is outsourced to 3PL Menlo Logistics
PIT5	2250 Roswell Drive, Pittsburgh, Pennsylvania, 15205-1800		250,000	October 2014	<ul style="list-style-type: none"> Sortation center opened in 2014 to service the PA fulfillment centers
CAE1	4400 12 Street Extension, West Columbia, South Carolina, 29172-3300		1,250,000	October 2011	<ul style="list-style-type: none"> Ships in excess of 50,000 packages per day
GSP1	402 John Dodd Road, Spartanburg, South Carolina, 29303-6312		1,016,100	September 2012	<ul style="list-style-type: none"> 1,800 associates
CHA1	7200 Volkswagon Drive, Chattanooga, Tennessee, 37416-1749		1,000,000	September 2011	<ul style="list-style-type: none"> Big Sortable 1,700 associates
CHA2	225 Infinity Dr NW, Charleston, Tennessee, 37310-1400		1,200,000	September 2011	<ul style="list-style-type: none"> Stores coffee makers, lawn tractors, barbecue grills, and water heaters along with bulk items
BN A1	14840 Central Pike, Lebanon, Tennessee, 37090-8119		449,000	September 2011	
BN A2	500 Duke Dr, Lebanon, Tennessee, 37087-8123		1,000,000	October 2012	<ul style="list-style-type: none"> Larger non-sortable items
BN A3	2020 Joe B Jackson Pkwy, Murfreesboro, Tennessee, 37127-7792		1,000,000	October 2012	<ul style="list-style-type: none"> Larger non-sortable items
BN A5 UTN1	50 Airways Blvd. , Nashville, Tennessee, 37217-2516		214,000	October 2014	<ul style="list-style-type: none"> This is a sortation center to service the fulfillment centers in Tennessee Also a Prime Now Hub
DFW6	940 W. Bethel Road , Coppell, Texas, 75019-4424		1,000,000	October 2013	<ul style="list-style-type: none"> Larger items such as televisions, furniture and electronics.
DFW7	700 Westport Parkway, Fort Worth, Texas, 76177-4513		1,100,000	October 2013	<ul style="list-style-type: none"> Facility budgeted at \$100 Million. Ships smaller items like books, small electronics and DVDs.
DFW8	2700 Regent Blvd, Dallas, Texas, 75063		428,500	March 2014	<ul style="list-style-type: none"> Sortation Center to service Dallas/Fort Worth market
FTW1	33333 Lyndon B Johnson Freeway, Dallas, Texas, 75241-7203		500,000	October 2015	<ul style="list-style-type: none"> Small sortable fulfillment and/or redistribution center to employ 500 and 900 people.
XUSB	14900 Frye Road, Fort Worth, Texas, 76155		495,000		<ul style="list-style-type: none"> Large nonsortable (e.g. canoes, fishing rods) Fulfillment center is outsourced to 3PL Menlo Logistics
DDC1	12401 North Stemmons Fwy Farmers Branch Texas		183,040	2015	<ul style="list-style-type: none"> Amazon.Fresh Delivery Station

	75234				
HOU1	8120 Humble Westfield Rd, Humble, Texas, 77338-4142		240,000	June 2014	<ul style="list-style-type: none"> Sortation Center to service Houston market
SAT1	6000 Enterprise Avenue, Schertz, TX 78154-1461		1,260,000	October, 2013	<ul style="list-style-type: none"> Schertz is nearby San Antonio, TX. Facility budgeted at \$166 Million.
SAT5	1410 S. Callaghan Road, San Antonio, TX, 78227		193,900	October, 2015	<ul style="list-style-type: none"> Sortation Center to service San Antonio market
	1300 East McCarty Lane, San Marcos, Texas, 78666		855,000	Q1 2017	<ul style="list-style-type: none"> Facility budgeted at \$19 Million.
RIC1	5000 Commerce Way, Petersburg, Virginia, 23803-6917		1,100,000	October 2012	<ul style="list-style-type: none"> Ships larger packages that range from electronics and sports equipment to small kitchen appliances and toys 500 associates
RIC2 RIC3	1901 Meadowville Technology Parkway, Chester, Virginia, 23836-2841		1,200,000	October, 2012	<ul style="list-style-type: none"> RIC2 Ships auto parts, consumer electronics, office supplies books, etc. RIC3 is a sortation center within the building 1500 associates
BF11	1800 140th Avenue E., Sumner, Washington, 98390		492,000	June 2011	
	5617 Industrial Dr, Springfield, Virginia 22151		387,130		<ul style="list-style-type: none"> Most Likely a sortation center
SEA6 SEA8	1227 124th Avenue Northeast, Bellevue, Washington, 98005-2111		313,300(1)	August 2007	<ul style="list-style-type: none"> SEA6: Amazon Dry fulfillment center SEA8: Amazon Fresh fulfillment center with perishables and frozen foods
BF13	2700 Center Drive, DuPont, Washington, 98327-9607		1,000,000	August 2014	<ul style="list-style-type: none"> Ships larger items such as canoes and televisions. KIVA automation. Facility cost \$100 Million.
BF14	21005 64th Ave. S, Kent, Washington, 98032-2423		1,000,000	Q1 2016	<ul style="list-style-type: none"> Small sortable FC: books, electronics and consumer goods
BF15	20526 59th Place South, Kent, Washington, 98032		318,200	July 2014	<ul style="list-style-type: none"> Sortation Center to service the greater Seattle / Portland market
UWA1	11710 118th Ave. N.E., Building B, Kirkland, Washington, 98034		38,300	2015	<ul style="list-style-type: none"> Prime Now Hub / Amazon Flex
UWA2	13537 Aurora Ave. N., North Seattle, Washington, 98133		38,400	2015	<ul style="list-style-type: none"> Prime Now Hub
UWA3	2121 8th Ave., Seattle, Washington, 98121		18,900	2015	<ul style="list-style-type: none"> Prime Now Hub
DSE2	6705 E Marginal Way, Seattle, Washington, 98108		26,200	2015	<ul style="list-style-type: none"> Amazon.Fresh Delivery Station
MKE1	3501 120th Ave, Kenosha, Wisconsin, 53144-7502		1,100,000	June 2015	<ul style="list-style-type: none"> Small Sortable facility employs up to 2500 people. \$155 Million investment
MKE5	11211 Burlington Road, Kenosha, Wisconsin, 53144-7449		500,000	December 2014	<ul style="list-style-type: none"> Sortation center with up to 500 people
YYZ1	6363 Millcreek Drive, Mississauga, Ontario, Canada, L5N 1L8		501,700	February 2011	<ul style="list-style-type: none"> Fulfillment operations in Canada were originally outsourced to a 3PL in June, 2002. Amazon Canada Fulfillment Services, Inc. was later launched in March, 2011 in a former Loblaws/National Grocers building.
YYZ2	2750 Peddie Road, Milton, Ontario, Canada, L9T 6Y9		375,240	October 2013	<ul style="list-style-type: none"> Amazon newest fulfillment center in Canada will have 100 associates.
YYZ3	7995 Winston Churchill Boulevard, Brampton, Ontario, L6Y 0B2		521,620	October 2013	<ul style="list-style-type: none"> Amazon leased this space in Q4 2013
YVR2	450 Derwent Place, Delta, British Columbia, Canada, V3M 6H4		193,500	November, 2012	<ul style="list-style-type: none"> Amazon's second fulfillment center in Canada is on Annacis Island (South of Vancouver)
YVR3	109 Braid St, New Westminster, British Columbia, Canada, V3L 5H4		689,500	July 2015	<ul style="list-style-type: none"> Amazon's third fulfillment center in Canada
MEX1	Cuautitlán Izcalli, Estado de México, México		TBD	Planned for Q3 2015	<ul style="list-style-type: none"> Amazon's first Mexican fulfillment center is expected in late 2015 according to reports out of Mexico

Notes:

- Definitions of fulfillment center types:

- Big sortable fulfillment centers generally house larger items that can all fit into one box / shipment (e.g. books, DVDs watches, etc.)
- Small Sortable fulfillment centers generally house smaller items that can all fit in one box/shipment
- Non-sortable fulfillment centers generally house items (usually because of size) that can not be sorted into a box with other items. These are items that cannot be placed onto a conveyor belt for automated sortation.
- Replenishment centers generally receive product from vendors and then move these products to and between other fulfillment centers.
- Customer returns centers process all Amazon customer returns.
- Specialty sites fulfill specialty items sold by Amazon such as jewelry and clothing.
- Grocery sites service home delivery of Dry grocery and Perishables merchandise.
- Sortation centers are generally used to sort packages out by zip code whereby the packages have originated from a fulfillment center elsewhere in the Amazon network.
- Prime Now Hubs are smaller facilities that stock a limited line of products that are in high demand such that customer orders in highly populated urban centers can be delivered within 1 - 2 hours of order placement.
- Delivery Stations are smaller facilities designed to service Dry and Perishables food merchandise to customers in key urban locations.
- Fulfillment centers that have been closed or converted include:
 - McDonough, Georgia. Originally opened as the company's 5th fulfillment center in October, 1999. This 800,000 sq. ft. fulfillment center employed 450 associates and was closed in 2001 after business slumped and cutbacks were necessary.
 - Seattle, Washington: Restructuring plans in 2001 led to this 93,000 sq. ft. fulfillment center being converted to a seasonal facility.
 - Grand Forks, North Dakota: This 130,000 sq. ft. power tools fulfillment center was originally opened in 1999 when Amazon bought the catalog division of Acme Electric, a local hardware store. Amazon closed the fulfillment center in March, 2005 eliminating 50 jobs, but the company converted the operation into a call center which in turn created 60 jobs.
 - Red Rock, Nevada: Originally opened in January, 1999. This 322,560 sq. ft. fulfillment center was closed in March, 2009 as part of the closure of 3 fulfillment centers when the company transferred volumes to other facilities to streamline operations.
 - Chambersburg, Pennsylvania: This 420,000 sq. ft. fulfillment center was closed in March, 2009 as part of the closure of 3 facilities when the company transferred volumes to other fulfillment centers to streamline operations.
 - Munster, Indiana: Originally opened in October, 2007, this 75,000 sq. ft. fulfillment center was closed in March, 2009 as part of the closure of 3 facilities.
 - Irving, Texas: Originally opened in 2005, this 493,290 sq. ft. facility was closed in April, 2011 after a tax fight with the state of Texas. The Texas comptroller's office sent Amazon a demand for \$269 million in uncollected sales taxes, plus penalties and interest from 2005 through 2009. The state contended that Amazon was responsible for sales taxes not collected on on-line sales made in Texas because its fulfillment center was in Irving. Amazon closed the facility and 119 jobs were lost as a result.
 - The Fernley, NV fulfillment center (786,000 sq. ft.) which was opened in January, 1999 was closed in early 2015. This facility has been relocated to Reno, Nevada with a newer 634,000 sq. ft. facility.
 - The Coffeyville, KS fulfillment center (TUL1: 915,000 sq. ft.), which was opened in April 1999, was closed in Feb. 2015 as Amazon realigned its distribution network to be closer to larger metropolitan cities. The original strategy that pushed the company into the rural areas of America was based on avoiding the need to charge consumers with sales tax. Since this competitive advantage is coming to a close, the company is now moving its fulfillment centers closer to concentrated points of demand to reduce its outbound transportation expense.

Discussion on the Amazon North American fulfillment Network:

Amazon's fulfillment network strategy is interesting because it does not necessarily reflect an optimized distribution network in terms of serving the U.S. population from optimal geographical locations that are closest to the markets served. Until 2013, fulfillment center locations in the U.S. have been determined based on state tax considerations. Sales taxation laws vary from state to state within the country and since we are not experts on this topic, we thought it best to [click here](#) for more information on this topic. In short, Amazon sells most of its merchandise through fulfillment centers which are not technically classified as retail stores. As such, the company is technically within the letter of the law to not charge sales tax to consumers with the exception of five states. This provides Amazon with a significant competitive advantage over conventional retailers that have retail stores since these companies must charge state taxes at the time of purchase (States lose an estimated \$23 billion a year in uncollected sales taxes from web retailers). Currently 27 states have introduced Internet sales tax legislation that is already on the books with more states expected to follow shortly.

In the years leading up to 2013, Amazon invested significant capital into facilities in Arizona, Tennessee, Pennsylvania, Kentucky, Indiana, Delaware, South Carolina and more recently Virginia - all states that have made tax collection deals with Amazon in exchange for agreements to guaranteed job creation targets over time.

Amazon has stopped fighting the sales tax war as it is inevitable that its current competitive tax advantage will ultimately go away. Amazon already collects taxes from Texas, California, New York and Florida and this will eventually apply to most states across the country. After all of the tax deals go into effect, Amazon will essentially be collecting sales taxes from the majority of

American consumers. Amazon's tax capitulation is directly related to a major shift in the company logistics strategy. Instead of shipping to customers in highly populated urban centers from massive fulfillment centers constructed in faraway low cost states, the company will in future move to a same day shipping strategy. The new Amazon distribution strategy calls for the fastest level of order turnaround time (i.e. same day) for all major cities within the United States. The goal is to enable same-day delivery as an option for the majority of its U.S. customers. Since the onset of the eCommerce era, this goal has been a dream for many Internet retailers, but the high cost of establishing the required fulfillment network infrastructure has been a critical barrier to entry. Amazon is now investing heavily to make fast response a reality and we should soon expect to see prime now hubs being added to the network so that the top 50 urban cities in America can be serviced within 1 - 2 hours of order placement.

Amazon has also announced a strategy to make a move into the Grocery industry with home delivery service to be established in major metropolitan markets. Amazon.Fresh is already established in Seattle, Los Angeles and San Francisco. The company has been rolling out Amazon.Fresh to numerous other large metropolitan cities with the goal being to enable customers to order food and general merchandise products with same day delivery.

















Lastly, it is important to note that Amazon has now set up a new U.S. distribution network of smaller sortation centers that will enable the company to increase its control over the last mile delivery to the customer. Eligible parcel shipments from nearby fulfillment centers will be sent to a regional sortation center where parcels will be sorted by zip code and then transferred to neighborhood post offices so that the United States Postal Service can perform the delivery for less cost than a parcel carrier such as UPS. This strategy enables Amazon to control the delivery process up to the last mile and it is also a key enabler to providing Sunday delivery in conjunction with USPS (this partnership was announced in November, 2013). Amazon now has over 23 sortation centers up and running in the United States whereby each facility will employ between 100-300 associates. For a detailed explanation of how the Amazon new sortation network works [click here](#).





















The maps below represent Amazon's current fulfillment and sortation network.










































The Amazon Fulfillment Network Outside of North America

Currently, Amazon operates fulfillment centers outside of North America in the United Kingdom, France, Germany, Italy, Spain, Poland, Czechoslovakia, China, Japan and India. In the United Kingdom there is also a network of 17 smaller delivery stations operated by 3rd party companies to enable fast regional delivery capability. A detailed listing of existing and projected fulfillment centers appears in the table below. Most countries use a value added taxation (VAT) system to collect retail sales tax up front at the time of purchase hence the taxation issue does not impact Amazon's fulfillment network outside of the United States. Please note that the square footage figures below exclude mezzanine areas in most cases unless otherwise stated.

Fulfillment Center	Location	Country	Square Feet	Year Opened	Description of Operation
LTN1	Ridgmont, Marston Gate, Bedfordshire, Milton Keynes, United Kingdom, MK43 0ZA		550,000	1998	<ul style="list-style-type: none"> Originally a 220,000 sq. ft. fulfillment center
CWL1	Ffordd Amazon, Crymlyn Burrows, Jersey Marine, Swansea, Wales, United Kingdom, SA1 8QX		800,000	April 2008	
EDI4	Amazon Way, Dunfermline, Fife, Scotland, United Kingdom, KY11 8ST		1,000,000	November 2011	<ul style="list-style-type: none"> Current facility replaced a smaller fulfillment center in Glenrothes which opened in November, 2005 and closed in November, 2011.
GLA1	2 Cloch Road, Faulds Park, Gourock, Inverclyde, Scotland, United Kingdom, PA19 1BQ		300,000	July 2004	
LBA1	Firstpoint Business Park, Balby Carr Bank, Doncaster, South Yorkshire, United Kingdom, DN4 8DP		412,000	December 2010	
LBA2	Firstpoint Business Park, Water Vole Way, Doncaster, South Yorkshire, United Kingdom		250,000	October 2015	<ul style="list-style-type: none"> Fulfillment center to employ 300 associates
EUK5	Phase Two, Kingston Park, Peterborough, Flaxley Road, Cambridgeshire, United Kingdom, PE2 9EN		545,000	October, 2009	
BHX1	Towers Business Park, Power Station Road, Rugeley, Staffordshire, United Kingdom, WS15 1LX		700,000	August, 2011	<ul style="list-style-type: none"> Facility Reset/Expansion in 2014-15
LTN2	Boundary Way, Hemel Hempstead, Hertfordshire, United Kingdom, HP2 7LF		450,000	November, 2012	
	Boscombe Road, DC1, Prologis Park, Dunstable, Central Bedfordshire, United Kingdom, LU5 4SB		310,100	October, 2015	<ul style="list-style-type: none"> Possibly an Amazon.Fresh location
	A series of regional delivery hubs / consolidation centers have been opened by Amazon Logistics in Croydon, Bromley-by-Bow, Wednesbury (Birmingham), Abingdon (Oxford), Milton Keynes, Southall, Nottingham, Manchester, Leeds, Sevington, Glasgow, Sunderland, Southampton, Bardon and Weybridge		1,234,000	2012+	<ul style="list-style-type: none"> Facilities range in size so total square footage is an estimate only Facilities have multiple 3rd party carriers that perform last mile delivery function 15 facilities opened since late 2012 Weybridge is 300,000 Sq Ft and is likely an Amazon.Fresh fulfillment center and a delivery station
FRA1	Am Schloss Eichhof 1, 36251, Bad Hersfeld - Schloss Eichhof, Hessen, Germany		451,900	August 1999	
FRA3	Amazonstrasse 1, 36251, Bad Hersfeld - Obere Kuehnbach, Hessen, Germany		1,183,600	September, 2009	
LEJ1	Amazonstrasse 1, 04347, Leipzig, Saxony, Germany		807,000	September, 2006	
DUS2	Amazonstrasse 1 / Alte Landstrasse, 47495, Rheinberg, North Rhine-Westphalia, Germany		1,183,600	December 2011	
EDE4 EDE5	Wahrbrink 25, 59368, Werne/Lippe, North Rhine-Westphalia, Germany		1,484,900	September, 2010	<ul style="list-style-type: none"> Expanded from 600,000 sq. ft. EDE4 is a fulfillment center opened in 2010 and EDE5 is a sortation center connected by skybridge that was opened in 2011

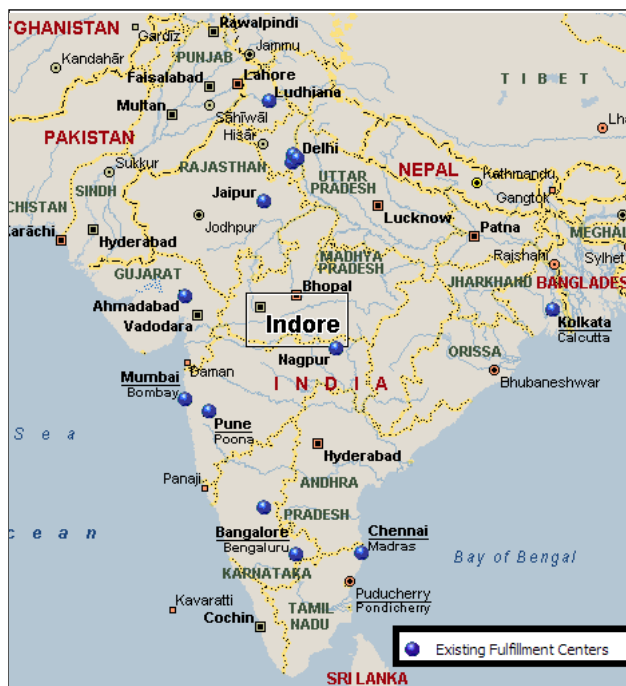
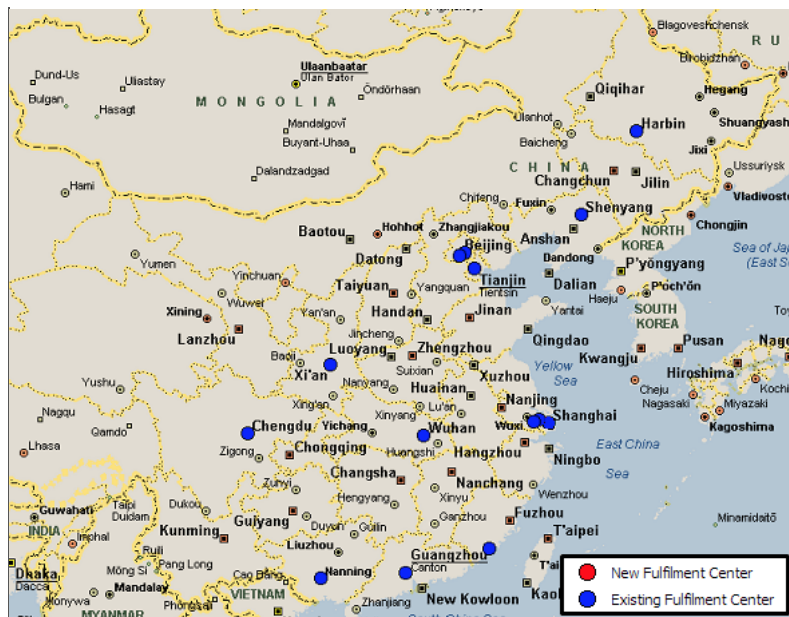
MUC3	Amazonstrasse 1 / Zeppelinstrasse 2, Graben, Bavaria, Germany, 86836		1,183,600	December, 2011	
STR1	Amazonstrasse 1 / Bauschlöter Strasse, Pforzheim, Baden-Württemberg, Germany, 75177		1,183,600	September, 2012	
CGN1	Amazonstrasse 1 / Am Autobahnkreuz, 56068, Koblenz, Germany		1,183,600	November, 2012	
BER3	Amazon Logistik Potsdam GmbH, 14656 , Brieselang, Germany		742,440	November, 2013	<ul style="list-style-type: none"> 1000 jobs
	Werne/Lippe, North Rhine-Westphalia, Germany		TBD	2017	
ORY1	1401 Rue Champ Rouge, Pôle 45, Saran, Loiret, France		753,200	December, 2007	<ul style="list-style-type: none"> Expanded from 495,000 sq. ft. in 2011 Replaced Boigny-Sur Bionne which was opened August, 2000
MRS1	Building 2, Rue Joseph Garde, ZAC Les Portes de Provence, F-26200, Montelimar, France		494,600	August, 2010	
LYS1	Distripôle Chalon, ZAC du Parc d'Activité du Val de Bourgogne, 1 Rue Amazon, Sevrey, Saône-et-Loire, 71100, Burgundy, France		430,400	September, 2012	
LIL1	Parc logistique de Lauwin-Planque, 59553, Lauwin-Planque, Nord-Pas-de-Calais, France		968,400	September 2013	<ul style="list-style-type: none"> 2,500 jobs TO BE created
MXP5	Amazon Italia Logistica S.r.l. Strada Dogana Po 2 U , Castel San Giovanni, Piacenza, Italy, 29015		645,600	September, 2013	<ul style="list-style-type: none"> 1,000 jobs created Replaced a 30,000 sq meter facility (MXP1) that was also in Castel San Giovanni that opened in April 2011.
MAD4	Avenida de la Astronomía 24, Madrid Puerta de San Fernando, San Fernando de Henares, Spain		344,200	October, 2012	<ul style="list-style-type: none"> Facility to be expanded to 807,000 sq ft in Q1 2016
	El Prat de Llobregat, Barcelona, Spain		TBD	TBD	<ul style="list-style-type: none"> New Fulfillment Center announced in November 2016
PRG1	Amazon Logistic Prague s.r.o. U Trati 216, 25261, Dobroviz, Středočeský Kraj, Czech Republic		269,000	October, 2013	<ul style="list-style-type: none"> Returns Center Outsourced to 3PL Menlo Logistics
PRG2	K Amazonu 256, 25261, Dobroviz, Czech Republic		1,022,200	September 2015	<ul style="list-style-type: none"> 1,500 permanent jobs and 2,000 Facility launched in Sep. 2015
WRO1	ul. Logistyczna, 55-040 Bielany Wrocławskie, Wrocław, Poland		1,083,000	October 2014	<ul style="list-style-type: none"> FC opened in Oct 2014 2,500 jobs created
POZ1	ul. Jeżynowa, 62-080 Sady, Poznań, Poland		1,083,000	October 2014	<ul style="list-style-type: none"> FC opened in Oct 2014 2,500 jobs created
WRO2	Wrocław, Poland		1,076,000	October 2014	<ul style="list-style-type: none"> FC opened in Oct 2014 2,500 jobs to be created
PEK3	Yizhuang, Beijing, China		538,000	April 2004	<ul style="list-style-type: none"> Facility opened at 24,000 Sq M and was later expanded twice
PEK5	Tongzhou, Beijing, China		322,800	2010	
SHA1	GLP Park Suzhou Industrial Park, Suzhou, Jiangsu, China		118,400	Nov. 2006	<ul style="list-style-type: none"> Relocated from Shanghai in Nov. 2006 Leased 2 buildings with a total of 22,000 sq m. 1 is a logistics center of 11,000 SM.

CAN1	Huangpu District, Guangzhou, Guangdong, China		118,400	May 2007	
CTU1	ProLogis Industrial Park, Chengdu Hi-Tech Zone, Chengdu, Sichuan, China		193,700	November 2009	<ul style="list-style-type: none"> Expanded from 12,000 sq meters in June 2011
SHE1	Shenyang, Liaoning, China		625,800	May 2010	<ul style="list-style-type: none"> Sq Ft is estimated
XIY1	Xi'an, Shaanxi, China		625,800	August 2010	<ul style="list-style-type: none"> Sq Ft is estimated
WUH1	Ezhou, Wuhan, Hubei, China		300,000	September 2010	
XMN1 XMN2	Xiamen, Fujian, China		170,000	September 2010	<ul style="list-style-type: none"> Delivery to cities in Fujian, including Xiamen, Fuzhou, Zhangzhou, Putian, Longyan, Sanming, Quanzhou, Nanping and Ningde.
SHA2	Kunshan, Jiangsu, China		1,291,200	October 2011	
TSN2	GLP Park, Wuqing, Tianjin, China		1,764,600	February 2012	<ul style="list-style-type: none"> 2-phase construction with Phase 1 complete at 90,000 square meters and Phase 2 completed in June 2012 at 74,000 square meters
NNG1	Beibu Gulf Technopark, Nanning, Guangxi, China		538,000	Q4 2012	
HRB1	Habin, China		86,000	2013	<ul style="list-style-type: none"> Sq Ft is estimated
CAN2	Guangdong Champion Valley Park, Guangzhou, Guangdong, China		1,829,200	May 2013	
CAN4	Huangpu Development Zone, Guangzhou, Guangdong, China		86,000	2014	<ul style="list-style-type: none"> Sq Ft is estimated
SHA31	Shanghai Pilot Free-Trade Zone, Shanghai, China		TBA	Est. Q4, 2014	<ul style="list-style-type: none"> Sq Ft not available yet
NRT1	Amazon Ichikawa FC, 2-13-1 Shiohama, Ichikawa-shi, Chiba, Japan, 272-0127		670,350	November 2005	<ul style="list-style-type: none"> Amazon Japan Logistics headquarters A preceding 335,200 sq. ft. facility started in Nov. 2000 was located 1 KM away and closed in 2005
NRT2	Amazon Yachiyo FC, 2036 Kamikoya, Yachiyo-shi, Chiba, Japan, 276-0022		367,400	October 2007	<ul style="list-style-type: none"> Large high-ticket items
NRT5	Amazon Kawagoe FC, 1-10-15 Minamidai, Kawagoe-shi, Saitama, Japan, 350-1165		418,860	July 2010	<ul style="list-style-type: none"> Fashion items such as bags and large items, shoes
NGO2	Amazon Tajimi FC, 10-6 Asahigaoka, Tajimi-shi, Gifu, Japan, 507-0071		860,800	November 2012	<ul style="list-style-type: none"> 5-story structure Small Sortable books, CDs, etc.
FSZ1	Amazon Odawara FC, 4-5-1 Ogi-cho, Odawara-shi, Kanagawa, Japan, 250-0001		2,132,000	September 2013	<ul style="list-style-type: none"> A 5-storey build-to-suit e-commerce distribution centre Amazon's largest Japanese logistics facility
KIX1	Amazon Sakai FC, 138-7 Chikkoyawata-machi, Sakai-ku, Sakai-shi, Osaka, Japan, 590-0901		730,850	August 2009	
KIX2	Amazon Daito FC, 2-1-1 Midorigaoka, Daito-shi, Osaka, Japan, 574-8531		271,250	November 2010	<ul style="list-style-type: none"> Large items
HSG1	Amazon Tosu FC, 3-8-2 Yayoigaoka, Tosu-shi, Saga, Japan, 841-0005 Japan		244,000	May 2012	

HND2	915 Aoyagi, Sayama-shi, Saitama, Japan, 350-1301		25,900	Fall 2011	
HND3	Amazon Kawashima FC, 2-1-1 2FL Kawajima, Kawajima-machi, Hiki-gun, Saitama, Japan, 350-0168		355,300	Fall 2011	■ Sq. Ft. is an estimate only - unpublished figure
	5-2−14 Todoroki, Setagaya-ku, Tokyo, Japan, 158-0082			November 2015	■ Prime Now Hub servicing Tokyo/Kanagawa
BOM1 SBOA	Bhiwandi, Mumbai, Maharashtra, India		150,000	July 2012	■ SBOA is a Seller Flex Facility in Mumbai.
BLR5	Bangalore, Karnataka, India		150,000	Feb 2014	
BLR6	Bangalore, Karnataka, India		52,500	July 2014	■ Sq. Ft. is an estimate only - unpublished figure.
SMAA	Chennai, Tamil Nadu, India		52,500	July 2014	■ Sq. Ft. is an estimate only - unpublished figure. Seller Flex Facility.
DEL2	Delhi, National Capital Territory of Delhi, India		52,500	September 2014	■ Sq. Ft. is an estimate only - unpublished figure
SDEA	A-43, Ground Floor, Mohan Cooperative Industrial Estate, Main Mathura Road, Badarpur, South Delhi, National Capital Territory of Delhi, India		52,500	August 2014	■ Sq. Ft. is an estimate only - unpublished figure. Seller Flex Facility.
SJAA	Jaipur, Rajasthan, India		7,000	August 2014	■ Seller Flex Facility.
SAMA	Ahmedabad, Gujarat, India		52,500	September 2014	■ Sq. Ft. is an estimate only - unpublished figure. Seller Flex Facility.
DEL3	Tauru, Haryana, India		52,500	September 2014	■ Sq. Ft. is an estimate only - unpublished figure. Seller Flex Facility.
HYD1	Kothur, Hyderabad, Telangana, India		280,000	May 2015	■ This is a new fulfillment center announced in January, 2015
LUH1	Doraha, Ludhiana, India		50,000	June 2015	■ This is a new fulfillment center opened on June 15, 2015
	Ahmedabad, Gujarat, India		78,500	September 2015	■ Sq. Ft. is an estimate only - unpublished figure.
	Delhi, National Capital Territory of Delhi, India		78,500	September 2015	■ Sq. Ft. is an estimate only - unpublished figure.
	Srirampore in Bengal's Hooghly district, Kolkata, West Bengal, India		83,000	October 2015	
	Nagpur, Maharashtra, India		78,500	September 2015	■ Sq. Ft. is an estimate only - unpublished figure.
	Gurgaon, Haryana, India		78,500	September 2015	■ Sq. Ft. is an estimate only - unpublished figure.
	Pune, Maharashtra, India		55,000	October 2015	
	Mumbai, Maharashtra, India		78,500	September 2015	■ Sq. Ft. is an estimate only - unpublished figure.







Legend / Notes:

- Facilities that have been canceled or closed include:
 - Iwanuma City, Miyagi, Japan: Originally planned for April, 2011, the plans for this fulfillment center were canceled after the tragic earthquake and subsequent tsunami hit the region on March 11, 2011.
 - Amazon NG01 (4-11-3 Centrair, Tokoname-shi, Aichi, Japan, 479-088 opened April, 2011 and closed 2013 - was replaced by FSZ1)
 - Amazon HND1 (3-5-1 Yoshinodai, Kawagoe-shi, Saitama, Japan, 350-0833 opened April 2011 and closed in 2013 - replaced by FSZ1)
 - Ichikawa-shi (1-9-2 Shiohama, Ichikawa-shi, Chiba-ken 272-0127) opened in 2000 and closed in 2005 - replaced by NRT1
- New facilities on the horizon:
 - We anticipate one new large fulfillment center is planned for Northern England in the Manchester / Liverpool area.
 - Australia: Unconfirmed rumors are circulating that Amazon will be entering the Australian market which has an estimated on-line retail sales of \$12.3 Billion/year. Australian customers are currently serviced from Germany so this move will reduce shipping costs and improve their competitive position for this market.

Conclusions

Marc Wulfraat is the President of **MWPVL** International Inc. He can be reached by [clicking here](#). **MWPVL** International provides supply chain / logistics network strategy consulting services. Our services include: distribution network strategy; distribution center

design; material handling and automation design; supply chain technology consulting; product sourcing; 3PL Outsourcing; and purchasing; transportation consulting; and operational assessments.

Legal disclosure: **MW**PVL International Inc. does not represent or have a business relationship with Amazon. This is a research paper for supply chain educational purposes. The information assembled in this research paper is intended to provide the audience with intelligence on the subject of world class strategies for distribution networks. In preparing this material, **MW**PVL International Inc. has not disclosed any private or confidential company information. **MW**PVL International Inc. has made every effort to ensure that the information contained within this white paper is as accurate and as up to date as possible. However, it is important to note that distribution networks change over time and for this reason there is a possibility that information contained within this paper may be out of date or inaccurate. If you wish to submit any information to improve the quality of this white paper please be sure to [send us some feedback](#).

All Content Copyright © 2016 **MW**PVL International Inc. All Rights Reserved. | Supply Chain and Logistics Consultants | Site Map | Privacy Policy.

MWPVL International Inc. is a full-service global Supply Chain, Logistics and Distribution Consulting firm. Our consulting services include Supply Chain Network Strategy, Procurement Sourcing Strategy, 3PL Outsourcing Strategy, Purchasing and Inventory Management, Distribution Center Design, Material Handling Systems, Supply Chain Technology Advisory Services (WMS, TMS, LMS, YMS, OMS, DMS, Purchasing, Forecasting, Slotting), Lean Distribution, Lean Manufacturing, Transportation Management, Distribution Operational Assessments, Warehouse Operations Consulting and much more.
