

Pioneers

Help us build Earth's most customer-centric company.



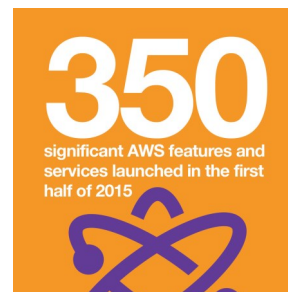
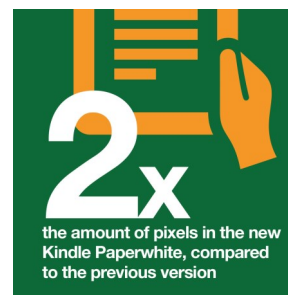
"Our passion for pioneering will drive us to explore narrow passages, and, unavoidably, many will turn out to be blind alleys. But - with a bit of good fortune - there will also be a few that open up into broad avenues."
- Jeff Bezos

Amazon at a Glance

Incorporated July 1994

Amazon's mission is to be Earth's most customer-centric company where people can find and discover anything they want to buy online. Amazon's evolution from website to e-commerce and publishing partner to development platform is driven by the pioneering spirit that is part of the company's DNA. The world's brightest technology minds come to Amazon to research and develop new technologies that improve the lives of our customers: shoppers, sellers, content creators, and developers around the world. Because that's what being Earth's most customer-centric company is all about, and it's still Day 1 at Amazon.

Amazon's headquarters are based in Seattle, Washington, United States—additional offices, fulfillment centers, customer service centers, data centers, and development centers are located across the globe. More than 180,000 employees worldwide keep the wheels turning at Amazon, with global corporate office locations in Australia, Belgium, Brazil, Canada, China, France, Germany, India, Ireland, Italy, Luxembourg, Mexico, Singapore, Slovakia, Spain, the United Kingdom, and the United States.



Departments

Amazon Web Services

Provides Amazon's developer customers with access to cloud computing services based on Amazon's own back-end technology platform, which allows developers to enable virtually any type of business.

Business Development (BizDev)

Drives new businesses in the company that are innovating in new or emerging market segments with functions like business and corporate development. The teams under BizDev include worldwide advertising, digital music and video, Amazon Studios, IMDb, Amazon Local, local commerce, search, browse, personalization and business/corporate development.

Devices

Responsible for the Amazon Fire and Kindle family of wireless reading devices.

E-Commerce Platform

Drives innovations in technology to power Amazon's websites and applications.

Finance and Administration

Oversees Amazon's financial health, including financial processes and controls, financial reporting and accounting practices in addition to facilities management and other administrative functions.

Legal

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

Departments (continued)

North America and International Retail

Focuses on broadening selection in Amazon's existing product categories and expanding selection into new areas. They also make sure that Amazon's in-stock levels are optimal and create innovative site features to help customers find and discover virtually anything they want to buy.

Worldwide Operations and Customer Service

Expertise in 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

Focuses on making 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.

Leadership Principles

Our Leadership Principles aren't just a pretty inspirational wall hanging. These Principles work hard, just like we do. Amazonians use them, every day, whether they're discussing ideas for new projects, deciding on the best solution for a customer's problem, or interviewing candidates. It's just one of the things that makes Amazon peculiar.

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 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 them 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.

2014 - 2015 Rankings

- 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 ten innovative companies in the world.
- Amazon leads the Customer Service Hall of Fame for the fifth consecutive year. In addition to receiving the highest percentage of "excellent" responses, less than 2% rated the company "poor," the smallest negative perception of any company reviewed.

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.