

Main menu

-
-



WIKIPEDIA The Free Encyclopedia

Search

- [Create account](#)
- [Log in](#)

Personal tools

-
- [*"Amazon Kills Shelfari". The Reader's Room. January 13, 2016. Retrieved February 20, 2019.*](#)
- [*Holiday, J.D. \(January 13, 2016\). "Shelfari Is Closing! BUT, You Can Merge Your Account with Goodreads!". The Book Marketing Network. Archived from the original on February 6, 2016. Retrieved January 20, 2016.*](#)
- [*"Amazon reaches deal to acquire Middle East e-commerce site Souq.com". CNBC. March 28, 2017.*](#)
- [*"Document". www.sec.gov.*](#)
- [*"Amazon launches new Middle East marketplace, and rebrands Souq, the company it bought for \\$580 million in 2017". CNBC. April 30, 2019.*](#)
- [*"Amazon unveils plan for a major solar power project in southern Alberta".*](#)
- [*"Frequently asked questions about Amazon Flex". Retrieved December 31, 2020.*](#)
- [*"Amazon Logistics / Frequently Asked Questions". Retrieved December 31, 2020.*](#)
- [*"Find jobs by job category". Retrieved December 31, 2020.*](#)
- [*Prime Day, early holiday sales create new potential for USPS ballot delivery tie-ups*](#)
- [*Annie Palmer \(April 30, 2021\). "Amazon is spending big to take on UPS and FedEx".*](#)
- [*Routley, Nick \(September 8, 2018\). "Amazon's Massive Distribution Network in One Giant Visualization". Retrieved July 7, 2019.*](#)
- [*"9 facts about Amazon's unprecedented warehouse empire". November 21, 2017. Retrieved July 7, 2019.*](#)
- [*"Officers & Directors". Amazon. Retrieved July 2, 2022.*](#)
- [*"SWOT Analysis Amazon". Archived from the original on December 3, 2011. Retrieved December 17, 2011.*](#)
- [*"Fortune 500 Companies 2018: Who Made the List". Fortune. Archived from the original on November 10, 2018. Retrieved November 9, 2018.*](#)
- [*"Amazon: annual revenue 2017". Statista. Retrieved November 7, 2018.*](#)
- [*Streitfeld, David \(January 30, 2020\). "Amazon Powers Ahead With Robust Profit". The New York Times. Archived from the original on January 30, 2020. Retrieved February 2, 2020.*](#)
- [*"Amazon.com, Inc. Common Stock \(AMZN\)". Nasdaq.*](#)

- ["1997 Annual Report"](#) (PDF). Amazon 1997 10K. [Archived](#) (PDF) from the original on October 9, 2022. Retrieved May 17, 2022.
- ["2002 Amazon 10K"](#) (PDF). [Archived](#) (PDF) from the original on October 9, 2022. Retrieved May 17, 2022.
- ["2007 Annual Report"](#). Ir.aboutamazon.com. Archived from [the original](#) on January 13, 2019.
- ["2008 Annual Report"](#). Ir.aboutamazon.com. Archived from [the original](#) on January 13, 2019.
- ["2009 Annual Report"](#). Ir.aboutamazon.com. Archived from [the original](#) on January 13, 2019.
- ["2010 Annual Report"](#). Ir.aboutamazon.com. Archived from [the original](#) on November 11, 2018.
- ["2011 Annual Report"](#). Ir.aboutamazon.com. Archived from [the original](#) on November 11, 2018.
- ["2012 Annual Report"](#). Ir.aboutamazon.com. Archived from [the original](#) on January 13, 2019.
- ["2013 Annual Report"](#). Ir.aboutamazon.com. Archived from [the original](#) on January 13, 2019.
- Neate, Rupert (January 29, 2015). ["Amazon reports \\$89bn in sales last year as shares jump 11% after hours"](#). *The Guardian*. Retrieved November 7, 2018.
- Roettgers, Janko (January 28, 2016). ["Amazon Clocks \\$107 Billion In Revenue In 2015"](#). *Variety.com*. Retrieved November 7, 2018.
- ["Amazon sales hit \\$136B in 2016; dollar hurts overseas business"](#). *The Seattle Times*. February 2, 2017. Retrieved November 7, 2018.
- ["Amazon 2017 sales jump by nearly a third"](#). *BBC News*. February 1, 2018. Retrieved November 7, 2018.
- ["2018 Annual Report"](#) (PDF). Archived from [the original](#) (PDF) on November 27, 2020. Retrieved January 12, 2021.
- ["2019 Annual Report"](#) (PDF). [Archived](#) (PDF) from the original on October 9, 2022.
- ["Amazon.com Announces Fourth Quarter Results"](#). ir.aboutamazon.com. Retrieved February 10, 2021.
- Gregg, Tricia; Groysberg, Boris (May 17, 2019). ["Amazon's Priorities Over the Years, Based on Jeff Bezos's Letters to Shareholders"](#). *Harvard Business Review*. *ISSN 0017-8012*. Retrieved September 27, 2022.
- Manjoo, Farhad (August 10, 2016). ["Think Amazon's Drone Delivery Idea Is a Gimmick? Think Again"](#). *The New York Times*. *ISSN 0362-4331*. Retrieved September 27, 2022.
- Ritson, Mark (February 3, 2021). ["Jeff Bezos's success at Amazon is down to one thing: focusing on the customer"](#). *Marketing Week*. Retrieved September 27, 2022.
- ["Amazon's Lobbying Expenditures"](#). *Opensecrets.org*. Retrieved August 9, 2021.
- ["Client Profile: Amazon.com"](#). *Centre for Responsive Politics*. Retrieved February 4, 2020.
- Parkhurst, Emily (May 24, 2012). ["Amazon shareholders met by protesters, company cuts ties with ALEC"](#). *Bizjournals.com*.
- Romm, Tony (August 6, 2014). ["In Amazon's shopping cart: D.C. influence"](#). *Politico.com*. *Politico*. Retrieved August 7, 2014.
- Kang, Cecilia (December 27, 2015). ["F.A.A. Drone Laws Start to Clash With Stricter Local Rules"](#). *The New York Times*. *ISSN 0362-4331*. [Archived](#) from the original on December 28, 2015. Retrieved February 20, 2019.
- Matt McFarland. ["Amazon gets closer to drone delivery with FAA approval"](#). *CNN*. Retrieved September 4, 2020.

- ["Amazon is selling facial recognition to law enforcement — for a fistful of dollars"](#). May 22, 2018.
- Jeong, May (August 13, 2018). ["Everybody immediately knew that it was for Amazon": Has Bezos become more powerful in DC than Trump?"](#). Vanity Fair. Retrieved September 14, 2018.
- Leiber, Nick (December 7, 2011). ["Amazon Lure's Shoppers Away from Stores"](#). Bloomberg BusinessWeek. Archived from [the original](#) on December 8, 2011. Retrieved December 7, 2011.
- Jean-Philippe Cavaille (March 5, 2019). ["Plateforme logistique Amazon : bras de fer dans l'Est lyonnais"](#). *Le Progrès* (in French). p. 10.
- Greene, Jay; Alcantara, Chris (June 1, 2021). ["Amazon warehouse workers suffer serious injuries at higher rates than other firms"](#). *The Washington Post*. Retrieved April 11, 2022.
- Matsakis, Louise (October 2, 2018). ["Why Amazon Really Raised Its Minimum Wage to \\$15"](#). *Wired*.
- Slatterly, Brennon (April 13, 2009). ["Amazon 'Glitch' Yanks Sales Rank of Hundreds of LGBT Books"](#). *PC World*. Retrieved July 28, 2012.
- Armstrong, Paul (April 14, 2009). ["Amazon: 'Glitch' caused gay censorship error"](#). CNN. Retrieved May 17, 2020.
- Raice, Shayndi (December 20, 2011). ["Groupon Launches Anti-Amazon Promotion of Sorts"](#). WSJ. Retrieved February 20, 2019.
- ["Focus on Mobile Commerce – While some still cry, others fight back"](#). Internet Retailer. Retrieved February 1, 2012.
- ["What can retailers learn from Amazon, Groupon and eBay? – Mobile Commerce Daily – Multichannel retail support"](#). Mobile Commerce Daily. December 20, 2011. Archived from [the original](#) on February 7, 2012. Retrieved February 1, 2012.
- ["Complaint, Federal Trade Commission v. Amazon.com, Inc"](#) (PDF). PacerMonitor. [Archived](#) (PDF) from the original on October 9, 2022. Retrieved June 16, 2016.
- ["Amazon pulls 'racist' skin-lightening products"](#). www.cbsnews.com. November 22, 2019. Retrieved November 24, 2019.
- ["Amazon.com wins dismissal of NY attorney general lawsuit over worker safety"](#). Reuters. May 10, 2022. Retrieved May 10, 2022.
- ["Books by Jane Friedman"](#). Jane Friedman .com. Retrieved August 9, 2023.
- Friedman, Jane (August 7, 2023). ["I Would Rather See My Books Get Pirated Than This \(Or: Why Goodreads and Amazon Are Becoming Dumpster Fires\)"](#). Jane Friedman. Retrieved August 9, 2023.
- Edwards, Benj (August 8, 2023). ["Author discovers AI-generated counterfeit books written in her name on Amazon"](#). Ars Technica. Retrieved August 9, 2023.
- Roscoe, Jules (June 28, 2023). ["AI-Generated Books of Nonsense Are All Over Amazon's Bestseller Lists"](#). Vice. Retrieved August 9, 2023.
- 198.O'Donovan, Caroline (July 2, 2023). ["Goodreads was the future of book reviews. Then Amazon bought it"](#). Washington Post. Retrieved August 9, 2023.

Further reading

- Brandt, Richard L. (2011). *One Click: Jeff Bezos and the Rise of Amazon.com*. New York: Portfolio Penguin. [ISBN](#) . Archived from [the original](#) on February 22, 2013. Retrieved December 18, 2011.
- [Daisey, Mike](#) (2002). *21 Dog Years*. Free Press. [ISBN](#) .
- Friedman, Mara (2004). *Amazon.com for Dummies*. Wiley Publishing. [ISBN](#) .
- Marcus, James (2004). *Amazonia: Five Years at the Epicenter of the Dot.Com Juggernaut*. W. W. Norton. [ISBN](#) .
- Spector, Robert (2000). *Amazon.com – Get Big Fast: Inside the Revolutionary Business Model That Changed the World*. HarperCollins. [ISBN](#) .
- [Stone, Brad](#) (2013). *The Everything Store: Jeff Bezos and the Age of Amazon*. New York: Little Brown and Co. [ISBN](#) . [OCLC 856249407](#).

External links



Wikimedia Commons has media related to [Amazon.com](#).

- [Official website](#)
- [Amazon \(company\) companies](#) grouped at [OpenCorporates](#)
- Business data for Amazon.com, Inc.:
 - [Bloomberg](#)
 - [Google](#)
 - [SEC filings](#)
 - [Yahoo!](#)

•

Amazon

•

[Jeff Bezos](#)

Links to related articles

[Authority control databases](#)

Categories:

- [Companies in the Nasdaq-100](#)
- [Companies listed on the Nasdaq](#)
- [Amazon \(company\)](#)
- [1994 establishments in Washington \(state\)](#)

- [1997 initial public offerings](#)
- [3D publishing](#)
- [American companies established in 1994](#)
- [Android \(operating system\) software](#)
- [Arts and crafts retailers](#)
- [Bookstores of the United States](#)
- [Cloud computing providers](#)
- [Ebook suppliers](#)
- [Internet properties established in 1994](#)
- [IOS software](#)
- [Logistics companies of the United States](#)
- [Mobile phone manufacturers](#)
- [Multinational companies headquartered in the United States](#)
- [Online music stores of the United States](#)
- [Online retailers of the United States](#)
- [Retail companies established in 1994](#)
- [Self-publishing companies](#)
- [Software companies based in Seattle](#)
- [Software companies established in 1994](#)
- [Software companies of the United States](#)
- [Technology companies established in 1994](#)
- [Transportation companies based in Washington \(state\)](#)
- [TvOS software](#)
- [Universal Windows Platform apps](#)
- [Webby Award winners](#)
- [Jeff Bezos](#)
- This page was last edited on 2 October 2023, at 02:45 (UTC).
- Text is available under the [Creative Commons Attribution-ShareAlike License 4.0](#); additional terms may apply. By using this site, you agree to the [Terms of Use](#) and [Privacy Policy](#). Wikipedia® is a registered trademark of the [Wikimedia Foundation, Inc.](#), a non-profit organization.
- [Privacy policy](#)
- [About Wikipedia](#)
- [Disclaimers](#)
- [Contact Wikipedia](#)
- [Code of Conduct](#)
- [Mobile view](#)
- [Developers](#)
- [Statistics](#)
- [Cookie statement](#)

- 
- 
-



[Photograph a historic site, help Wikipedia, and win a prize. Participate in the world's largest photography competition this month! Learn more](#)

Toggle the table of contents

-
-

• **Amazon (company)**

- [Article](#)
- [Talk](#)

- [Read](#)
- [View source](#)
- [View history](#)

Tools

-

-
-



From Wikipedia, the free encyclopedia

This article is about the multinational technology company. For other companies, see [Amazon \(disambiguation\)](#) § [Businesses and organizations](#).

Amazon.com, Inc.



The [Doppler](#) building, the company's headquarters in [Seattle](#)

<u>Trade name</u>	Amazon
Formerly	Cadabra, Inc. (1994–1995)
Type	<u>Public</u> <ul style="list-style-type: none"> Nasdaq: AMZN Nasdaq-100 component S&P 100 component S&P 500 component
<u>Traded as</u>	
<u>ISIN</u>	US0231351067
Industry	<ul style="list-style-type: none"> Conglomerate

Founded	July 5, 1994; 29 years ago Bellevue, Washington , U.S.
Founder	Jeff Bezos Seattle, Washington and Arlington County, Virginia
Headquarters	, U.S.
Area served	Worldwide
Key people	<ul style="list-style-type: none"> • Jeff Bezos (Executive Chairman) • Andy Jassy (President & CEO)
Products	<ul style="list-style-type: none"> • Echo • Fire Tablet • Fire TV • Fire OS • Kindle
Services	<ul style="list-style-type: none"> • Amazon.com • Amazon Alexa • Amazon Appstore • Amazon Luna • Amazon Music • Amazon Pay • Amazon Prime • Amazon Prime Video • MGM+ • Twitch • Ring • Amazon Web Services • Amazon Robotics
Revenue	▲ US\$513.98 billion (2022)
Operating income	▼ US\$12.25 billion (2022)
Net income	▼ US\$ -2.72 billion (2022)
Total assets	▲ US\$462.68 billion (2022)
Total equity	▲ US\$146.04 billion (2022)
Owner	Jeff Bezos (9.8%)
Number of employees	<ul style="list-style-type: none"> • ▼ 1,541,000 (December 2022) • U.S.: 950,000 (June 2021)

[Subsidiaries](#)

List

Website [www](http://www.amazon.com) 

Footnotes / references

[\[1\]](#)[\[2\]](#)[\[3\]](#)[\[4\]](#)

Amazon.com, Inc.[\[1\]](#) (/ˈæməzɒn/ *AM-ə-zon*, UK also /ˈæməzən/ *AM-ə-zən*) is an American multinational [technology company](#) focusing on [e-commerce](#), [cloud computing](#), [online advertising](#), [digital streaming](#), and [artificial intelligence](#). It has been often referred to as "one of the most influential economic and cultural forces in the world",[\[5\]](#) and is often regarded as one of the [world's most valuable brands](#).[\[6\]](#) It is considered to be one of the [Big Five](#) American [technology](#) companies, alongside [Alphabet](#) (parent company of [Google](#)), [Apple](#), [Meta](#) and [Microsoft](#).

Amazon was founded by [Jeff Bezos](#) from his garage in [Bellevue](#), Washington,[\[7\]](#) on July 5, 1994. Initially an online marketplace for books, it has expanded into a multitude of product categories, a strategy that has earned it the moniker *The Everything Store*.[\[8\]](#) It has multiple [subsidiaries](#) including [Amazon Web Services](#) (cloud computing), [Zoox](#) ([autonomous vehicles](#)), [Kuiper Systems](#) (satellite Internet), and [Amazon Lab126](#) (computer hardware [R&D](#)). Its other subsidiaries include [Ring](#), [Twitch](#), [IMDb](#), and [Whole Foods Market](#). Its acquisition of Whole Foods in August 2017 for US\$13.4 billion substantially increased its footprint as a [physical retailer](#).[\[9\]](#)

Amazon has earned a reputation as a disruptor of well-established industries through technological innovation and "aggressive" reinvestment of profits into capital expenditures.[\[10\]](#)[\[11\]](#)[\[12\]](#)[\[13\]](#) As of 2023, it is the world's largest [online retailer](#) and [marketplace](#), [smart speaker](#) provider, [cloud computing](#) service through AWS,[\[14\]](#) [live-streaming](#) service through Twitch, and [Internet company](#) as measured by [revenue](#) and [market share](#).[\[15\]](#) In 2021, it surpassed [Walmart](#) as the world's largest retailer outside of China, driven in large part by its paid subscription plan, [Amazon Prime](#), which has over 200 million subscribers worldwide.[\[16\]](#)[\[17\]](#) It is the [second-largest private employer in the United States](#).[\[18\]](#)

Amazon also distributes a variety of downloadable and streaming content through its [Amazon Prime Video](#), [MGM+](#), [Amazon Music](#), [Twitch](#), and [Audible](#) units. It publishes books through its publishing arm, [Amazon Publishing](#), film and television content through [Amazon Studios](#), and has been the owner of film and television studio [Metro-Goldwyn-Mayer](#) since March 2022. It also produces [consumer electronics](#)—most notably, [Kindle e-readers](#), [Echo](#) devices, [Fire tablets](#), and [Fire TVs](#).

Amazon [has been criticized](#) for customer data collection practices,[\[19\]](#) a toxic work culture,[\[20\]](#) [tax avoidance](#),[\[21\]](#)[\[22\]](#) and [anti-competitive](#) behavior.[\[23\]](#)[\[24\]](#)

History

Main article: [History of Amazon](#)

1994–2009: early years

Amazon was founded on July 5, 1994, by [Jeff Bezos](#), who chose the [Seattle](#) area for its abundance of technical talent, as [Microsoft](#) was in the area.[\[25\]](#)

Amazon went [public](#) in May 1997. It began selling music and videos in 1998, and began international operations by acquiring online sellers of books in the United Kingdom and Germany. The following year, it began selling music, video games, consumer electronics, home improvement items, software, games, and toys.[\[26\]\[27\]](#)

In 2002, it launched [Amazon Web Services](#) (AWS), which initially focused on providing APIs for web developers to build [web applications](#) on top of Amazon's ecommerce platform.[\[28\]\[29\]](#) In 2004, AWS was expanded to provide website popularity statistics and web crawler data from the Alexa Web Information Service.[\[30\]](#) AWS later shifted toward providing enterprise services with [Simple Storage Service](#) (S3) in 2006,[\[31\]](#) and [Elastic Compute Cloud](#) (EC2) in 2008,[\[32\]](#) allowing companies to rent data storage and computing power from Amazon. In 2006, Amazon also launched the *Fulfillment by Amazon* program, which allowed individuals and small companies (called "third-party sellers") to sell products through Amazon's warehouses and fulfillment infrastructure.[\[33\]](#)

2010–present: growth

Amazon purchased the [Whole Foods Market](#) supermarket chain in 2017.[\[34\]](#) It is the leading e-retailer in the United States with approximately US\$178 billion [net sales](#) in 2017. It has over 300 million active customer accounts globally.[\[35\]](#)

Amazon saw large growth during the [COVID-19 pandemic](#), hiring more than 100,000 staff in the United States and Canada.[\[36\]](#) Some Amazon workers in the US, France, and Italy protested the company's decision to "run normal shifts" due to COVID-19's ease of spread in warehouses.[\[37\]\[38\]](#) In Spain, the company faced legal complaints over its policies,[\[39\]](#) while a group of US Senators wrote an open letter to Bezos expressing concerns about workplace safety.[\[40\]](#)

On February 2, 2021, Bezos announced that he would step down as CEO to become executive chair of Amazon's board. The transition officially took place on July 5, 2021, with former CEO of AWS [Andy Jassy](#) replacing him as CEO.[\[41\]\[42\]](#) In January 2023, Amazon cut over 18,000 jobs, primarily in consumer retail and its human resources division in an attempt to cut costs.[\[43\]](#)

Products and services

Main article: [List of Amazon products and services](#)

Amazon.com

amazon.com



Logo since January 2000

Screenshot

Type of site [E-commerce](#)

Available in

- Arabic
- Chinese

- Dutch
- English
- French
- German
- Hindi
- Italian
- Japanese
- Polish
- Portuguese
- Spanish
- Swedish
- Turkish

Owner Amazon

URL [amazon](https://www.amazon.com) (original U.S. site)

Commercial Yes

Registration Optional

Launched 1995; 28 years ago

Current status Active

Written in [C++](#) and [Java](#)

[44]

Amazon.com is an e-commerce platform that sells many product lines, including media ([books](#), movies, music, and software), apparel, baby products, [consumer electronics](#), [beauty products](#), gourmet food, groceries, health and personal care products, industrial & scientific supplies, kitchen items, [jewelry](#), watches, lawn and garden items, musical instruments, [sporting goods](#), tools, automotive items, toys and games, and farm [supplies](#)[45] and [consulting services](#). [46] Amazon websites are country-specific (for example, amazon.com for the U.S. and amazon.fr for France), though some offer international shipping. [47]

Visits to *amazon.com* grew from 615 million annual visitors in 2008, [48] to more than 2 billion per month in 2022. [49] The e-commerce platform is the 14th most visited website in the world. [50]

Results generated by Amazon's search engine are partly determined by promotional fees. [51] The company's [localized](#) storefronts, which differ in selection and prices, are differentiated by [top-level domain](#) and [country code](#):



Region	Country	Domain name	Since	Languages	Notes
Africa	Egypt	amazon. eg	September 2021	Arabic, English	Formerly known as Souq.com Egypt
	Brazil	amazon.com. br	December 2012	Portuguese	
Americas	Canada	amazon. ca	June 2002	English, French	
	Mexico	amazon.com. mx	August 2013	Spanish	
	United States	amazon. com	July 1995	English, Spanish, Arabic, German, Hebrew, Korean, Portuguese, Chinese (Simplified), Chinese (Traditional)	International customers without a localized Amazon website may purchase eBooks from the Kindle Store on Amazon US.[52]
	China	amazon. cn	September 2004	Chinese (Simplified)	Formerly known as Joyo.com CHN
	India	amazon. in	June 2013	English, Hindi, Tamil, Telugu, Kannada, Malayalam, Bengali, Marathi	
Asia	Japan	amazon.co. jp	November 2000	Japanese, English, Chinese (Simplified)	
	Saudi Arabia	amazon. sa	June 2020	Arabic, English	Formerly known as Souq.com KSA
	Singapore	amazon. sg	July 2017	English	
	Turkey	amazon.com. tr	September 2018	Turkish	
	United Arab Emirates	amazon. ae	May 2019	Arabic, English	Formerly known as Souq.com UAE
Europe	Belgium	amazon.com. be	October 2022	Dutch, French, English	
	France	amazon. fr	August 2000	French	
	Germany	amazon. de	October 1998	German, English, Czech, Dutch, Polish, Turkish	Also serves Austria,[53] Denmark[54] and Switzerland[55]
	Italy	amazon. it	November 2010	Italian	
	Netherlands	amazon. nl	November 2014	Dutch, English	Initially only books & e-books, full shop opened March 2020[56]
	Poland	amazon. pl	March 2021	Polish	
	Spain	amazon. es	September	Spanish, Portuguese	Also serves

Region	Country	Domain name	Since	Languages	Notes
			2011		Portugal[57]
	Sweden	amazon.se	October 2020	Swedish, English	
	United Kingdom	amazon.co.uk	October 1998	English	Also serves Ireland[58]
	Oceania Australia	amazon.com.au	November 2017	English	Also serves New Zealand[59]

Merchant partnerships

In 2000, U.S. toy retailer [Toys "R" Us](#) entered into a 10-year agreement with Amazon, valued at \$50 million per year plus a cut of sales, under which Toys "R" Us would be the exclusive supplier of toys and baby products on the service, and the chain's website would redirect to Amazon's Toys & Games category. In 2004, Toys "R" Us sued Amazon, claiming that because of a perceived lack of variety in Toys "R" Us stock, Amazon had knowingly allowed third-party sellers to offer items on the service in categories that Toys "R" Us had been granted exclusivity. In 2006, a court ruled in favor of Toys "R" Us, giving it the right to unwind its agreement with Amazon and establish its independent e-commerce website. The company was later awarded \$51 million in damages.[60][61][62]

In 2001, Amazon entered into a similar agreement with [Borders Group](#), under which Amazon would comanage Borders.com as a co-branded service.[63] Borders pulled out of the arrangement in 2007, with plans to also launch its own online store.[64]

On October 18, 2011, Amazon.com announced a partnership with [DC Comics](#) for the exclusive digital rights to many popular comics, including [Superman](#), [Batman](#), [Green Lantern](#), [The Sandman](#), and [Watchmen](#). The partnership has caused well-known bookstores like Barnes & Noble to remove these titles from their shelves.[65]

In November 2013, Amazon announced a partnership with the [United States Postal Service](#) to begin delivering orders on Sundays. The service, included in Amazon's standard shipping rates, initiated in metropolitan areas of [Los Angeles](#) and [New York](#) because of the high-volume and inability to deliver in a timely way, with plans to expand into [Dallas](#), [Houston](#), [New Orleans](#) and [Phoenix](#) by 2014.[66]

In June 2017, [Nike](#) agreed to sell products through Amazon in exchange for better policing of counterfeit goods.[67][68] This proved unsuccessful and Nike withdrew from the partnership in November 2019.[68][69] Companies including [IKEA](#) and [Birkenstock](#) also stopped selling through Amazon around the same time, citing similar frustrations over business practices and counterfeit goods.[70]

In September 2017, Amazon ventured with one of its sellers JV Appario Retail owned by Patni Group which has recorded a total income of US\$ 104.44 million (₹759 crore) in financial year 2017–2018.[71]

As of October 11, 2017, [AmazonFresh](#) sold a range of [Booths](#) branded products for home delivery in selected areas.[72]

In November 2018, Amazon reached an agreement with [Apple Inc.](#) to sell selected products through the service, via the company and selected Apple Authorized Resellers. As a result of this partnership, only Apple Authorized Resellers may sell Apple products on Amazon effective January 4, 2019.^{[73][74]}

Private-label products

Main article: [List of Amazon brands](#)

Amazon sells many products under its [own brand names](#), including phone chargers, batteries, and diaper wipes. The AmazonBasics brand was introduced in 2009, and now features hundreds of product lines, including smartphone cases, computer mice, batteries, dumbbells, and dog crates. Amazon owned 34 private-label brands as of 2019. These brands account for 0.15% of Amazon's global sales, whereas the average for other large retailers is 18%.^[75] Other Amazon retail brands include Presto!, Mama Bear, and Amazon Essentials.^[76]

Third-party sellers

Amazon derives many of its sales (around 40% in 2008) from third-party sellers who sell products on Amazon.^[77] Some other large e-commerce sellers use Amazon to sell their products in addition to selling them through their websites. The sales are processed through Amazon.com and end up at individual sellers for processing and order fulfillment and Amazon leases space for these retailers. Small sellers of used and new goods go to Amazon Marketplace to offer goods at a fixed price.^[78]

Affiliate program

Publishers can signup as affiliates and receive a commission for referring customers to Amazon by placing links to Amazon on their websites if the referral results in a sale. Worldwide, Amazon has "over 900,000 members" in its affiliate programs.^[79] In the middle of 2014, the Amazon Affiliate Program is used by 1.2% of all websites and it is the second most popular advertising network after [Google Ads](#).^[80] It is frequently used by websites and non-profits to provide a way for supporters to earn them a commission.^[81]

Associates can access the Amazon catalog directly on their websites by using the [Amazon Web Services](#) (AWS) [XML](#) service. A new affiliate product, aStore, allows Associates to embed a subset of Amazon products within another website, or linked to another website. In June 2010, Amazon Seller Product Suggestions was launched to provide more transparency to sellers by recommending specific products to third-party sellers to sell on Amazon. Products suggested are based on customers' browsing history.^[82]

Product reviews

See also: [Criticism of Amazon § Amazon reviews](#)

Amazon allows users to submit reviews to the web page of each product. Reviewers must rate the product on a [rating scale](#) from one to five stars. Amazon provides a badging option for reviewers which indicates the real name of the reviewer (based on confirmation of a credit card account) or which indicates that the reviewer is one of the top reviewers by popularity. As of December 16, 2020, Amazon removed the ability of sellers and customers to comment on product reviews and purged their websites

of all posted product review comments. In an email to sellers Amazon gave its rationale for removing this feature: "... *the comments feature on customer reviews was rarely used.*" The remaining review response options are to indicate whether the reader finds the review helpful or to report that it violates Amazon policies (abuse). If a review is given enough "helpful" hits, it appears on the front page of the product. In 2010, Amazon was reported as being the largest single source of Internet consumer reviews.
[83]

When publishers asked Bezos why Amazon would publish negative reviews, he defended the practice by claiming that Amazon.com was "taking a different approach ... we want to make every book available—the good, the bad and the ugly ... to let truth loose".[84]

There have been cases of positive reviews being written and posted by [public relations](#) companies on behalf of their clients[85] and instances of writers using pseudonyms to leave negative reviews of their rivals' works.

Amazon sales rank

The Amazon sales rank (ASR) indicates the popularity of a product sold on any Amazon locale. It is a relative indicator of popularity that is updated hourly. Effectively, it is a "best sellers list" for the millions of products stocked by Amazon.[86] While the ASR has no direct effect on the sales of a product, it is used by Amazon to determine which products to include in its bestsellers lists.[86] Products that appear in these lists enjoy additional exposure on the Amazon website and this may lead to an increase in sales. In particular, products that experience large jumps (up or down) in their sales ranks may be included within Amazon's lists of "movers and shakers"; such a listing provides additional exposure that might lead to an increase in sales.[87] For competitive reasons, Amazon does not release actual sales figures to the public. However, Amazon has now begun to release [point of sale](#) data via the [Nielsen BookScan](#) service to verified authors.[88] While the ASR has been the source of much speculation by publishers, manufacturers, and marketers, Amazon itself does not release the details of its sales rank calculation algorithm. Some companies have analyzed Amazon sales data to generate sales estimates based on the ASR,[89] though Amazon states:

Please keep in mind that our sales rank figures are simply meant to be a guide of general interest for the customer and not definitive sales information for publishers—we assume you have this information regularly from your distribution sources

—Amazon.com Help[90]

Physical stores

In November 2015, Amazon opened a physical Amazon Books store in [University Village](#) in Seattle. The store is 5,500 square feet and prices for all products match those on its website.[91] Amazon opened its tenth physical book store in 2017;[92] media speculation suggests that Amazon plans to eventually roll out 300 to 400 bookstores around the country.[91]

In June 2018, it was reported that Amazon planned to open brick and mortar bookstores in Germany.
[93]

In August 2019, Amazon applied to have a liquor store in [San Francisco](#), CA as a means to ship beer and alcohol within the city.^[94]

In 2020, [Amazon Fresh](#) opened several physical stores in the U.S. and the United Kingdom.^[95]

Hardware and services

Amazon has a number of products and services available, including its digital assistant [Alexa](#), [Amazon Music](#) and [Prime Video](#) for music and videos respectively, the [Amazon Appstore](#) for Android apps, and its [Kindle](#) hardware line of e-readers and tablets. [Audible](#) provides audiobooks for purchase and listening.

In September 2021, Amazon announced the launch of [Astro](#), its first household robot, powered by its Alexa smart home technology. This can be remote-controlled when not at home, to check on pets, people, or home security. It will send owners a notification if it detects something unusual.^[96]

In January 2023, Amazon announced the launch of RXPass, a prescription drug delivery service. It allows US Amazon Prime members to pay a \$5 monthly fee for access to 60 medications. The service was launched immediately after the announcement except in states with specific prescription delivery requirements. Beneficiaries of government healthcare programs such as Medicare and Medicaid will not be able to sign up for RXPass.^[97]

Subsidiaries

See also: [List of mergers and acquisitions by Amazon](#)

Amazon owns over 100 subsidiaries, including [Amazon Web Services](#), [Audible](#), Diapers.com, [Goodreads](#), [IMDb](#), Kiva Systems (now [Amazon Robotics](#)), [Shopbop](#), Teachstreet, [Twitch](#), [Zappos](#), and [Zoox](#).^[98]

Amazon Web Services

Main article: [Amazon Web Services](#)

Amazon Web Services (AWS) is a subsidiary of that provides [on-demand cloud computing platforms](#) and [APIs](#) to individuals, companies, and governments, on a metered pay-as-you-go basis. These cloud computing [web services](#) provide [distributed computing](#) processing capacity and software tools via AWS [server farms](#). As of 2021 Q4, AWS has 33% market share for cloud infrastructure while the next two competitors [Microsoft Azure](#) and [Google Cloud](#) have 21%, and 10% respectively, according to Synergy Group.^{[99][100]}

Audible

Main article: [Audible \(service\)](#)

Audible is a seller and producer of spoken audio entertainment, information, and educational programming on the Internet. Audible sells digital [audiobooks](#), radio and television programs, and audio versions of magazines and newspapers. Through its production arm, Audible Studios, Audible has also become the world's largest producer of downloadable audiobooks. On January 31, 2008,

Amazon announced it would buy Audible for about \$300 million. The deal closed in March 2008 and Audible became a subsidiary of Amazon.[\[101\]](#)

Goodreads

Main article: [Goodreads](#)

[Goodreads](#) is a "[social cataloging](#)" website founded in December 2006 and launched in January 2007 by Otis Chandler, a software engineer, and entrepreneur, and Elizabeth Khuri. The website allows individuals to freely search Goodreads' extensive user-populated database of books, annotations, and reviews. Users can sign up and register books to generate library catalogs and reading lists. They can also create their groups of book suggestions and discussions. In December 2007, the site had over 650,000 members, and over a million books had been added. Amazon bought the company in March 2013.[\[102\]](#)

Ring

Main article: [Ring \(company\)](#)

Ring is a [home automation](#) company founded by Jamie Siminoff in 2013. It is primarily known for its WiFi powered [smart doorbells](#), but manufactures other devices such as security cameras. Amazon bought Ring for US\$1 billion in 2018.[\[103\]](#)

Twitch

Main article: [Twitch \(service\)](#)



[Twitch](#) at the [Electronic Entertainment Expo](#)

[Twitch](#) is a [live streaming](#) platform for video, primarily oriented towards video gaming content. Twitch was acquired by Amazon in August 2014 for \$970 million.[\[104\]](#) The site's rapid growth had been boosted primarily by the prominence of major [esports](#) competitions on the service, leading [GameSpot](#) senior esports editor Rod Breslau to have described the service as "the [ESPN](#) of esports".[\[105\]](#) As of 2015, the service had over 1.5 million broadcasters and 100 million monthly viewers.[\[106\]](#)

Whole Foods Market



Whole Foods Market store in [Ann Arbor](#), Michigan

[Whole Foods Market](#) is an American [supermarket chain](#) exclusively featuring foods without artificial preservatives, colors, flavors, sweeteners, and hydrogenated fats.^[107] Amazon acquired Whole Foods for \$13.7 billion in August 2017.^{[108][109][9]}

Other

Other Amazon subsidiaries include:

- [A9.com](#), a company focused on researching and building innovative technology, has been a subsidiary since 2003.^[110]
- **Amazon Maritime**, Inc. holds a [Federal Maritime Commission](#) license to operate as a [non-vessel-owning common carrier](#) (NVOCC), which enables the company to manage its shipments from China into the United States.^[111]
- [Amazon Pharmacy](#) is an online delivery service dedicated to prescription drugs, launched in November 2020. The service provides discounts up to 80% for generic drugs and up to 40% for branded drugs for Prime subscribe users. The products can be purchased on the company's website or at over 50,000 bricks-and-mortar pharmacies in the United States.^[112]
- [Annapurna Labs](#), an Israel-based microelectronics company reputedly for US\$350–370M acquired by [Amazon Web Services](#) in January 2015 .^{[113][114][115]}
- **Beijing Century Joyo Courier Services**, which applied for a [freight forwarding](#) license with the [US Maritime Commission](#). Amazon is also building out its logistics in [trucking](#) and [air freight](#) to potentially compete with [UPS](#) and [FedEx](#).^{[116][117]}
- **Brilliance Audio**, an audiobook publisher founded in 1984 by Michael Snodgrass in [Grand Haven](#), Michigan.^[118] The company produced its first 8 audio titles in 1985.^[118] The company was purchased by Amazon in 2007 for an undisclosed amount.^{[119][120]} At the time of the acquisition, Brilliance was producing 12–15 new titles a month.^[120] It operates as an independent company within Amazon. In 1984, Brilliance Audio invented a technique for recording twice as much on the same cassette.^[121] The technique involved recording on each of the two channels of each stereo track.^[121] It has been credited with revolutionizing the burgeoning audiobook market in the mid-1980s since it made unabridged books affordable.^[121]
- [ComiXology](#), a [cloud](#)-based digital comics platform with over 200 million comic downloads as of September 2013. It offers a selection of more than 40,000 comic books and graphic novels across Android, iOS, Fire OS and Windows 8 devices and over a web browser. Amazon bought the company in April 2014.^[122]

- **CreateSpace**, which offers self-publishing services for independent content creators, publishers, film studios, and music labels, became a subsidiary in 2009.[123][124]
- **Eero**, an electronics company specializing in mesh-networking Wifi devices founded as a startup in 2014 by Nick Weaver, Amos Schallich, and Nate Hardison to simplify and innovate the smart home.[125] Eero was acquired by Amazon in 2019 for US\$97 million.[126] Eero has continued to operate under its banner and advertises its commitment to privacy despite early concerns from the company's acquisition.[127]
- **Health Navigator** is a startup developing [APIs](#) for online health services acquired in October 2019. The startup will form part of Amazon Care, which is the company's employee healthcare service. This follows the 2018 purchase of [PillPack](#) for under \$1 billion, which has also been included into Amazon Care.[128]
- **Junglee**, a former online shopping service provided by Amazon that enabled customers to search for products from online and offline retailers in India. Junglee started as a virtual database that was used to extract information from the Internet and deliver it to enterprise applications. As it progressed, Junglee started to use its database technology to create a single window marketplace on the Internet by making every item from every supplier available for purchase. Web shoppers could locate, compare and transact millions of products from across the Internet shopping mall through one window.[129] Amazon acquired Junglee in 1998, and the website Junglee.com was launched in India in February 2012[130] as a comparison-shopping website. It curated and enabled searching for a diverse variety of products such as clothing, electronics, toys, jewelry, and video games, among others, across thousands of online and offline sellers. Millions of products are browsable, the client selects a price, and then they are directed to a seller. In November 2017, Amazon closed down Junglee.com and the former domain currently redirects to Amazon India.[131]
- **Kuiper Systems**, a subsidiary of Amazon, set up to deploy a [broadband satellite internet constellation](#) with an announced 3,236 [Low Earth orbit satellites](#) to provide satellite based Internet connectivity.[132][133][134]
- **Lab126**, developers of integrated consumer electronics such as the [Kindle](#), became a subsidiary in 2004.[135]
- **Shelfari**, a former [social cataloging](#) website for books. Shelfari users built virtual bookshelves of the titles which they owned or had read and they could rate, review, [tag](#) and discuss their books. Users could also create groups that other members could join, create discussions and talk about books, or other topics. Recommendations could be sent to friends on the site for what books to read. Amazon bought the company in August 2008.[102] Shelfari continued to function as an independent book social network within the Amazon until January 2016, when Amazon announced that it would be merging Shelfari with [Goodreads](#) and closing down Shelfari.[136][137]
- **Souq**, the former largest [e-commerce](#) platform in the [Arab world](#). The company launched in 2005 in [Dubai](#), [United Arab Emirates](#) and served multiple areas across the Middle East.[138] On March 28, 2017, Amazon acquired Souq.com for \$580 million.[139] The company was re-branded as Amazon and its infrastructure was used to expand Amazon's online platform in the Middle East.[140]

Amazon also has investments in renewable energy and plans to expand its position into the Canadian market through an investment in a new plant in Alberta.[\[141\]](#)

Operations

See also: [List of Amazon locations](#)

Logistics



Amazon uses many different transportation services to deliver packages. Amazon-branded services include:

- [Amazon Air](#), a cargo airline for bulk transport, with last-mile delivery handled either by Amazon Flex, Amazon Logistics, or the U.S. Postal Service.
- [Amazon Flex](#), a [smartphone app](#) that enables individuals to act as independent contractors, delivering packages to customers from personal vehicles without uniforms. Deliveries include one or two hours [Prime Now](#), same or next day [Amazon Fresh](#) groceries, and standard Amazon.com orders, in addition to orders from local stores that contract with Amazon.[\[142\]](#)
- Amazon Logistics, in which Amazon contracts with small businesses (which it calls "Delivery Service Partners") to perform deliveries to customers. Each business has a fleet of approximately 20–40 Amazon-branded vans, and employees of the contractors wear Amazon uniforms. As of December 2020, it operates in the United States, Canada, Italy, Germany, Spain, and the United Kingdom.[\[143\]](#)
- [Amazon Prime Air](#) is an experimental drone delivery service.

Amazon directly employs people to work at its warehouses, bulk distribution centers, staffed "[Amazon Hub](#) Locker+" locations, and delivery stations where drivers pick up packages. As of December 2020, it is not hiring delivery drivers as employees.[\[144\]](#)

Rakuten Intelligence estimated that in 2020 in the United States, the proportion of last-mile deliveries was 56% by Amazon's directly contracted services (mostly in urban areas), 30% by the U.S. Postal Service (mostly in rural areas), and 14% by [UPS](#).[\[145\]](#) In April 2021, Amazon reported to investors it had increased its in-house delivery capacity by 50% in the last 12 months (which included the first year of the [COVID-19 pandemic in the United States](#)).[\[146\]](#)

Supply chain

Amazon first launched its distribution network in 1997 with two fulfillment centers in Seattle and [New Castle](#), Delaware. Amazon has several types of distribution facilities consisting of cross-dock centers, fulfillment centers, sortation centers, delivery stations, Prime now hubs, and Prime air hubs. There are 75 fulfillment centers and 25 sortation centers with over 125,000 employees.[\[147\]\[148\]](#) Employees are responsible for five basic tasks: unpacking and inspecting incoming goods; placing goods in storage and recording their location; picking goods from their computer recorded locations to make up an individual shipment; sorting and packing orders; and shipping. A computer that records the location of goods and maps out routes for pickers plays a key role: employees carry hand-held computers which communicate with the central computer and monitor their rate of progress. Some warehouses are partially automated with systems built by [Amazon Robotics](#).[\[citation needed\]](#)

In September 2006, Amazon launched a program called FBA (Fulfillment By Amazon) whereby it could handle storage, packing and distribution of products and services for small sellers.[\[citation needed\]](#)



Amazon.fr fulfillment center in [Lauwin-Planque](#), France



Amazon.es fulfillment center in [San Fernando de Henares](#), Spain



Amazon.co.uk fulfillment center in [Glenrothes](#), Scotland, UK



Amazon.de fulfillment center in [Graben](#), Germany



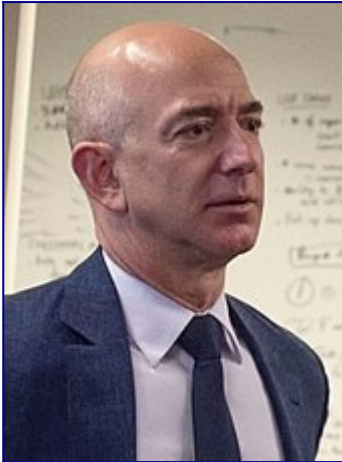
Amazon.co.jp fulfillment center in [Ichikawa](#), Japan



Amazon fulfillment center in [Macon](#), Georgia, U.S.

Corporate affairs

Board of directors



[Jeff Bezos](#) in 2016

As of June 2022, Amazon's board of directors were:[149]

- [Jeff Bezos](#), executive chairman, Amazon.com, Inc.
- [Andy Jassy](#), president and CEO, Amazon.com, Inc.
- [Keith B. Alexander](#), CEO of IronNet Cybersecurity, former [NSA director](#)
- Edith W. Cooper, co-founder of Medley and former EVP of [Goldman Sachs](#)
- [Jamie Gorelick](#), partner, [Wilmer Cutler Pickering Hale and Dorr](#)
- [Daniel P. Huttenlocher](#), [dean](#) of the Schwarzman College of Computing, [Massachusetts Institute of Technology](#)
- [Judy McGrath](#), former CEO, [MTV Networks](#)
- [Indra Nooyi](#), former CEO, [PepsiCo](#)
- [Jon Rubinstein](#), former chairman and CEO, [Palm, Inc.](#)
- [Patty Stonesifer](#), president and CEO, [Martha's Table](#)
- [Wendell P. Weeks](#), chairman, president and CEO, [Corning Inc.](#)

Finances

Amazon.com is primarily a retail site with a sales revenue model; Amazon takes a small percentage of the sale price of each item that is sold through its website while also allowing companies to advertise their products by paying to be listed as featured products.[150] As of 2018, Amazon.com is ranked eighth on the [Fortune 500](#) rankings of the largest United States corporations by total revenue.[151]

For the fiscal year 2021, Amazon reported earnings of US\$33.36 billion, with an annual revenue of US\$469.82 billion, an increase of 21.7% over the previous fiscal cycle. Since 2007 sales increased from 14.835 billion to 469.822 billion, due to continued business expansion.[152]

Amazon's market capitalization went over US\$1 trillion again in early February 2020 after the announcement of the fourth quarter 2019 results.[153]

Year	Revenue[154]	Net income	Total Assets	Employees
------	--------------	------------	--------------	-----------

	in mil. US\$	in mil. US\$	in mil. US\$	
1995 ^[155]	0.5	−0.3	1.1	
1996 ^[155]	16	−6	8	
1997 ^[155]	148	−28	149	614
1998 ^[156]	610	−124	648	2,100
1999 ^[156]	1,639	−720	2,466	7,600
2000 ^[156]	2,761	−1,411	2,135	9,000
2001 ^[156]	3,122	−567	1,638	7,800
2002 ^[156]	3,932	−149	1,990	7,500
2003 ^[157]	5,263	35	2,162	7,800
2004 ^[157]	6,921	588	3,248	9,000
2005 ^[157]	8,490	359	3,696	12,000
2006 ^[157]	10,711	190	4,363	13,900
2007 ^[157]	14,835	476	6,485	17,000
2008 ^[158]	19,166	645	8,314	20,700
2009 ^[159]	24,509	902	13,813	24,300
2010 ^[160]	34,204	1,152	18,797	33,700
2011 ^[161]	48,077	631	25,278	56,200
2012 ^[162]	61,093	−39	32,555	88,400
2013 ^[163]	74,452	274	40,159	117,300
2014 ^[164]	88,988	−241	54,505	154,100
2015 ^[165]	107,006	596	64,747	230,800
2016 ^[166]	135,987	2,371	83,402	341,400
2017 ^[167]	177,866	3,033	131,310	566,000
2018 ^[168]	232,887	10,073	162,648	647,500
2019 ^[169]	280,522	11,588	225,248	798,000
2020 ^[170]	386,064	21,331	321,195	1,298,000
2021 ^[1]	469,822	33,364	420,549	1,608,000
2022 ^[1]	513,983	−2,722	462,675	1,541,000

Corporate culture

During his tenure, Jeff Bezos had become renowned for his annual shareholder letters, which have gained similar notability to those of [Warren Buffett](#).^[171] These annual letters gave an "invaluable window" into the famously "secretive" company, and revealed Bezos's perspectives and strategic focus.^{[171][172]} A common theme of these letters is Bezos's desire to instill customer-centricity (in his words, "customer obsession") at all levels of Amazon, notably by making all senior executives field customer support queries for a short time at Amazon call centers. He also read many emails addressed by customers to his public email address.^[173] One of Bezos's most well-known internal memos was his mandate for "all teams" to "expose their data and functionality" through service interfaces "designed from the ground up to be externalizable". This process, commonly known as a [service-](#)

[oriented architecture](#) (SOA), resulted in mandatory [dogfooding](#) of services that would later be commercialized as part of AWS.[\[citation needed\]](#)

Lobbying

Amazon lobbies the United States federal government and state governments on multiple issues such as the enforcement of sales taxes on online sales, transportation safety, privacy and [data protection](#) and intellectual property. According to regulatory filings, Amazon.com focuses its lobbying on the [United States Congress](#), the [Federal Communications Commission](#) and the [Federal Reserve](#). Amazon.com spent roughly \$3.5 million, \$5 million and \$9.5 million on lobbying, in 2013, 2014 and 2015, respectively.[\[174\]](#) In 2019, it spent \$16.8 million and had a team of 104 lobbyists.[\[175\]](#)

Amazon.com was a corporate member of the [American Legislative Exchange Council](#) (ALEC) until it dropped membership following protests at its shareholders' meeting on May 24, 2012.[\[176\]](#)

In 2014, Amazon expanded its lobbying practices as it prepared to lobby the [Federal Aviation Administration](#) to approve its drone delivery program, hiring the [Akin Gump Strauss Hauer & Feld](#) lobbying firm in June.[\[177\]](#) Amazon and its lobbyists have visited with Federal Aviation Administration officials and aviation committees in Washington, D.C. to explain its plans to deliver packages.[\[178\]](#) In September 2020 this moved one step closer with the granting of a critical certificate by the FAA.[\[179\]](#)

Criticism

Main article: [Criticism of Amazon](#)





Amazon has attracted criticism for its actions, including: supplying law enforcement with facial recognition surveillance tools;[\[180\]](#) forming cloud computing partnerships with the [CIA](#);[\[181\]](#) leading customers away from bookshops;[\[182\]](#) adversely impacting the environment;[\[183\]](#) placing a low priority on warehouse conditions for workers;[\[184\]](#) actively opposing unionization efforts;[\[185\]](#) remotely deleting content purchased by Amazon Kindle users; taking public subsidies; seeking to patent its [1-Click](#) technology; engaging in anti-competitive actions and [price discrimination](#);[\[23\]](#)[\[24\]](#) and reclassifying [LGBT](#) books as adult content.[\[186\]](#)[\[187\]](#) Criticism has also concerned various decisions over whether to censor or publish content such as the [WikiLeaks](#) website, works containing [libel](#) and material facilitating [dogfight](#), [cockfight](#), or [pedophile](#) activities. In December 2011, Amazon faced a backlash from small businesses for running a one-day deal to promote its new Price Check app. Shoppers who used the app to check prices in a brick-and-mortar store were offered a 5% discount to

purchase the same item from Amazon.^[188] Companies like [Groupon](#), [eBay](#) and Taap.it countered Amazon's promotion by offering \$10 off from their products.^{[189][190]}

The company has also faced accusations of putting undue pressure on suppliers to maintain and extend its profitability. One effort to squeeze the most vulnerable book publishers was known within the company as the Gazelle Project, after Bezos suggested, according to [Brad Stone](#), "that Amazon should approach these small publishers the way a cheetah would pursue a sickly gazelle."^[51] In July 2014, the [Federal Trade Commission](#) launched a lawsuit against the company alleging it was promoting in-app purchases to children, which were being transacted without parental consent.^[191] In 2019, Amazon banned selling [skin-lightening](#) products after pushback from Minnesota health and environmental activists.^[192] In 2022, a lawsuit filed by state attorney-general [Letitia James](#) was dismissed by the New York state court of appeals.^[193]

Jane Friedman^[194] discovered a 6 listings of books fraudulently using her name, on Amazon and [Goodreads](#). Amazon and Goodreads resisted removing the fraudulent titles until the author's complaints went viral on social media, in a blog post titled "I Would Rather See My Books Get Pirated Than This (Or: Why Goodreads and Amazon Are Becoming Dumpster Fires)."^{[195][196][197][198]}

See also

-  [Internet portal](#)
-  [Companies portal](#)
- [Amazon Breakthrough Novel Award](#)
- [Amazon Pay](#)
- [Amazon Standard Identification Number](#) (ASIN)
- [Camelcamelcamel](#) – a website that tracks the prices of products sold on Amazon.com
- [History of Amazon](#)
- [Internal carbon pricing](#)
- [List of book distributors](#)
- [Statistically improbable phrases](#) – Amazon.com's phrase extraction technique for indexing books

References

1.
 - *"Amazon.com, Inc. 2022 Form 10-K Annual Report". [U.S. Securities and Exchange Commission](#). February 3, 2022.*
 - *"California Secretary of State Business Search". [Secretary of State of California](#). Archived from the original on February 23, 2018. Retrieved October 26, 2018.*
 - *"Amazon.com, Inc. 2022 Proxy Statement". [U.S. Securities and Exchange Commission](#). April 14, 2022.*

- Reuter, Dominick (July 30, 2021). ["1 out of every 153 American workers is an Amazon employee"](#). Business Insider. Retrieved February 4, 2022.
- ["Amazon Empire: The Rise and Reign of Jeff Bezos"](#). PBS.
- Kantar. ["Accelerated Growth Sees Amazon Crowned 2019's BrandZ™ Top 100 Most Valuable Global Brand"](#) (Press release). PRNewswire. Retrieved May 25, 2020.
- Guevara, Natalie (November 17, 2020). ["Amazon's John Schoettler has helped change how we think of corporate campuses"](#). Puget Sound Business Journal. Archived from [the original](#) on April 17, 2021. Retrieved March 9, 2021.
- Kakutani, Michiko (October 28, 2013). ["Selling as Hard as He Can"](#). The New York Times. ISSN 0362-4331. Archived from the original on October 29, 2013. Retrieved December 20, 2021.
- ["Amazon and Whole Foods Market Announce Acquisition to Close This Monday, Will Work Together to Make High-Quality, Natural and Organic Food Affordable for Everyone"](#) (Press release). Business Wire. August 24, 2017.
- Furth, John F. (May 18, 2018). ["Why Amazon and Jeff Bezos Are So Successful at Disruption"](#). Entrepreneur. Retrieved May 16, 2019.
- Bylund, Per (August 29, 2017). ["Amazon's Lesson About Disruption: Rattle Any Market You Can"](#). Entrepreneur. Retrieved May 16, 2019.
- ["How to compete with Amazon"](#). Fortune. Retrieved September 27, 2022.
- ["Reinvesting for Growth - Why Amazon.com, Inc. \(NASDAQ:AMZN\) is Undervalued Even in this Market"](#). Yahoo Finance. Retrieved September 27, 2022.
- ["Microsoft Cloud Revenues Leap; Amazon is Still Way Out in Front"](#). Reno, Nevada: Synergy Research Group. October 29, 2014.
- Jopson, Barney (July 12, 2011). ["Amazon urges California referendum on online tax"](#). Financial Times. Archived from the original on July 14, 2011. Retrieved August 4, 2011.
- ["Amazon Prime now has 200 million members, jumping 50 million in one year"](#). Yahoo News. April 15, 2021. Retrieved December 20, 2021.
- Spangler, Todd (April 15, 2021). ["Amazon Prime Tops 200 Million Members, Jeff Bezos Says"](#). Variety. Retrieved February 14, 2022.
- Cheng, Evelyn (September 23, 2016). ["Amazon climbs into list of top five largest US stocks by market cap"](#). CNBC. Retrieved February 20, 2019.
- Harwell, Drew (April 30, 2019). ["Amazon's facial-recognition AI is supercharging police in Oregon"](#). The Washington Post. Retrieved June 30, 2019.
- Kantor, Jodi; Streitfeld, David (August 15, 2015). ["Inside Amazon: Wrestling Big Ideas in a Bruising Workplace"](#). The New York Times. Retrieved February 15, 2020.
- Stampler, Laura (February 14, 2019). ["Amazon Will Pay a Whopping \\$0 in Federal Taxes on \\$11.2 Billion Profits"](#). Fortune. Retrieved February 20, 2019.
- Huddleston, Tom Jr. (February 15, 2019). ["Amazon will pay \\$0 in federal taxes this year — and it's partially thanks to Trump"](#). CNBC. Retrieved February 14, 2022.
- Khan, Lina (January 2017). ["Amazon's Antitrust Paradox"](#). Yale Law Journal. 126 (3): 564–907.

- Baum, Andrew (October 23, 2015). ["Amazon Wins Ruling on Results for Searches on Brands It Doesn't Sell"](#). The National Law Review. Foley & Lardner. Retrieved December 21, 2015.
- [The David Rubenstein Show: Jeff Bezos](#) on [YouTube](#), Bloomberg Markets and Finance, September 19, 2018,
- Anders, George; Tessler, Joelle (June 8, 1999). ["Amazon.com Steps Into World Of Online, Downloadable Music"](#). [The Wall Street Journal](#). ISSN 0099-9660. Retrieved September 27, 2022.
- Anders, George (July 13, 1999). ["Amazon.com Unveils Plans to Open Two More 'Stores' on Its Web Site"](#). [The Wall Street Journal](#). ISSN 0099-9660. Retrieved September 27, 2022.
- ["Amazon.com Launches Web Services; Developers Can Now Incorporate Amazon.com Content and Features into Their Own Web Sites; Extends Welcome Mat for Developers"](#) (Press release). Amazon.com Press Center. July 16, 2002. Retrieved September 27, 2022.
- ["Amazon.com Web Services Announces Trio of Milestones - New Tool Kit, Enhanced Web Site and 25,000 Developers in the Program"](#) (Press release). Amazon.com Press Center. March 19, 2003. Retrieved September 27, 2022.
- ["New Amazon Web Services Offerings Give Developers Unprecedented Access to Amazon Product Data and Technology, and First-Ever Access to Data Compiled by Alexa Internet"](#) (Press release). Amazon.com Press Center. October 4, 2004. Retrieved September 27, 2022.
- ["Amazon Web Services Launches"](#) (Press release). Amazon.com Press Center. March 14, 2006. Retrieved September 27, 2022.
- ["Amazon Web Services Launches Amazon EC2 for Windows"](#) (Press release). Amazon.com Press Center. October 23, 2008. Retrieved September 27, 2022. Additionally, AWS today announced that Amazon EC2 is now Generally Available, having successfully exited its beta period and now offers a Service Level Agreement (SLA)
- ["Amazon Launches New Services to Help Small and Medium-Sized Businesses Enhance Their Customer Offerings by Accessing Amazon's Order Fulfillment, Customer Service, and Website Functionality"](#) (Press release). Amazon.com Press Center. September 19, 2006. Retrieved September 27, 2022.
- ["Amazon.com - History & Facts"](#). Encyclopedia Britannica. Retrieved January 3, 2019.
- Schmidt, Gordon B. (2020), ["Amazon"](#), The SAGE International Encyclopedia of Mass Media and Society, Thousand Oaks, California: SAGE Publications, Inc., doi:10.4135/9781483375519.n28, ISBN , S2CID 240656642, retrieved May 1, 2023
- Otto, Ben (September 14, 2020). ["Amazon to Hire 100,000 in U.S. and Canada"](#). Wall Street Journal. Retrieved December 15, 2020.
- ["Amazon hiring spree as orders surge under lockdown"](#). BBC News. April 14, 2020. Retrieved April 14, 2020.
- ["Amazon workers protest over normal shifts despite Covid-19 cases"](#). [Financial Times](#). March 19, 2020. [Archived](#) from the original on December 10, 2022. Retrieved March 19, 2020.
- ["Amazon workers strike over virus protection"](#). BBC News. March 31, 2020. Retrieved March 31, 2020.
- Dzieza, Josh (March 30, 2020). ["Amazon warehouse workers walk out in rising tide of COVID-19 protests"](#). The Verge. Retrieved March 31, 2020.

- ["Amazon founder Jeff Bezos will step down as CEO". Fox8](#). Associated Press. February 2, 2021. Archived from the original on February 8, 2021. Retrieved February 2, 2021.
- Haselton, Todd (February 2, 2021). ["Jeff Bezos to step down as Amazon CEO, Andy Jassy to take over in Q3"](#). CNBC. Retrieved February 2, 2021.
- ["Amazon to shed over 18,000 jobs as it cuts costs, CEO says"](#). BBC News. January 5, 2023. Retrieved January 5, 2023.
- Lextrait, Vincent (January 2010). ["The Programming Languages Beacon, v10.0"](#). Archived from [the original](#) on May 30, 2012. Retrieved March 14, 2010.
- ["All Departments"](#). Amazon.com. Retrieved September 28, 2022.
- Rai (2021). ["Amazon Tries to Crack India's Produce Market by Wooing Farmers"](#). [Bloomberg News](#). Retrieved September 20, 2022.
- ["Amazon.com, Form 10-K, Annual Report, Filing Date Jan 30, 2013"](#) (PDF). SEC database. [Archived](#) (PDF) from the original on October 9, 2022. Retrieved February 26, 2013.
- [SnapShot of amazon.com, amazonellers.com, walmart.com Archived](#) May 16, 2010, at the [Wayback Machine](#). Retrieved April 12, 2008.
- ["Web visitor traffic to Amazon.com 2022"](#). Statista. Retrieved September 28, 2022.
- ["Top Websites Ranking"](#). [SimilarWeb](#). Retrieved September 28, 2022.
- [Packer, George](#) (February 17, 2014). ["Cheap Words"](#). [newyorker.com](#). Retrieved March 22, 2014.
- ["How to buy Kindle eBooks"](#).
- ["Amazon's impact on Austria's society, sustainable development and economy"](#). Amazon. June 18, 2021.
- ["About Deliveries to Denmark"](#). Amazon.de. Retrieved July 22, 2023.
- ["About Deliveries to Switzerland"](#). Amazon.de. Retrieved July 22, 2023.
- ["\(Dutch\) Amazon.nl officieel van start"](#). Ecommerce News Netherlands. March 10, 2020. Retrieved November 29, 2021. (Translated) Amazon has officially launched their Dutch (Netherlands) store front Amazon.nl. Instead of only books, e-books and e-readers the e-commerce-gigant now sells numerous products.
- ["Amazon Prime now available to customers in Portugal"](#). aboutamazon.eu. May 25, 2021.
- ["Amazon opens its first fulfilment centre in Ireland"](#). Amazon. September 8, 2022.
- ["Customers in New Zealand can now shop from millions of products on Amazon.com.au"](#). Amazon.com.au. June 6, 2021.
- ["Toys R Us bankruptcy: A dot-com-era deal with Amazon marked the beginning of the end"](#). Quartz. September 18, 2017. Retrieved November 11, 2018.
- ["Toys R Us wins Amazon lawsuit"](#). [BBC News](#). March 3, 2006. Retrieved December 1, 2012.
- Metz, Rachel (June 12, 2009). ["Amazon to pay Toys R Us \\$51M to settle suit"](#). [USA Today](#). [Associated Press](#). Retrieved December 1, 2012.
- ["Amazon/Borders form online partnership"](#). CNN Money. April 11, 2001. Retrieved November 11, 2018.
- ["How 'Amazon factor' killed retailers like Borders, Circuit City"](#). SFGate. July 13, 2015. Retrieved November 11, 2018.

- Streitfeld, David (October 18, 2011). ["Bookstores Drop Comics After Amazon Deal With DC"](#). The New York Times. ISSN 0362-4331. Archived from the original on October 18, 2011. Retrieved February 20, 2019.
- Barr, Alistair (November 11, 2013). ["Amazon starts Sunday delivery with US Postal Service"](#). USA Today. Retrieved November 25, 2013.
- ["Nike confirms 'pilot' partnership with Amazon"](#). Engadget. Retrieved July 3, 2017.
- Cosgrove, Elly; Thomas, Lauren (November 13, 2019). ["Nike won't sell directly to Amazon anymore"](#). CNBC.
- Zimmerman, Ben. ["Council Post: Why Nike Cut Ties With Amazon And What It Means For Other Retailers"](#). Forbes.
- Muldowney, Decca (August 23, 2021). ["As demand for bikes surged, Amazon got in the way"](#). The Verge.
- Bhumika, Khatri (September 27, 2018). ["Amazon's JV Appario Retail Clocks In \\$104.4 Mn For FY18"](#). Inc42 Media.
- ["Booths teams up with Amazon to sell down South for the first time"](#). Telegraph. October 11, 2017. Archived from the original on January 10, 2022. Retrieved October 11, 2017.
- ["Amazon strikes deal with Apple to sell new iPhones and iPads"](#). The Verge. Retrieved November 11, 2018.
- ["Apple pumps up its Amazon listings with iPhones, iPads and more"](#). CNET. November 10, 2018. Retrieved November 11, 2018.
- Dulaney, Chelsey (November 30, 1999). ["Amazon's Private-Label Brands Could Deliver a \\$1 Billion Profit Boost"](#). The Wall Street Journal. ISSN 0099-9660. Retrieved September 25, 2022.
- Bensinger, Greg (May 15, 2016). ["Amazon to Expand Private-Label Offerings—From Food to Diapers"](#). The Wall Street Journal. ISSN 0099-9660. Retrieved September 25, 2022.
- ["Amazon Enters the Cloud Computing Business"](#) (PDF). Archived (PDF) from the original on October 9, 2022. Retrieved May 29, 2013.
- ["Help"](#). Amazon. Retrieved December 16, 2011.
- ["Amazon.co.uk Associates: The web's most popular and successful Affiliate Program"](#). Affiliate-program.amazon.co.uk. July 9, 2010. Archived from the original on August 26, 2008. Retrieved August 29, 2010.
- ["Usage of advertising networks for websites"](#). W3Techs.com. July 22, 2014. Retrieved July 22, 2014.
- ["14 Easy Fundraising Ideas for Non-Profits"](#). blisstree.com. Archived from the original on December 22, 2015. Retrieved November 24, 2014.
- ["Amazon Seller Product Suggestions"](#). Amazonservices.com. Archived from the original on December 5, 2010. Retrieved August 29, 2010.
- ["2010 Social Shopping Study Reveals Changes in Consumers' Online Shopping Habits and Usage of Customer Reviews"](#). the e-tailing group, PowerReviews (Press release). Business Wire. May 3, 2010. Retrieved January 31, 2013.
- Spector, Robert (2002). Amazon.com. p. 132.

- ["BEACON SPOTLIGHT: Amazon.com rave book reviews – too good to be true?"](#). The Cincinnati Beacon. May 25, 2010. Archived from [the original](#) on May 2, 2014. Retrieved January 31, 2013.
- ["Amazon FAQ"](#). Amazon. Retrieved September 5, 2011.
- ["Amazon.com Movers and shakers"](#). Amazon. Retrieved September 5, 2011.
- ["Amazon.com Author Central"](#). Retrieved September 5, 2011.
- ["Amazon Sales Estimator"](#). Jungle Scout. May 15, 2017.
- ["Frequently Asked Questions about Amazon.com"](#). Amazon. Retrieved September 6, 2012.
- Bensinger, Greg (February 2, 2016). ["Amazon Plans Hundreds of Brick-and-Mortar Bookstores, Mall CEO Says"](#). *The Wall Street Journal*. ISSN 0099-9660. Retrieved February 20, 2019.
- Rey, Jason Del (March 8, 2017). ["Amazon just confirmed its tenth book store, signaling this is way more than an experiment"](#). Recode.
- ["Einzelhandel: Amazon plant Offline-Filialen in Deutschland"](#). Faz.net. Retrieved June 4, 2018.
- Leskin, Paige. ["Amazon is looking to open a brick-and-mortar liquor store in San Francisco"](#). Business Insider. Retrieved August 29, 2019.
- Soper, Taylor (August 27, 2020). ["Amazon opens first Fresh grocery store, debuts high-tech shopping cart in retail expansion"](#). GeekWire. Retrieved September 28, 2022.
- Molloy, David (September 28, 2021). ["Amazon announces Astro the home robot"](#). BBC News. Retrieved September 29, 2021.
- Meyersohn, Nathaniel (January 24, 2023). ["Amazon launches \\$5-a-month unlimited prescription plan | CNN Business"](#). CNN. Retrieved January 26, 2023.
- ["Amazon Jobs – Work for a Subsidiary"](#). Archived from [the original](#) on August 1, 2014. Retrieved October 27, 2014.
- Panettieri, Joe (August 3, 2020). ["Cloud Market Share 2020: Amazon AWS, Microsoft Azure, Google, IBM"](#). ChannelE2E. Retrieved October 12, 2020.
- ["Infographic: Amazon Leads \\$100 Billion Cloud Market"](#). Statista Infographics. Retrieved October 12, 2020.
- Sayer, Peter (January 31, 2008). ["Amazon buys Audible for US\\$300 million"](#). PC World.
- Kaufman, Leslie (March 28, 2013). ["Amazon to Buy Social Site Dedicated to Sharing Books"](#). The New York Times. ISSN 0362-4331. Archived from the original on March 29, 2013. Retrieved February 20, 2019.
- Montag, Ali (February 27, 2018). ["Amazon buys Ring, a former 'Shark Tank' reject"](#). CNBC. Retrieved February 20, 2019.
- Welch, Chris (August 25, 2014). ["Amazon, not Google, is buying Twitch for \\$970 million"](#). The Verge. Retrieved August 8, 2017.
- Popper, Ben (September 30, 2013). ["Field of streams: how Twitch made video games a spectator sport"](#). The Verge. Retrieved August 8, 2017.
- Needleman, Sarah E. (January 29, 2015). ["Twitch's Viewers Reach 100 Million a Month"](#). WSJ. Retrieved February 20, 2019.
- ["Quality Standards"](#). Whole Foods Market.

- Kelleher, Kevin (August 28, 2017). ["Amazon closes Whole Foods acquisition. Here's what's next". VentureBeat.](#)
- Thomas, Lauren (August 24, 2017). ["Amazon says Whole Foods deal will close Monday, with discounts to begin then". CNBC.](#)
- McCracken, Harry (September 29, 2006). ["Amazon's A9 Search as We Knew It: Dead!". PC World.](#) Archived from [the original](#) on July 16, 2011. Retrieved September 6, 2012.
- Steele, B., [Amazon is now managing its own ocean freight, engadget.com,](#) January 27, 2017, accessed January 29, 2017
- Harry Dempsey (November 17, 2020). ["Amazon launches online pharmacy in challenge to traditional retailers". Financial Times.](#) Archived from [the original](#) on December 10, 2022. Retrieved November 17, 2020.
- ["Amazon to buy Israeli start-up Annapurna Labs".](#) Reuters. January 22, 2015. [Archived](#) from the original on September 15, 2015. Retrieved January 24, 2015.
- Whitwam, Ryan (January 23, 2015). ["Amazon buys secretive chip maker Annapurna Labs for \\$350 million".](#) ExtremeTech. Retrieved January 24, 2015.
- Hirschauge, Orr (January 22, 2015). ["Amazon to Acquire Israeli Chip Maker Annapurna Labs". The Wall Street Journal. ISSN 0099-9660.](#) Retrieved October 20, 2020.
- ["Is Logistics About To Get Amazon'ed?".](#) TechCrunch. AOL. January 29, 2016.
- David Z. Morris (January 14, 2016). ["Amazon China Has Its Ocean Shipping License – Fortune".](#) Fortune.
- ["Company Overview".](#) Brilliance Audio. Archived from [the original](#) on February 9, 2014. Retrieved February 14, 2014.
- ["amazon.com Acquires Brilliance Audio".](#) Taume News. May 27, 2007. Archived from [the original](#) on July 4, 2007. Retrieved May 28, 2007.
- Staci D. Kramer (May 23, 2007). ["Amazon Acquires Audiobook Indie Brilliance Audio".](#) Gigaom. Archived from [the original](#) on February 22, 2014. Retrieved February 14, 2014.
- Virgil L. P. Blake (1990). "Something New Has Been Added: Aural Literacy and Libraries". *Information Literacies for the Twenty-First Century*. G. K. Hall & Co. pp. 203–218.
- Stone, Brad (April 11, 2014). ["Amazon Buys ComiXology, Takes Over Digital Leadership".](#) Bloomberg BusinessWeek. Archived from [the original](#) on April 11, 2014.
- ["Independent Publishing with CreateSpace".](#) CreateSpace: An Amazon Company. Archived from [the original](#) on November 26, 2013. Retrieved January 22, 2017.
- ["About CreateSpace : History".](#) CreateSpace: An Amazon Company. Archived from [the original](#) on July 6, 2017. Retrieved January 22, 2017.
- Novet, Jordan (February 11, 2019). ["Amazon is acquiring home Wi-Fi start-up Eero".](#) CNBC Tech.
- Kraus, Rachel (April 5, 2019). ["How Amazon's \\$97 million Eero acquisition screwed employees and minted millionaires".](#) Mashable.
- Whittaker, Zack (February 12, 2019). ["What Amazon's purchase of Eero means for your privacy".](#) TechCrunch.
- Shu, Catherine (October 24, 2019). ["Amazon acquires Health Navigator for Amazon Care, its pilot employee healthcare program".](#) Tech Crunch. Retrieved October 31, 2019.

- [*"Jungle boys strike gold on the net"*](#). Archived from [*the original*](#) on December 17, 2013.
- [*"Amazon Launches Online Shopping Service In India"*](#). reuters.com. February 2, 2012.
- [*"Amazon brings the curtains down on Jungle.com, finally"*](#). vccircle.com. Retrieved February 1, 2018.
- Sheetz, Michael (April 4, 2019). [*"Amazon wants to launch thousands of satellites so it can offer broadband internet from space"*](#). CNBC. Retrieved April 4, 2019.
- Henry, Caleb (April 4, 2019). [*"Amazon planning 3,236-satellite constellation for internet connectivity"*](#). SpaceNews. Retrieved April 5, 2019.
- Brodtkin, Jon (July 8, 2019). [*"Amazon plans nationwide broadband—with both home and mobile service"*](#). ars Technica. Retrieved July 9, 2019. Kuiper is wholly owned by Amazon, and its president is Rajeev Badyal, a former SpaceX vice president who was reportedly fired because SpaceX CEO Elon Musk was unsatisfied with his company's satellite-broadband progress.
- Avalos, George (September 19, 2012). [*"Amazon research unit Lab 126 agrees to big lease that could bring Sunnyvale 2,600 new workers"*](#). The Mercury News. Retrieved February 20, 2019.