

amazon.com

The Amazon logo, featuring a curved orange arrow pointing from the letter 'a' to the letter 'z'.

ANNUAL MEETING OF SHAREHOLDERS
MAY 28, 2009

This presentation may contain forward-looking statements which are inherently difficult to predict. Actual results could differ materially for a variety of reasons, including fluctuations in foreign exchange rates, changes in global economic conditions and consumer spending, world events, the rate of growth of the Internet and online commerce, the amount that Amazon.com invests in new business opportunities and the timing of those investments, the mix of products sold to customers, the mix of net sales derived from products as compared with services, the extent to which we owe income taxes, competition, management of growth, potential fluctuations in operating results, international growth and expansion, the outcomes of legal proceedings and claims, fulfillment center optimization, risks of inventory management, seasonality, the degree to which the Company enters into, maintains and develops commercial agreements, acquisitions and strategic transactions, and risks of fulfillment throughput and productivity. Other risks and uncertainties include, among others, risks related to new products, services and technologies, system interruptions, government regulation and taxation, payments, and fraud. In addition, the current global economic climate amplifies many of these risks. More information about factors that potentially could affect Amazon.com's financial results is included in Amazon.com's filings with the Securities and Exchange Commission, including its most recent Annual Report on Form 10-K and subsequent filings.

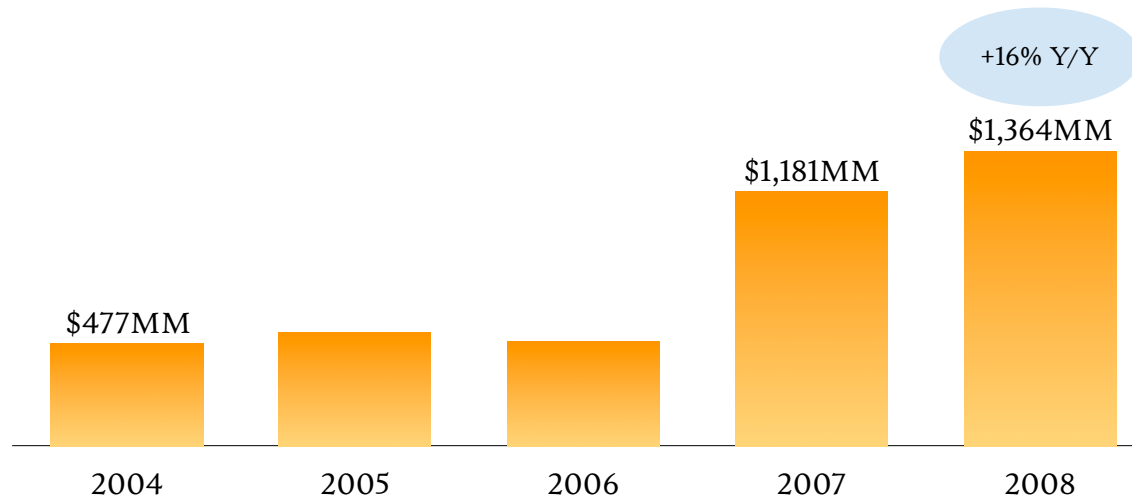
Additional information relating to certain of our financial measures contained herein, including reconciliations to U.S. generally accepted accounting principles, is available in the appendix to our presentation, our most recent earnings release and at our website at www.amazon.com/ir under 'Financial Documents'.

amazon.com

The Amazon logo, a curved orange arrow pointing from the letter 'a' to the letter 'z', is positioned below the text 'amazon.com'.

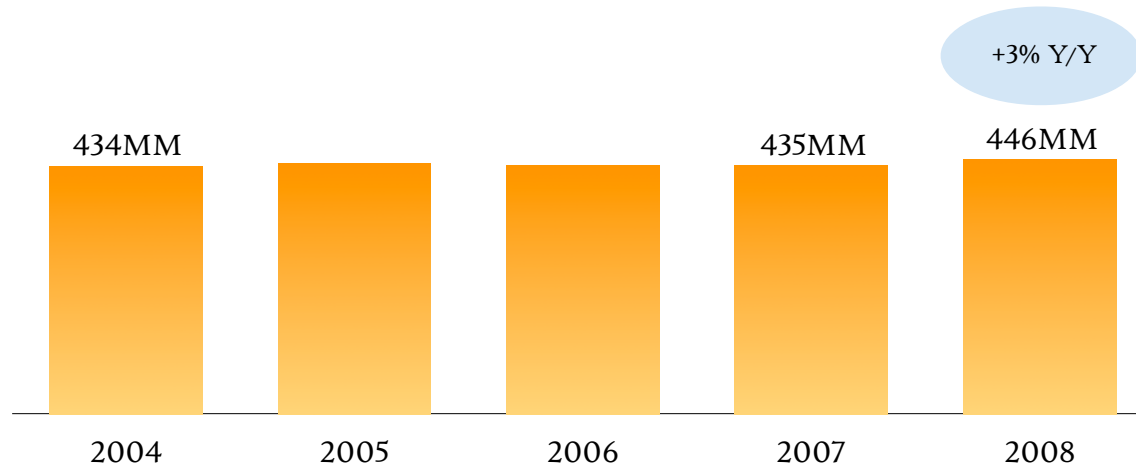
FINANCIAL HIGHLIGHTS

FREE CASH FLOW ⁽¹⁾



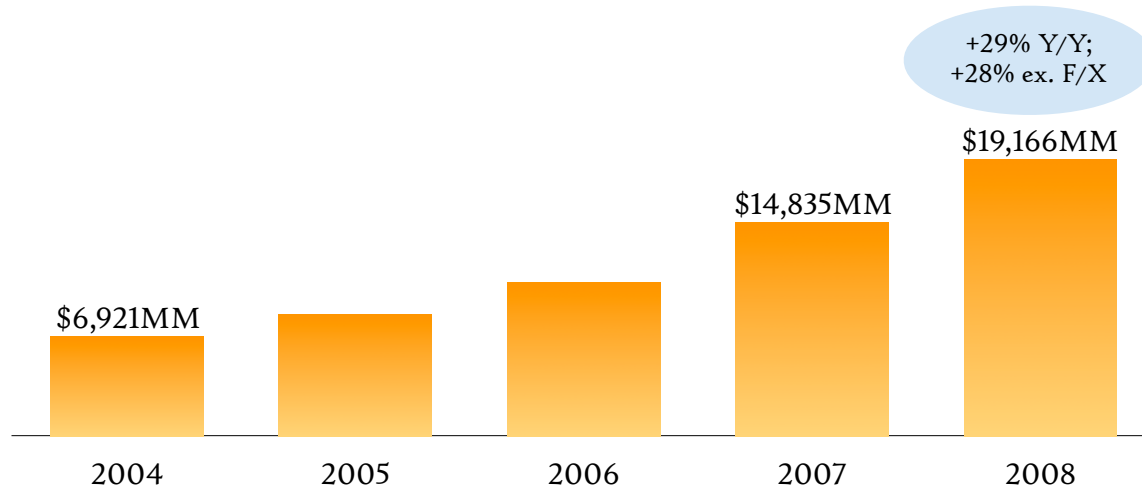
⁽¹⁾ Free Cash Flow, a non-GAAP financial measure, is GAAP Operating Cash Flow Less Purchases of Fixed Assets. See appendix for a reconciliation of Operating Cash Flow to Free Cash Flow.

COMMON SHARES AND STOCK-BASED AWARDS OUTSTANDING (1)

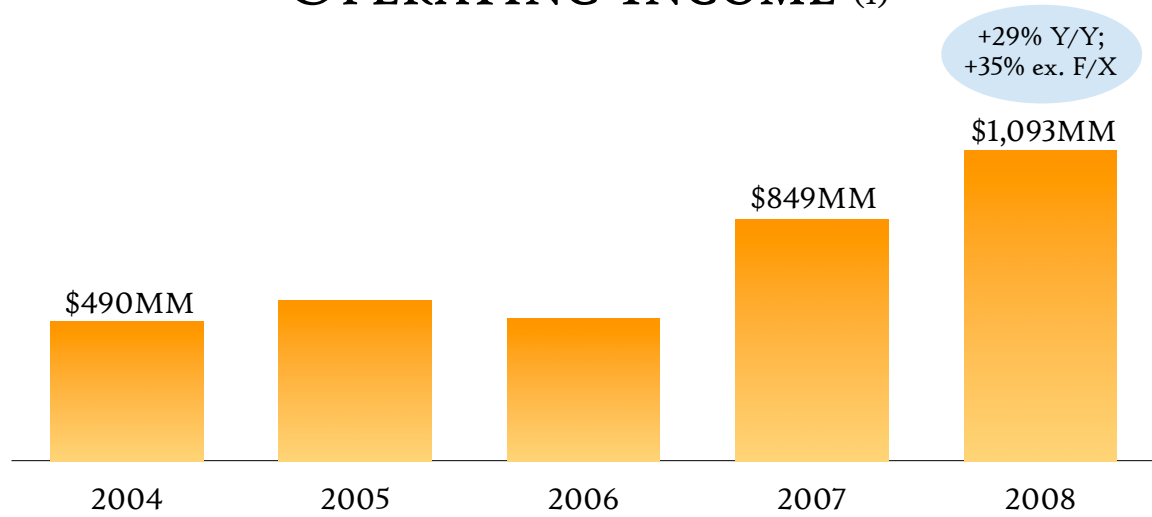


(1) Company repurchased 8.2 million shares in 2006, 6.3 million shares in 2007 and 2.2 million shares in 2008. Company issued 7.8 million shares in 2008 related to redemption of its 4.75% Convertible Subordinated Notes.

NET REVENUE



OPERATING INCOME ⁽¹⁾



⁽¹⁾ Consolidated Segment Operating Income (CSOI), a non-GAAP financial measure, excludes Stock-Based Compensation and Other Operating Income (Expense). See appendix for a reconciliation of CSOI to GAAP Operating Income.

FIRST QUARTER HIGHLIGHTS

(MM)	<u>Q1 '08</u>	<u>Q1 '09</u>	<u>Change</u>
Free Cash Flow - TTM	\$788	\$1,431	82%
Common Shares and Stock-Based Awards Outstanding	435	447	3%
Net Revenue	\$4,135	\$4,889	18%
<i>Excluding F/X</i>			25%
Consolidated Segment Operating Income (1)	\$258	\$322	25%

⁽¹⁾ Consolidated Segment Operating Income (CSOI), a non-GAAP financial measure, excludes Stock-Based Compensation and Other Operating Income (Expense). See appendix for a reconciliation of CSOI to GAAP Operating Income.

Focused on the long-term

Obsessed over customers

Price

Selection

Convenience

Our pricing strategy is to offer low prices
across our entire product range.

\$800 million

AMAZON PRIME

Free Two-Day Shipping
No Minimum Purchase



Amazon Prime™

Try Amazon Prime FREE
for one month

Sign up today — and get your stuff faster

Amazon Prime Member Benefits Include:

- ✓ Unlimited FREE Two-Day Shipping
- ✓ Upgrade to One-Day Shipping for only \$3.99
- ✓ No minimum order size
- Satisfied Member Comments

Get FREE Two-Day Shipping for an entire month

Continue to Free Trial Signup



amazon.com **Prime** Hello, Jeff Bezos. We have recommendations for you. (Not Jeff Bezos?) Buy Any CD, Get \$1 Off MP3s

Jeff's Amazon.com Today's Deals Gifts & Wish Lists Gift Cards Your Account | Help

Shop All Departments Search Automotive GO Cart Your Lists

Automotive Part Finder Car Care Interior Accessories Performance Parts Truck Accessories Bestsellers Tools & Equipment Automotive Gift Guides

Prime Member: Jeff Bezos Get it tomorrow, **Thursday, May 28** Get it **Friday, May 29** Ship to: Jeff Bezos

Overnight 1-Click™—\$3.99 Two-Day 1-Click™—FREE Order within 1hr 31min

Valeo 900-22-1B Ultimate Wiper Blade - 22"

Other products by Valeo
★★★★☆ (14 customer reviews)

Price: **\$13.99** & eligible for free shipping with **Amazon Prime**

In Stock.
Ships from and sold by Amazon.com.

2 new from \$11.00

Make Sure It Fits
1988 Chevrolet Blazer
Go
Or, create another vehicle

See larger image and other views

See all vehicles this product fits.

Quantity: 1
Add to Shopping Cart
or Buy now with
Two-Day 1-Click™—FREE
Ship to: Jeff Bezos

More Buying Choices
quickshipau... \$11.00 + \$5.98 shipping In Stock
2 new from \$11.00
Get it for less! Order it used
Have one to sell? Sell yours here
Add to Wish List

GEOGRAPHIES & CATEGORIES

<u>PRODUCT CATEGORIES</u>	<u>US</u>	<u>UK</u>	<u>GERMANY</u>	<u>FRANCE</u>	<u>JAPAN</u>	<u>CHINA</u>	<u>CANADA</u>
Physical Media	'95	'98	'98	'00	'00	'04	'02
Electronics	'99	'01	'01	'05	'03	'04	
Toys	'99	'01	'04	'07	'04	'04	
Baby	'99	'07	'07	'07	'07	'06	
Tools & Hardware	'99	'04	'04				
Home & Garden	'00	'04	'04	'07	'03		
Apparel & Accessories	'02				'07		
Sports & Outdoors	'03	'07	'06		'05	'06	
Jewelry & Watches	'03	'07	'07	'07	'07	'06	
Health & Personal Care	'03		'07		'06	'06	
Beauty	'04					'06	
Shoes	'05	'07	'07		'07		
Dry Goods	'06						
Auto Parts & Accessories	'06						
Digital Media	'07						

GEOGRAPHIES & CATEGORIES

<u>PRODUCT CATEGORIES</u>	<u>US</u>	<u>UK</u>	<u>GERMANY</u>	<u>FRANCE</u>	<u>JAPAN</u>	<u>CHINA</u>	<u>CANADA</u>
Physical Media	'95	'98	'98	'00	'00	'04	'02
Electronics	'99	'01	'01	'05	'03	'04	'08
Toys	'99	'01	'04	'07	'04	'04	
Baby	'99	'07	'07	'07	'07	'06	
Tools & Hardware	'99	'04	'04				
Home & Garden	'00	'04	'04	'07	'03		
Apparel & Accessories	'02	'08	'08		'07		
Sports & Outdoors	'03	'07	'06		'05	'06	
Jewelry & Watches	'03	'07	'07	'07	'07	'06	
Health & Personal Care	'03	'08	'07		'06	'06	
Beauty	'04	'08	'08		'08	'06	
Shoes	'05	'07	'07		'07		
Dry Goods	'06						
Auto Parts & Accessories	'06		'08			'09	
Digital Media	'07	'08	'09				
Office Supplies	'08	'09	'09	'09			
Fabric	'08						
Motorcycle & ATV Parts & Accessories	'08						



Saved for later (2)

Cart (1)

Women's Shoes

Men's Shoes

Kids' Shoes

Bags & Accessories

Sale

Designer

Search All Departments

Order in the next **8** hours **9** minutes - get it Thursday, May 28

The Perfect Flip Flop

Reef has arrived just in time for summer

[Get yours now](#)

Shop by:

Department	▶
Brand	▶
Size	▶



[Just In! Check Out our Newest Arrivals](#)

[Save \\$25 on Select Running Shoe Orders for Women and Men](#)

[What to Wear for Spring](#)

Get \$25 off New Arrivals in Sandals and Accessories

Save on your \$100 order of select styles in women's, men's, and accessories



Bright Ideas

Sunglasses at Every Price

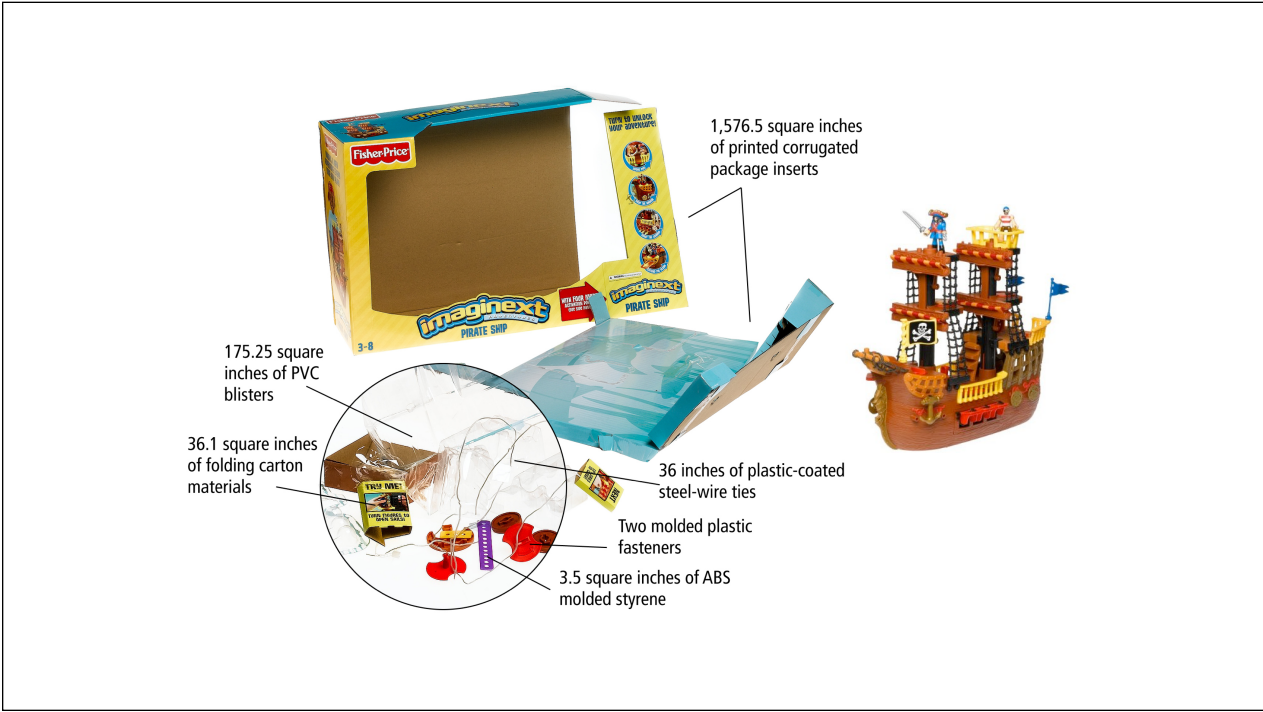
[Under \\$50](#)

[Under \\$100](#)

[Under \\$250](#)

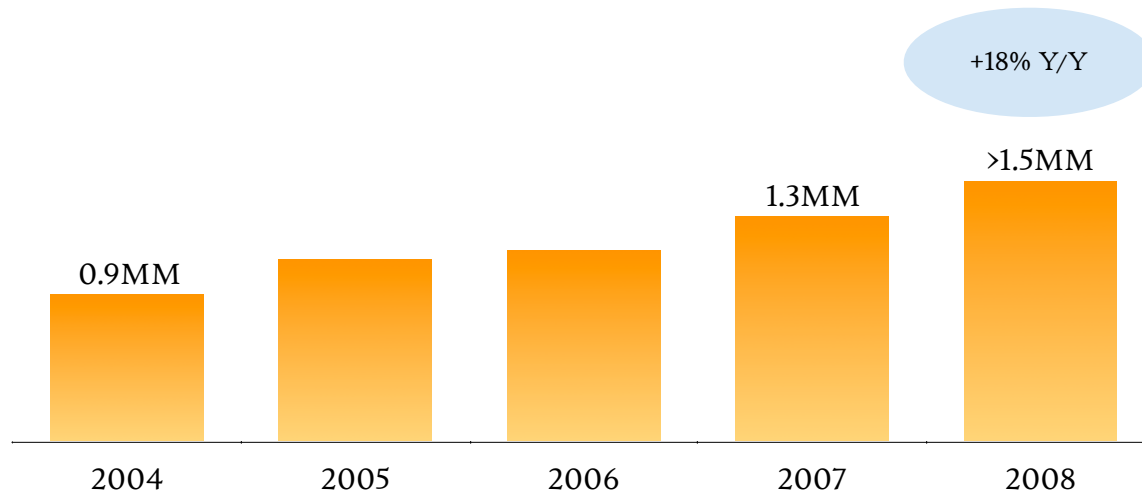


Frustration-Free Packaging





ACTIVE SELLERS




amazon.com **Prime** Hello, Jeff Bezos. We have recommendations for you. (Not Jeff Bezos?)
 Jeff's Amazon.com Today's Deals Gifts & Wish Lists Gift Cards Your Account | Help

Shop All Departments Search Apparel & Accessories GO Cart Your Lists

Apparel & Accessories Women's Men's Juniors' Young Men's Kids' & Babies' Accessories Shoes Luggage Seller Directory On Sale Now

Prime Member: Jeff Bezos This item is not eligible for Amazon Prime when purchased from Pierce This 2. [See more buying choices](#)



See larger image

See all 92 customer images

Share your own customer images

Three Wolf Moon T-Shirt, Available in Various Sizes

Other products by [The Mountain](#)
 ★★★★★ (224 customer reviews) | [More about this product](#)

List Price: ~~\$35.00~~
 Price: **\$16.79**
 You Save: **\$18.21 (52%)**

To Buy, Add to Shopping Cart

Size: Medium/Adult

2 - 4 Years	Adult Small	Medium/Adult	Large/Adult	X-Large/Adult	XX-Large/Adult
XXX-Large	14	6	10		


[See merchant's sizing charts](#)

In Stock.

See [pricing and availability chart](#) for details.
 Ships from and sold by [Pierce This 2](#).

Ready to buy?
 Price: **\$16.79**
 Your Selection: Medium/Adult
 In stock. Ships from and sold by [Pierce This 2](#)
Quantity: 1
 Add to Shopping Cart
 or
 Buy now with 1-Click!
 Ship to: Jeff Bezos

More Buying Choices
 Size: Medium/Adult
theBIGzoo Add to Cart
\$15.99 + \$1.80 shipping
 In stock. Processing takes an additional 4 to 5 days.
2 new from \$15.99



FULLFILLMENT BY AMAZON

Sellers warehouse their goods in our global FC network

Fulfillment, customer service and returns handled by Amazon

Items qualify for Free Shipping programs, including Amazon Prime

amazon.com Hello, Jeff Bezos. We have recommendations for you. (Not Jeff Bezos?) Buy Any CD, Get \$1 Off MP3s

Jeff's Amazon.com Today's Deals Gifts & Wish Lists Gift Cards Your Account | Help

Shop All Departments Search Sports & Outdoors GO Cart Your Lists

Sports & Outdoors Apparel Action Sports Cycling Exercise & Fitness Fan Gear Golf Outdoor Recreation Shoes Team Sports Sales & Deals

Prime Get it Friday, May 29 Get it Monday, Jun 1

Member: Jeff Bezos Overnight 1-Click®—\$3.99 Two-Day 1-Click®—FREE Ship to: Jeff Bezos

Order within 21hr 12min

 Iron Gym Total Upper Body Workout Bar - Extreme Edition

Other products by Bro Fit
★★★★☆ (43 customer reviews) | [More about this product](#)

Price: \$39.99 & eligible for free shipping with **Amazon Prime**

In Stock.
Sold by **Before The Stores** and **Fulfilled by Amazon.**

Quantity: 1

Add to Shopping Cart
or Buy now with
Two-Day 1-Click®—FREE

Ship to:
Jeff Bezos

More Buying Choices

Get it for less! [Order it used](#)

Have one to sell? [Sell yours here](#)

Add to Wish List
Add to Shopping List
Add to Wedding Registry

See larger image and other views (with zoom)



In Q1 '09, items shipped on behalf of sellers using FBA increased >300% Y/Y.





Reduce “undifferentiated heavy lifting”

Speed time to market

Transform capex to opex

WHAT DEVELOPERS WANT

Reliable

Scalable

Low-Latency

Easy to Use

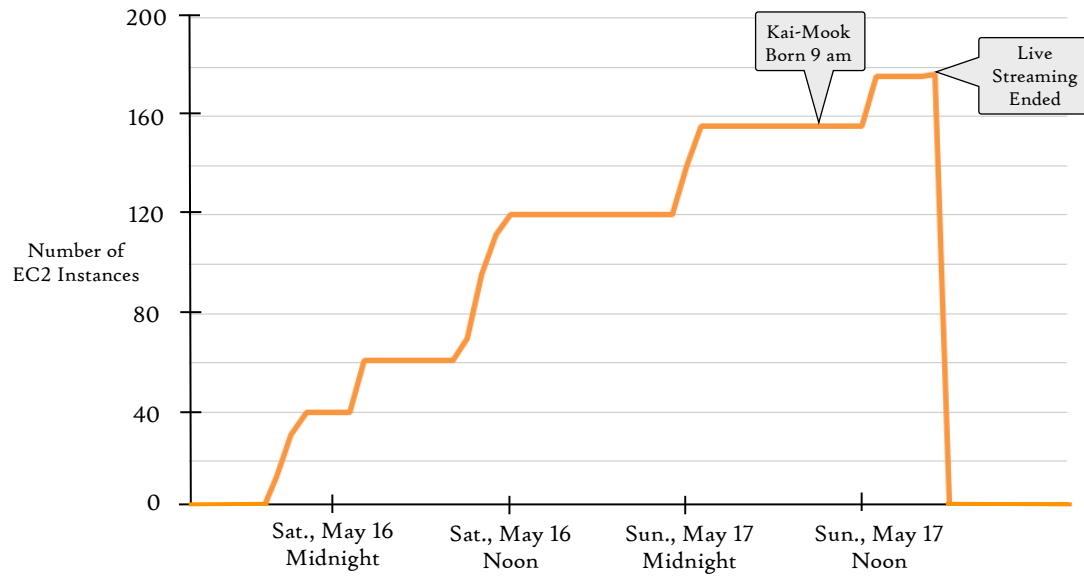
Inexpensive

Kai-Mook



Kai-Mook was born on Saturday,
May 17, 2009 in Antwerp, Belgium

EC2 INSTANCE USAGE





Home > Research & Development

Research & Development

Research & Development

[Research Pipeline](#)

[Discovering New Drugs](#)

[Value of Medicine](#)

[Clinical Trial Registry](#)

Lilly Research Laboratories (LRL) is responsible for the discovery, development, and clinical evaluation of pharmaceutical products and for providing ongoing scientific support for marketed products.

Discovering and developing innovative therapies for many of the world's unmet medical needs is at the core of LRL's mission.

Approximately 7,000 people work in LRL in the U.S. and other countries around the world. Research and development locations in the United States include several

Principles of Medical Research

Lilly has established policies, standards, and protections throughout the R&D process to ensure that patient needs are foremost at all times. This begins with our Principles of Medical Research, an overarching statement about how and why Lilly conducts research, its relationship to researchers, and how it shares research and development results.

[Learn More](#)



FEEDBACK?
MOST OF THE NEW FEATURES AND IMPROVEMENTS IN THE LATEST UPDATE ARE RESULTS OF FEEDBACK FROM PEOPLE JUST LIKE YOU! CHECK IT OUT AND THEN KEEP YOUR SUGGESTIONS COMING TO HELP US GIVE YOU WHAT YOU WANT!

GET STARTED! >

Welcome

TRY IT NOW >



Streamline your next home improvement project by using Dragonfly's intuitive design tools to rapidly create and furnish your floor plan, experimenting in real time with your ideas in 2D and 3D before making it real!

What's New

TRY IT NOW >



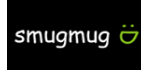
Our new enhancements make it even easier to experiment with the latest Dragonfly tools, like auto-attach for wall mounted furnishings, moving doors & windows in the 3D view, or interior space dimensioning. Start your design now!

Tell a Friend

SHARE NOW >



Sharing your experience has never been easier. Simply click the Tell a Friend link in the upper right corner of the screen in Dragonfly and you can easily send your friends an e-mail to join the fun!



PARTNERS



KINDLE VISION

Every book...
ever printed...
in any language...
all available in less than 60 seconds

KINDLE STORE

Nov. 19, 2007
90,000 Books



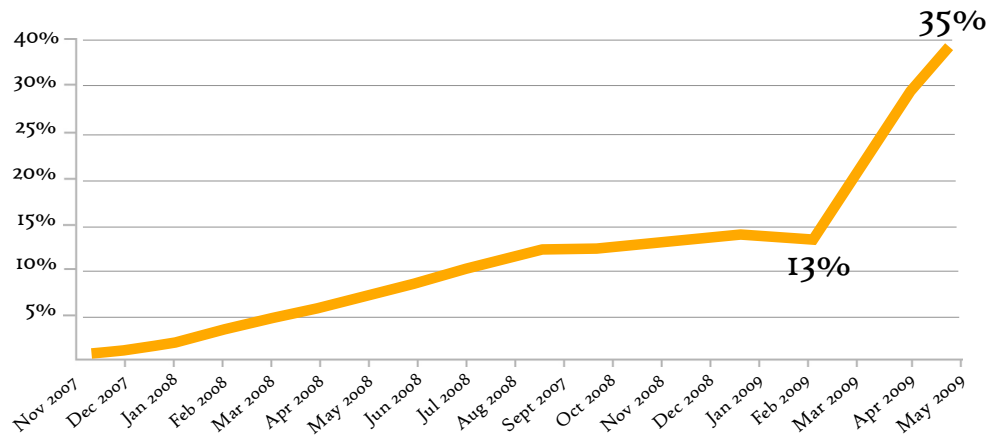
Feb. 9, 2009
230,000 Books




May 6, 2009
275,000 Books



KINDLE BOOK SALES



Why is this working?

A woman with dark hair tied back, wearing sunglasses and a purple long-sleeved shirt, is sitting on a patterned blanket on a sandy beach. She is holding an open book and looking at it. The background shows the ocean and a clear sky.

Paper-like display

Readable in sunlight

No eye strain, no glare

Low battery consumption

A man in a dark coat is looking at a white tablet on a city street. The background is blurred, showing a traffic light and other pedestrians.


3G wireless delivery

No PC required

No annual contract

No hunting for Wi-Fi hot spots

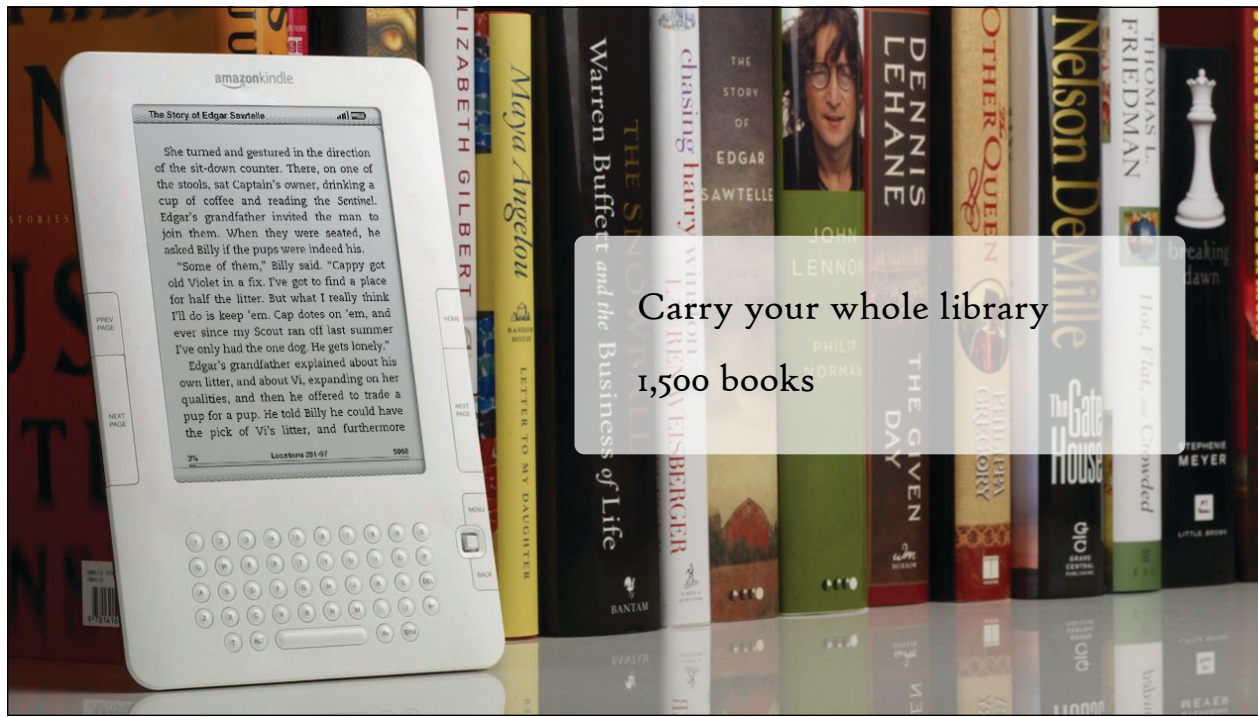
Download books in less than
60 seconds

A woman with long brown hair is sitting on a beige sofa, smiling and reading a book. She is wearing a dark blue cardigan over a light green top. The background features a decorative bowl and a lamp on a side table.

Purpose built for reading

Disappears in your hands

Enter the author's world



Carry your whole library
1,500 books

*What about personal and
professional documents?*

A 2x2 grid of paper stacks. The top-left and bottom-left stacks are made of aged, yellowish-brown paper. The top-right and bottom-right stacks are made of white paper. The text is centered in the middle of the grid.

*We print and lug loads of documents
The paperless society never came*

amazon.com **Prime** Hello, Jeff Bezos. We have recommendations for you. (Not Jeff Bezos?) Buy Any CD, Get \$1 Off MP3s
Jeff's Amazon.com Today's Deals Gifts & Wish Lists Gift Cards Your Account Help

Shop All Departments Search Electronics GO Cart Your Lists

Electronics Browse Brands Bestsellers Camera & Photo Computers & Accessories TV & Video Home Audio & Theater Cell Phones & Service Office Electronics Car Electronics & GPS Today's Deals

Prime Member: Jeff Bezos Get it **Thursday**, May 28 Get it **Friday**, May 29 Ship to: Jeff Bezos
Overnight 1-Click™—\$3.99 Two-Day 1-Click™—FREE Order within 22hr 9min

Brother TN350 Black Toner Cartridge

Other products by [Brother](#)
★★★★☆ (164 customer reviews) | [More about this product](#)



List Price: ~~\$84.70~~
Price: **\$46.71** & eligible for free shipping with **Amazon Prime**
You Save: **\$34.99** (43%)
In Stock.
Ships from and sold by **Amazon.com**. Gift-wrap available.

52 new from \$24.75 **7 used** from \$21.99 **16 refurbished** from \$19.95

Will This Work with Your Printer?
 **No!** This won't work with the [Brother HL-1440 Laser Printer](#)
[Find link or toner that works](#)
[Find a different printer](#)

See larger image and other views
See all 2 customer images

Quantity: 1
Add to Shopping Cart
or Buy now with
Two-Day 1-Click™—FREE

Ship to:
Jeff Bezos
 Add gift-wrap/note

More Buying Choices

ANTOnline \$42.74 + \$7.97 shipping In Stock	Add to Cart
Databazaar \$47.95 + \$3.99 shipping In Stock	Add to Cart
Galactics \$47.66 + \$4.00 shipping In Stock	Add to Cart

Why do we still print so much?

Paper is better than traditional screens



*Kindle's paper-like display
solves that problem.*

But just one thing...

8 1/2" x 11"

2.5 times the
size of the
Kindle display

kindle DX

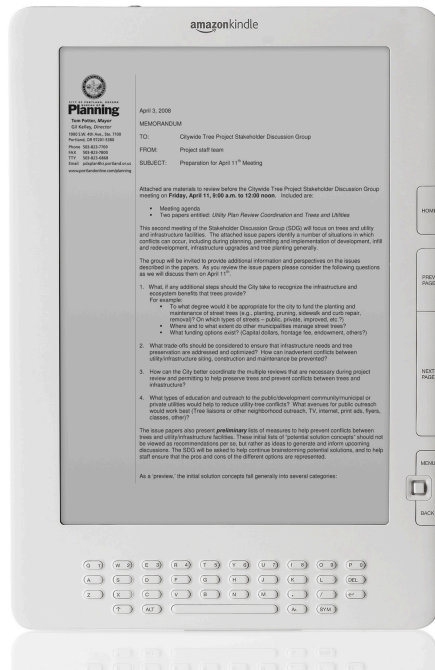
BUILT-IN PDF READER

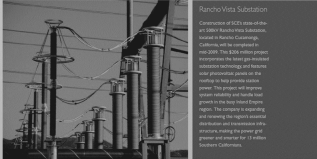


No panning

No zooming

No scrolling





Retrofits Substation
Construction of SCE's new substation retrofits is under way in California. Over the next several years, SCE will spend \$2.5 billion to upgrade substations throughout the state, and will also spend \$1.5 billion to upgrade substations in the Los Angeles area. The new substations will be more efficient and will reduce power losses and help reduce greenhouse gas emissions. The program is supported by a \$1.5 billion federal loan guarantee program, making the project more affordable for SCE.

Major Elements of SCE's Five-Year Capital Investment Plan

Expanding clean generation at the Oglethorpe Generating Station to allow the continued operation of California's largest solar PV plant, which produces clean energy.

Expanding the transmission system to increase reliability and increase access to clean energy generated by wind, solar and other renewable energy generation.

Investing in a wide range of technologies that enhance distribution system reliability and improve service to customers.

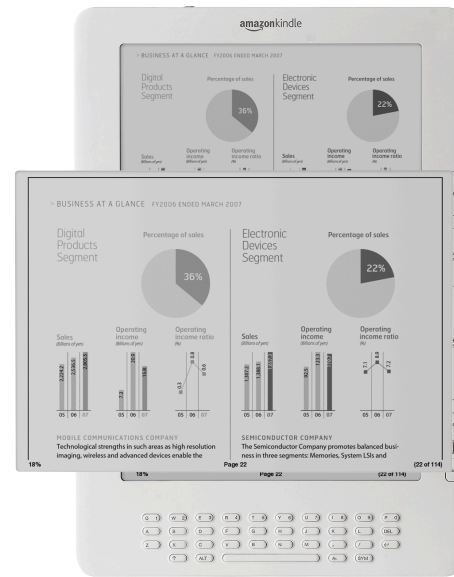
Investing in a wide range of technologies that enhance distribution system reliability and improve service to customers.

Approximately 45% of SCE's generation comes from low-carbon sources.

Navigation keypad with buttons for Home, Previous Page, Next Page, Home, and Back.

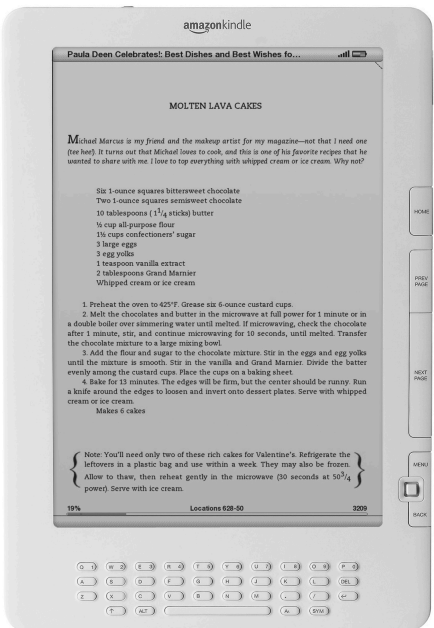
Navigation buttons: HOME, PREVIOUS PAGE, NEXT PAGE, HOME, BACK.

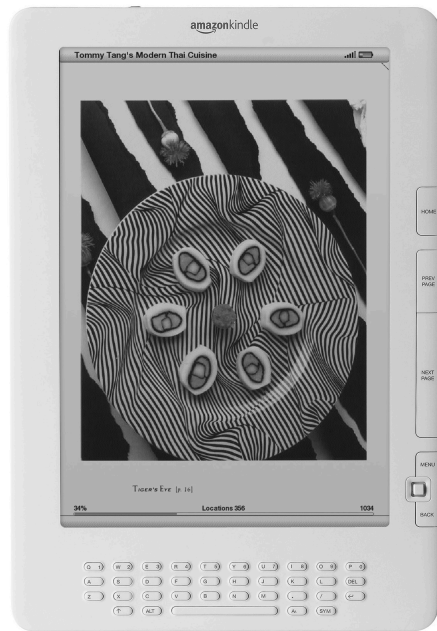
AUTO-ROTATE



Automatically switch between portrait and landscape reading mode

*Highly formatted books
shine with a larger screen*





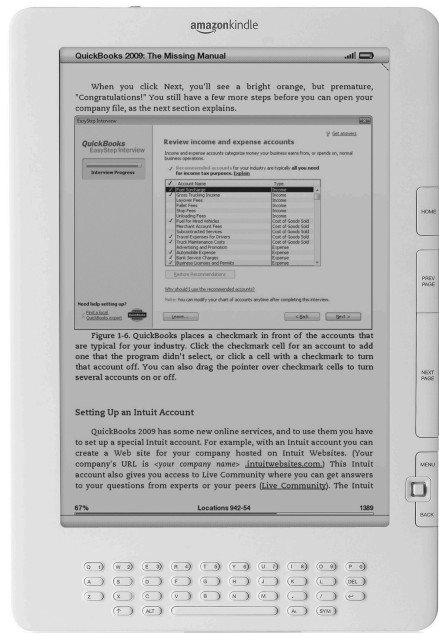
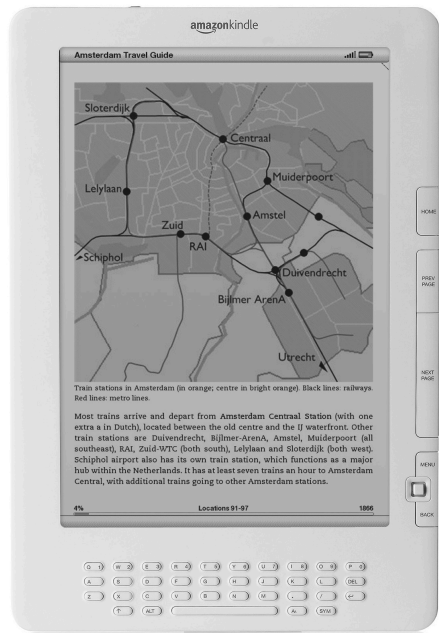
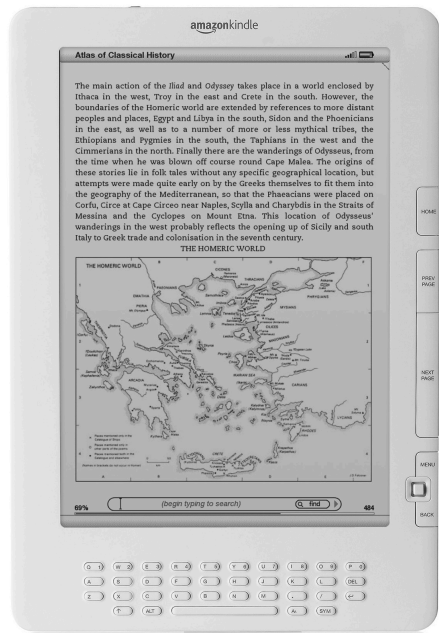


Figure 1-4. QuickBooks places a checkmark in front of the accounts that are typical for your industry. Click the checkmark cell for an account to add one that the program didn't select, or click a cell with a checkmark to turn that account off. You can also drag the pointer over checkmark cells to turn several accounts on or off.

Setting Up an Intuit Account

QuickBooks 2009 has some new online services, and to use them you have to set up a special Intuit account. For example, with an Intuit account you can create a Web site for your company hosted on Intuit Websites. (Your company's URL is your company name: intuitwebsites.com) This Intuit account also gives you access to Live Community where you can get answers to your questions from experts or your peers ([Live Community](http://Live.Community)). The Intuit





Textbooks

respectively. Let u_1, u_2, \dots, u_m be a basis for U and v_1, v_2, \dots, v_n be a basis for V . For $i = 1, 2, \dots, m$, consider $T(u_i)$, which can be uniquely represented as

$$T(u_i) = \sum_{j=1}^n a_{ji} v_j, \quad i = 1, 2, \dots, m,$$

where the a_{ji} 's are scalars. These scalars completely determine all possible values of T : If $u \in U$, then $u = \sum_{i=1}^m c_i u_i$ for some scalars c_1, c_2, \dots, c_m . Then $T(u) = \sum_{i=1}^m c_i T(u_i) = \sum_{i=1}^m c_i (\sum_{j=1}^n a_{ji} v_j)$. By definition, the rectangular array

$$A = \begin{bmatrix} a_{11} & a_{12} & \dots & a_{1m} \\ a_{21} & a_{22} & \dots & a_{2m} \\ \vdots & \vdots & \ddots & \vdots \\ a_{m1} & a_{m2} & \dots & a_{mm} \end{bmatrix}$$

is called a matrix of order $m \times n$, which indicates that A has m rows and n columns. The a_{ij} 's are called the elements of A . In some cases it is more convenient to represent A using the notation $A = (a_{ij})$. In particular, if $m = n$, then A is called a square matrix. Furthermore, if the off-diagonal elements of a square matrix A are zero, then A is called a diagonal matrix and is written as $A = \text{Diag}(a_{11}, a_{22}, \dots, a_{nn})$. In this special case, if the diagonal elements are equal to 1, then A is called the identity matrix and is denoted by I , to indicate that it is of order $n \times n$. A matrix of order $m \times 1$ is called a column vector. Likewise, a matrix of order $1 \times n$ is called a row vector.

2.3.1. Basic Operations on Matrices

1. *Equality of Matrices.* Let $A = (a_{ij})$ and $B = (b_{ij})$ be two matrices of the same order. Then $A = B$ if and only if $a_{ij} = b_{ij}$ for all $i = 1, 2, \dots, m$; $j = 1, 2, \dots, n$.



PHYSICAL STATES OF THE ELEMENTS

The periodic table can help you master a large amount of information. With little effort, you can correctly predict the physical state of most elements. Excluding mercury, all the metals are in the solid state at normal conditions of 25 °C and normal atmospheric pressure. All semimetals are also in the solid state at normal temperature and pressure.

Figure 4.6 Physical States of the Elements At 25 °C and normal atmospheric pressure, all metals are in the solid state except Hg. Most nonmetals are gases except C, P, S, Se, and I, which are solids. The only elements in the liquid state at normal conditions are Hg and Br.

PERIODIC TABLE OF THE ELEMENTS

1		2										3										4										5										6										7										8										9										10										11										12										13										14										15										16										17										18																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
Li		Be										B										C										N										O										F										Ne										Na										Mg										Al										Si										P										S										Cl										Ar										K										Ca										Sc										Ti										V										Cr										Mn										Fe										Co										Ni										Cu										Zn										Ga										Ge										As										Se										Br										Kr										Rb										Sr										Y										Zr										Nb										Mo										Tc										Ru										Rh										Pd										Ag										Cd										In										Sn										Sb										Te										I										Xe										Ba										La										Ce										Pr										Nd										Pm										Sm										Eu										Gd										Tb										Dy										Ho										Er										Tm										Yb										Lu										Hf										Ta										W										Re										Os										Ir										Pt										Au										Hg										Tl										Pb										Bi										Po										At										Rn										Fr										Ra										Ac										Th										Pa										U										Np										Pu										Am										Cm										Bk										Cf										Es										Fm										Md										No										Lr									
Li		Be										B										C										N										O										F										Ne										Na										Mg										Al										Si										P										S										Cl										Ar										K										Ca										Sc										Ti										V										Cr										Mn										Fe										Co										Ni										Cu										Zn										Ga										Ge										As										Se										Br										Kr										Rb										Sr										Y										Zr										Nb										Mo										Tc										Ru										Rh										Pd										Ag										Cd										In										Sn										Sb										Te										I										Xe										Ba										La										Ce										Pr										Nd										Pm										Sm										Eu										Gd										Tb										Dy										Ho										Er										Tm										Yb										Lu										Hf										Ta										W										Re										Os										Ir										Pt										Au										Hg										Tl										Pb										Bi										Po										At										Rn										Fr										Ra										Ac										Th										Pa										U										Np										Pu										Am										Cm										Bk										Cf										Es										Fm										Md										No										Lr									

Subs. Lanth. Actin.

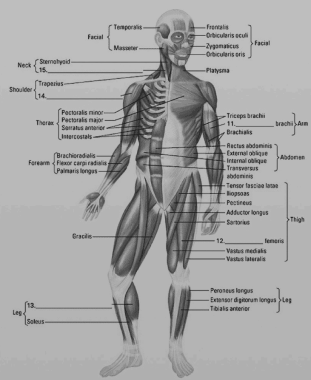
Nonmetals, on the other hand, show great diversity in physical state. At 25 °C and normal pressure, five nonmetals are solids, one is a liquid, and eleven are gases. The solids are carbon, phosphorus, sulfur, selenium, and iodine. The only nonmetal liquid is reddish-brown bromine. The eleven gases are hydrogen, nitrogen, oxygen, fluorine, chlorine, helium, neon, argon, krypton, xenon, and radon. All these gases are colorless except fluorine and chlorine, which are greenish-yellow. Figure 4.6 illustrates the normal physical state of



amazonkindle

Medical Terminology Complete!

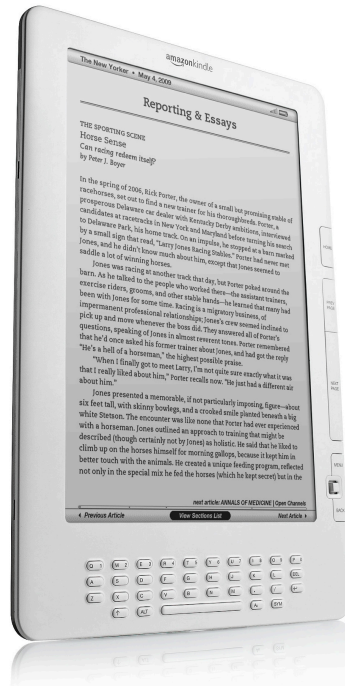
muscles of the human body, anterior side.



18% Locations 2401 12814

Navigation buttons: Home, Back, Forward, Search, etc.

What do you get with Kindle DX?



Large 9.7 inch display with auto-rotation

3G wireless access to 290,000 books

3.3 GB of storage (up to 3,500 books)

Native PDF support

No panning, no zooming, no scrolling

\$9.99 or less *New York Times*

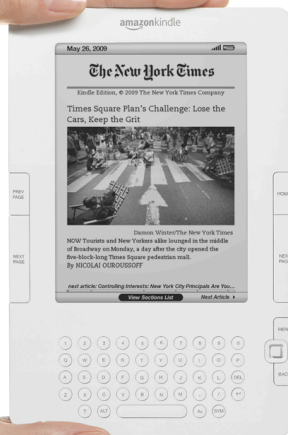
Best Sellers and most new releases

No multi-year wireless contract or
monthly service payments

\$489

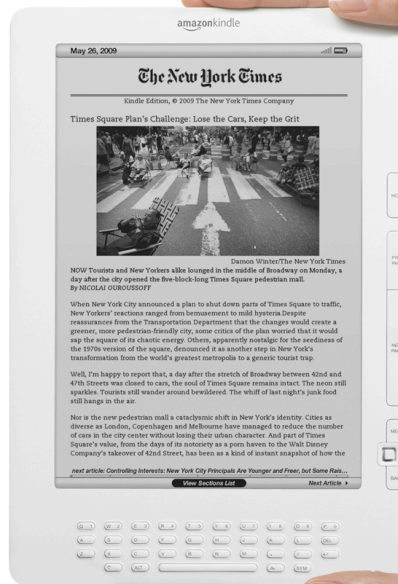
kindle

6" DISPLAY
\$359
Shipping Now
amazon.com/kindle



kindle DX

9.7" DISPLAY
\$489
Pre-order Now
Shipping Summer 2009
amazon.com/kindleDX



KINDLE VISION

Every book...
ever printed...
in any language...
all available in less than 60 seconds

kindle



kindle DX

amazon.com

Appendix

FREE CASH FLOW RECONCILIATION - TTM

\$MM	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>Q1'08</u>	<u>Q1'09</u>
Operating Cash Flow	\$566	\$733	\$702	\$1,405	\$1,697	\$1,039	\$1,757
Purchases of Fixed Assets, Including Internal-Use Software and Website Development	<u>(89)</u>	<u>(204)</u>	<u>(216)</u>	<u>(224)</u>	<u>(333)</u>	<u>(251)</u>	<u>(326)</u>
Free Cash Flow	<u>\$477</u>	<u>\$529</u>	<u>\$486</u>	<u>\$1,181</u>	<u>\$1,364</u>	<u>\$788</u>	<u>\$1,431</u>

CONSOLIDATED SEGMENT OPERATING RECONCILIATION - TTM

\$MM	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>Q1 '08</u>	<u>Q1 '09</u>
Consolidated Segment Operating Income	\$490	\$566	\$500	\$849	\$1,093	\$928	\$1,156
Stock-Based Compensation	(58)	(87)	(101)	(185)	(275)	(205)	(288)
Other Operating Income (Expense), Net	<u>8</u>	<u>(47)</u>	<u>(10)</u>	<u>(9)</u>	<u>24</u>	<u>(15)</u>	<u>19</u>
GAAP Operating Income	<u>\$440</u>	<u>\$432</u>	<u>\$389</u>	<u>\$655</u>	<u>\$842</u>	<u>\$708</u>	<u>\$887</u>