



Timeline

1994

July Company Incorporated

1995

July Amazon.com Sells First Book, "Fluid Concepts & Creative Analogies: Computer Models of the Fundamental Mechanisms of Thought"

1996

July Launches Amazon.com Associates Program

1997

May Announces IPO, Begins Trading on NASDAQ Under "AMZN"

September Introduces 1-Click™ Shopping

November Opens Fulfillment Center in New Castle, Delaware

1998

February Launches Amazon.com Advantage Program

April Acquires Internet Movie Database

June Opens Music Store

October Launches First International Sites, Amazon.co.uk (UK) and Amazon.de (Germany)

November Opens DVD/Video Store

1999

January Opens Fulfillment Center in Fernley, Nevada

March Launches Amazon.com Auctions

April Opens Fulfillment Center in Coffeyville, Kansas

May Opens Fulfillment Centers in Campbellsville and Lexington, Kentucky

June Acquires Alexa Internet

July Opens Consumer Electronics, and Toys & Games Stores

September Launches zShops

October Opens Customer Service Center in Tacoma, Washington

Acquires Tool Crib of the North's Online and Catalog Sales Division

November Opens Home Improvement, Software, Video Games and Gift Ideas Stores

December Jeff Bezos Named *TIME* Magazine "Person Of The Year"

2000

January Opens Customer Service Center in Huntington, West Virginia

May Opens Kitchen Store

August Announces Toys "R" Us Alliance

Launches Amazon.fr (France)

October Opens Camera & Photo Store

November Launches Amazon.co.jp (Japan)

Launches Marketplace

Introduces First Free Super Saver Shipping Offer (Orders Over \$100)

2001

April Announces Borders Group Alliance
August Introduces In-Store Pick Up
September Announces Target Stores Alliance
October Introduces Look Inside The Book™

2002

June Launches Amazon.ca (Canada)
July Launches Amazon Web Services
August Lowers Free Super Saver Shipping Threshold to \$25
September Opens Office Products Store
November Opens Apparel & Accessories Store

2003

April Announces National Basketball Association Alliance
June Launches Amazon Services, Inc. Subsidiary
September Opens Sports & Outdoor Store
October Introduces Search Inside The Book™
Launches A9.com, Inc. Subsidiary
November Opens Gourmet Food Store
December Opens Health & Personal Care Store

2004

January Introduces Presidential Candidates Feature
April Opens Jewelry Store
May Announces The Bombay Company Alliance
June Opens Software Development Center in Scotland
September Acquires Jovo.com Limited
Launches Paris Hilton Jewelry Line Exclusively on Amazon.com
Subsidiary A9.com Launches New Web Site and A9 Toolbar
October Amazon Web Services Offerings Give Developers Unprecedented Access to Amazon Product Data and Technology, and First-Ever Access to Data Compiled by Alexa Internet
Launches Beauty Store
November A9.com Introduces Toolbar for Mozilla Firefox
Launches Amazon Theater
December Announces Opportunity to Contribute to American Red Cross Tsunami Disaster Relief Efforts on Amazon.com
Reports Busiest Holiday Season Ever

2005

January Announces Diane Von Furstenberg Alliance
A9.com Launches Yellow Pages
February Introduces Amazon Prime
Announces Nonprofit Innovation Award
April Acquires BookSurge LLC
May Introduces Amazon Wedding
June Celebrates 10th Anniversary with Employee Event Featuring Performances by Bob Dylan, Norah Jones and Bill Maher
Announces Second Short-Film Competition
July Launches Special Deliveries with Select Celebrities and UPS
Acquires CustomFlix Labs, Inc.

August A9.com Launches Maps
 Launches Amazon Shorts
 Launches the First The O.C.-Branded Women's Fashion Collection

September Launches The Hollywood Prescription
 Opens Customer Service Center in Kennewick, Washington

October Alexa Web Information Service Launches on Amazon Web Services Web Site
 Announces Fulfillment Agreement with Drugstore.com

November Launches New Gifting Experience
 Announces Record-Breaking Watch Sales
 Amazon.com Subsidiary Joyo.com Honored with Customer Care Award
 Announces Partnership with Celebrities to Raise Money for Hurricane Victims
 During Holiday Shopping Season

December Announces Customers Ordered over 108 Million Items Worldwide During 11th
 Holiday Season

2006

January Joyo.com Announces it is the Largest Chinese Bookstore in the World
 Announces Alexa Top Sites Web Service for Developers
 Announces Amazon Fishbowl with Bill Maher

February Launches Amazon Connect
 Announces Jewelry Sales Up More Than 100 Percent in Fourth Quarter 2005
 Acquires Shopbop.com

March Launches Amazon Simple Storage Service (S3)

April Announces Partnership Between Timex and Amazon Services
 Announces Partnership Between Benefit Cosmetics and Amazon Services
 Announces Partnership Between CustomFlix for DVD Distribution
 Launches the Media Gateway Program with CustomFlix

May Announces Jewelry and Watch Sales Up More Than 100 Percent in First Quarter
 2006
 Introduces Print-On-Demand Program for Book Publishers

June Amazon Fishbowl with Bill Maher Premieres on Amazon.com Gateway
 Launches Emergency Preparedness Store to Offer Preparation and Recovery
 Products for Hurricane Season
 Unveils Exclusive The Devil Wears Prada Boutique in Apparel & Accessories
 Store
 Launches New Toy and Baby Stores with Largest Selection Ever

July Launches Grocery Store
 Amazon Enterprise Solutions Extend E-Commerce Agreement with Target
 Corporation to 2010
 Announces 22% Sales Growth Fueled by Lower Prices, Free Shipping
 Amazon Web Services Announces "Alexa Site Thumbnail" Now Available for
 Developers
 Announces Library Processing for Public and Academic Libraries Across the
 United States

September Launches Amazon Unbox™, a Digital Video Download Service with DVD-
 Quality Picture
 CustomFlix and Amazon.com Launch CD on Demand Service
 Launches WebStore and Fulfillment by Amazon for Small and Medium-Sized
 Businesses

October Amazon.com Jewelry and Watches Sales up More Than 100% in Third Quarter
 2006

November Voted #1 in Customer Service According to National Retail Survey
Consumer Electronics Store Announces New Interest-Free Financing, Click-to-Call and Premium Delivery on Select Electronics
Amazon.com Lets "Customers Vote" for Extraordinary Holiday Deals

December CustomFlix Announces Support for Amazon Unbox
Announces 12th Holiday Season is Best Ever

2007

January Launches Endless.com, a shoe and handbag website that offers over 15,000 styles and free overnight shipping on all products

February Announces Fourth Quarter Sales up 34%; Media Grows 25%; Electronics and Other General Merchandise Grows 55%
Announces Jewelry and Watches Sales up More Than 100% in Fourth Quarter 2006

March "Amazon Unbox on TiVo" Available, Offering Over 1.5 Million Broadband-Ready TiVo Subscribers Access to Thousands of Movies and TV Shows
Launches Classical Music Blowout Store

April Launches "Go Indie" Music Store
Announces First Quarter Sales Surpass \$3 Billion, up 32% Year over Year -- Operating Profit Grows 38% -- Raises Financial Guidance

May Announces Jewelry and Watch Sales Are Up More Than 100 Percent in First Quarter 2007

June Joyo.com becomes "Joyo/Amazon" with a New Look and New Features

July TiVo Subscribers Can Now Browse, Purchase and Rent Amazon Unbox Videos Directly From Their TiVo Box
Announces Falls Church, Va., as the "Harry-est Town" in America
Announces Second Quarter Sales up 35% Year over Year
Thousands of National Archives Films to be Made Available Through CustomFlix Labs

August Launches Jewelry & Watches Stores Internationally
Announces Tuition & Textbooks Sweepstakes Grand Prize -- One Year of Tuition

September Launches Public Beta of Amazon MP3

October Announces Plans to Open New Fulfillment Center in Munster, Indiana
Announces Third Quarter Sales up 41% Year over Year

November Amazon Web Services Offers European Storage for Amazon S3
Launches New Customer Video Reviews
Launches The Holiday Toy List
Amazon Web Services Offers European Storage for Amazon S3
Announces Amazon Customers Vote returns
Launches Amazon Kindle
Launches Askville.com

December Enhances Payment Options with Bill Me Later
Amazon.com purchases J.K. Rowling's "The Tales of Beedle the Bard"
Announces Its 13th Holiday Season is Best Ever

2008

January Announces Fourth Quarter Sales up 42% to \$5.7 Billion
Announces LOVEFiLM will Acquire Amazon's UK and German DVD Rental Business

February Board of Directors Authorizes Debt and Stock Repurchase Programs

	Announces Jewelry Store Retail Diamond Sales up More Than 100% in Fourth Quarter 2007
March	Launches Amazon Currency Converter Launches New Applications on Facebook(R) Platform--"Amazon Giver" and "Amazon Grapevine" Amazon.com Completes Acquisition of Audible
April	Amazon Web Services Launches "Elastic IPs" Launches "Amazon TextBuyIt"
May	Announces First Quarter Sales up 37% to \$4.1 Billion Announces Jewelry Store Retail Diamond Sales up More Than 100% in First Quarter 2008 Announces Rhiannon D. as the Winner of the "Amazon Beedle the Bard Ballad Writing Contest"
June	Announces New Fulfillment Center in Goodyear, AZ Launches Office Supplies Store Amazon.com Acquires Fabric.com
July	Announces Second Quarter Sales up 41% to \$4.06 Billion
August	Amazon.com Acquires AbeBooks Exclusively Offers Collector's Edition of "The Tales of Beedle the Bard"
September	Amazon Web Services Launches Amazon Elastic Block Store for Amazon EC2 Launches Election 2008 Store Launches Motorcycle & ATV Store Opens New TV Show Stores
October	Announces Third Quarter Sales up 31% to \$4.26 Billion Amazon Web Services Launches Amazon EC2 for Windows
November	Announces Beginning of Multi-Year Frustration-Free Packaging Initiative Unveils 2008 Holiday Toy List Powered by Amazon Windowshop Announces Daily Deal Text Alerts Amazon Web Services Launches Amazon CloudFront Announces First-Ever Holiday Customer Review Team
December	Internet Movie Database launches the German speaking IMDB.de Acquires AbeBooks Amazon Web Services Launches "Public Data Sets on AWS" Announces 14 th Holiday Season Is Best Ever
2009	
January	Announces Fourth Quarter Sales up 18% to \$6.70 Billion Launches Inauguration Store
February	Introduces Amazon Kindle 2

INTERNATIONAL TIMELINE

Amazon.co.uk

1998	Begins Selling Books Opens Fulfillment Center in Marston Gate, United Kingdom Launches Amazon Associates Program
1999	Opens Music Store Launches Auctions & zShops

- 2000**
 - Opens DVD/Video Store
 - Opens Customer Service Center in Slough, United Kingdom
 - Launches Software & Video Games Store
- 2001**
 - Opens Electronics & Photo Store
 - Opens Toys & Kids Store
 - Launches Waterstones (www.waterstones.co.uk)
 - Launches Travel Store with Expedia
- 2002**
 - Launches Marketplace
- 2003**
 - Launches Amazon Web Services
 - Opens Kitchen & Home Stores
- 2004**
 - Opens Do-It-Yourself & Tools and Garden & Outdoors Stores
 - Opens Fulfillment Center in Inverclyde, Scotland
 - Lowers Free Super Saver Delivery Threshold to £19
 - Announces Borders Limited Alliance
 - Launches DVD Rental Service
 - Reports Busiest Holiday Season Ever
- 2005**
 - Teams with Talis To Offer Libraries Profitable Approach To Stock Disposal
 - Launches Search Inside!TM
 - Opens Fulfillment Center in Glenrothes, Scotland
 - Lowers Free Super Saver Delivery Threshold to £15
 - Holiday Season Breaks Records
 - Launches Gift Central
 - Amazon Jersey Expands To Offer CDs
- 2006**
 - Launches Wedding List Service
 - Opens Customer Service Center in Cork, Ireland
 - Fitness Store launches within Personal Care Store
- 2007**
 - 'Harry Potter and the Deathly Hallows' available from Amazon.co.uk and delivered to your door on 21.07.07
 - Amazon.co.uk launches Sports and Leisure Store
 - Amazon.co.uk launches Jewelry and Watches Store with Paris Hilton exclusive
 - Wallingford is named UK's 'Harry-est' town as Amazon hits 1M global sales for 'Harry Potter and the Deathly Hallows'
 - Launches Amazon Prime
 - Launches Baby
 - Launches Shoes
- 2008**
 - Opens Fulfillment Center in Swansea Bay, Wales
 - Launches Health & Beauty
 - Exclusively Offers Collector's Edition of "The Tales of Beedle the Bard"
 - Introduces Print-On-Demand Programme for Books
 - Launches Amazon MP3 Music Service

Amazon.de

- 1998**
 - Begins Selling Books
 - Opens Fulfillment and Customer Service Center in Regensburg, Germany
 - Launches Amazon Associates Program
- 1999**
 - Opens Music Store
 - Opens Fulfillment Center in Bad Hersfeld, Germany
 - Launches Auctions & zShops
- 2000**
 - Opens DVD & Video Store
 - Opens Software & Video Games Store

2001 Launches Wishlist Feature
 Opens Electronics Store
 2002 Launches Marketplace
 2003 Opens Kitchen & Home Stores
 Launches Amazon Web Services
 2004 Opens Home & Garden Store
 Begins Offering All Books With No Shipping Costs
 Reports Busiest Holiday Season Ever
 Opens Toys Store
 Offers Express Shipping
 2005 Launches DVD Rental
 Launches Search Inside!TM
 Launches Overnight Express Service
 Reports Busiest Holiday Season Ever
 2006 Launches Sporting Goods Store
 Opens Fulfillment Center in Leipzig, Germany
 2007 Launches Watches Store
 Launches Customer Discussion Board
 Launches Baby Store
 Launches Shoes & Handbags
 Launches Amazon Prime
 2008 Announces LOVEFiLM's Acquisition of Amazon's UK and German DVD Rental Business
 Launches Low Price Guarantee for Shoes, Watches, Sporting Goods, Toys & Baby
 Launches Automotive Store
 Launches Apparel
 Launches Tools
 Launches Home Improvement
 Launches Beauty
 Launches Print on Demand and Disc on Demand Programs

Amazon.fr

2000 Begins Selling Books, Music, Video & DVD
 Opens Fulfillment Center in Orleans, France
 2001 Opens Software & Video Games Store
 2002 Launches Amazon Associates Program
 2003 Launches Marketplace
 2005 Launches Search Inside!TM
 Opens Consumer Electronics Store
 2006 Launches Advantage Program
 2007 Opens Toy Store
 Announces New Fulfillment Center in Saran, France
 Launches Merchants@
 Opens Watches & Jewelry Store
 Opens Kitchen & Home Store
 Announces La Colle Sur Loup as the "Harry-est Town" in France
 2008 Opens Luxury Watches & Jewelry boutique
 Launches White Glove Delivery for Big Screen TVs
 Announces Same Day Delivery in Paris
 Announces Amazon Premium

Amazon.co.jp

- 2000** Begins Selling Books
- 2001** Opens Customer Service Center in Sapporo, Japan
 - Launches NTT DoCoMo i-mode Access Service
 - Launches Amazon Associates Program
 - Opens CD, DVD, & Video Stores
 - Launches EZweb Access Service
 - Opens Software & TV Game Stores
- 2002** Announces English Navigation
 - Launches Marketplace
- 2003** Opens Electronics Store
 - Launches Amazon Web Services
- 2004** Opens Home & Kitchen Store
 - Opens Computer Store
 - Launches Toys & Hobby Store
 - Enhances Mobile Phone Service
- 2005** Re-launches Associates Central
 - Announces Customers' Choice in Book Store
 - Launches Search Inside!TM
 - Opens Fulfillment Center in Ichikawa, Japan
 - Opens Sports Store
- 2006** Launches Amazon Mobile Search by Email
 - Launches Advantage Program
 - Launches Health & Beauty Store
- 2007** Launches Amazon Prime
 - Launches Shoes & Apparel
 - Launches Baby & Maternity
 - Launches Watch
 - Launches Merchant@
 - Launches CVS Delivery
- 2008** Launches FBA
 - Opens Cosmetics Store
 - Opens Website for iPhone/iPod Touch
 - Opens Food & Beverage Store
 - Opens Javari.jp

Amazon.ca

- 2002** Begins Selling Books, Music, Video & DVD
 - Announce 2001 First Novel Award Winner: Michael Redhill For *Martin Sloane*
 - Amazon.ca Launches Wish Lists
 - Opens Software and Computer & Video Games Stores
- 2003** Announces Free Super Saver Shipping On Orders Over \$39
 - Announce 2002 First Novel Award Winner: Mary Lawson for *Crow Lake*
 - Launches Marketplace
- 2004** Announce 2003 First Novel Award Winner: Michel Basilieres for *Black Bird*
 - Reports Busiest Holiday Season Ever
- 2005** Launches Search Inside!TM
- 2006** Announces Canadian Artist of the Month Program in Celebration of Canada Day
 - Announces 2005 First Novel Award winner: Joseph Boyden for *Three Day Road*
 - Reports Best Holiday Season Ever

2007

Norah Jones' "Not Too Late" Becomes Most Pre-Ordered Album of All Time on Amazon.ca

Pre-Orders of "Harry Potter and the Deathly Hallows" Eclipse Previous Day-One Pre-Order Record

Announces "Harry Potter and the Deathly Hallows" is the Bestselling Book in the Site's History

Announce 2006 First Novel Award Winner: Madeleine Thien, for "Certainty"

Amazon.ca Reports Record Holiday Season

2008

Launches "High-Def 101" Customer Knowledge Center

Launches Electronics Store

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