



Annual Shareholder Meeting

May 17, 2005

# Amazon.com

---

*This presentation may contain forward-looking statements, including statements regarding expectations of sales, gross margin, productivity, leverage, operating results, consolidated segment operating results, capital investment, return on capital, free cash flow and other financial statement or balance sheet items or ratios, all of which are inherently difficult to predict. Actual results could differ materially for a variety of reasons, including, in addition to the factors discussed above, 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, 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, risk of future losses, significant indebtedness, system interruptions, consumer trends, limited operating history, government regulation and taxation, fraud, and new business areas. 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 Annual Report on Form 10-K for the year ended December 31, 2004, and all subsequent filings.*

*Additional information relating to certain of our financial measures contained herein is available in our most recent press release and at our website at [www.amazon.com/ir](http://www.amazon.com/ir) under 'Financial Documents'.*

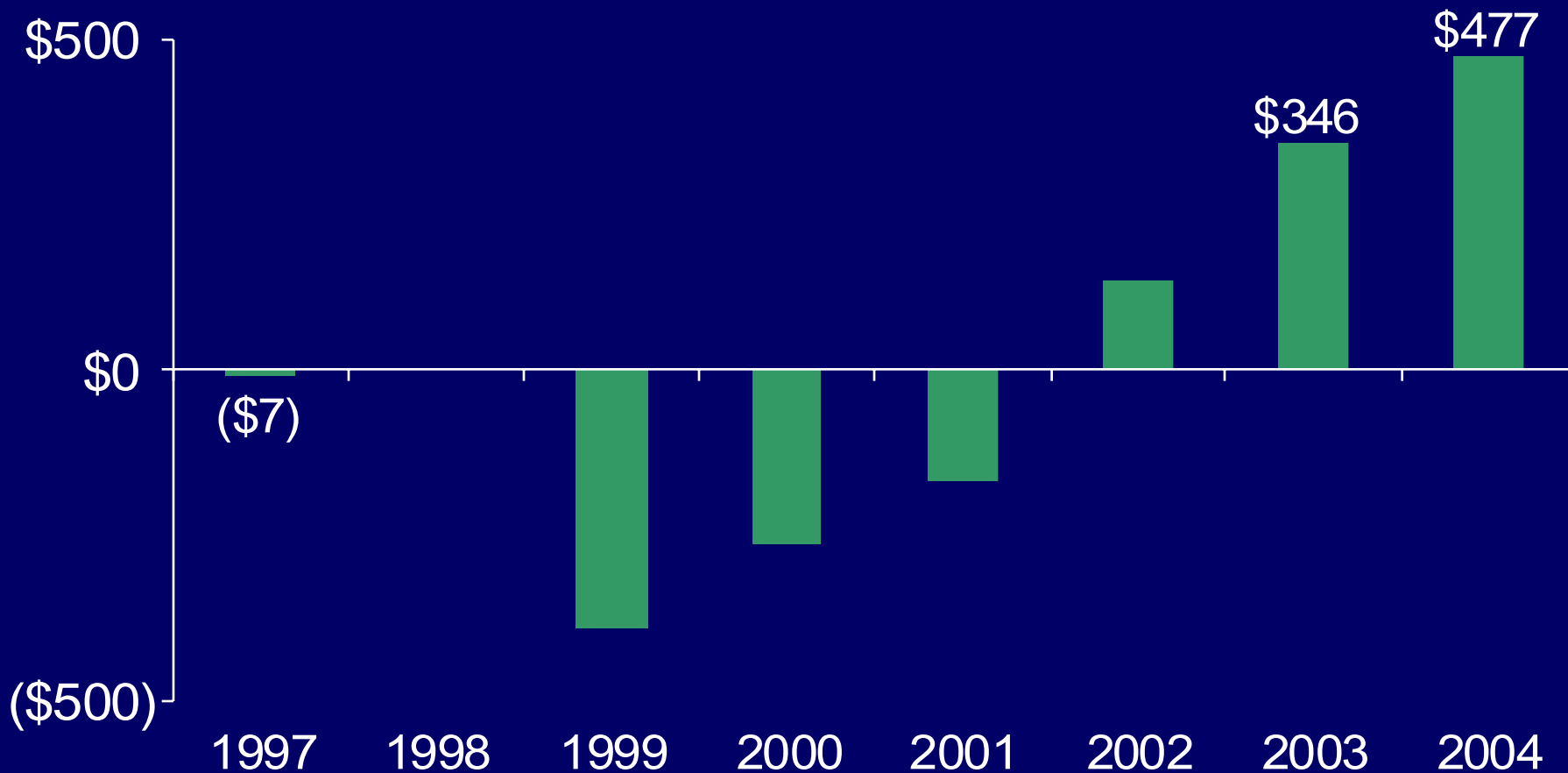


Highlights 1997 -- 2004

# Operating Results

## Free Cash Flow\*

(\$MM)



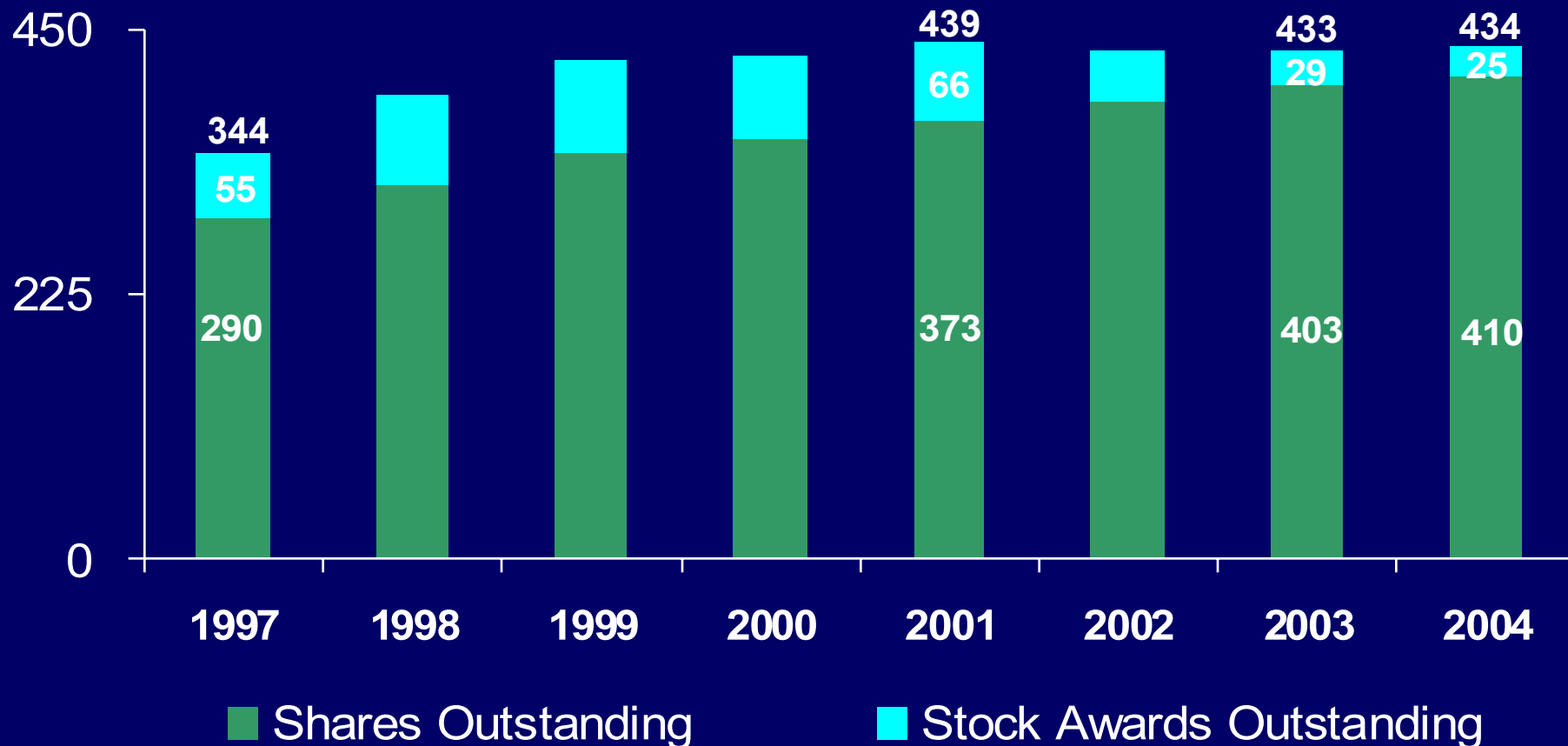
**2004 Free Cash Flow Up \$131MM or 38% Y/Y**

\* Operating Cash Flow Less Capital Expenditures, see appendix

# Operating Results

## Shares

(MM)

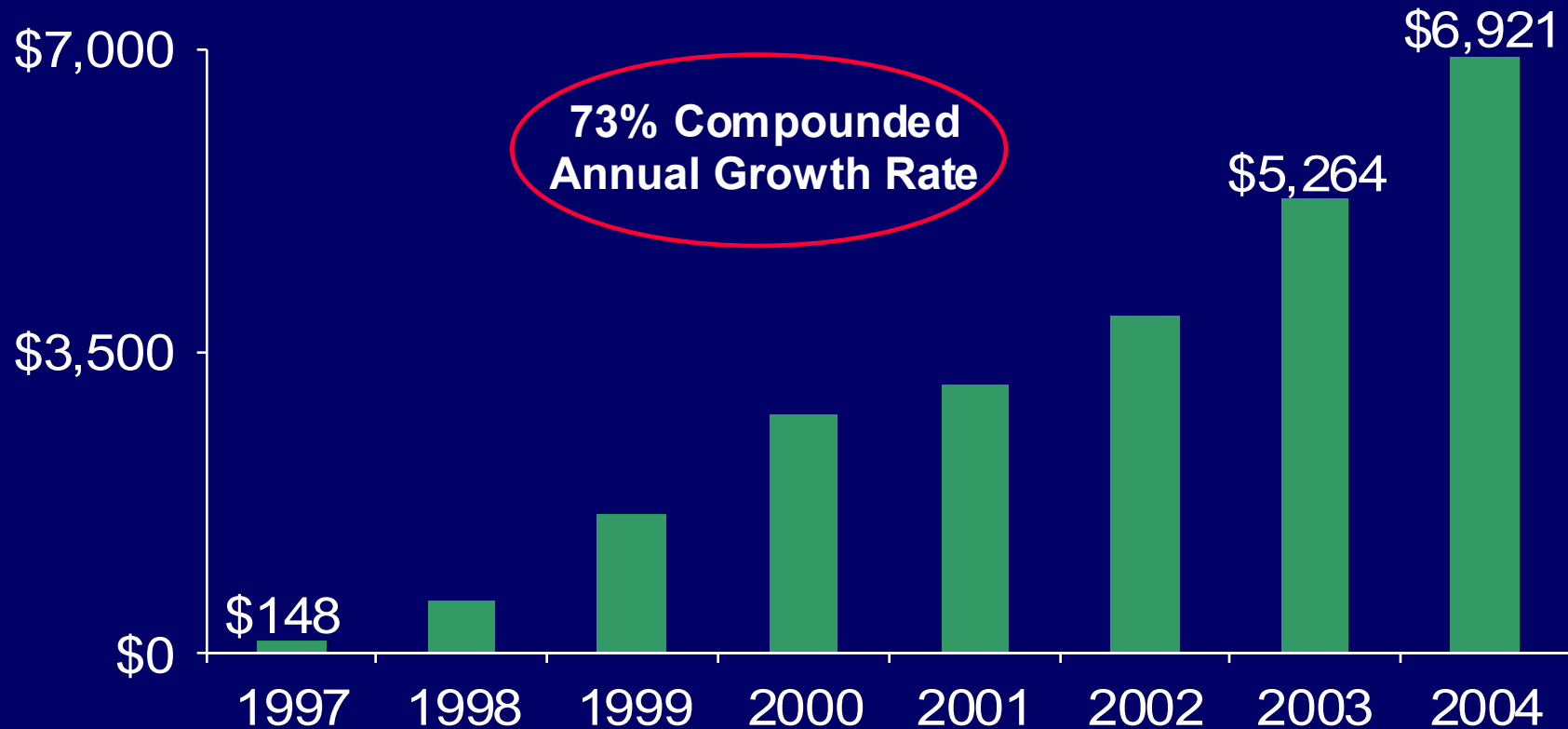


Efficiently Managing Dilution -- 2004 Shares Up <1% Y/Y

# Operating Results

## Net Sales

(\$MM)

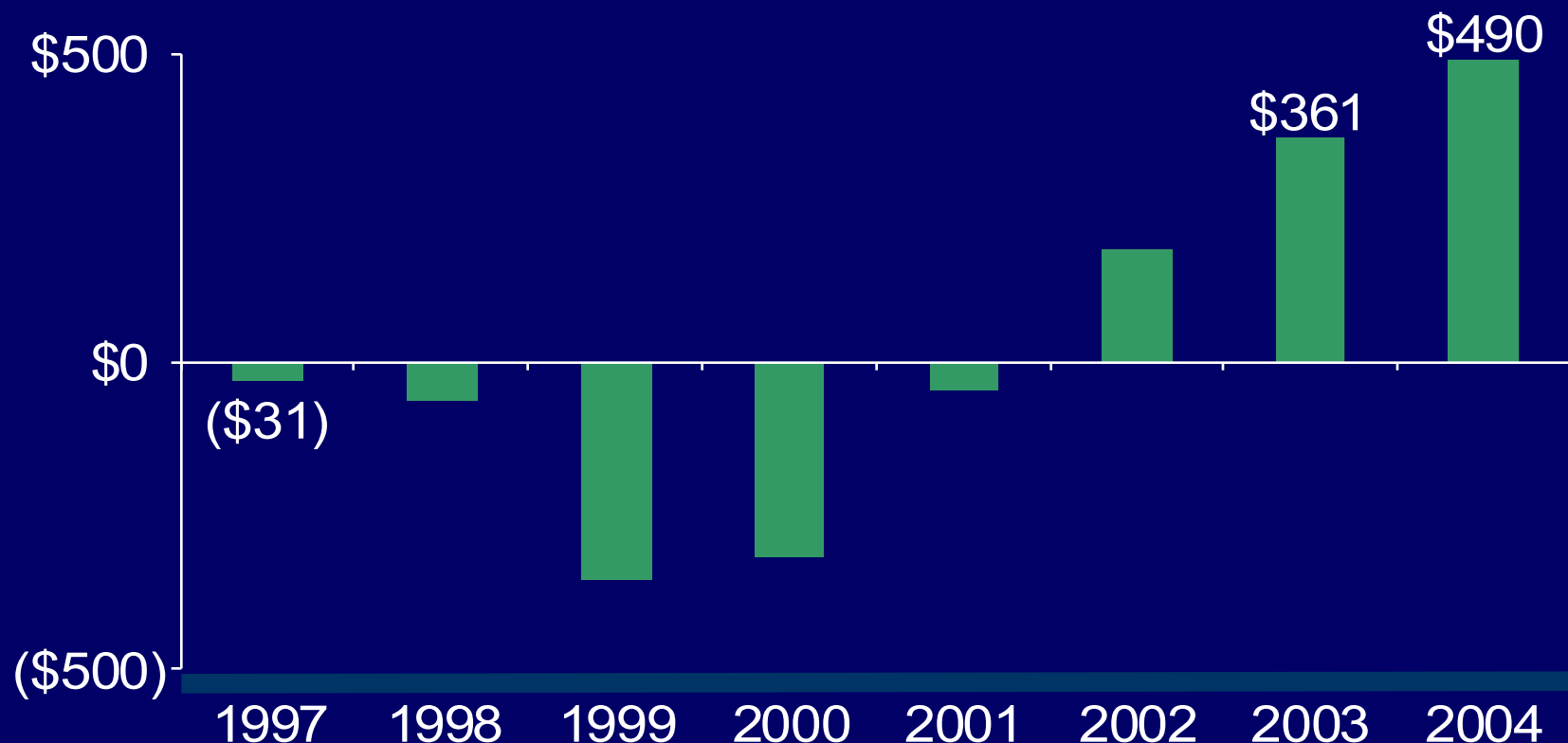


2004 Sales Up 31%, 26% Excluding Effect of F/X Y/Y

# Operating Results

## Consolidated Segment Operating Income (Loss)\*

(\$MM)



**2004 CSOI Up 36% Y/Y**

\* GAAP Operating income less Stock-based compensation and Other operating expense (income), see appendix



Q1 05 Highlights



# Operating Results

---

## First Quarter Highlights\*

(\$MM)

	<u>Q1 04</u>	<u>Q1 05</u>	<u>Change</u>
Free Cash Flow -- TTM	\$ 344	\$ 417	21%
Shares	432	434	<1%
Net Sales	\$1,530	\$ 1,902	24%
Consolidated Segment Operating Income	\$ 117	\$ 128	10%

**Fueled by Lower Prices and Free Shipping**

\* See Appendix

**amazon.com<sup>®</sup>**

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

Relentlessly Improving Customer Experience

# Our Vision

---

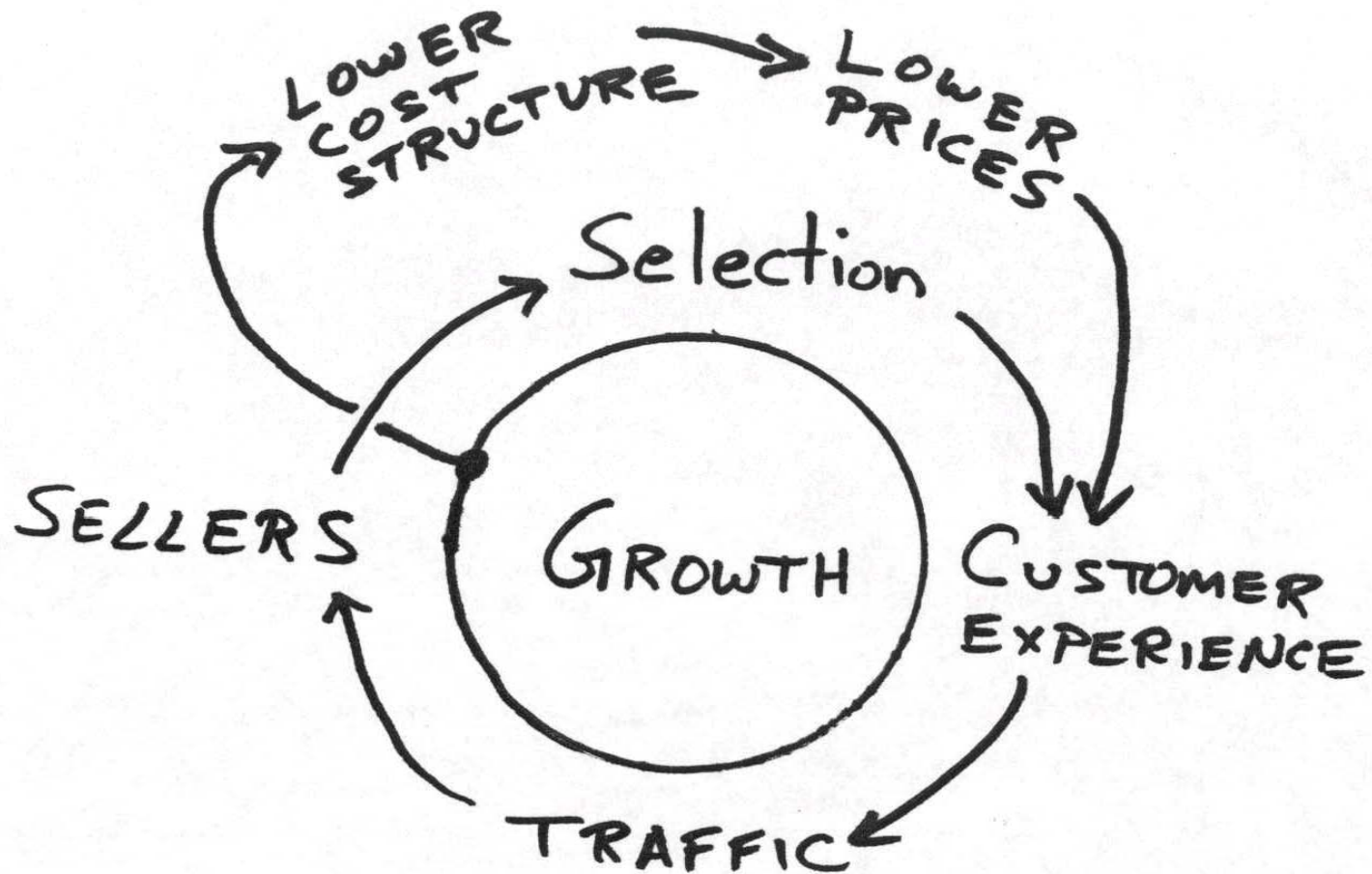
## Earth's Biggest Selection

*Build a place where people can find and discover anything they may want to buy online*

## Earth's Most Customer-Centric Company

*Start with the customer and work backwards*

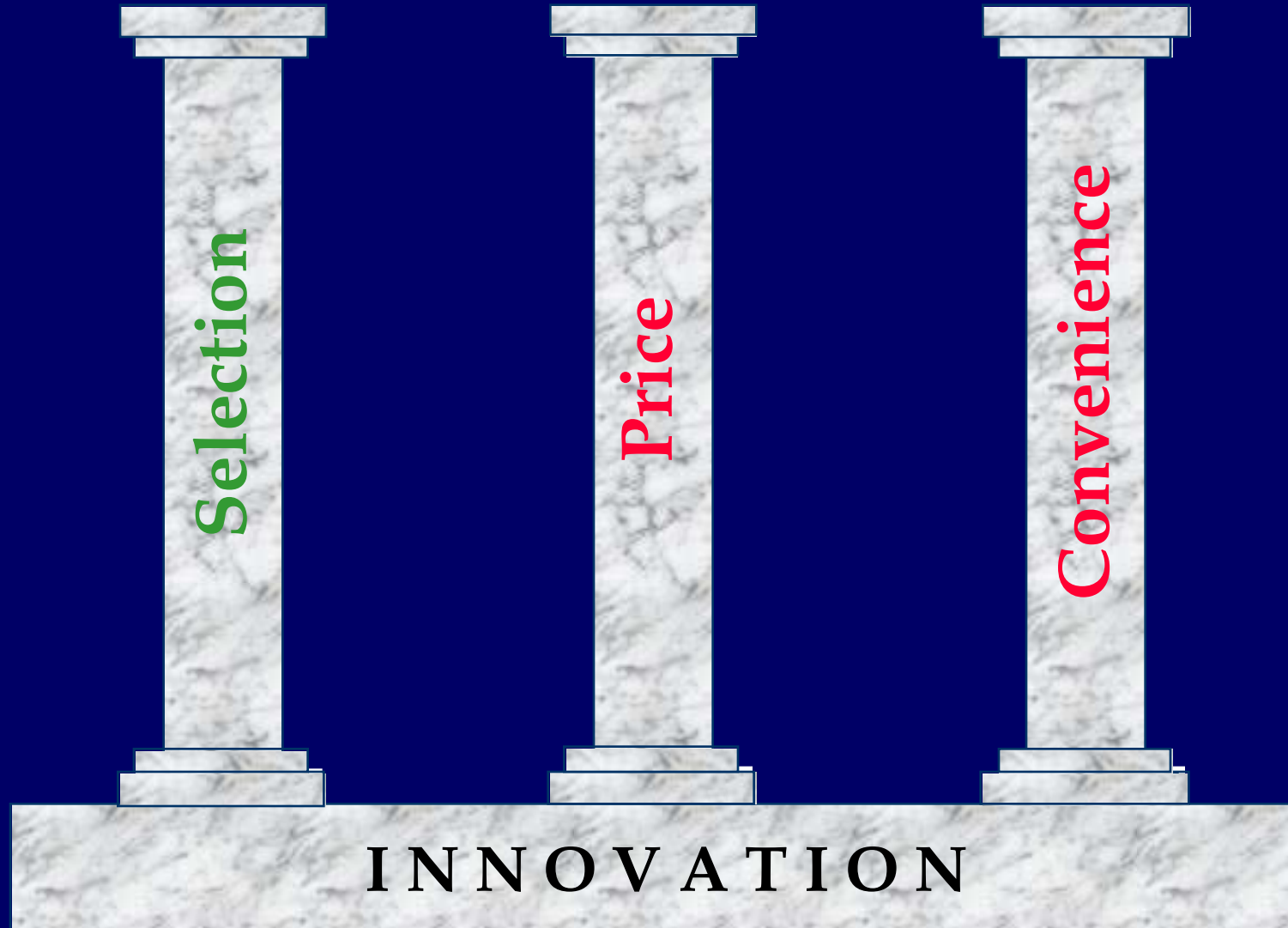
# Our Strategy



Source: Jeff Bezos, September 2001

# Customer Experience Pillars

---



# Selection

## Joyo.com -- China

joyo.com 卓越网 超越平凡生活

商品搜索 所有  GO [购物](#) [我的JOYO](#) [帮助中心](#)

[首页](#) [图书](#) [影视](#) [音乐](#) [礼品玩具](#) [日用](#) [软件游戏](#) [数码](#) [票务](#) [加盟店](#)

[典藏](#) | [男人](#) | [日子](#) | [朋友](#) | [VIP](#) | [新品](#) | [网站加盟](#) | [名人在](#) | [上海](#)  
[TOP榜](#) | [女人](#) | [动漫](#) | [理人](#) | [特价](#) | [会刊](#) | [短信](#) | [社区BBS](#) | [广州](#)

0000: 小 菜 旅游 英 工具 童 化 品 品 家居 MP3 DC 流行 演唱会 曲 相声 片片 000

**四月畅销新品推荐**

**5.1 在家偷着乐 100部消假精品特价**

**五一影视降价风暴 降幅30%以上**

**兄弟连 (10碟 斯皮尔伯格) (24VCD 十项艾美奖)**  
原价 86元 特价 **¥30**

**24小时 (KIEFER SUTHERLAND) (24VCD 十项艾美奖)**  
原价 240元 特价 **¥45**

**迪斯尼经典卡通 珍藏 24DVD**  
原价 226元 特价 **¥88**

**我爱我家 (24DVD 上下部套装) (10DVD 精彩完整版)**  
原价 446元 特价 **¥99**

**猫和老鼠 (10DVD 精彩完整版)**  
原价 86元 特价 **¥29**

**商品搜索** 所有  搜

**网搜**  搜

00搜索: 基地 礼物 MP3 林俊

0好, 0迎0光0卓越网, 0登0. [注册](#)

**和正常.**

**新品·促0**

- 五一一品一茗清茶0一册好0
- 天人文00典DVD 7元00
- 0新索唱片, 送精美海0
- 0尚0用小家0, 低价00
- 五一出游00, 防晒0一送一
- 三里屯音0, 0吉百利怡00
- 迎5.1四月免0 2000位0金回0

**母亲节** Mother's Day 2006.5.8

**MP3 买一送三**

# Selection

## Jewelry -- Loose Diamonds

Jewelry & Watches [See All 31 Product Categories](#) [Your Account](#) | [Cart](#) | [Wish List](#) | | [Help](#)

[Browse Sellers & Designers](#) | [Top Sellers](#) | [Fine Jewelry](#) | [Fashion Jewelry](#) | [Watches](#) | [Wedding & Engagement](#) | **Loose Diamonds** | [Learning Center](#)

Search

**The Amazon.com Collection**

[Why Buy Jewelry & Watches at Amazon?](#)

**More to Explore**

- [Learn About Diamonds](#)
- [Learn About Certification and Grading Reports](#)
- [Create a Diamond Ring](#)
- [Preset Engagement Rings](#)
- [Wedding Bands](#)
- [Anniversary Bands](#)

### Diamond Search

[Show instructions](#)

If you encounter problems with this page, try our [basic diamond search](#)

**Shape**

Learn

☒ Round ☒ Princess ☒ Marquise ☒ Emerald ☒ Radiant ☒ Pear ☒ Oval ☒ Heart

**Price**

Learn

\$100 \$125,000

**Carat**

Learn

1 ct. 2 ct.

**Cut**

Learn

Ideal Very Good Good Fair

**Color**

Learn

D E F G H I J

Colorless Near Colorless

**Clarity**

Learn

FL IF VVS1 VVS2 VSI VS2 SI1 SI2 I1 I2




Flawless Very small inclusions Small inclusions Eye-visible

**489** diamonds match your criteria




[See results](#)

# Selection

## Musical Instruments

[Musical Instruments](#)[See All 31 Product Categories](#)[Your Account](#) | [Cart](#) | [Wish List](#) |  | [Help](#)

[Browse Brands & Products](#) | [Top Sellers](#) | [Guitars & Bases](#) | [Keyboards & Pianos](#) | [Drums & Percussion](#) | [Band & Orchestra](#) | [Sound & Recording](#)


Search     

**BROWSE**  
**Instruments**  
[Accordions](#)  
[Acoustic Guitars](#)  
[Banjos](#)  
[Bass Guitars](#)  
[Bassoons](#)  
[Cellos](#)  
[Clarinets](#)  
[Drum Sets & Percussion](#)  
[Dulcimers](#)  
[Electric Guitars](#)  
[Electronic Keyboards](#)  
[Flutes](#)  
[French Horns](#)  
[Guitars](#)  
[Harmonicas](#)  
[Harps](#)  
[Mandolins](#)  
[Oboes](#)  
[Pianos](#)  
[Recorders](#)  
[Saxophones](#)  
[Steel Guitars](#)  
[String Bases](#)  
[Tambourines](#)  
[Trombones](#)

## Musical Instruments


 beta [\(What is this?\)](#)  

### Hot Deals on Instruments and Gear




Find great prices on a wide selection of instruments and gear. Check out these offers on [electric guitars](#), [acoustic guitars](#), [bass guitars](#), [microphones](#), [mixers](#), [speakers](#), [recording equipment](#), and [computer audio hardware](#).


### Featured Categories



#### Keyboard Instruments


- [Portable Keyboards](#)
- [Digital Pianos](#)
- [MIDI Controllers](#)
- [Synthesizers & Workstations](#)






#### Guitars & Bases


- [Electric Guitars](#)
- [Acoustic Guitars](#)
- [Acoustic-Electric Guitars](#)
- [Bass Guitars](#)





#### Sound & Recording


- [Mixers, Speakers](#)
- [Microphones](#)
- [Headphones](#)
- [Recording Equipment](#)



### Make Money

Need cash for a new instrument? [Sell your old gear](#) and sing all the way to the bank.

### Top Sellers in Guitars & Bases



- [Rogue RA-100D Dreadnought Guitar, Natural](#)  
**\$59.00**
- [38" Blue Guitar with Carrying Bag and Accessories](#)  
**\$74.99**  
**Sale: \$43.95**
- [Rogue RA-100D Dreadnought Guitar, Black](#)  
**\$59.00**

[All Guitars & Bases](#)



# Selection

## Magazines in Japan



 カートを見る  
VIEW CART

 ウィッシュリスト

 アカウントサービス  
YOUR ACCOUNT

 ヘルプ  
HELP

ようこそ

マイストア

**本**

洋書

エレクトロニクス

ホーム&キッチン

ミュージック

DVD/ビデオ

ソフトウェア

ゲーム

**NEW**  
おもちゃ  
&ホビー

マーケットプレイス

詳細サーチ

ブラウス  
(ジャンル)

ベストセラー

新刊・予約  
コーナー

ハリー・ポッター

英語学習  
ストア

バーゲン  
コーナー

ユースド  
ブック (和書)

サーチ:

ブラウス:

[本](#) > [ジャンル別](#) > [文学・評論](#)

ブラウズ 文学・評論

- 文芸作品
- 歴史・時代小説
- 経済・社会小説
- ミステリー・サスペンス・ハードボイルド
- SF・ホラー・ファンタジー
- ロマンス
- エッセー・随筆
- 古典
- 詩歌

- 戯曲・シナリオ
- 評論・文学研究
- 伝記・人物評伝
- 伝承・神話
- おとなの絵本
- 全集・選書
- 著者別
- 文学賞受賞作家

関連ジャンル

- [文芸・総合\(雑誌\)](#)

文学・評論:



山田詠美 風味絶佳

### 山田詠美が贈る、珠玉の最新短編集

真っ赤なカマロの助手席にはボーイフレンドを、バッグには森永ミルクキャラメルを携え、70歳の今も祖母（グランマ）は現役ぶりを発揮する――。表題作の他、お互いにしかわからない本能の愛の形を描いた5編を収録。作家生活20周年を飾る珠玉の短編集 [『風味絶佳』](#)。



フジバネバースデー

### 魂の底から突きあげる嘆きと感動

ああ、あすかなんて、本当に生まなきゃよかったなあ――。自分の思い通りに成長した長男に比べ、できの悪い娘あすかに容赦ない言葉を浴びせる母、静代。しかし静代の見せかけの鎧は、職場の年若い上司なつきによって徐々に剥がされていく。愛に餓え、愛を求めてさまよう母娘の再生の物語 [『ハッピーバースデー』](#)。



明日があるさ

### スペシャル・フィーチャー

[『明日があるさ』](#)  
重松清 (著)

# Selection

## Toys in Japan & Germany



[カートを見る  
VIEW CART](#) | [ウィッシュリスト](#) | [アカウントサービス  
YOUR ACCOUNT](#) | [ヘルプ  
HELP](#)

[ようこそ](#) | [マイストア](#) | [本](#) | [洋書](#) | [エレクトロニクス](#) | [ホーム&キッチン](#) | [ミュージック](#) | [DVD/ビデオ](#) | [ソフトウェア](#) | [ゲーム](#) | [NEW  
おもちゃ  
& ホビー](#) | [マーケットプレイス](#)

[詳細サーチ](#) | [ブラウス  
\(キャラクター・ブランド\)](#) | [AMAZON.CO.JP  
ランキング](#) | [ニューリリース  
予約](#) | [年齢別](#) | [ホビー](#) | [こどもの本](#) | [バーゲン  
ユニゾン](#)

**300円分プレゼント**  
その場で使えるAmazonギフト券! 10月31日まで [詳細はこちら](#)

**サーチ**  
  
  
[詳細サーチへ](#)

**カテゴリー**  
[お気に入り追加](#)  
[赤ちゃん・幼児玩具](#)  
[知育玩具](#)  
[ブロック](#)  
[積み木・木のおもちゃ](#)  
[パズル・ジグソーパズル](#)  
[アクションフィギュア・ソ  
ブド](#)  
[ミニカー・乗り物](#)  
[プラモデル](#)



[WUNSCHZETTEL](#) | [MEIN KONTO](#) | [HILFE](#)

[HOME](#) | [MEIN SHOP](#) | [BÜCHER](#) | [ENGLISH BOOKS](#) | [ELEKTRONIK & FOTO](#) | [MUSIK](#) | [DVD](#) | [VHS](#) | [SOFTWARE](#) | [PC- & VIDEO-  
SPIELE](#) | [KÜCHE, HAUS  
& GARTEN](#) | [NEW  
SPIELWAREN  
& KINDERWELT](#)

[ERWEITERTE  
SUCHE](#) | [STÖBERN](#) | [NACH  
ALTER](#) | [NEUHEITEN](#) | [TOPSELLER](#) | [KINDERWELT](#) | [PREIS-  
HITS](#) | [JETZT VERKAUFEN!](#)

 **Neu: Spielwaren** **Über 1.000 Preis-Hits  
bis zu 30% reduziert** [Hier klicken!](#)

**SCNELLSUCHE**

**STÖBERN**  
**Nach Alter**  
[0 bis 6 Monate](#)  
[7 bis 12 Monate](#)  
[1 Jahr](#)  
[2 Jahre](#)  
[3 Jahre](#)  
[4 Jahre](#)  
[5 Jahre](#)  
[6 Jahre](#)  
[7 Jahre](#)  
[8 Jahre](#)  
[9 Jahre](#)  
[10 Jahre](#)  
[11 bis 14 Jahre](#)  
[Erwachsene](#)

**Spielwaren & Kinderwelt**  
Riesenauswahl zum Spielen & Sparen  
**Hallo.** Sind Sie Neukunde? [Hier geht's los.](#)

**Preis-Rutsch - Topseller bis zu 30% reduziert!**  
  
Inzwischen ein moderner Spiele-Klassiker: Klaus Teubers *Die Siedler von Catan*. Das Spiel des Jahres 1995 und viele weitere Topseller aus dem neuen Spielwaren-Shop bekommen Sie jetzt zum Superpreis: [Über 1000 Artikel bis 30% reduziert!](#)  
**unverb. Preisempf.: EUR 31,95 / Amazon-Preis: EUR 18,99 / Sie sparen: EUR 12,96 (41%) / [Alle Angebote](#) ab EUR 17,50**

- [Brett- und Gesellschaftsspiele bis 30% reduziert](#)
- [Topaktuelle Puzzles bis 30% reduziert!](#)
- [Plüsch- und Stoffspielwaren bis 30% reduziert!](#)

**Neu: Spielwaren**  
 [Über 1000 Artikel bis 30% reduziert!](#)

**Kinderspiel des Jahres**  
 Würfelspaß für 2 bis 4 mutige Geisterjäger ab 4 Jahren: [Geistertreppe](#) jetzt reduziert!

**Die Amazon Top 100 Spielwaren**  
1. [Die Sendung mit der Maus 42189 - Elefant, 16x22cm \(Plüschtier\)](#)

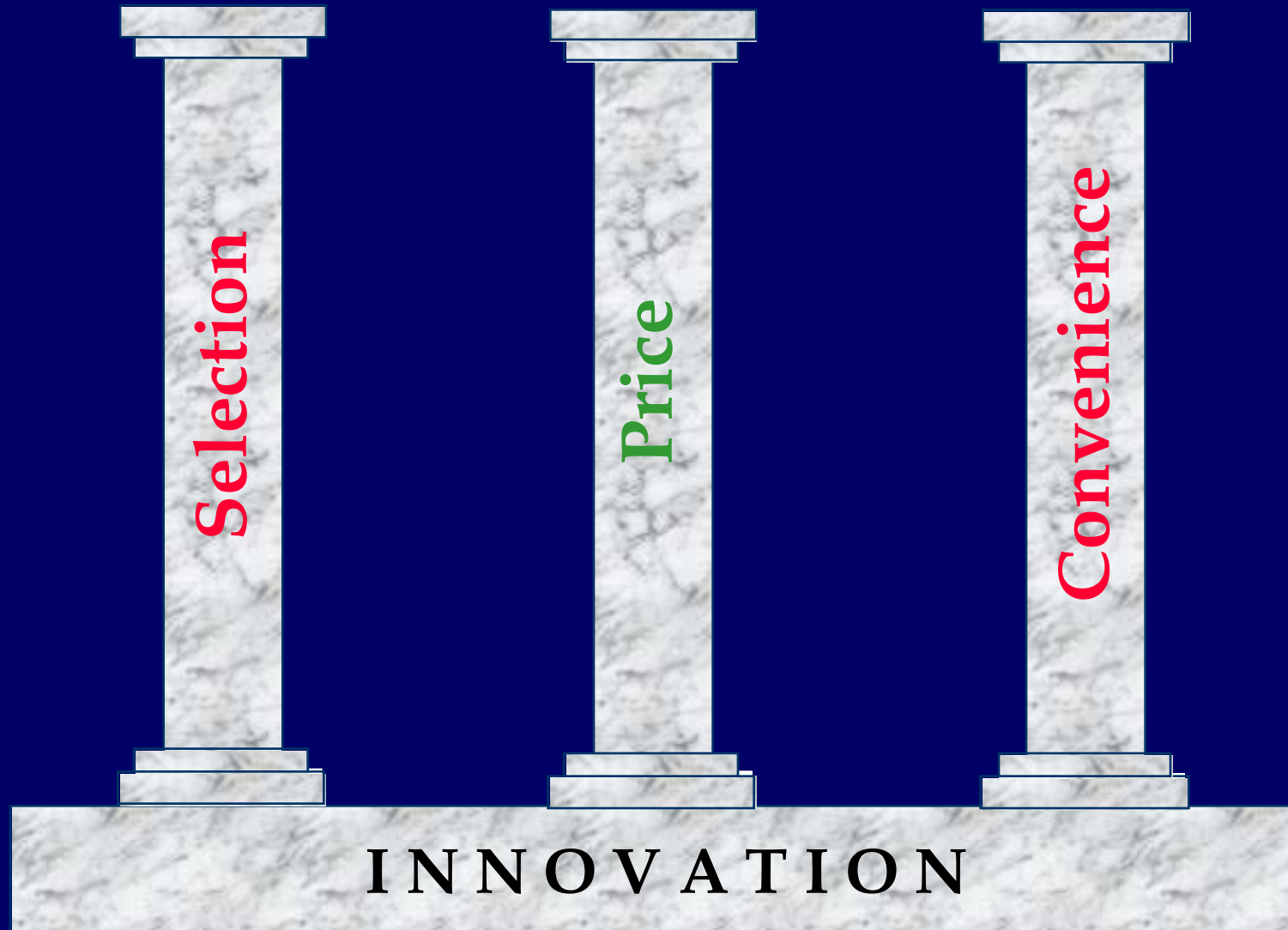
# Selection

	Amazon.com	Amazon.co.uk	Amazon.de	Amazon.fr	Amazon.co.jp	Amazon.ca	Joyo.com
Books	'95	'98	'98	'00	'00	'02	'04
Music/Video	'98	'99	'99	'00	'01	'02	'04
DVD/Rental*	'98	'99/'04*	'99	'00	'01	'02	'04
Video Games & Software	'99	'00	'00	'01	'01	'03	'04
Electronics	'99	'01	'01		'03		
Toys & Baby	'99	'01	'04		'04		
Tools & Hardware	'99	'04	'04				
Kitchen & Housewares	'00	'04	'04		'03		
Magazines	'01		'02		'04		
Office Products	'02						
Apparel & Accessories	'02						
Sports & Outdoors	'03						
Gourmet Food	'03						
Jewelry & Watches	'03						
Health & Personal Care	'03						
Beauty	'04						
Musical Instruments	'04						
Third Party Sellers							
Marketplace	'00	'02	'02	'03	'02	'03	
Merchants@	'02						

Expect More Category and Country Expansion Over Time

# Customer Experience Pillars

---



# Price

---

## Our Strategy

### Dollars Not Percentages

Our Pricing Strategy Does Not Attempt to Maximize Margin *Percentages*, But Instead Seeks to Drive Maximum Value For Customers.

### Everyday Low Pricing

Our Objective is Not to Discount a Small Number of Products for a Limited Period of Time, but to Offer Low Prices Everyday and Apply Them Broadly Across Our Entire Product Range.

# Price

## Free Shipping

U.S.  FREE Super Saver Shipping on orders over \$25.

U.K.  **FREE UK DELIVERY NOW** on orders over **£19**  
[See details and conditions](#)

JP **FREE Shipping 配送料 無料 1500円以上**

FR  La livraison gratuite à partir de 20 euros d'achats !

DE  **Lieferung frei Haus!**  
Kostenlose Lieferung  
ab 20,00 EUR  
Bestellwert.

CA **NEW Super Saver Shipping**  
**FREE** on orders over **\$39**  
[See details](#) 

CN  joyo.com 卓越网  
超越平凡生活

□□□200□□□□□

# Price

---

## Customer Savings

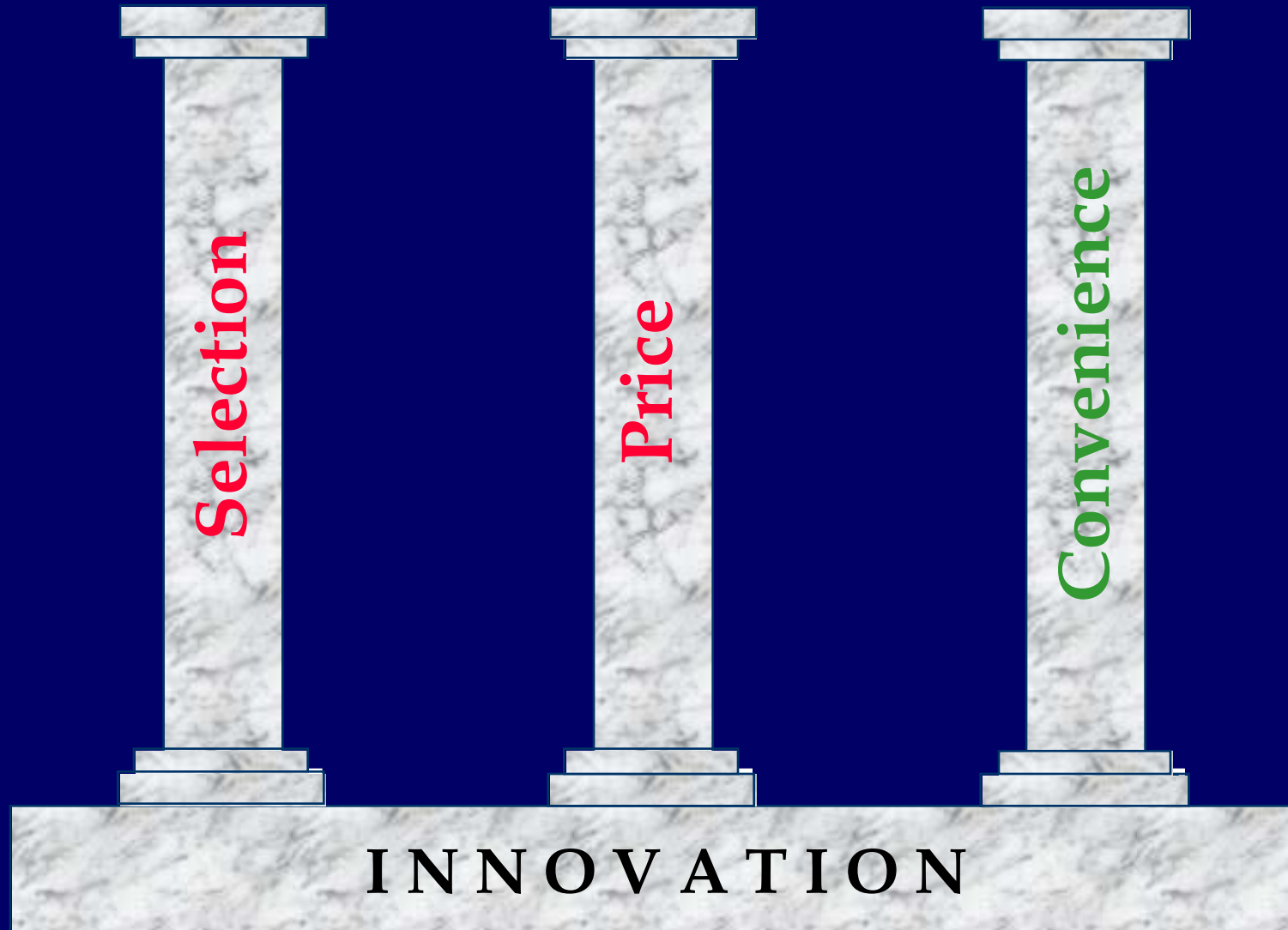
The Average Customer Discount Increased by 300 Basis Points Each in Books and DVDs and by 40 Basis Points in Electronics on [www.amazon.com](http://www.amazon.com) Year Over Year in Q1 05.

Customers Saved Over \$100M Combined on Free Shipping and Amazon Prime in Q1 05.

Wall Street Gets in a Kerfuffle When we Lower Product Prices and Invest Heavily in the Future. So we Tell Them -- Don't buy our Stock -- Instead buy our Products and Enjoy our Investments. If we Take Care of Customers, the Stock Will Take Care of Itself in the Long Term.

# Customer Experience Pillars

---





# Convenience

## DVD Rentals in the U.K.



 VIEW BASKET |  WISH LIST |  YOUR ACCOUNT |  HELP

WELCOME

YOUR STORE

BOOKS

ELECTRONICS & PHOTO

MUSIC

 NOW DVD

VIDEO

SOFTWARE

PC & VIDEO GAMES

HOME & GARDEN

TOYS & GAMES

DVD SEARCH | BROWSE CATEGORIES | TOP SELLERS | BUILD YOUR DVD COLLECTION | BOX SETS | WHAT'S NEW | USED DVDS | SELL YOUR DVDS | SPECIAL OFFERS | YOUR RENTAL LIST

 Join now

#### 1 Choose DVDs



- \* Choose from tens of thousands of DVDs
- \* Discover new favourites with help from customer reviews, personalised recommendations and expert content

#### 2 Sign up



- \* £9.99 for 6 DVDs per month (3 at home at a time)
- \* £7.99 for 4 DVDs per month (2 at home at a time)
- \* Save an extra 10% on DVD purchases from Amazon.co.uk

# Convenience

## Pre Orders -- Harry Potter 6

Amazon  $\pi/2\%$

amazon.com Prime

Tom's Store

Books

See All 31 Product Categories

Your Account

Cart

Wish List

Help

Search

Browse Subjects

Bestsellers

The New York Times® Best Sellers

Magazines

Corporate Accounts

E-Books & Docs

Bargain Books

Used Books

Search Books

GO!

Advanced Search

Web Search

GO!

Harry Potter and the Half-Blood Prince

Return to Hogwarts on July 16, 2005

Prime

Member: Tom Szkutak

Pre-order: Overnight 1-Click®—\$3.99

Pre-order: Two-Day 1-Click®—FREE

Shipping to: jeff bezos

Note: This item is not yet released. ([Learn more](#))

ITEM INFORMATION

Explore this book

buying info

editorial reviews

rate this book

See more by the authors

all books by J. K. Rowling


all books by Mary GrandPré

Customers also bought

these books

these other items

Share your thoughts



List Price: ~~\$29.99~~

Price: **\$17.99**

You Save: **\$12.00 (40%)**

Availability: This title will be released on Saturday, July 16, 2005.

Shipping Options:

- Select **Standard Shipping** and your book is **guaranteed to arrive on the release date** of Saturday, July 16, or we will refund the cost of your book. [See details.](#)
- Select **FREE Super Saver Shipping** on orders over \$25 and you will receive your order after the release date of Saturday, July 16. [See details.](#)

READY TO BUY?

Pre-order this item today

or

Pre-order with 1-Click®

Ship to:

jeff bezos

☐ Add gift-wrap/note

Instant Reward active

Add to Wish List

Add to Wedding Registry

Don't have one?  
We'll set one up for you.

More:

[Harry Potter Store](#) | [Deluxe edition of Harry Potter and the Half-Blood Prince](#) | [E-mail this page to a friend](#)

# Convenience

## Amazon Prime

amazon.com

Your Store

See All 31 Product Categories

Your Account | Cart | Wish List | Help

Search Amazon.com

Web Search

### More about Amazon Prime™: "All You Can Eat" Express Shipping

**Using Amazon Prime™ Is Easy**

As an Amazon Prime member, you will see special buttons on product detail pages that allow you to place 1-Click orders shipped via the method you choose:

Look for the special buttons above product details of eligible items.

**Buy now with 1-Click®**

Your regular 1-Click button will work as it always has. Its default settings are the same as before you joined Amazon Prime.

click to enlarge

#### READY TO JOIN?

**Sign up for the introductory price of \$79 a year**

By clicking the button below, you acknowledge that you have read and agreed to the [Terms and Conditions](#).

**Sign me up—\$79**

(Already a customer? [click here.](#))

The traditional 1-Click button that appears on product detail pages will still appear. It will be set to the default shipping option you chose before you joined Amazon Prime. If your previous default shipping option was Standard Shipping, clicking the traditional 1-Click button will ship orders via free Standard Shipping in the continental United States.

Note that you can still add items to your shopping cart and enjoy the benefits of Amazon Prime. Your shipping costs for eligible items will be calculated appropriately during checkout.

# Convenience

A9.com

The screenshot shows the A9.com search interface. At the top, the A9 Beta logo is on the left, followed by a search bar containing 'New Zealand' and a 'GO' button. To the right of the search bar are links for 'Home', 'Prefs', 'Toolbar', and 'Sign Out'. Below the search bar is a link to 'Advanced Web Search'. A greeting message says 'Hello Tom Szkutak. [Click here](#) if this is not you'. A grid of checkboxes allows users to filter search results by category: Web (checked), Books (checked), Images, Movies, Reference, Yellow Pages, Your History, Your Bookmarks, Your Diary (checked), NYTimes.com, Wikipedia, NIST, Camera Reviews, SPL, Weather, and More Choices... (dropdown menu). The main content area is divided into three columns. The left column, 'Web Results', shows 'Showing 1 - 10 of about 37,300,000' and includes a 'Sponsored Links' section with 'New Zealand Vacations' and 'New Zealand Cheap Tickets'. Below this is a callout box for 'NewZealand.com' with site statistics and a list of people who visited the page. The middle column, 'Book Results', shows 'Showing 1 - 10 of about 82,332' and lists books like 'A New Zealand Prayer Book: He Karakia Mihinare O Aotearoa', 'Lonely Planet New Zealand', 'New Zealand (Eyewitness Travel Guides)', 'Lonely Planet Tramping in New Zealand', 'Frommer's New Zealand', and 'The Rough Guide To New Zealand'. The right column, 'Your Diary', shows 'Showing of 1-2 of 2 Results' and 'All Diary Entries' with links to 'New Zealand Jason's' and 'New Zealand'. At the bottom right are links for 'Link', 'E-mail', 'About', and 'Feedback'.

**Search:** New Zealand **GO** [Home](#) [Prefs](#) [Toolbar](#) [Sign Out](#)  
[Advanced Web Search](#) Hello Tom Szkutak. [Click here](#) if this is not you

☒ Web ☒ Books ☐ Images ☐ Movies ☐ Reference  
☐ Yellow Pages ☐ Your History ☐ Your Bookmarks ☒ Your Diary ☐ NYTimes.com  
☐ Wikipedia ☐ NIST ☐ Camera Reviews ☐ SPL  
☐ Weather ☐ More Choices... ▼

**Web Results** [\[close\]](#) Showing 1 - 10 of about 37,300,000 [\[full\]](#)

**Sponsored Links**

[New Zealand Vacations](#)  
Vacations & honeymoons to **New Zealand** & South Pacific.  
[www.NewZealandLegends.com](http://www.NewZealandLegends.com)

[New Zealand Cheap Tickets](#)  
Beat the Airlines Fares with Super Saver Airfares  
[www.AirGorilla.Com](http://www.AirGorilla.Com)

**NewZealand.com**  
newzealand.com/travel

**About this site:**

- Traffic Rank: [20,042](#)
- Sites that Link here: [142](#)
- Speed: [Slow \(3.1 seconds\)](#)
- Online Since: 21-May-1995

**People who visit this page also visit:**

- [★ New Zealand Information Net](#)
- [New Zealand Herald](#)
- [New Zealand Government Immigration](#)

[More Site Info](#)

**Zealand.**  
<http://www.newzealand.com/travel/> - 51k  
Cached [Site Info](#)

**Book Results** [\[close\]](#) Showing 1 - 10 of about 82,332 [\[full\]](#)

[A New Zealand Prayer Book: He Karakia Mihinare O Aotearoa](#)  
by Church of the Province of New Zealand (01 July, 1997)

[Lonely Planet New Zealand \(Lonely Planet New Zealand\)](#)  
by Paul Smitz, Martin Robinson, Nina Rousseau, Richard Watkins, James Belich, Julie Bioso, Russell Brown, Vaughan Yarwood, and David Millar (15 September, 2004)

[New Zealand \(Eyewitness Travel Guides\)](#)  
by Kate Poole (September, 2003)

[Lonely Planet Tramping in New Zealand \(Lonely Planet Tramping in New Zealand\)](#)  
by Jim Dufresne (01 November, 2002)

[Frommer's New Zealand](#)  
by Adrienne Rewi (16 February, 2004)

[The Rough Guide To New Zealand \(Rough Guide New Zealand\)](#)  
by Laura Harper, Tony Mudd, and Paul

**Your Diary** [\[close\]](#) [\[full\]](#) [Show all](#)

**Diary Search Results** Showing of 1-2 of 2

- [New Zealand](#)  
good basic...white island info
- [New Zealand Jason's](#)  
tons of links to hotels/resorts - no surcharge

**All Diary Entries** Showing 1 - 3 of 3

[New Zealand Jason's](#)  
tons of links to hotels/resorts - no surcharge  
<http://a9.com/New%20Zealand%20Jason's>

[New Zealand](#)  
good basic...white island info  
<http://a9.com/New%20Zealand>

[Vij's](#)  
yum.  
[http://www.vijs.ca/index\\_in.htm](http://www.vijs.ca/index_in.htm)

[Show all](#)

[Link](#) [E-mail](#) [About](#) [Feedback](#)

Improving E-Commerce Search

# Convenience

## A9.com -- Open Search



Search:

[Advanced Web Search](#)

Home | Prefs | Toolbar | Sign Out

Hello Tom Szkutak. [Click here](#) if this is not you

<input checked="" type="checkbox"/> Web	<input type="checkbox"/> Books	<input checked="" type="checkbox"/> Images	<input type="checkbox"/> Movies	<input type="checkbox"/> Reference
<input type="checkbox"/> Yellow Pages	<input type="checkbox"/> Your History	<input type="checkbox"/> Your Bookmarks	<input type="checkbox"/> Your Diary	<input type="checkbox"/> NYTimes.com
<input checked="" type="checkbox"/> Wikipedia	<input type="checkbox"/> NIST	<input type="checkbox"/> Camera Reviews	<input type="checkbox"/> SPL	<input type="checkbox"/> NASA
<input type="checkbox"/> Weather	<input type="checkbox"/> More Choices... 			

**Web Results** [\[close\]](#) [\[full\]](#)

Showing 1 - 10 of about 37,300,000

**Sponsored Links**

[New Zealand Vacations](#)  
Vacations & honeymoons to **New Zealand** & South Pacific.  
[www.NewZealandLegends.com](http://www.NewZealandLegends.com)

[New Zealand Cheap Tickets](#)  
Beat the Airlines Fares with Super Saver Airfares  
[www.AirGorilla.Com](http://www.AirGorilla.Com)

Latest news for **New Zealand**:

- [Pakistani president to visit New Zealand in mid-June](#) - Xinhua - 1 hour ago
- [\\$53 million to create New Zealand's digital future](#) - New Zealand Herald - 9 hours ago
- [Quake shakes island group north of New Zealand](#) - Globe and Mail - 11 hours ago

[The Official Tourism New Zealand site for Destination New Zealand](#)  
Destination **New Zealand**, everything the visitor needs to know about travelling to **New Zealand**. Official site of Tourism New Zealand.  
<http://www.newzealand.com/travel/>

**Image Results** [\[close\]](#) [\[full\]](#)



**Wikipedia Results** [\[close\]](#) [\[full\]](#)

**New Zealand**

**New Zealand** is a country of two major islands and a number of [smaller islands](#) in the southwestern [Pacific Ocean](#). A popular [Māori](#) name for New Zealand is [Aotearoa](#), often translated as The Land of the Long White Cloud. New Zealand is a [parliamentary democracy](#) and a [Commonwealth Realm](#). New Zealand is responsible for the self-governing states of the [Cook Islands](#) and [Niue](#) and administers [Tokelau](#) and the [Ross Dependency](#).

**Overview**

Of New Zealand's four million people, roughly three million live in the [North Island](#) and one million in the [South Island](#). These islands are among the [largest in the world](#) and the combined land area is comparable to the [British Isles](#) or the [US](#) state of [Colorado](#). Along with [Aotearoa](#), another Māori name for New Zealand was [Niu Tirenī](#), a [transliteration](#) of the English name. Other islands have much

**New Zealand Aotearoa**



(Flag)



(Coat of Arms)

*National motto: None. Formerly "Onward"*

*National anthem: God Defend New Zealand  
God Save The Queen<sup>2</sup>*



# Convenience

## A9 Yellow Pages

### BUSINESS INFORMATION

#### Explore this business

##### business info

#### Share your thoughts

[write a review](#)

[write a So You'd](#)

[Like to... guide](#)

[e-mail a friend](#)

[about this business](#)

### RATE THIS ITEM

[Sign in to rate this item](#)

### Listmania!



### So You'd Like to...

### So You'd Like to...

create  
your guide  
**NOW**  
[learn how](#)

[Arts & Entertainment](#) > [Music](#) > [Musicians](#)

## Seattle Symphony

[200 University St, Seattle, WA 98101-3428](#) - [Map](#)  
[\(206\) 215-4701](#) - [Click to Call](#)



[View larger image](#)

[Share your own customer images](#)

[Walk Left](#)



[Walk Right](#)

[See other businesses along University St](#)



[Interactive Map and Directions](#)

### CONTACT THIS BUSINESS

[Click to Call Business](#)

Talk to this business for free.



# Convenience

## Wedding Registry

Amazon Prime

Tom's Store

Wedding Registry

See All 31 Product Categories

Your Account

Cart

Wish List

Help

Search Amazon.com

GO!

Web Search

GO!

Hello, Tom Szkutak. (If you're not Tom Szkutak, [click here](#))

AMAZON WEDDING

FIND A REGISTRY

First Name:

Last Name (required):

Event Month:

Event State:

CREATE A REGISTRY

VIEW MY REGISTRY


REGISTRY GUIDES

WEDDING PLANNING GUIDES

WEDDING PLANNING TOOLS

Welcome to Amazon Wedding

Registry and planning made simple for brides and grooms, family and friends



Have a comment or suggestion about the Amazon Wedding site? Send it to [wedding-feedback@amazon.com](mailto:wedding-feedback@amazon.com).  
For assistance with the site, visit our [Help](#) section.

# Convenience

## Digital Image Upload

Amazon

Prime

Tom's Store

Kitchen & Housewares

See All 31 Product Categories

Your Account

Cart

Wish List

Help

Browse Brands & Products

Top Sellers

Housewares

Small Appliances

Gift Ideas & Wedding Registry

Today's Deals

Outlet, Used & Reconditioned

Search

Kitchen & Housewares

GO!

Web Search

GO!

Tom, this item is recommended for you. [Why?](#)

Prime

Member: Tom Szkutak

Get it Tomorrow

Get it Wednesday, May 18

Shipping to: jeff bezos

Overnight 1-Click®—\$3.99

Two-Day 1-Click®—FREE

ITEM INFORMATION

Explore this item

buying info

[accessories](#)

[product description](#)

[customer reviews](#)

See more of the brand

[Waring](#)

Customers also bought

[these other items...](#)

Share your thoughts

[write a review](#)



43% off

[See 3 customer images](#)

[Share your own customer images](#)

[View this product](#) in the summer 2005 catalog.



Amazon.com = low prices. Did you find this item priced lower than \$73.50 somewhere else? [Let us know!](#)

List Price: ~~\$130.00~~

Price: **\$73.50** & This item ships for **FREE** with Super Saver Shipping. [See details.](#)

You Save: **\$56.50 (43%)**

Amazon Visa® Reward Points: **220**

Points are calculated based on the final amount charged.

Availability: Usually ships within 24 hours

Want it delivered Tomorrow? Order it in the next 4 hours and 55 minutes, and choose **One-Day Shipping** at checkout. [See details.](#)

READY TO BUY?

Amazon.com

Price: **\$73.50**

Availability: Usually ships in 24 hours

Add to Shopping Cart

or

Buy now with 1-Click®

Ship to: jeff bezos

☐ Add gift note

Instant Reward active

MORE BUYING CHOICES

Cooking.com

Add to Cart

Price: **\$79.95**



# Convenience

## Digital Image Upload



[Adobe Photoshop CS2 Upgrade from Photoshop \[Any Version\]](#) by Adobe

► [See more in the Page You Made](#)

Highest rated



GO!

Page: 1



[View top rated images in Kitchen, Tools & Hardware](#)

Image 2 of 3



From [Joe Ekaitis "Children's book author \(eventually\)"](#) (Rialto, CA USA)

Was this image helpful? [Yes](#) [No](#) ([Report this](#))

40 of 42 people found this image helpful.



"And in the morning, I'm makin' waffles!" You know, if Donkey had one of these, I'll bet Shrek would have liked him a lot more.

# Convenience

## Digital Image Upload

AO  $\frac{\pi}{2}\%$

amazon.com  
Prime

Tom's Store

Music

See All 31 Product Categories

Your Account

Cart

Wish List

Help

Search Music

Browse Styles

Classical

Top Sellers

New & Future Releases

Free Downloads

Essential CDs

Used Music

Search

Popular Music

GO!

Advanced Search

AO Web Search

GO!

East Coast Edge to West Coast Cool

Shop Designer Jewelry from Ylang-Ylang on Amazon.com

Shop now

Instant Order Update for Tom Szkutak.

You purchased this item on January 28, 2003. View your [Order History](#).

• [Check the status](#) of all your recent orders.

Prime

Member: Tom Szkutak

Overnight 1-Click®—\$3.99

Two-Day 1-Click®—FREE

Shipping to:  
jeff bezos

Note: This item is not immediately available to ship. ([Learn more](#))

MUSIC INFORMATION

Explore this album


buying info


[see track listings](#)

[editorial reviews](#)

[customer reviews](#)


RECENTLY VIEWED

 [Sony Cybershot DSCP41 4MP Digital Camera by Sony](#)  
([Rate it](#))

 [Sony Cybershot DSCP41 4MP Digital Camera by Sony](#)

The Sunrise EP

[Cause & Effect](#)



List Price: \$11.99

Price: **\$11.99** & This item ships for **FREE** with Super Saver Shipping. [See details.](#)

Amazon Visa® Reward Points: 35

Points are calculated based on the final amount charged.

Availability: Usually ships within 3 to 4 weeks

3 used & new from \$20.99

[See more product details](#)

[See 4 customer images](#)

[Share your own customer images](#)

READY TO BUY?

Add to Shopping Cart

or

Buy now with 1-Click®

Ship to:  
jeff bezos

☐ Add gift-wrap/note

Instant Reward active

MORE BUYING CHOICES


3 used & new from \$20.99


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


# Convenience


## Digital Image Upload

[Worksite Table Saw with Folding Steel Stand, Rear Outfeed Support, and Left Side Support](#)

 [Lodge Logic L410 Sportsman's Charcoal Grill](#)

 [Char-Broil 4654301 Charcoal Water Smoker](#)

 [Brinkmann 810-5000-D All-in-One Cooker](#)





 [Mustang Insulated Smoker](#)

► [See more in the Page You Made](#)

### All Customer Images

Highest rated

Page: 1




[View top rated images in Music](#)

[Add Your Image](#) | [View your Image Gallery](#) | [Product information](#) | [Help](#)

**Image 3 of 4** From [Jesus Garcia Felix](#)  
[REAL NAME™](#)

Was this image helpful?   ([Report this](#))

Be the first to rate this image!



C&E in Mexicali, Baja.

# Convenience

## Text Stats

Amazon.com Prime

Tom's Store

Books

See All 31 Product Categories

Your Account

Cart

Wish List

Help

Search Amazon.com

GO!

Web Search

GO!

Prime

Member: Tom Szkutak

Overnight 1-Click®—\$3.99

Two-Day 1-Click®—FREE

Shipping to: jeff bezos

Note: Usually ships within 24 hours

BOOK INFORMATION

Explore this item

buying info

editorial reviews

search inside

Share your thoughts

write a review

write a *So You'd Like to...* guide

e-mail a friend about this item

RECENTLY VIEWED

Pal: Step-By-Step by Jim Keogh

Certified Diamond (Oval, Very Good cut, 1.02 carats, E color, SI1 clarity)

Certified Diamond (Oval, Very Good cut, 1.02 carats, E color, SI1 clarity)

Pals (level 1) (Word-By-Word First Reader)

by Michael Rex (Illustrator) "Over..." (more)



Search inside this book

Share your thoughts

List Price: \$3.99

Price: **\$3.99** & Eligible for **FREE Super Saver Shipping** on orders over \$25. [See details](#)

Availability: Usually ships within 24 hours from Amazon.com. Sold by Amazon.com

Inside This Book

New! [Concordance](#) | [Text Stats](#)

Browse Sample Pages: [Front Cover](#) | [Copyright](#) | [Excerpt](#) | [Back Cover](#)

Search Inside This Book:

GO!

Other Editions:

	List Price:	Our Price:	Other Offers:
School & Library Binding	\$12.00	<b>\$12.00</b>	Order it used!

Editorial Reviews

READY TO BUY?

Add to Shopping Cart

or

Buy now with 1-Click®

Ship to: jeff bezos

☐ Add gift-wrap/note

Instant Reward active

MORE BUYING CHOICES

24 used & new from \$0.85

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

Add to Wish List

Add to Wedding Registry

# Convenience

## Text Stats

Pal: Step-By-Step by Jim Keogh

Certified Diamond (Oval, Very Good cut, 1.02 carats, E color, SI1 clarity)

Certified Diamond (Oval, Very Good cut, 1.00 carats, D color, SI1 clarity)

Certified Diamond (Round, Very Good cut, 3.09 carats, D color, SI1 clarity)

Certified Diamond (Round, Very Good cut, 3.08 carats, D color, SI1 clarity)

Jessica Simpsons Replica Engagement CZ Ring

Echo Valley 8140 Glow-in-the-Dark Illuminarie 10-Inch Gazing Globe

See more in the Page You Made

### Concordance (learn more)

These are the 8 most frequently used words in this book.

boy draw game laugh look pals school smile

24 used & new from \$0.85

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

[Add to Wish List](#)

[Add to Wedding Registry](#)

Don't have one? We'll set one up for you.

### Text Stats

Readability: <small>(learn more)</small>		Complexity: <small>(learn more)</small>	
Fog Index:	0.4	Complex Words:	0%
Flesch Index:	114.7	Syllables/Word:	1.1
Flesch-Kincaid Index:	-2.5	Words/Sentence:	1.0

Number of:		Fun Stats:	
Characters:	100	Words/Dollar:	3
Words:	13	Words/Ounce:	6
Sentences:	13		

# Convenience

## Text Stats

AG  $\frac{\pi}{2}\%$

amazon.com Prime

Tom's Store

Books

See All 31 Product Categories

Your Account | Cart | Wish List | | Help

Search | Browse Subjects | Bestsellers | The New York Times® Best Sellers | Magazines | Corporate Accounts | e-books & docs | Bargain Books | Used Books

Search Amazon.com Web Search

Prime

Member: Tom Szkutak

Get it Friday, May 13  
 Overnight 1-Click®—\$3.99

Get it Monday, May 16  
 Two-Day 1-Click®—FREE

Shipping to:  
jeff bezos

Order in the next **4 hours and 38 minutes**

**BOOK INFORMATION**

**Explore this item**  
[buying info](#)  
[customer reviews](#)  
[editorial reviews](#)  
[search inside](#)

**Share your thoughts**  
[write a review](#)  
[write a So You'd Like to... guide](#)  
[e-mail a friend about this item](#)

**RECENTLY VIEWED**

Pals (level 1) (Word-By-Word First Reader) by Michael Rex

Pal: Step-By-Step by Jim Keogh

SEARCH INSIDE!  
20% off

Search inside this book  
  
See 1 customer image  
Share your own customer images

**The Autumn of the Patriarch (Perennial Classics)**  
by [Gabriel Garcia Marquez](#) "Over the weekend the vultures got into the presidential palace by pecking through the screens on the balcony windows and the flapping of their wings..." [\(more\)](#)  
**SIPs:** [news general sir](#), [dogfight district](#), [herniated testicle](#), [presidential coach](#), [federalist war](#) [\(more\)](#)

List Price: ~~\$13.00~~  
Price: **\$10.40** & Eligible for **FREE Super Saver Shipping** on orders over \$25. [See details](#)  
You Save: **\$2.60 (20%)**  
Availability: Usually ships within 24 hours from Amazon.com. Sold by Amazon.com.  
Only 2 left in stock--order soon [\(more on the way\)](#).

Want it delivered **Friday, May 13?** Order it in the next 4 hours and 38 minutes, and choose **One-Day Shipping** at checkout. [See details](#)

**100 used & new** from **\$3.25**  
Edition: Paperback

**READY TO BUY?**  
 **Add to Shopping Cart**  
or  
 **Buy now with 1-Click®**  
**Ship to:**  
jeff bezos   
☐ Add gift-wrap/note  
 Instant Reward active

**MORE BUYING CHOICES**  
**100 used & new** from **\$3.25**  
**Available for in-store pickup now** from: **\$13.00**  
Price may vary based on availability  
Enter your ZIP Code

# Convenience

## Text Stats

himself house knew know last left leticia life light live long look love  
man men mother nation nazareno news night nothing old order  
ordered own patriarch people place poor power presidential public put  
room said saw sea see seen since sir still take thought three  
time told took truth two waters went whose window without  
world years

### Text Stats

#### Readability: [\(learn more\)](#)

Fog Index:	321.7
Flesch Index:	-722.5
Flesch-Kincaid Index:	311.1

#### Number of:

Characters:	509,209
Words:	92,830
Sentences:	117

#### Complexity: [\(learn more\)](#)

Complex Words:	11%
Syllables/Word:	1.5
Words/Sentence:	793.4

#### Fun Stats:

Words/Dollar:	8,926
Words/Ounce:	11,376



# Tribeca Short Film Competition

Search Amazon.com

GO!

AQ Web Search

GO!

AMAZON THEATER | TRIBECA FILM FESTIVAL

SHORT FILM COMPETITION

FOUNDING PARTNER AMERICAN EXPRESS

TRIBECA

SCREENING ROOM

**Whitey**

Drama

**Synopsis (provided by the filmmaker):**  
Whitey is the story of Cliff who, after having the same old argument with his girlfriend Lynne, takes a late-night walk in his Brooklyn neighborhood. An urban parable based on a true story.

[Report this film as inappropriate](#)

[How was your experience?](#)


[Help](#)

AMAZON THEATER | TRIBECA FILM FESTIVAL

SHORT FILM COMPETITION


FOUNDING PARTNER AMERICAN EXPRESS

Click ► to watch the film without leaving this page.



macromedia

American Express®  
IS PROUD TO SUPPORT  
FILMMAKERS AND  
THEIR PASSION  
for bringing dreams to life.



TRIBECA  
FILM  
FESTIVAL

AMERICAN EXPRESS  
FOUNDED SPONSOR

VISIT THE TRIBECA  
COLLECTION

WATCH  
AND WIN

The more films you rate,

Every time you view and rate a film, you will be entered to win. One grand prize winner will get a \$1,000 Amazon.com gift certificate and a trip to New York City to attend the exclusive premiere of the five finalist films at Tribeca Cinemas. Ten first-prize winners will receive a copy of the *Martin Scorsese Collection* and a 2005 Tribeca Film Festival

TRIBECA  
REVIEWERS



AmazonPrime™

AmazonPrime™

AmazonPrime™

AmazonPrime™

AmazonPrime™

**AmazonPrime™**

Guilt-free express shipping everyday.

AmazonPrime™

AmazonPrime™

AmazonPrime™

AmazonPrime™

AmazonPrime™

# Appendix

# Free Cash Flow

---

## Reconciliation -- TTM

(\$MM)

	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>Q1 04</u>	<u>Q1 05</u>
Operating Cash Flow	\$1	\$31	(\$91)	(\$130)	(\$120)	\$174	\$392	\$567	\$393	\$523
Less: Purchase of Fixed Assets	<u>8</u>	<u>28</u>	<u>287</u>	<u>135</u>	<u>50</u>	<u>39</u>	<u>46</u>	<u>89</u>	<u>49</u>	<u>106</u>
Free Cash Flow	<u>(\$7)</u>	<u>\$3</u>	<u>(\$378)</u>	<u>(\$265)</u>	<u>(\$170)</u>	<u>\$135</u>	<u>\$346</u>	<u>\$477</u>	<u>\$344</u>	<u>\$417</u>

# Consolidated Segment Operating Income

## Reconciliation

(\$MM)

	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>Q104</u>	<u>Q105</u>
Consolidated Segment Operating Income (Loss)	(\$31)	(\$61)	(\$352)	(\$317)	(\$45)	\$180	\$361	\$490	\$117	\$128
Less:										
Stock-Based Compensation	1	2	31	25	5	69	88	58	7	19
Other Operating Expenses (Income)	<u>--</u>	<u>46</u>	<u>223</u>	<u>522</u>	<u>363</u>	<u>47</u>	<u>3</u>	<u>(8)</u>	<u>(1)</u>	<u>1</u>
GAAP Operating Income (Loss)	<u>(\$33)</u>	<u>(\$109)</u>	<u>(\$606)</u>	<u>(\$864)</u>	<u>(\$412)</u>	<u>\$64</u>	<u>\$271</u>	<u>\$440</u>	<u>\$110</u>	<u>\$108</u>