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Annual Shareholder Meeting

May 25, 2004

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, among others, the potential changes in general economic conditions, Amazon.com's risks related to potential future losses, significant amount of indebtedness, competition, commercial agreements and strategic alliances, foreign exchange rates, seasonality, potential fluctuations in operating results and rate of growth, management of potential growth, system interruption, international expansion, consumer trends, inventory, fulfillment center optimization, 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, 2003, 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 under 'Financial Documents and Annual Reports'.

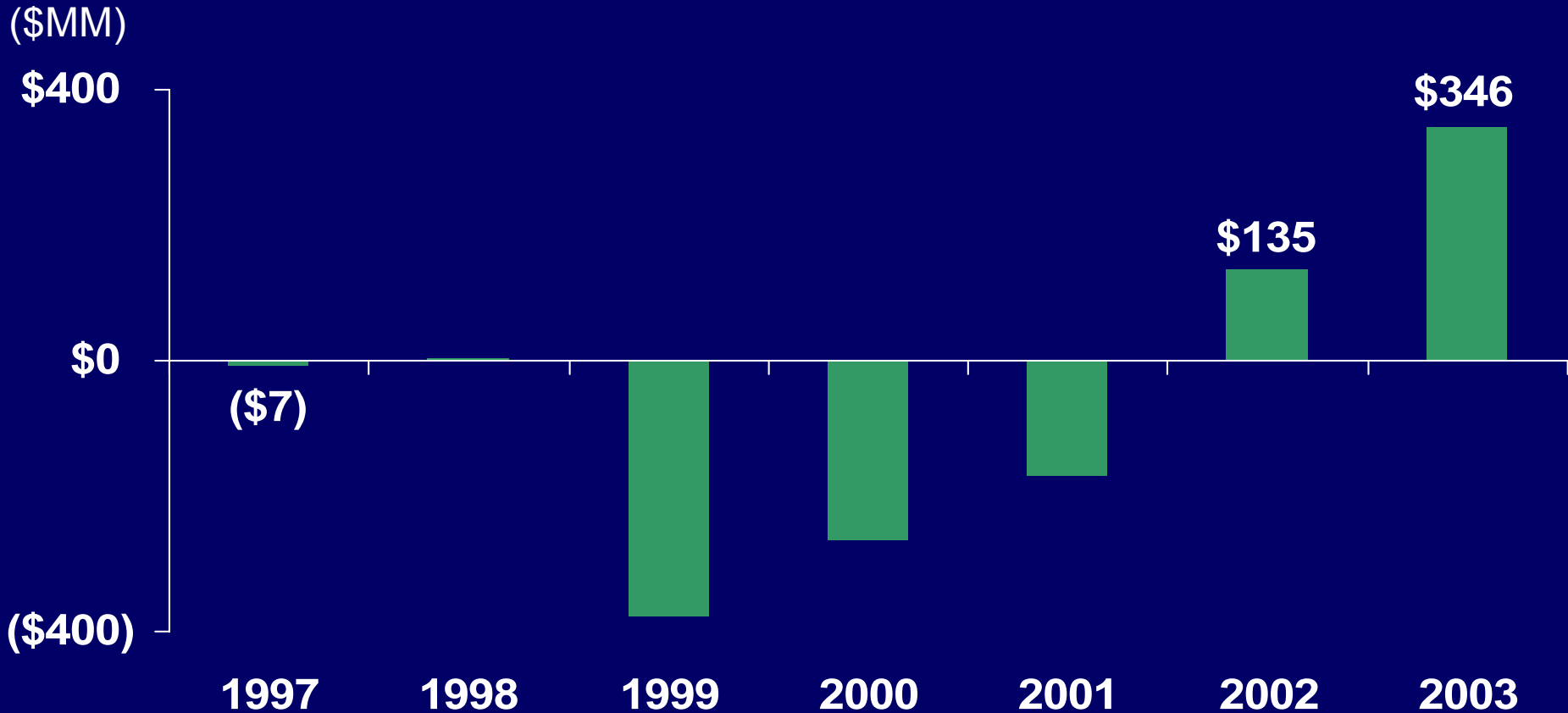
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Highlights 1997 -- 2003

Operating Results

Free Cash Flow*



2003 Free Cash Flow Up \$211MM or 156% Y/Y

* Operating Cash Flow Less Capital Expenditures (including capitalized software & development) -- see appendix

Operating Results

Share Count

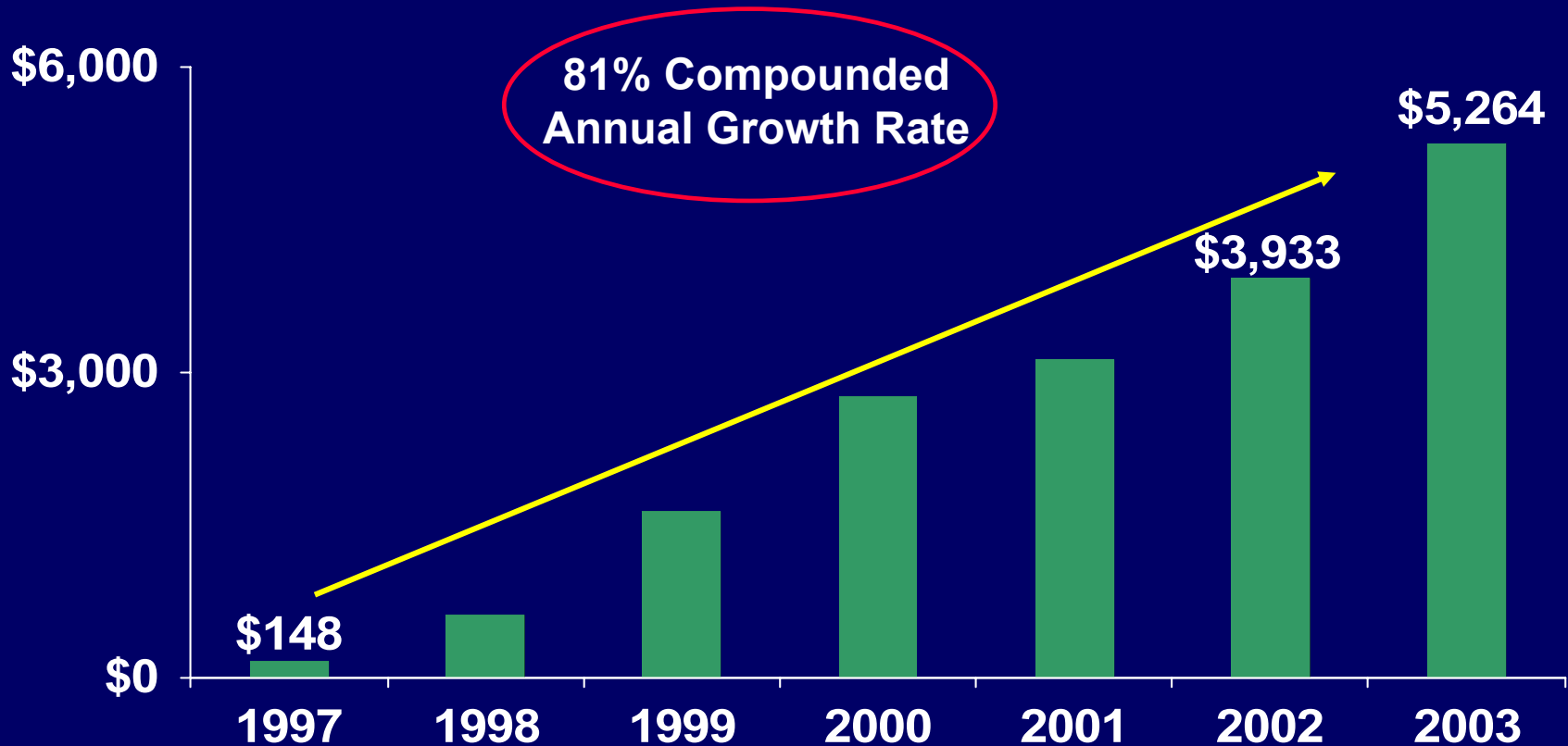


Efficiently Managing Dilution -- 2003 Share Count Flat Y/Y

Operating Results

Net Sales

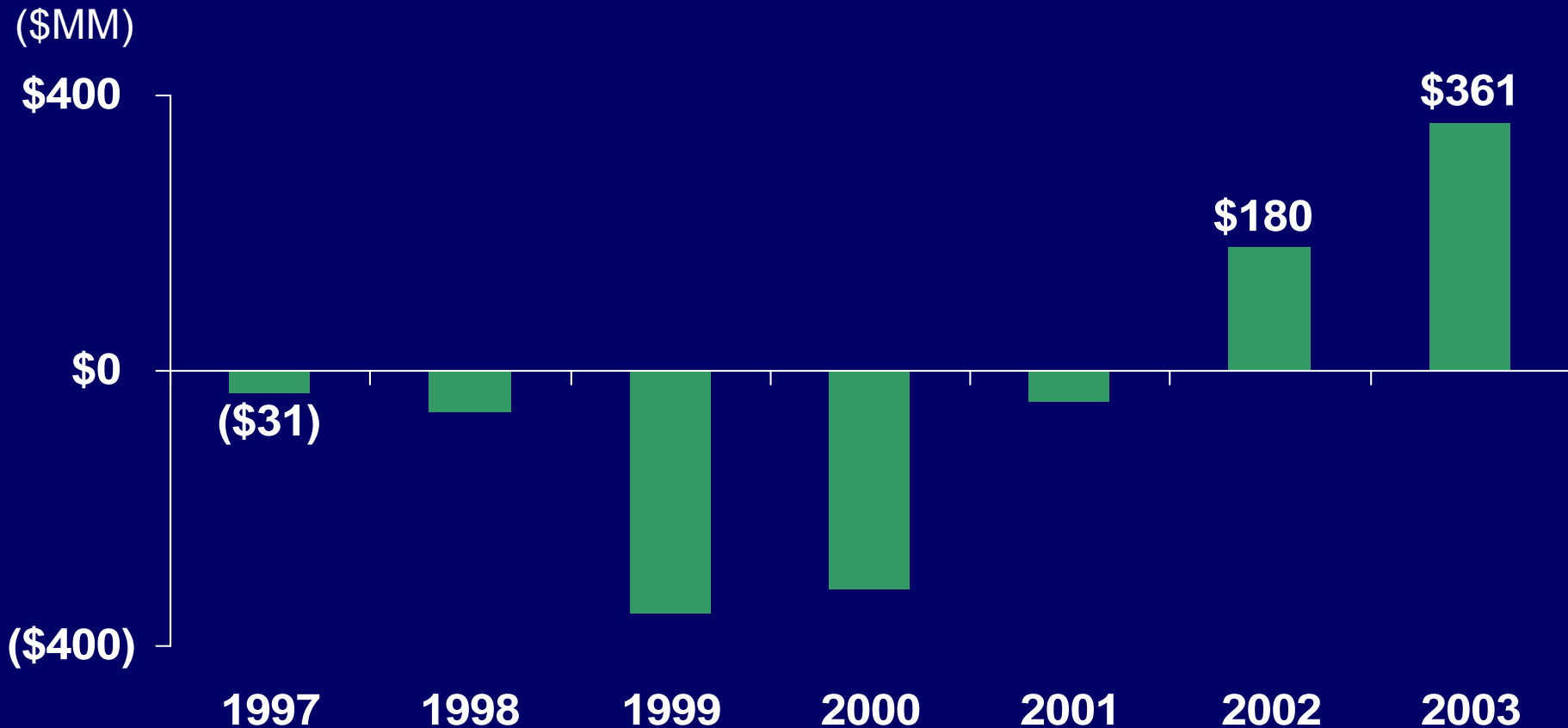
(\$MM)



2003 Sales up 34% Y/Y, up 28% Excluding Impact of F/X

Operating Results

Consolidated Segment Operating Income (Loss)*



2003 CSOI Doubled Y/Y, Segment Operating Margin of 7%

*See Appendix

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Q1 04 Highlights

2004 Operating Results

First Quarter Highlights*

(\$MM)	<u>Q1 03</u>	<u>Q1 04</u>	<u>Growth</u>
Free Cash Flow -- TTM	\$123	\$344	180%
Net Sales	\$1,084	\$1,530	41%
Consolidated Segment Operating Expenses	\$ 203	\$ 244	20%
<i>As a % of Sales</i>	18.7%	15.9%	N/A
Consolidated Segment Operating Income	\$ 67	\$ 117	73%
<i>Consolidated Segment Operating Margin</i>	6.2%	7.6%	N/A

Fueled by Lower Prices and Free Shipping

*See Appendix

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Relentlessly Improving Customer Experience

Our Vision

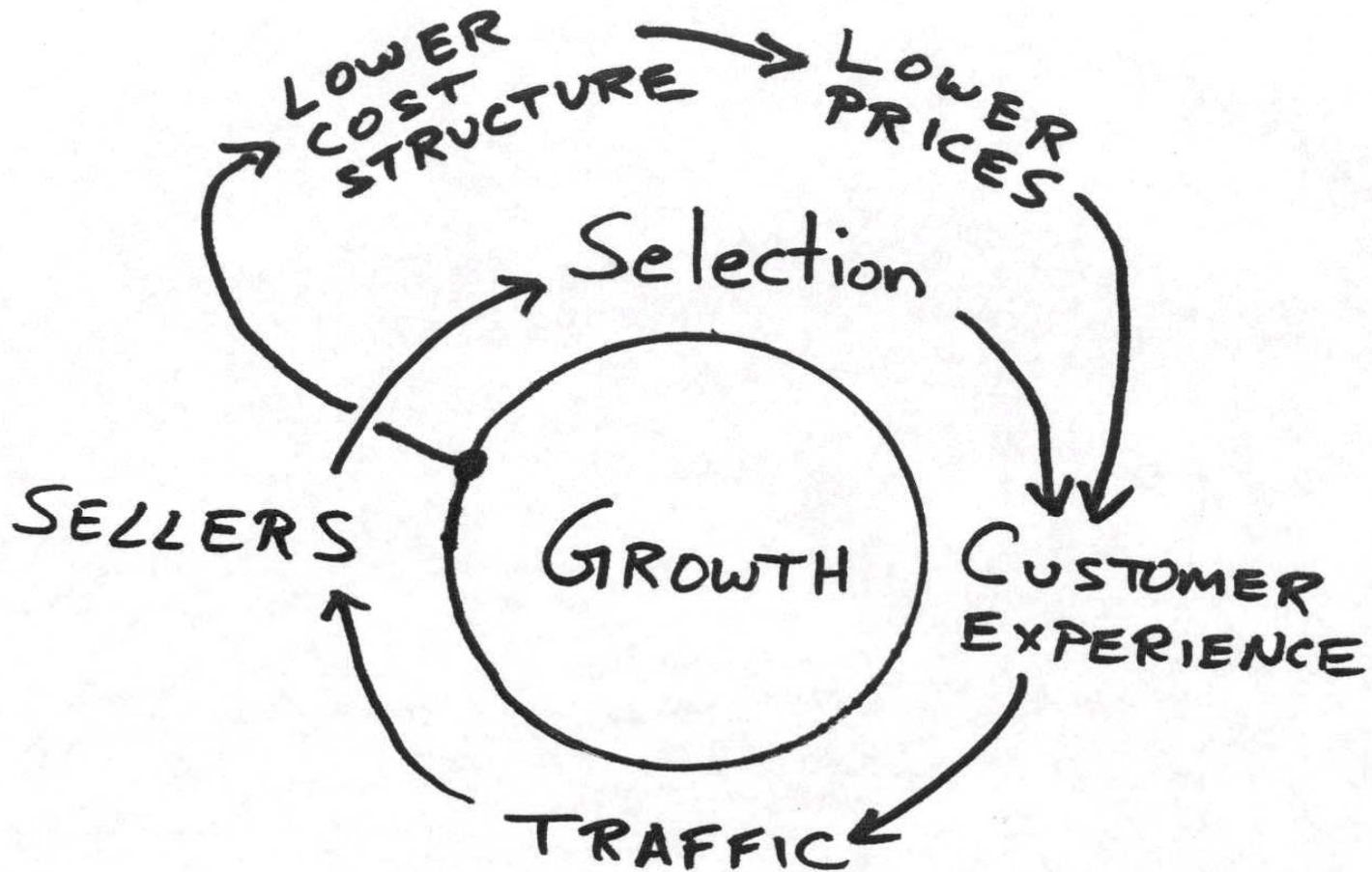
Earth's Biggest Selection

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

Earth's Most Customer-Centric Company

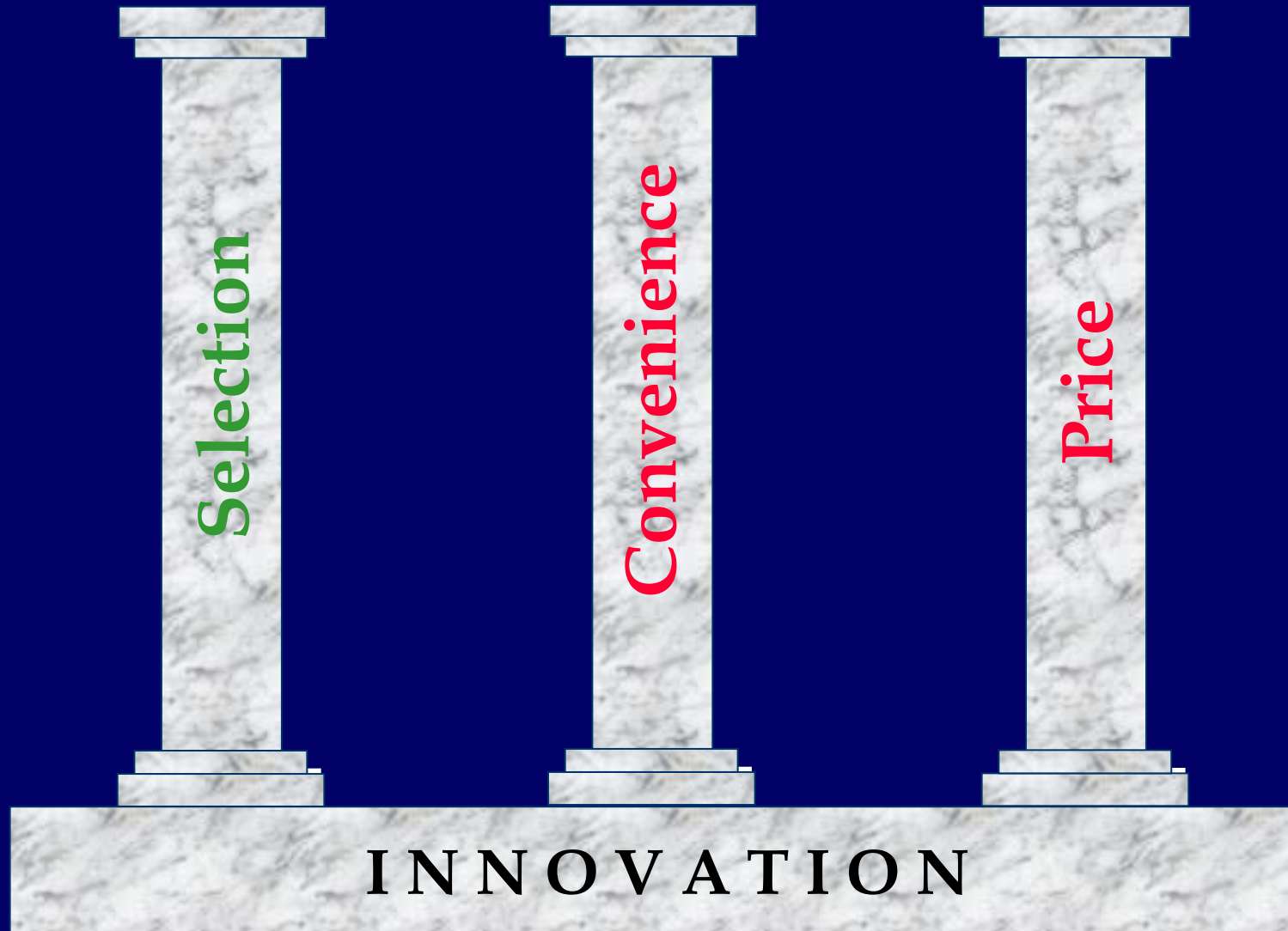
Start with the customer and work backwards

Our Strategy



Source: Jeff Bezos, September 2001

Customer Experience Pillars



Selection

Jewelry



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May's Birthstone: Emerald



Find sparkling green emerald [earrings](#), [rings](#), [pendants](#), and [bracelets](#).

Add Color for Spring



Freshen your wardrobe with [multi-gemstone jewelry](#), whose sparkles reflect the colors of spring.

Top Sellers in Fine Jewelry

Selection

Sports & Outdoors



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Sports & Outdoors



It's time once again for the biggest hoop party of the year--the **NBA Playoffs 2004**. Check out the schedule and get your fan gear in our [Destination Finals Shop](#).

*Congratulations to **LeBron James** on being named Rookie of the Year! [See his fan gear](#).

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You'll Find Deals Throughout Our Sport and Fan Shops



[Spry Pilates Anywhere-Anytime Kit](#)
eSportsonline: \$79.99
SportsLine: \$39.99
Sale: **\$19.99**

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[Fitter First Bongo Board \(EA\)](#)
eSportsonline: \$79.99
Sale: **\$63.99**



[9-in-One Game \(EA\)](#)
eSportsonline: \$469.00
Sale: **\$375.20**

What Are We Missing?

Attention, sports enthusiasts! Have a suggestion or comment about our new Sports & Outdoors Store? Tell us [what we are missing](#).

The Sweet Spot

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- [SuperDuper Games](#)
- [SuperDuper Hoops](#)
- [Sportsline on baseball & softball gloves, bats, and accessories](#)
- [Sportsrus on select basketball systems](#)
- [Sportsrus on select bats and gloves \(\\$50+\)](#)
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- [Ozone Billiards \(\\$50+\)](#)

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Health & Personal Care

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Medical Supplies &

Health & Personal Care beta [\(What is this?\)](#)

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 Get a free personal trimmer via mail-in rebate when you spend \$99 or more on [Norelco](#) products. Choose from our amazing line of [men's shavers](#), [women's shavers](#), and [shaving accessories](#). This special offer lasts only through April 30, so shop today!

Free Gift from Conair

 Spend \$49 on [Conair](#) products and get a \$20 phone card for free, via mail-in rebate.

Free Gift from Dove

 Get a free set of three beauty canisters via mail-in rebate when you buy \$20 or more of [Dove](#) products.

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 <p>Health Care</p> <ul style="list-style-type: none">• Allergy, Sinus & Asthma• Cough & Cold, Pain Relievers• Diabetes, Digestion & Nausea• Family Planning & Contraceptives	 <p>Personal Care & Beauty</p> <ul style="list-style-type: none">• Bath & Shower• Deodorants & Antiperspirants• Oral Hygiene, Power Toothbrushes• Hair Care, Skin Care	 <p>Nutrition & Wellness</p> <ul style="list-style-type: none">• Herbal Supplements• Nutritional Supplements• Nutrition Bars & Shakes• Massagers: Back, Handheld
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Selection

Gourmet Food



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- [Desserts](#)
- [Fruits & Vegetables](#)
- [Jams, Jellies & Preserves](#)
- [Meat, Game & Pâtés](#)
- [Oils, Vinegars & Salad Dressings](#)
- [Pastas, Beans, Grains & Rice](#)

Gourmet Food Beta [\(What is this?\)](#)

Father's Day Is June 20



Indulge Dad's inner epicure with something from our Gourmet Food Store this Father's Day. Whether he's a [carnivore](#) or an [herbivore](#), a [health nut](#) or a [nut-lover](#), you'll find the gift to make his day. Shop today for your one-of-a-kind dad:

- **Master-Griller Dad:** [Steaks](#) to shake a skewer at
- **Couch-Potato Dad:** [Popcorn](#) and [nuts](#) by the pound
- **Sweet-Tooth Dad:** [Chocolate](#), [cheesecake](#), and [cookies](#) aplenty
- **Fired-Up Dad:** [Hot sauces](#) and [salsas](#) to turn up the heat
- **The Dad Who Has It All:** [Baskets and towers](#) stuffed with snacks

Featured Categories

-  [Coffee & Tea](#)
-  [Chocolate](#)
-  [Gift Baskets](#)

Fire Up the Grill

OMAHA STEAKS

Start the barbecue season right with an order from [Omaha Steaks](#). You'll find everything you need for backyard summer feasts.


Top Sellers in Gift Baskets




1. [The Gourmet - Free Standard Shipping Wine Country Gift Baskets @: \\$39.95](#)
2. [Ghirardelli Tower Wine Country Gift](#)

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Beauty

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Beauty [GO!](#)

WEB SEARCH

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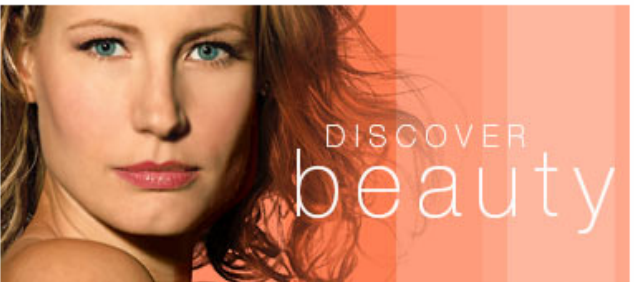
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Fragrance
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Beauty beta [\(What is this?\)](#)



●●● **\$10 offer with \$50 purchase** [See details](#) ●●●

Featured Sellers

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EN PROVENCE

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Cosmeceuticals


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- [Feet](#), [Hands & Nails](#)
- [Maternity](#), [Baby](#), [Men's](#)



Fragrance

- [Women's](#)
- [Men's](#)
- [Candles](#), [Potpourris](#)

Top Sellers in Beauty



Selection

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Selection

Home & Kitchen in Japan



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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 ギフト マーケットプレイス

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 **20% off**

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[色違いはこちら](#)

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人気の家電、調理機器などが、いつもよりもお求めやすくなった **数量限定バーゲン**開催中。各商品なくなり次第販売終了。お早めに!

Sale

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THE LORD OF THE RINGS THE RETURN OF THE KING  Two-disc DVD set only **£15.99** Released May 25 Save £12 on RRP [Pre-order now](#)

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Garden & Outdoors


Home & Garden

Top brands, low prices

Welcome back Jeff Bezos



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 [Kitchen & Home](#)

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GRATIS z.B. "Master & Commander" auf DVD und mehr **Jetzt abräumen!** So geht's!

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Über 500 Produkte reduziert!

Hallo, Jeff Bezos! Wir haben [Haus & Garten Empfehlungen](#) für Sie. (Wenn Sie nicht Jeff Bezos sind, [klicken Sie bitte hier](#).)

Bunte Geschenkideen zum Muttertag!



Am 9. Mai ist Muttertag. Und Schenken macht Freude, muss aber nicht teuer sein! Hier finden Sie zeitgemäße Präsentie wie den [DeLonghi "PastaMore" Pastakoher](#).

unverb. Preisempf.: ~~EUR 189,00~~ / **Preis: EUR 169,00** / Sie sparen: **EUR 20,00 (11%)** / [Gebraucht & neu](#) ab EUR 159,00

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Software

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Our Top Sellers



1. [Tom Clancy's Splinter Cell](#) by Ubi Soft
CDN\$ 69.99
2. [NHL 2004](#) by Electronic Arts
CDN\$ 69.99

Selection

Marketplace in Canada & France

The screenshot shows the top of the Amazon.ca website. At the top left is the Amazon.ca logo. To the right are links for 'VIEW CART VOTRE PANIER', 'WISH LIST VOS ENVIÉS CADEAUX', 'YOUR ACCOUNT VOTRE COMPTE', and 'HELP AIDE'. Below these is a navigation bar with categories: WELCOME, JEFF'S STORE, BOOKS, MUSIC, DVD, VIDEO, SOFTWARE, COMPUTER & VIDEO GAMES, GIFTS, and NOS BOUTIQUES FRANCOPHONES. A secondary navigation bar includes SEARCH, BROWSE SUBJECTS, BESTSELLERS, NEW & FUTURE RELEASES, EN FRANÇAIS, JOIN ASSOCIATES, and USED BOOKS. A prominent orange banner reads 'FREE Super Saver Shipping on orders over \$39 See details'.

Landscaping with Stone: Rock Gardens, Paths & Stairs, Stone Retaining Walls

PRICE AT A GLANCE

List Price: ~~CDN\$ 19.95~~

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Les Années 60

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1 à 1 sur 1 [Besoin d'aide ?](#)

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Prix	État	Infos vendeur
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Third Party Sellers						
Marketplace	'00	'02	'02	'02	'03	'03
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Expect More Category and Country Expansion Over Time

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

A to Z Selection

Note: The following 6 slides have been added to provide a visual complement to the live demonstration

Selection

Baby Products in Health & Personal Care

Shop in **Sports & Outdoors** (Beta-What is this?)

amazon.com

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

SEARCH

Health & Personal Care

GO!

RELATED ITEMS

Vaseline Petroleum Jelly - 13 oz
Price: **\$3.45**

ITEM INFORMATION

Explore this item

- [buying info](#)
- [label information](#)
- [accessories](#)
- [customer reviews](#)

Similac Advance Infant Formula with Iron, 25.7 Ounces (1lb. 9.7 oz.)

Other products by Similac

HOT BUY
Price: **\$15.69**

Availability: Usually ships within 2 to 3 days

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

Features:

- Excellent choice when special breast milk nutrients DHA and ARA are recommended
- Clinically proven to support mental and visual development in baby's first year
- Provides calcium for baby's growing bones

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Selection

Digital Camera

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SEARCH

Electronics

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See more by this manufacturer

- [Olympus](#)

Discover similar items

- [in Electronics](#)

Customers also bought

- [these other](#)

Olympus C-8080 8MP Digital Camera with 5x Optical Wide Zoom

[Other products by Olympus](#)

List Price: \$999.95
Price: To see our low price, add this item to your cart. You can always remove it later. [Why don't we show the price?](#)

Availability: Usually ships in 4-5 business days from [Adorama Camera](#).

Need it today? Available for in-store pickup from **\$999.87**. Price may vary based on availability. To check availability in your area, enter your ZIP Code

27 used & new from **\$779.99**

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Adorama Camera

Add to cart to see price, ([Why?](#))
Availability: 4-5 business days

1-Click ordering is not available for this item.

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([Why?](#))
Availability: **Usually ships in 1-2 business days**

TigerDirect
Add to cart to see price.
([Why?](#))
Availability: **Usually ships in 1-2 business days**

Office Depot
Price: **\$899.00**

Customers who viewed this product and then purchased a similar product bought ...

- 27%** bought Olympus C-8080 8MP Digital Camera with 5x Optical Wide Zoom by Olympus ([Rate it](#)) **(this product)** [Click for price](#)
- 24%** bought Olympus Camedia C-5060 F-1 MP Digital Camera w/4x Optical Zoom by

Selection

Diamond Jewelry

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SEARCH

Jewelry  

ALSO RECOMMENDED


[18k White Gold Certified Round Diamond 4-Prong Solitaire Pendant \(1/3ct, H, SI2\)](#)
Price: \$495.00

ITEM INFORMATION

Explore this item

[buying info](#)

[product specifications](#)

18k White Gold Certified Round Diamond 4-Prong Stud Earrings (1/3ct tw, H, SI2)



Price: \$275.00

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Selection

Gourmet Food



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amazon.com



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YOUR ACCOUNT



HELP



Jeff's Gold Box

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GOURMET FOOD

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SEARCH

Gourmet Food

GO!

ITEM INFORMATION

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- [customer reviews](#)

Discover similar items

[in Gourmet Food](#)

Share your thoughts

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- [write a So You'd Like to... guide](#)
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RECENTLY VIEWED

-  [Stiletto](#)

Sweet Mele's Hawaiian Coconut Surfboard Syrup, 12 Ounces

Choose: GO!



Price: **\$3.69**

Availability: Usually ships in 2-3 business days from [Sweet Mele's Hawaiian Products](#).

Click to view other variations:



[12-oz bottle](#) [12-oz bottle](#) [12-oz bottle](#) [12-oz bottle](#)

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Features:

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Selection

Oxo Products from Kitchen

Shop in **Beauty** (Beta-What is this?)

amazon.com

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SEARCH

Kitchen

ITEM INFORMATION

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[customer reviews](#)

See more of the brand

[OXO](#)

Customers also bought


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OXO Good Grips 2-Cup Angled Measuring Cup

[Other products by OXO](#)




List Price: ~~\$9.99~~
Price: **\$6.99**
You Save: \$3.00 (30%)

Availability: Usually ships within 24 hours

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

 **Amazon.com = low prices.** Did you find this item priced lower than \$6.99 somewhere else? [Let us know!](#)

7 used & new from \$6.99

 **Special Offer:** Save \$25 on your order today when you spend \$125 on Kitchen & Housewares products. Offer valid through May 31, 2004. (Applies only to products sold by Amazon.com. Does not apply to products sold by third-party merchants and other sellers through the Amazon.com site.) [Here's how](#) (restrictions apply).

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Amazon.com
Price: **\$6.99**
Availability: Usually ships in 24 hours

or

Ship to:

jeff bezos

Add gift-wrap/note


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The Container Store
Price: **\$6.99**
Availability: Usually ships in 1-2 business days


KitchenEtc
Price: **\$6.99**
Availability: Usually ships in 4-5 business days

Selection


Stiletto Hammer in Tools and Hardware



Shop in Health & Personal Care
(Beta-What is this?)



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SEARCH

Tools & Hardware

GO!

ITEM INFORMATION

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See more of the brand

[Stiletto](#)

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Stiletto TB15MS-SR TiBone 15-Ounce Titanium Hammer (Straight Handle)

[Other products by Stiletto](#)




List Price: ~~\$219.99~~
Price: **\$174.99**
You Save: \$45.00 (20%)

Availability: Usually ships within 24 hours

 This item ships for FREE with **Super Saver Shipping**. [See details.](#)


2 used & new from **\$174.99**

Lowest Prices Guaranteed: If you find a better price elsewhere on any Tools & Hardware product offered by Amazon.com, we will [match](#) that price and beat it by 10% of the difference.


 **Bonus:** Includes a free replacement smooth face kit, a \$29.99 value, when you purchase this Stiletto hammer from Amazon.com.

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Amazon.com
Price: **\$174.99**
Availability: Usually ships in 24 hours

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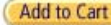
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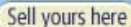
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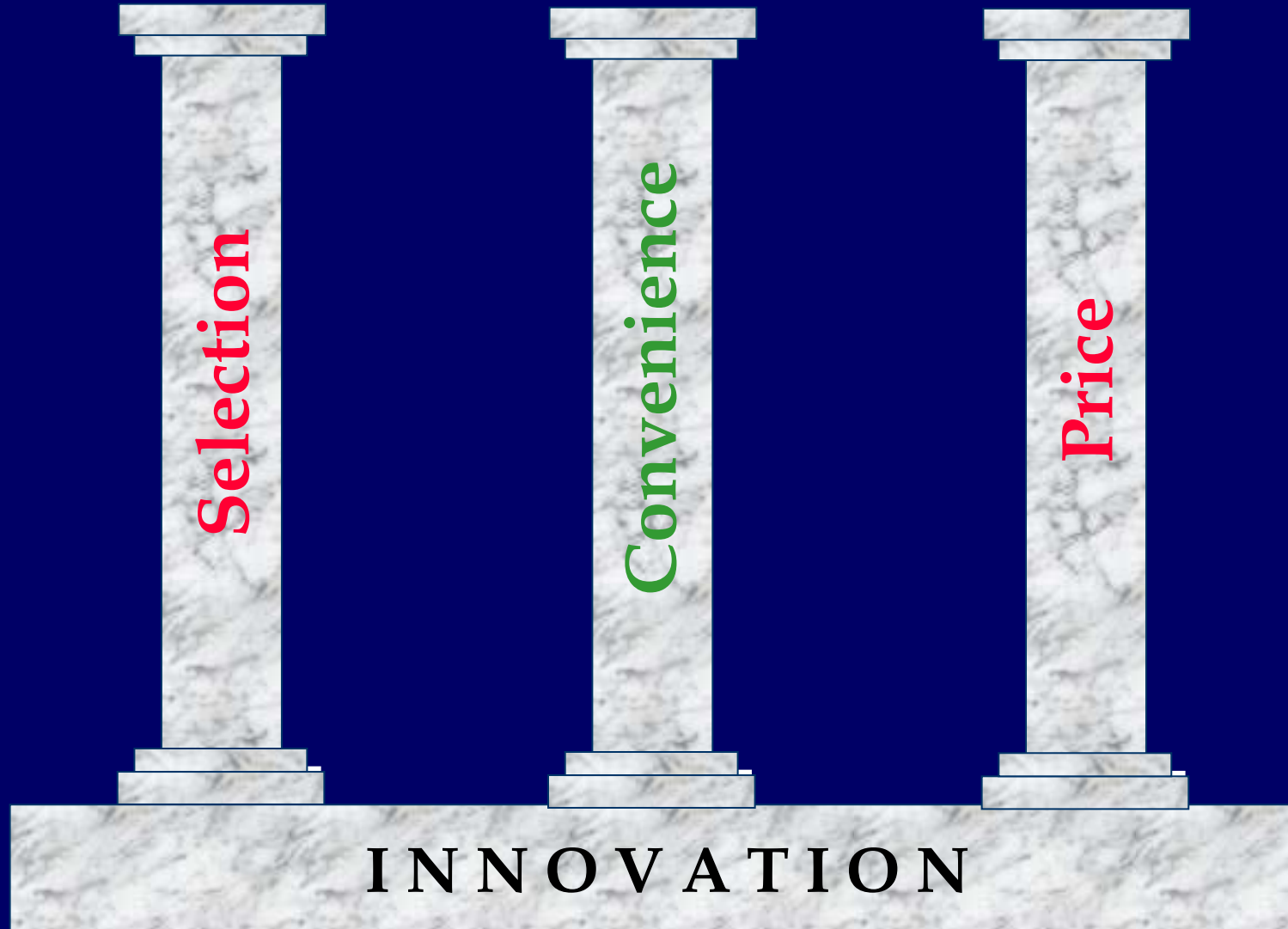
Outlet Tool Supply 

Price: **\$179.99**
Availability: Usually ships in 1-2 business days

2 used & new from **\$174.99**

Have one to sell? 

Customer Experience Pillars



Convenience

Search Inside the Book

The screenshot shows the Amazon.com homepage with a search bar containing "Books" and "Amazon Innovation". The search results page displays "All 8962 results for Amazon Innovation". The first result is "Customer Experience Management: A Revolutionary Approach to Connecting with Your Customers" by Bernd H. Schmitt. The price is \$19.01. A red circle highlights the "Search Inside the Book" feature, which includes an excerpt from page 168: "... company and its products. Next, we will look at experiential innovations at Amazon.com and how many small innovations can add up to a ...".

Shop in **Sports & Outdoors** (Beta-What is this?)

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by Bernd H. Schmitt (Author), Bernd Schmitt (Hardcover)
Avg. Customer Rating: ★★★★★
([Rate this item](#))
Other Editions: [Hardcover](#)

Usually ships in 24 hours
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NEW! • Excerpt from [page 168](#) "... company and its products. Next, we will look at experiential **innovations** at Amazon.com and how many small **innovations** can add up to a ..."

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7 references to amazon innovation in this book:

1. [on Page 168:](#)
"... Engaging in Continuous **Innovation** how customers experience the company and its products. Next, we will look at experiential **innovations** at **Amazon.com** and how many small **innovations** can add up to a great customer experience. Apple Computers: Returning to Its **Innovation** Roots ..."
2. [on Page 170:](#)
"... Engaging in Continuous **Innovation Amazon.com**: Small **Innovations** Lead to a Great Online Experience Since the beginning of its online life, **Amazon.com** has shown expertise at ..."
3. [on Page 171:](#)
"... **Amazon.com**: Small **Innovations** Lead to a Great Online Experience topic, at a discount. Directly below that is a panel headed "Customers Who Bought ..."
4. [on Page 172:](#)

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SEARCH INSIDE

The SIX SIGMA WAY

How GE, MOTOROLA, AND OTHER TOP COMPANIES ARE HONING THEIR PERFORMANCE

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Digital (Download: Adobe Reader)	\$29.95	\$20.37	

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Customer Satisfaction



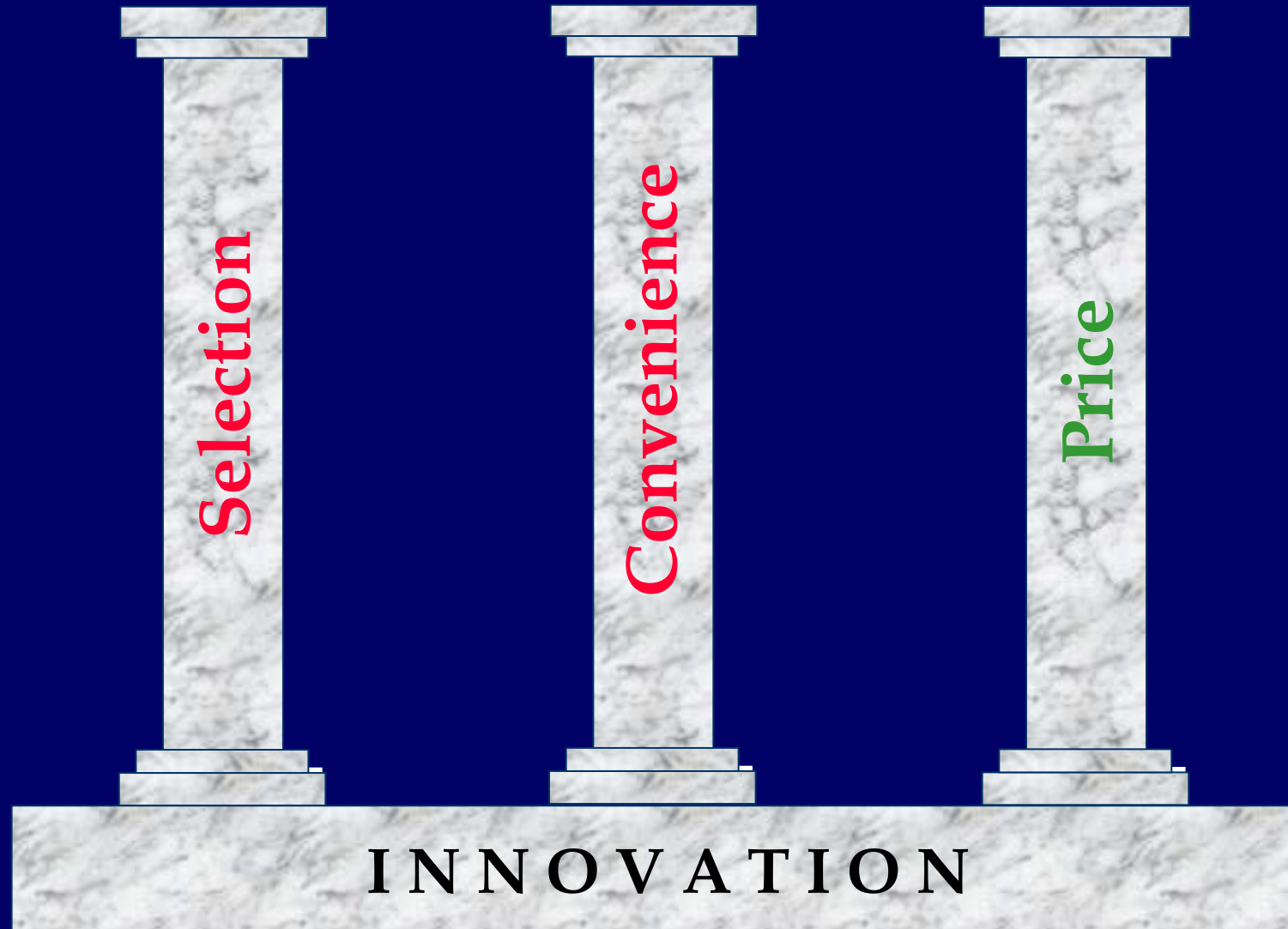
88

"If They go any Higher, They Will get a Nose Bleed."

Highest Ever Service Industry Score -- Online or Offline

Source: American Customer Satisfaction Index – February, 2004. University of Michigan, American Society for Quality, CFI Group.

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 and Thereby Create a Much Larger Bottom Line -- In The Long Term.

Everyday Low Pricing

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Price

Jewelry

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SEARCH

Jewelry

Platinum Certified Round Brilliant Cut Classic Solitaire Ring (1 ct, G, VS2), Size 5


Offered by Amazon.com

See Other Options:

[See ring sizing chart & guide](#)

Price: **\$4,265.00**

Availability: Usually ships within 1 to 2 weeks

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2. Our goal is to offer this item at an industry-leading price. If you believe you've found it priced lower somewhere else, [let us know](#).
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Summary

Relentlessly Improving Customer Experience -- Expanding Selection and Convenience While Lowering Prices

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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>Q1 03</u>	<u>Q1 04</u>
Operating Cash Flow	\$1	\$31	(\$91)	(\$130)	(\$120)	\$174	\$392	\$164	\$393
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>41</u>	<u>49</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>\$123</u>	<u>\$344</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>Q103</u>	<u>Q104</u>
Consolidated Segment Operating Income (Loss)	(\$31)	(\$61)	(\$352)	(\$317)	(\$45)	\$180	\$361	\$67	\$117
Less:									
Stock-Based Compensation	1	2	31	25	5	69	88	27	7
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>1</u>	<u>--</u>
Income (Loss) From Operations	<u>(\$33)</u>	<u>(\$109)</u>	<u>(\$606)</u>	<u>(\$864)</u>	<u>(\$412)</u>	<u>\$64</u>	<u>\$271</u>	<u>\$39</u>	<u>\$110</u>