



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"

April Amazon.com Completes Acquisition of Audible
 Amazon Web Services Launches "Elastic IPs"

May Launches "Amazon TextBuyIt"
 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 Beetle 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 Beetle 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
 Internet Movie Database launches the German speaking IMDB.de

December Acquires AbeBooks
 Amazon Web Services Launches "Public Data Sets on AWS"
 Announces 14th 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

March Introduces Kindle Application for iPhone and iPod Touch

April Announces First Quarter Sales up 18% to \$4.89 Billion
 Launches Xbox LIVE Store

May Introduces Kindle DX
 Introduces AmazonEncore

June Introduces Tom Douglas by Pinzon

July Announces Second Quarter Sales up 14% to \$4.65 Billion
 Amazon.com Acquires Zappos.com
 Introduces AmazonWireless
 Launches Outdoor Recreation Store

August Launches new free shopping application for Android

September Introduces AmazonBasics

October Announces Third Quarter Sales up 28% to \$5.45 Billion
 Announces Kindle is for sale in more than 100 countries
 Announces Amazon Wish List's 10th Anniversary
 Launches Local Express Delivery
 Introduces Kindle for PC

November Acquires Zappos.com
 Announces expansion of Amazon Web Services into Asia
 Launches Frustration-Free Packaging Certification Program
 Announces Kindle is available to customers in Canada
 Announces Susan Boyle's "I Dreamed a Dream" is largest global CD pre-order
 Announces Kindle breaks record for sales in a single month during November

December Announces Textbooks Trade-In Program
 Announces Kindle breaks monthly sales record
 Announces Kindle is the most gifted item ever
 Launches the Bestsellers Archive

2010

January Introduces Kindle DX with global wireless
 Announces Fourth Quarter Sales up 42% to \$9.5 Billion

February Announces Kindle for BlackBerry

March Introduces Kindle for Mac

April Announces Kindle App for iPad
 Announces First Quarter Sales up 46% to \$7.13 Billion

May Announces Shopping App for iPad
 Introduces Kindle for Android
 Launches Amazon WebStore

June Launches Wheels Store
 Announces IMDB Everywhere initiative

July Announces Second Quarter Sales up \$41% to \$6.57 Billion
 Announces new generation Kindle

August Announces "Your Kindle Commercial Contest"

September Introduces Amazon Mom Program
 Launches Kindle for the Web

October Announces Third Quarter Sales up 39% to \$7.56 Billion
 Acquires BuyVIP.com
 Introduces Heidi Klum for New Balance Collection
 Endless.com Launches Jewelry Category

November Launches Amazon Studios
 Introduces Price Check by Amazon
 Launches Amazon.it

December Announces \$175 Million Investment in LivingSocial
 Announces Kindle for the Web

2011

January Announces Fourth Quarter Sales up 36% to \$12.95 Billion
 Announces Amazon Deals App
 Acquires LOVEFiLM International Limited

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
- 2009**
 - Launches Office Supplies Store
 - Launches Lighting Store
 - Launches Outlet Store

- Launches innovative new credit card with MasterCard
 - Announces Javari.co.uk
 - Launches Car & Motorbike store
 - Announces Frustration-Free Packaging Initiative
 - Announces Call of Duty: Modern Warfare 2 as biggest selling product of 2009
- 2010**
 - Introduces Universal Wish List
 - Announces Kindle for iPad App
 - Launches Musical Instruments and DJ Store
 - Launches Grocery Store
 - Announces new generation of Kindle
 - Launches Pet Supplies Store
 - Opens Apparel Store with Exclusive Heidi Klum Collection
- 2011**
 - Announces Amazon App for Android
 - Acquires LOVEFiLM International Limited
- 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
 - Launches Wishlist Feature
- 2001**
 - 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
- 2009** Expands Free Shipping Offer to Belgium and Netherlands
- Starts Free Shipping of Blu-ray Discs
- Launches Amazon MP3 Music Service
- Launches Office Supplies Store
- Launches Lighting Store
- Launches Outlet Store
- Introduces Warehouse Deals
- Launches Frustration-Free Packaging
- Launches AmazonBasics
- Over 10 million tracks are available in MP3 Store
- Amazon MP3 launches in Austria & Switzerland
- 2010** Launches Shopping-App for iPhone and iPod touch
- Launches Amazon MP3-App for Android
- Launches Multi-Channel Fulfillment and FBA Export to Austria
- Launches Universal Wishlist
- Launches Grocery Store
- Announces new FC in North Rhine Westphalia (NRW)
- Launches Music Instruments
- Opens Apparel Store with Exclusive Heidi Klum Collection

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
- 2009** Announces Fulfillment by Amazon
- Opens Office Supplies Store
- Launches Amazon MP3
- Opens Perfume & Beauty and Health & Personal Care Stores
- Opens Baby Store
- Opens Lighting Store
- Opens Shoes & Accessories Store
- Announces Frustration Free Packaging Initiative

Announces shipping network growth with Kiala delivery points services
Announces delivery service to Belgium, Netherlands and Luxembourg
2010 Launches Amazon MP3-App for Android
Opens Sports & Outdoors Store
Announces new fulfillment center in Montelimar, France
Opens Outdoor Toys Store
Opens Organic Beauty Store
Opens PC Store
Opens Musical Instruments Store
Launches Javari.fr
Announces Amazon App for iPad
Opens Apparel Store with Exclusive Heidi Klum Collection

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
Opens Home & Kitchen Store
2004 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
2009 Opens Jewelry Store
Launches Associates for Javari.jp
Opens Stationary and Office Products Store

- Begins Selling Gift Cards at Convenience Stores
- Launches Kids & Baby Store for Javari.jp
- Opens DIY & Tool Store
- Opens Car & Bike Store
- Launches AmazonBasics
- 2010** Launches Amazon MP3
- Launches Nippon Store
- Launches Free Shipping
- Launches Pet items Store
- Launches Scheduled Delivery
- Launches Javari mobile
- Launches Music Instruments store

- 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
- 2009**
 - Kindle and more than 300,000 books in the Kindle Store available to customers
 - Launches Home & Garden Store
- 2010**
 - Announces Free Super Saver Shipping On Orders Over \$25
 - Launches Sports & Outdoors Store

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