

amazon.com

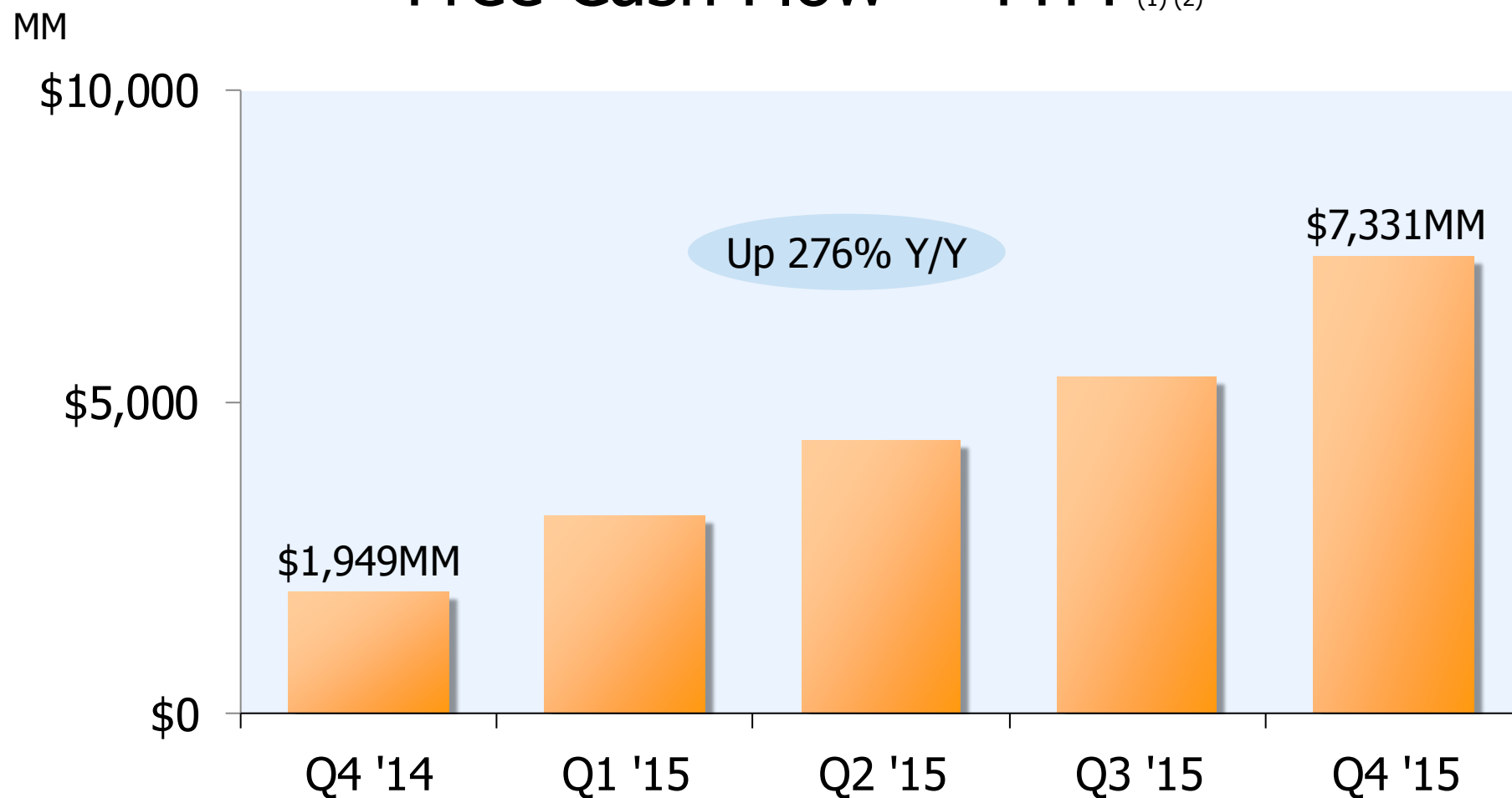
The Amazon logo, a curved orange arrow pointing from the letter 'a' to the letter 'z', is positioned below the text 'amazon.com'.

**Q4 2015 Financial Results
Conference Call Slides**

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

Additional information relating to certain of our financial measures contained herein is available in the appendix to our presentation, our most recent earnings release and at our website at www.amazon.com/ir.

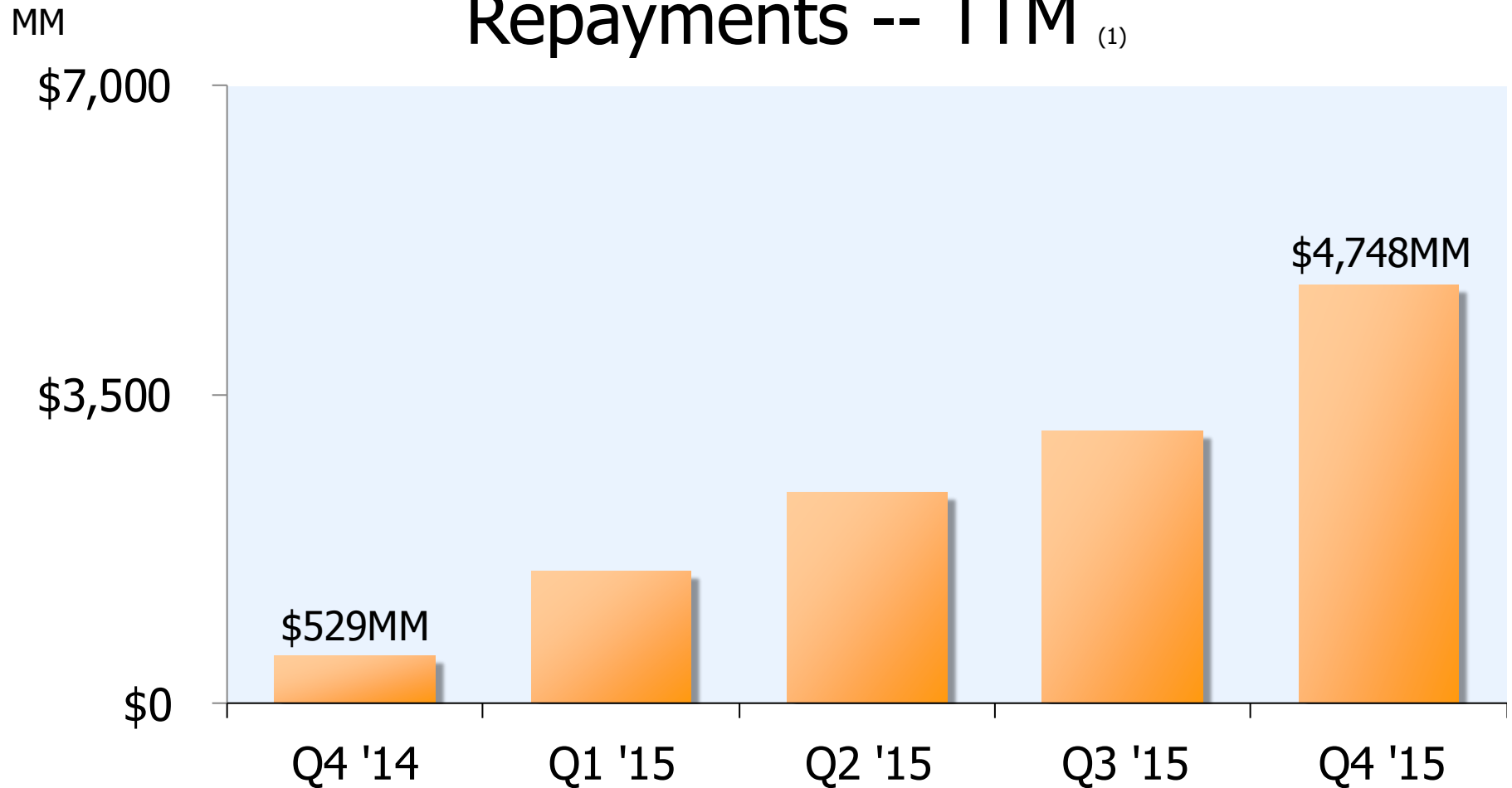
Free Cash Flow -- TTM ^{(1) (2)}



Long Term Goal – Optimize Free Cash Flows

- (1) Free cash flow is cash flow from operations reduced by "Purchases of property and equipment, including internal-use software and website development, net" which is included in cash flow from investing activities. See appendix for a reconciliation of operating cash flow to free cash flow.
- (2) Trailing twelve-month period

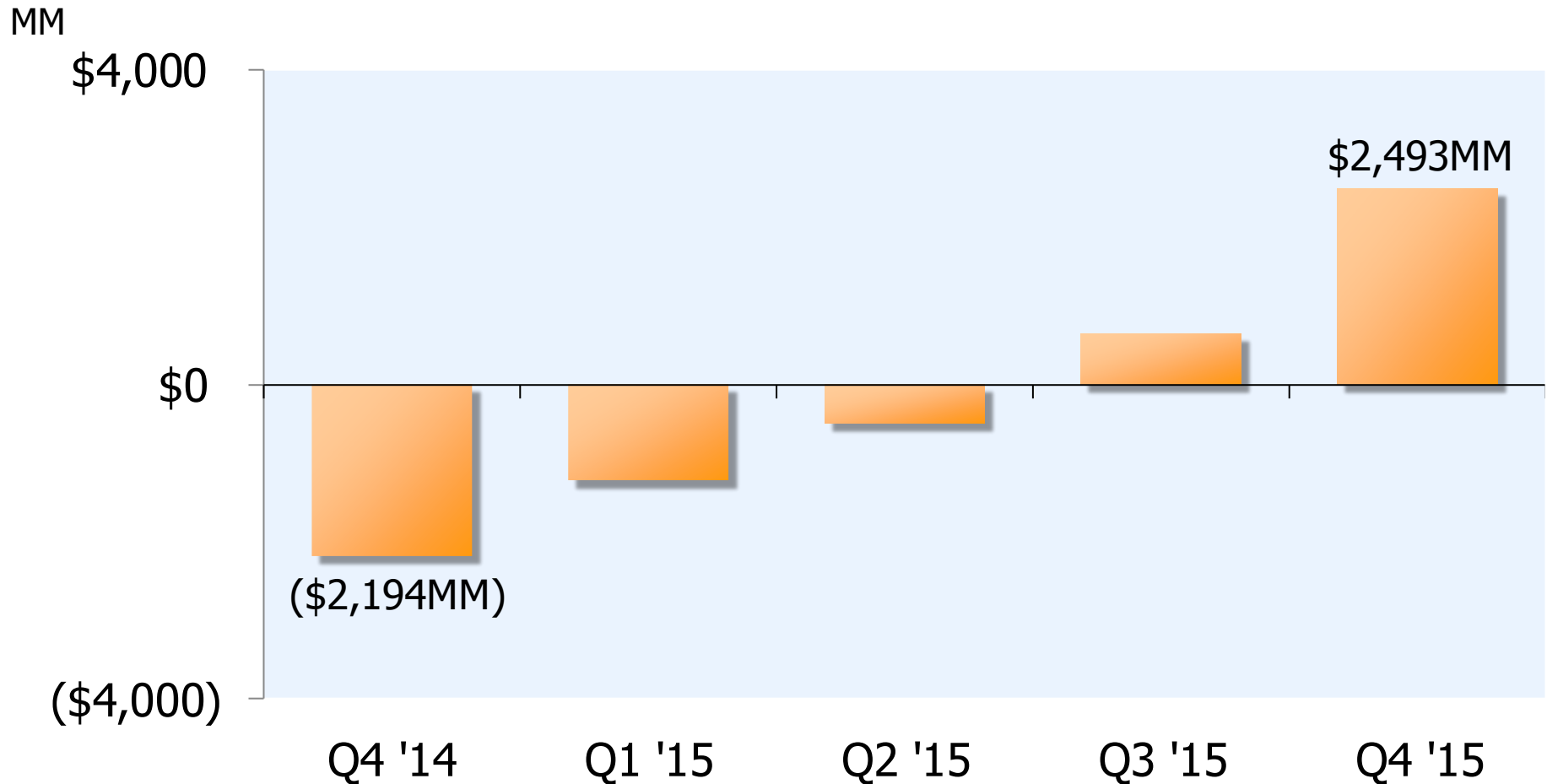
Free Cash Flow Less Lease Principal Repayments -- TTM ⁽¹⁾



Long Term Goal – Optimize Free Cash Flows

(1) Free cash flow less lease principal repayments is free cash flow reduced by "Principal repayments of capital lease obligations," and "Principal repayments of finance lease obligations," which are included in cash flow from financing activities. See appendix for a reconciliation of operating cash flow to free cash flow less lease principal repayments.

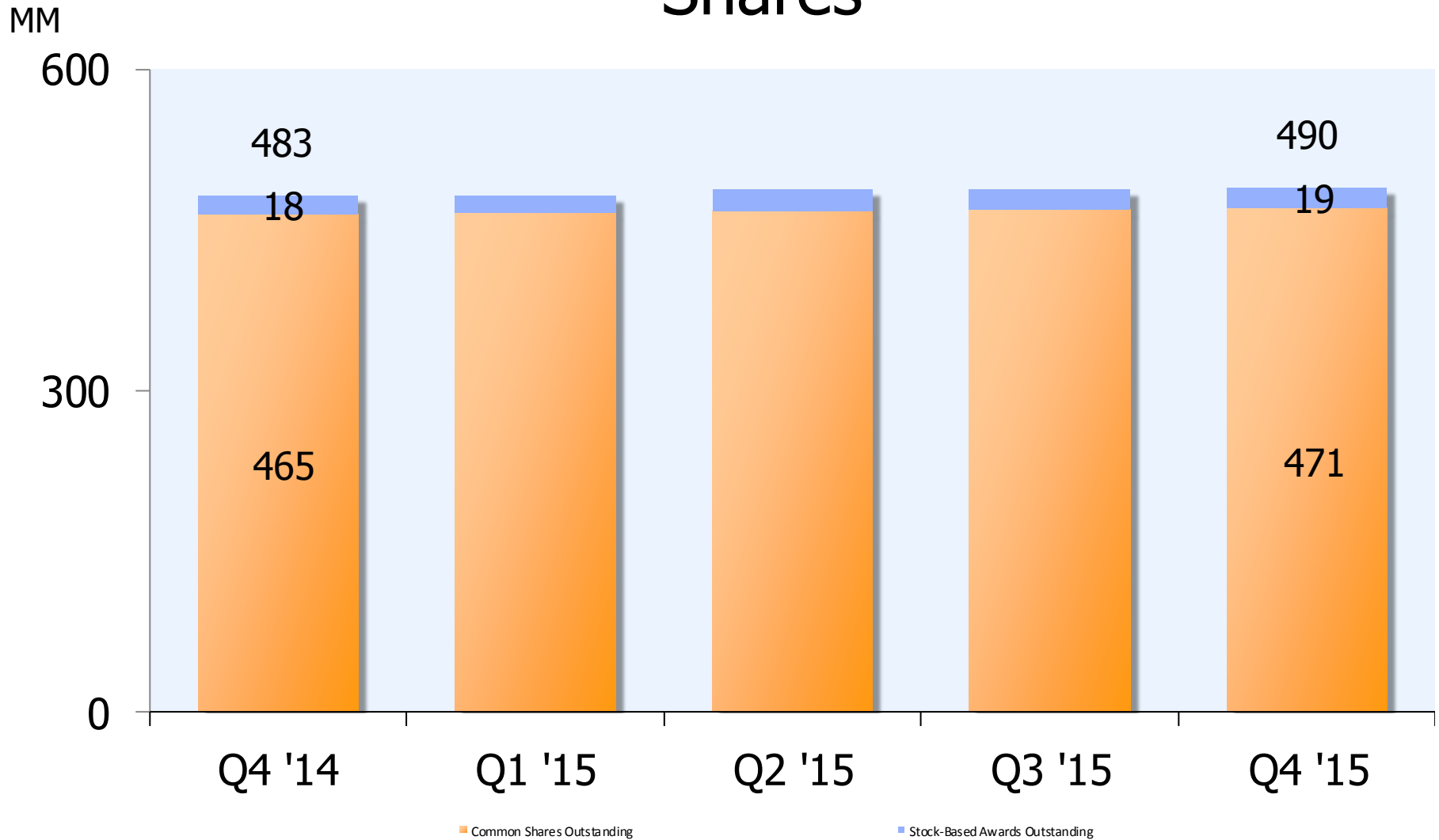
Free Cash Flow Less Finance Lease Principal Repayments and Assets Acquired Under Capital Leases -- TTM ⁽¹⁾



Long Term Goal – Optimize Free Cash Flows

(1) Free cash flow less finance lease principal repayments and assets acquired under capital leases is free cash flow reduced by "Principal repayments of finance lease obligations," which are included in cash flow from financing activities, and property and equipment acquired under capital leases. In this measure, property and equipment acquired under capital leases is reflected as if these assets had been purchased with cash, which is not the case as these assets have been leased. See appendix for a reconciliation of operating cash flow to free cash flow less finance lease principal repayments and assets acquired under capital leases.

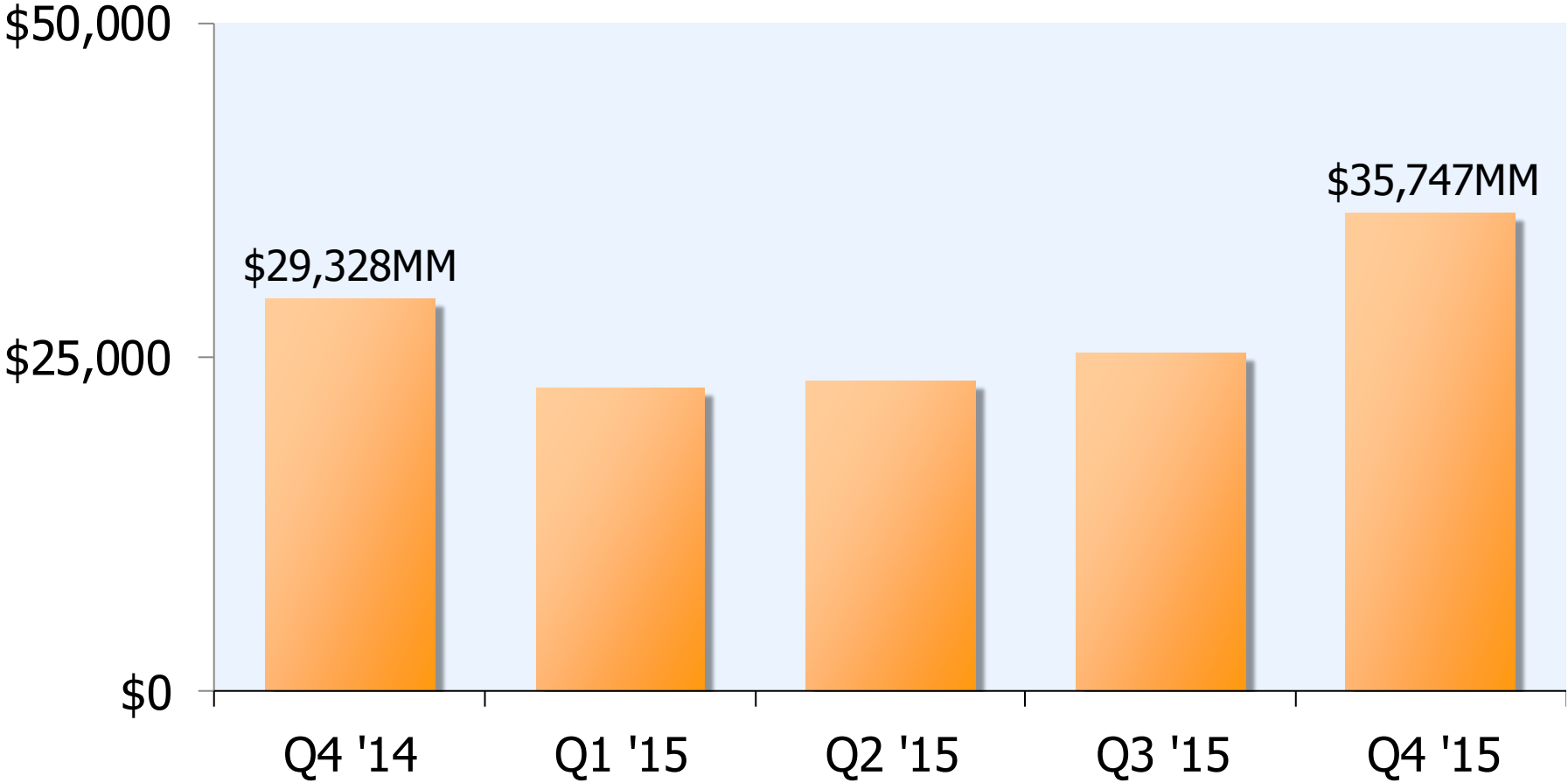
Shares



Efficiently Managing Dilution

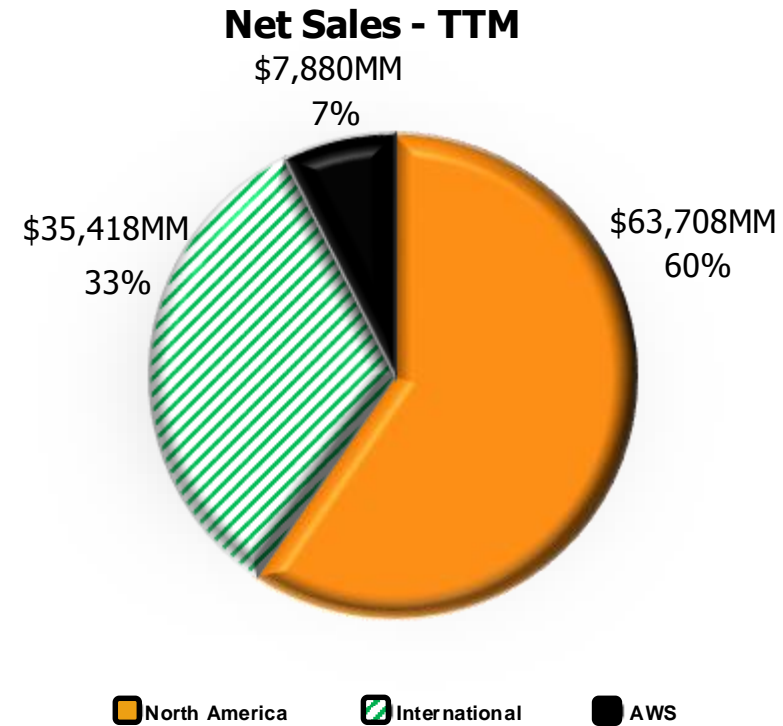
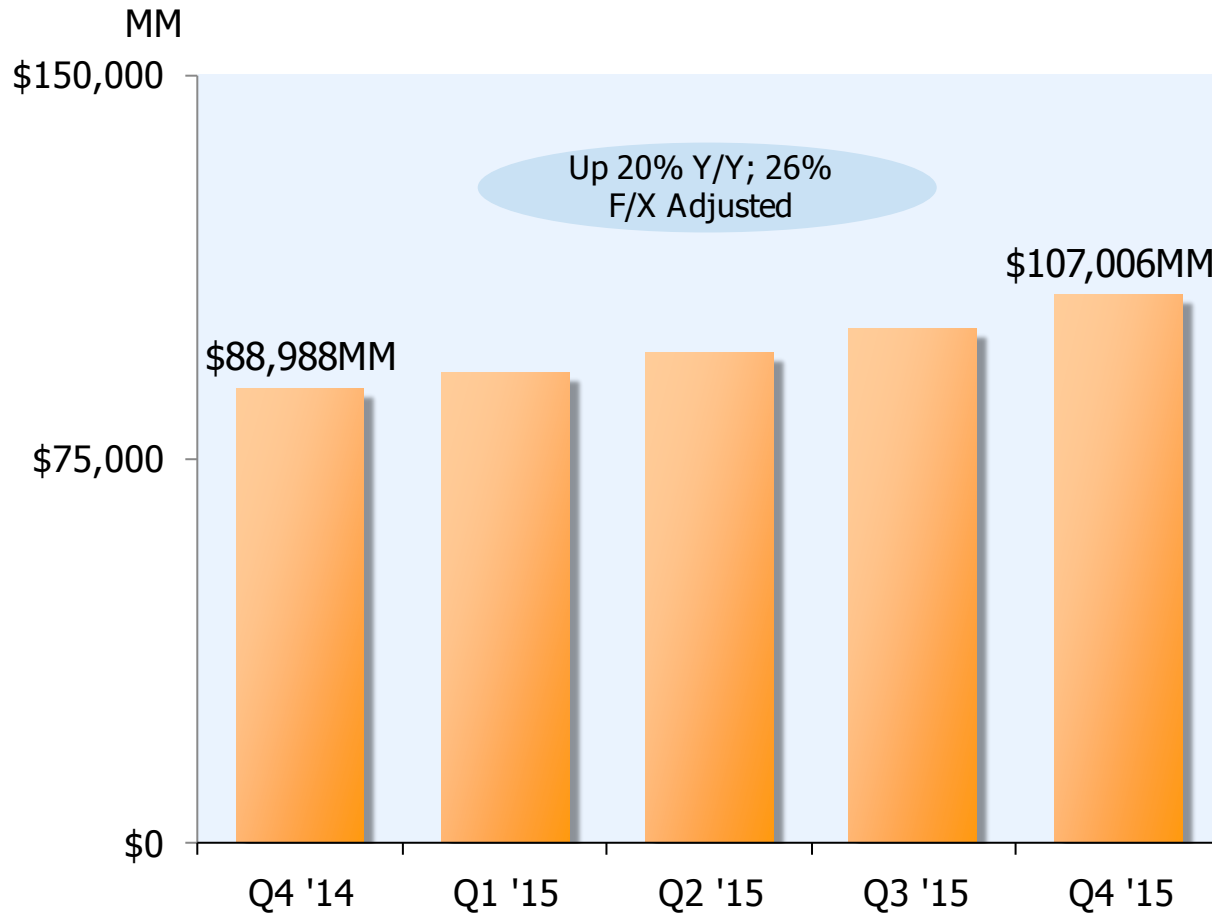
Net Sales

MM

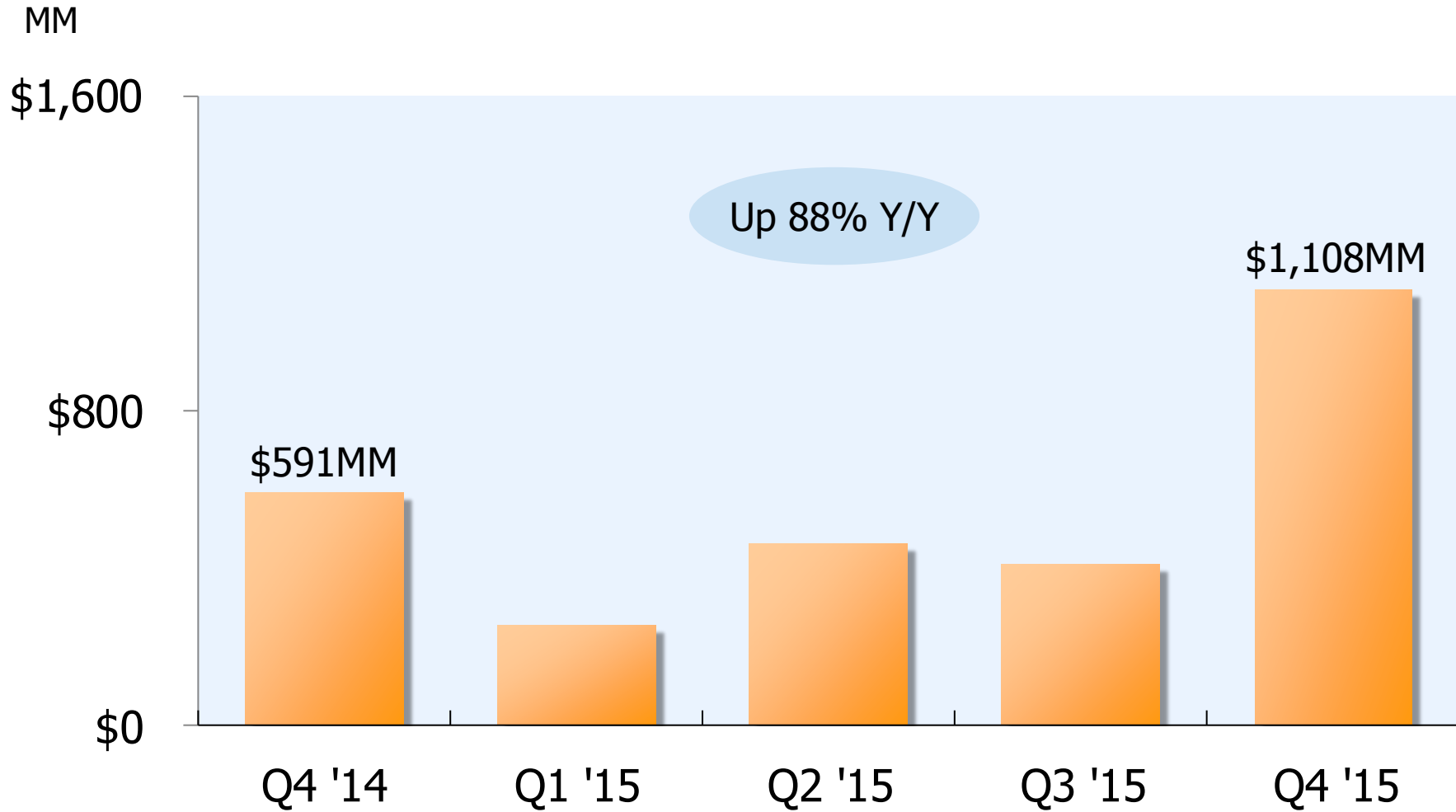


Up 22% Y/Y (26% F/X Adjusted)

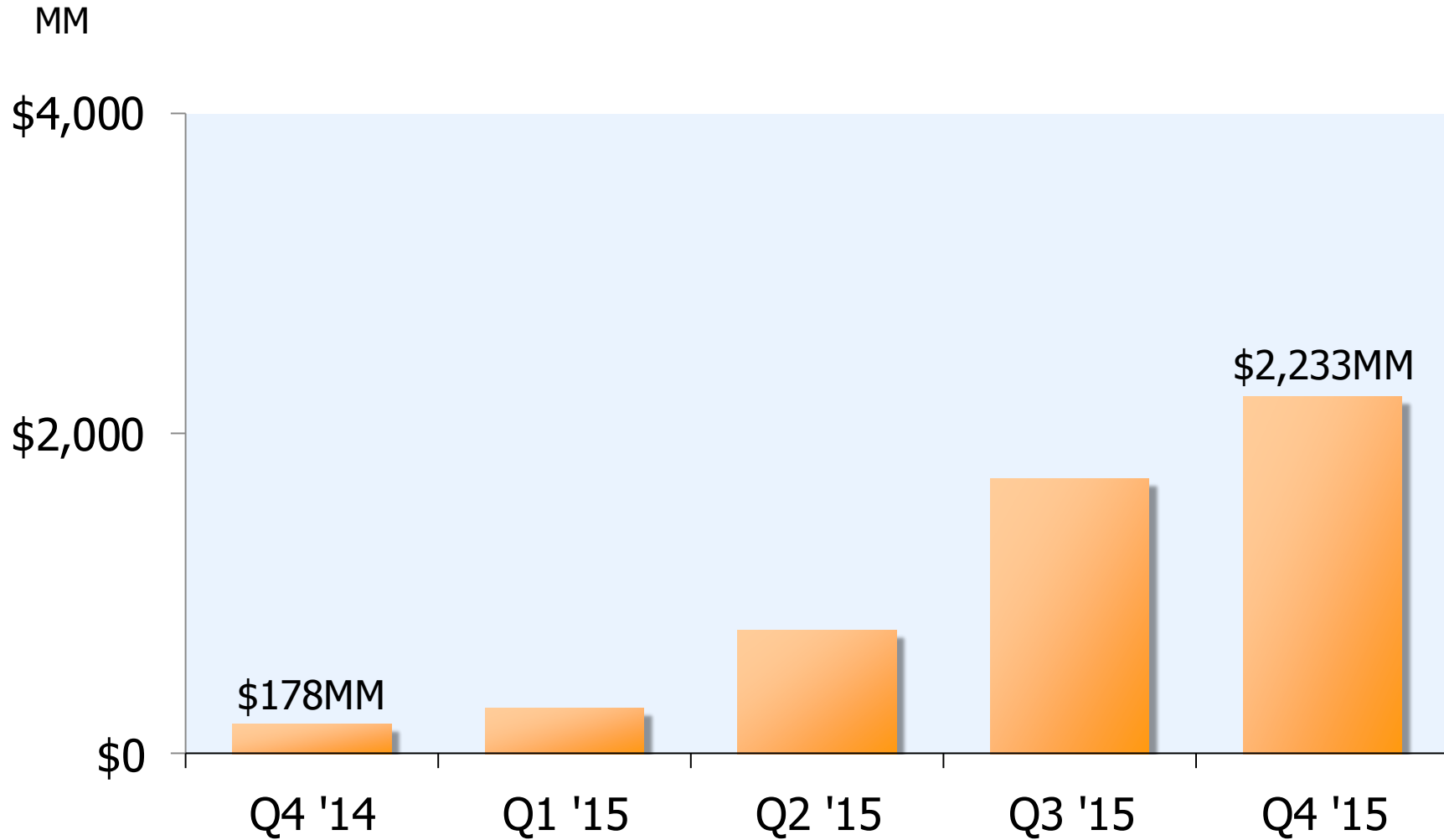
Net Sales – TTM



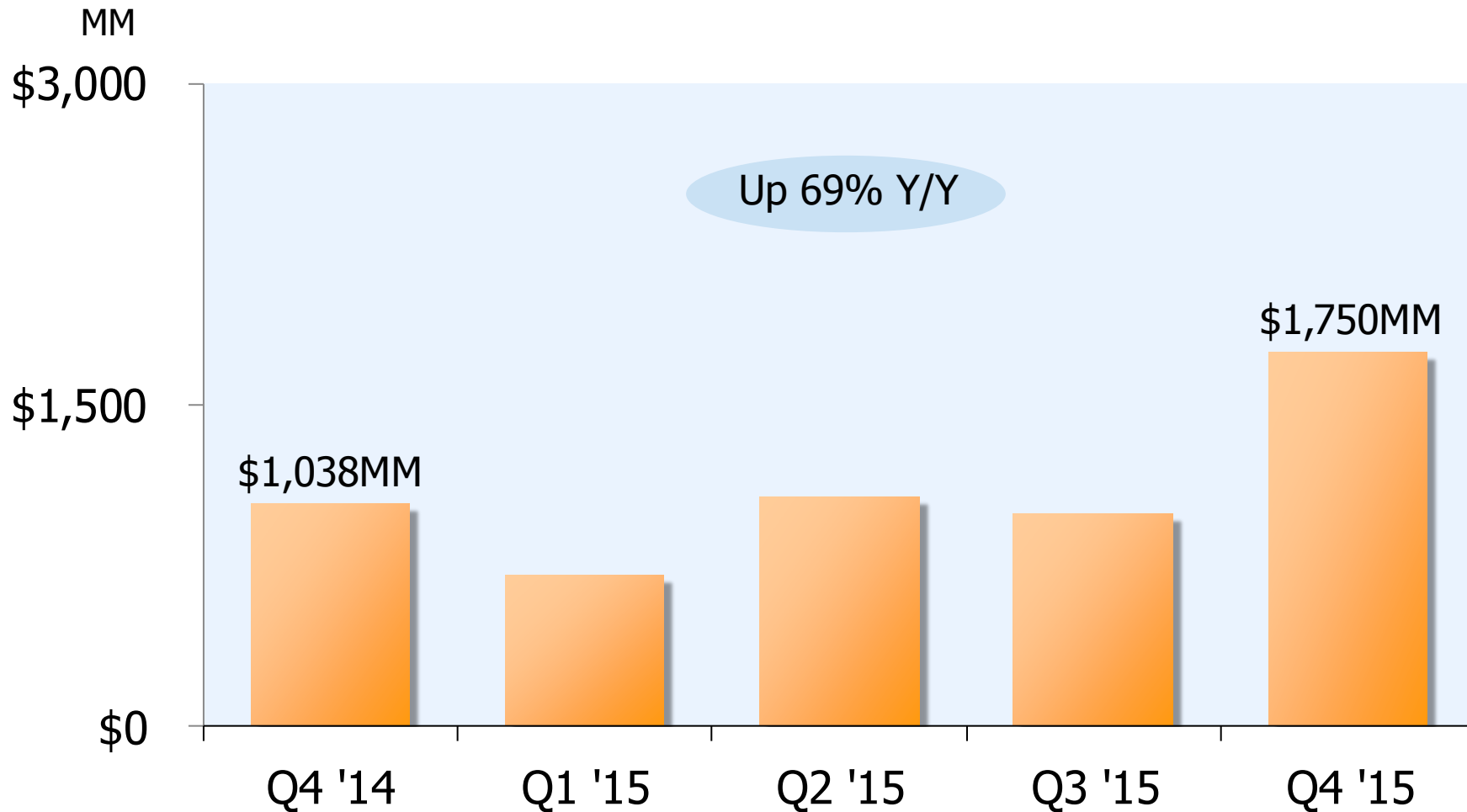
GAAP Operating Income



GAAP Operating Income – TTM

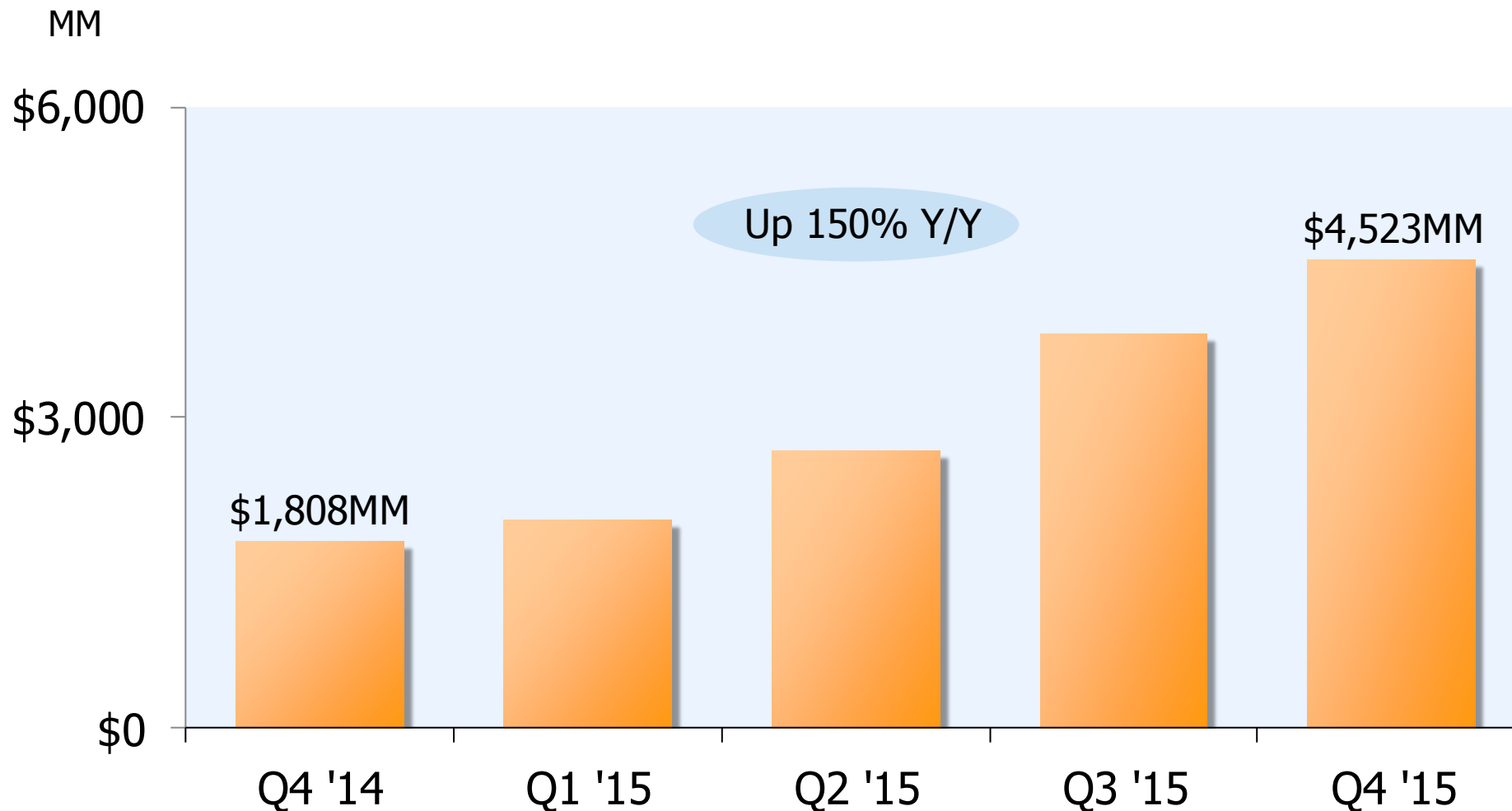


Consolidated Segment Operating Income ⁽¹⁾



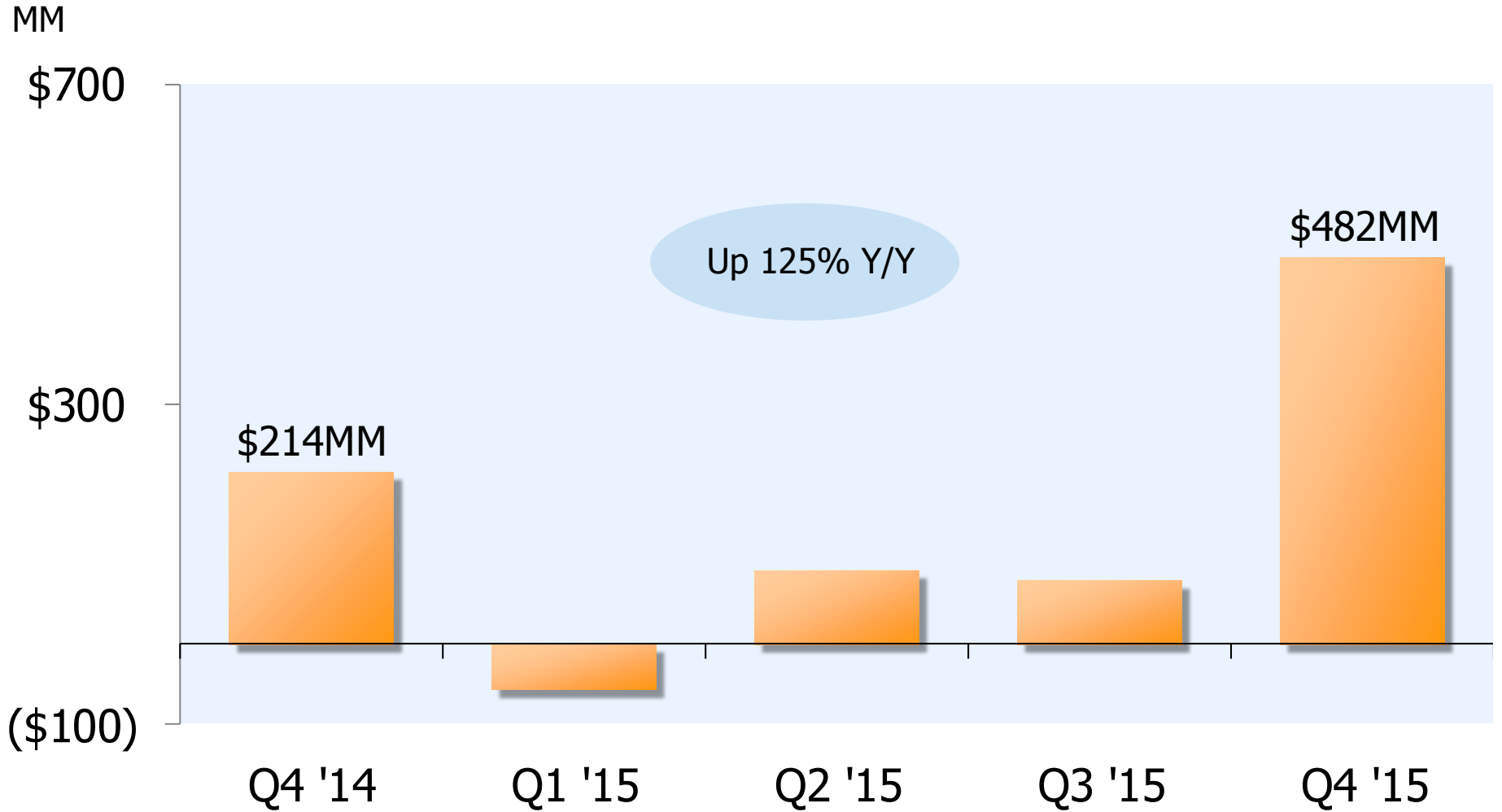
(1) Consolidated Segment Operating Income (CSOI), a non-GAAP financial measure, excludes Stock-Based Compensation and Other Operating Income (Expense), Net. See appendix for a reconciliation of CSOI to GAAP Operating Income.

Consolidated Segment Operating Income -- TTM ⁽¹⁾

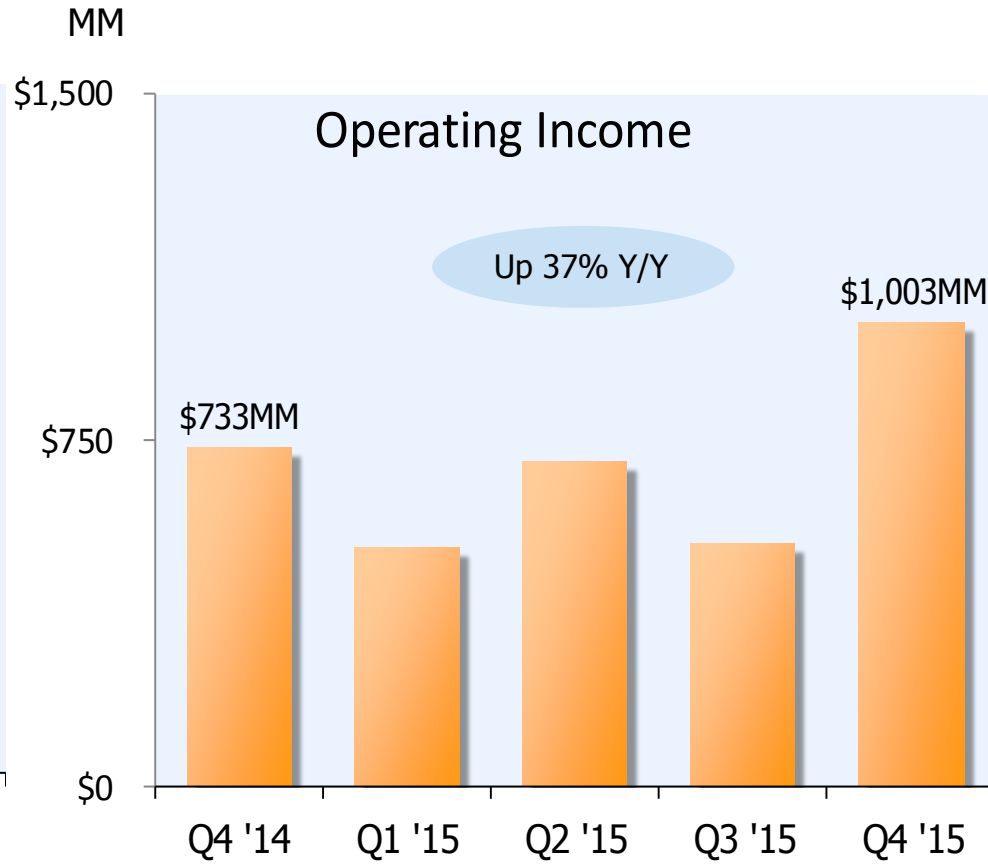
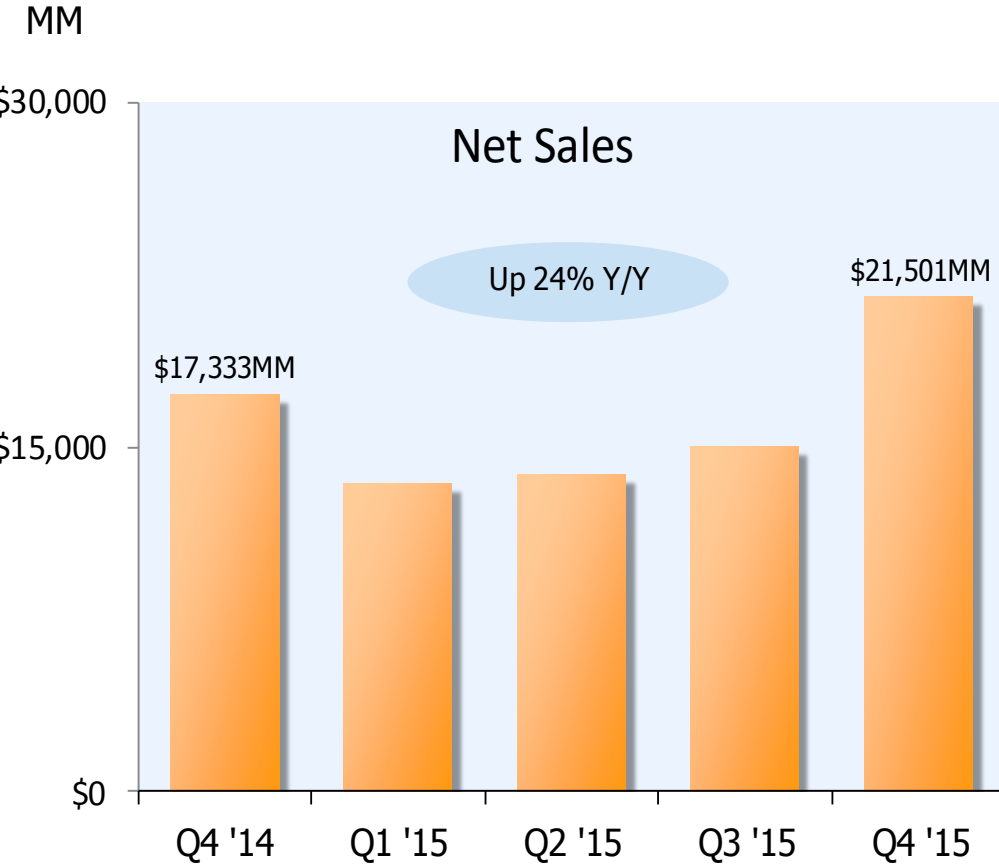


(1) Consolidated Segment Operating Income (CSOI), a non-GAAP financial measure, excludes Stock-Based Compensation and Other Operating Income (Expense), Net. See appendix for a reconciliation of CSOI to GAAP Operating Income.

GAAP Net Income (Loss)

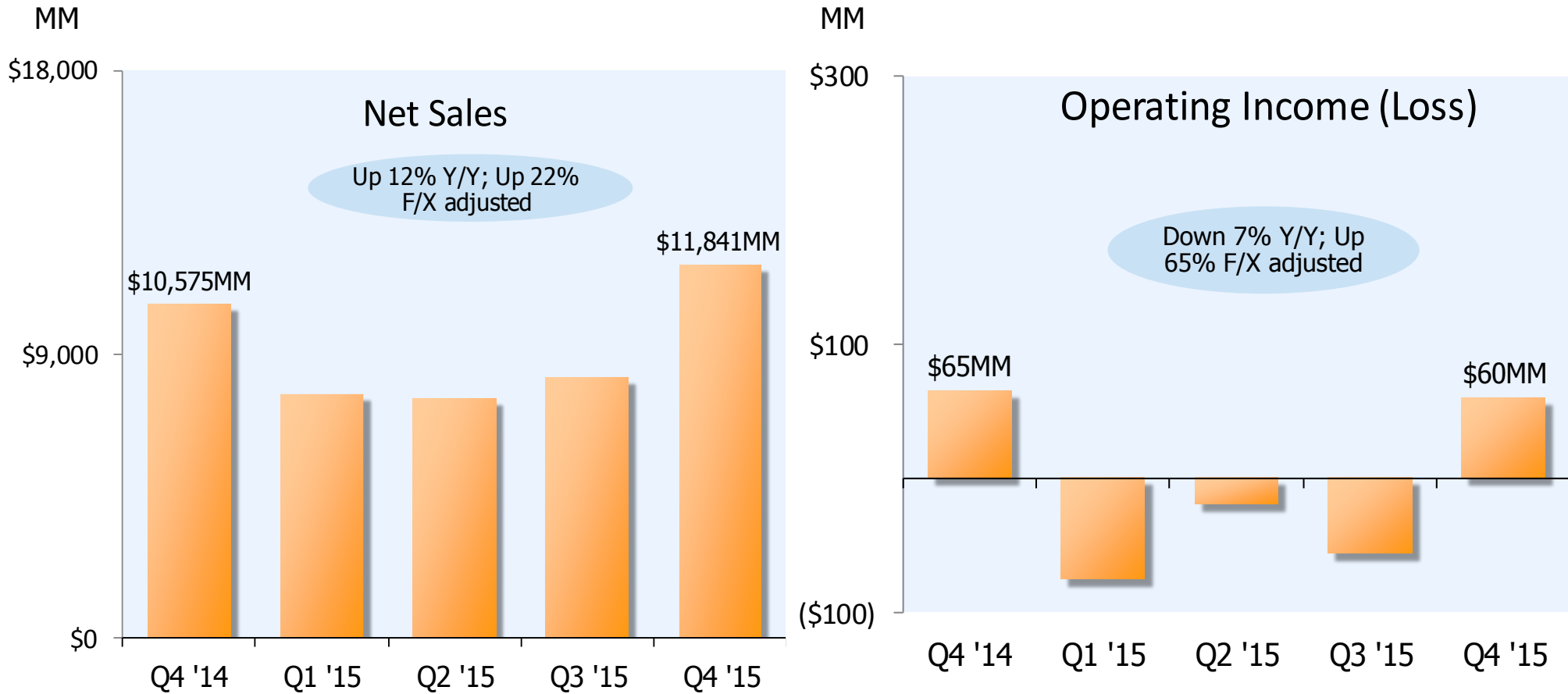


Segment Results – North America



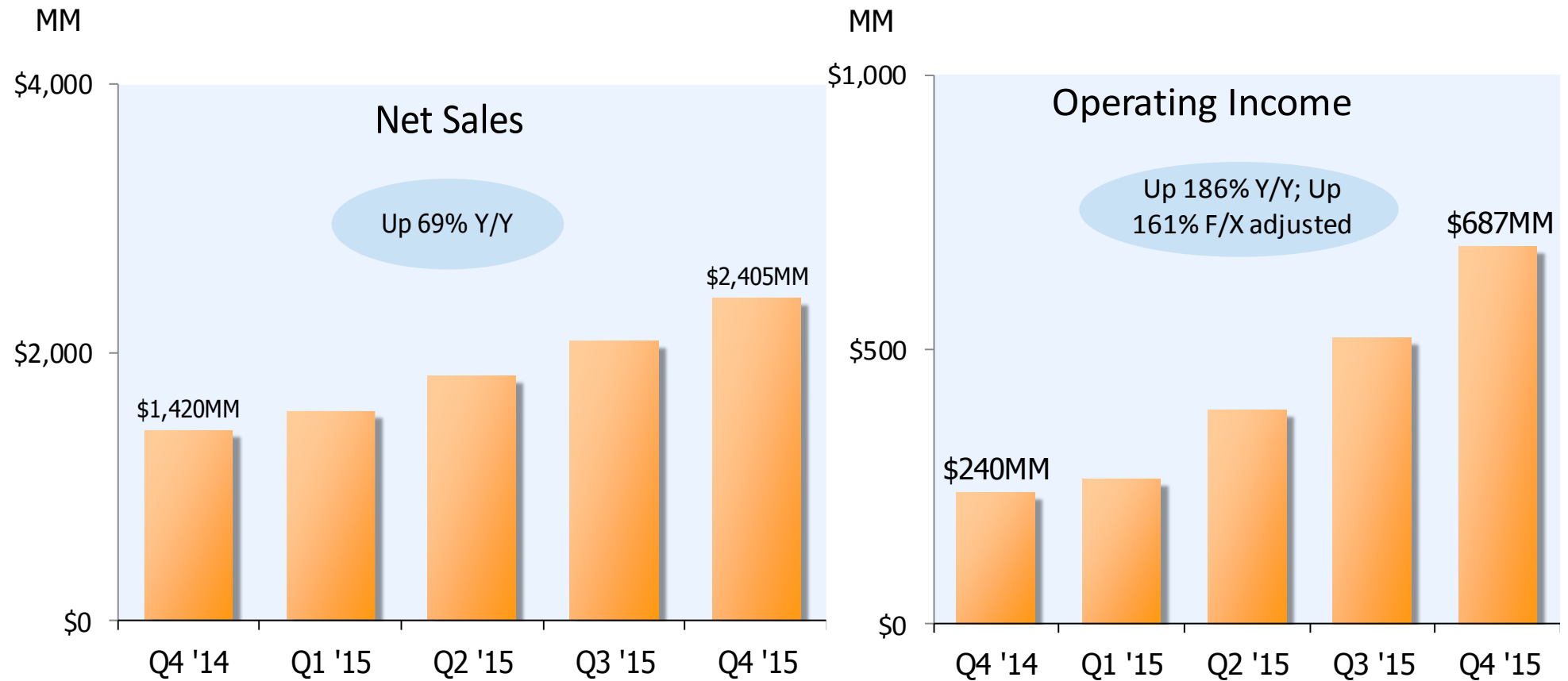
TTM Net Sales \$63.7B

Segment Results – International



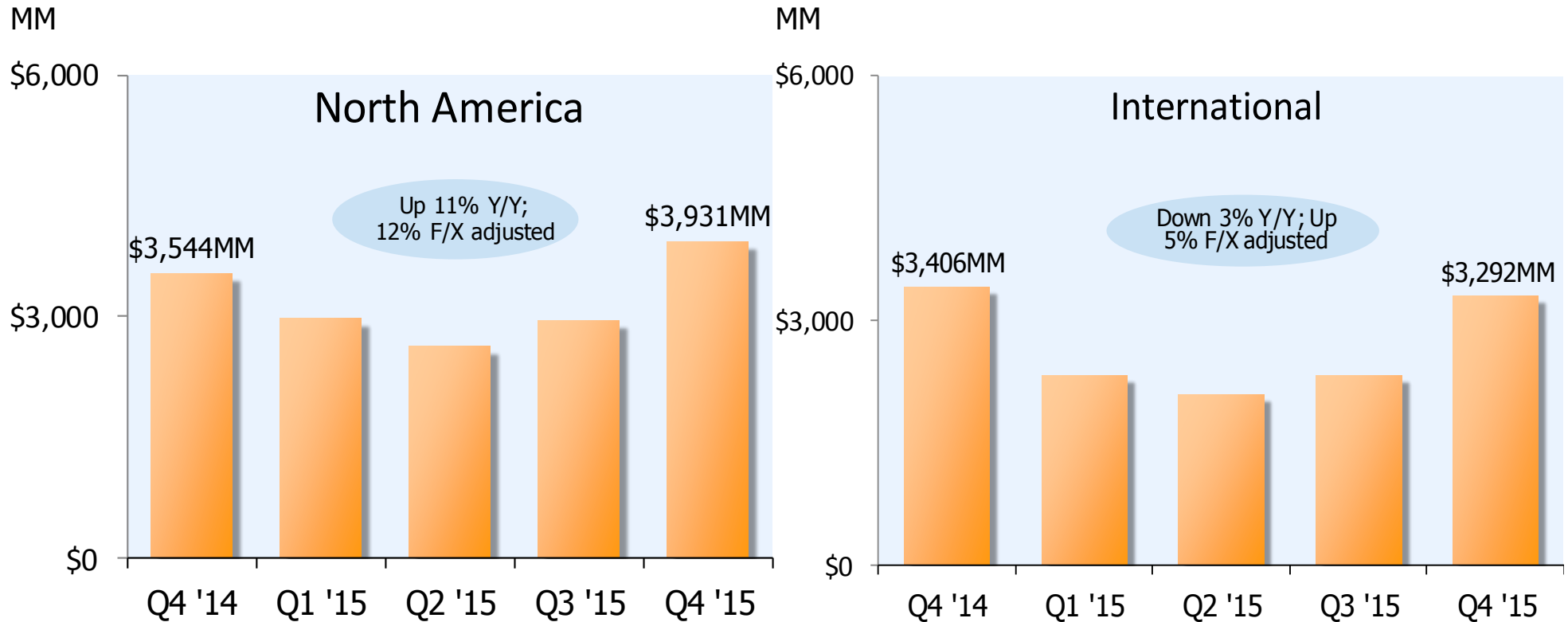
TTM Net Sales \$35.4B

Segment Results – AWS



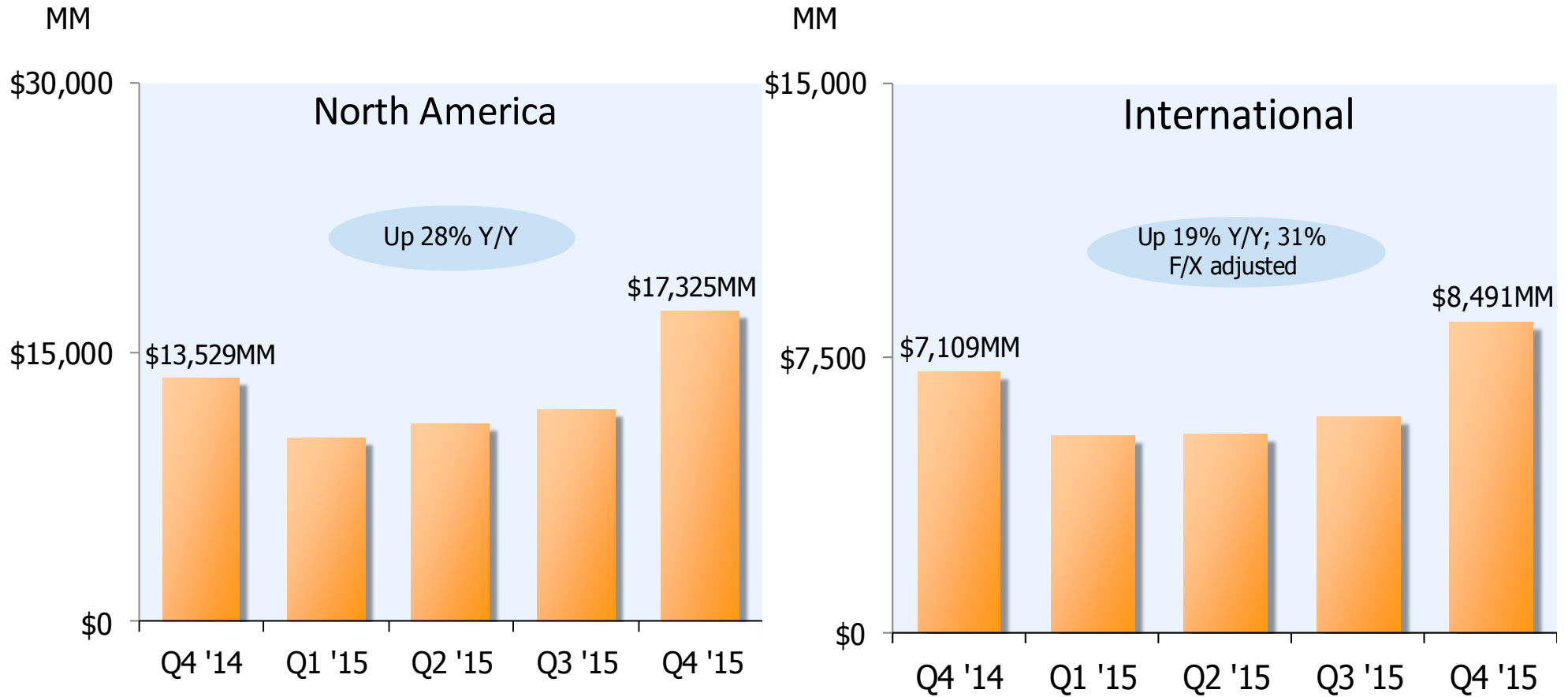
TTM Net Sales \$7.9B

Supplemental Revenue Highlights – Media



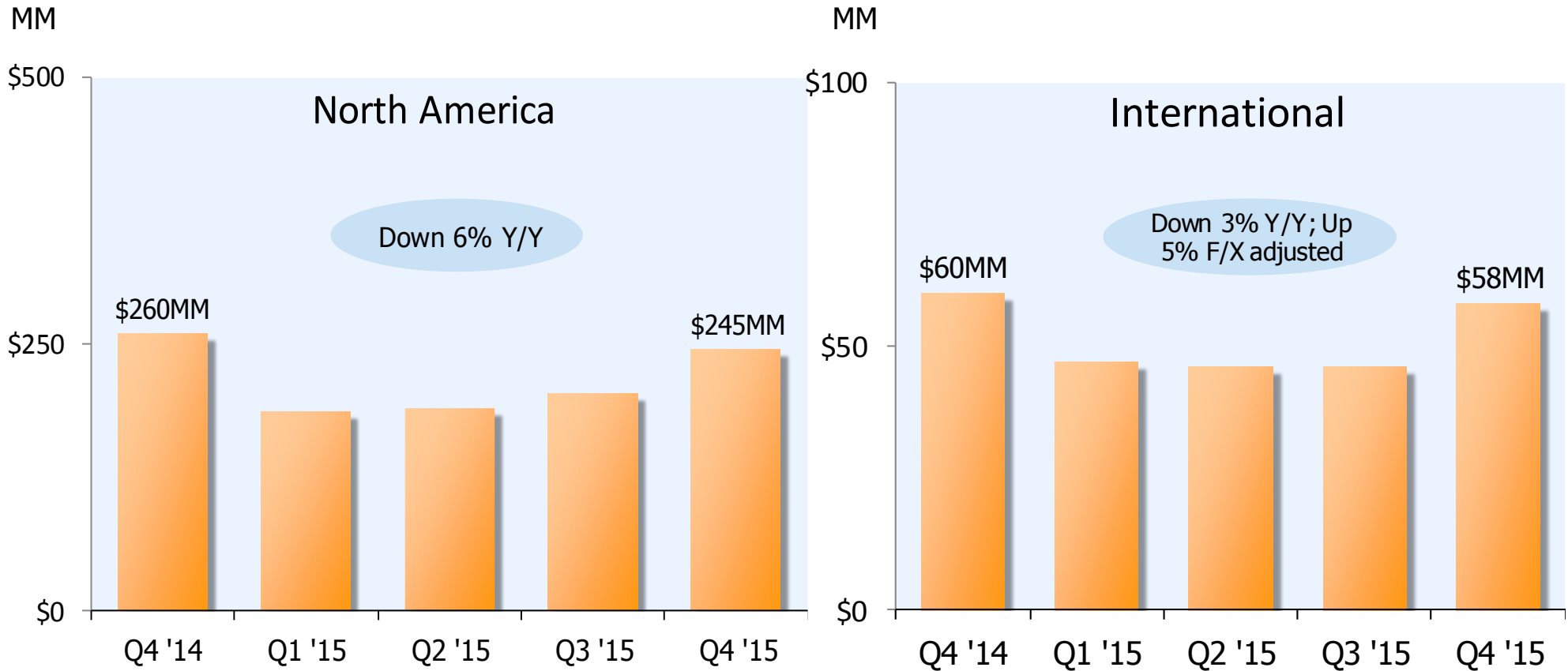
Books, Music, Movies, Video Games and Consoles, Software, and Digital Downloads

Supplemental Revenue Highlights – Electronics & Other General Merchandise (EGM)



Electronics and Computers, Home and Garden, Grocery, Health and Beauty, Toys, Kids and Baby, Clothing, Shoes and Jewelry, Sports and Outdoors, Tools, Auto and Industrial, and Digital Devices

Supplemental Revenue Highlights – Other



Includes sales from non-retail activities, such as certain advertising services and our co-branded credit card agreements

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Appendix

Free Cash Flow Reconciliation – TTM

	<u>Q4 '14</u>	<u>Q1 '15</u>	<u>Q2 '15</u>	<u>Q3 '15</u>	<u>Q4 '15</u>
\$MM					
Operating Cash Flow	\$ 6,842	\$ 7,845	\$8,980	\$9,823	\$11,920
Purchases of property and equipment, including internal-use software and website development, net	<u>(4,893)</u>	<u>(4,684)</u>	<u>(4,607)</u>	<u>(4,424)</u>	<u>(4,589)</u>
Free Cash Flow	<u>\$ 1,949</u>	<u>\$ 3,161</u>	<u>\$4,373</u>	<u>\$5,399</u>	<u>\$7,331</u>

Free Cash Flow Less Lease Principal Repayments – TTM

	<u>Q4 '14</u>	<u>Q1 '15</u>	<u>Q2 '15</u>	<u>Q3 '15</u>	<u>Q4 '15</u>
\$MM					
Operating Cash Flow	\$ 6,842	\$ 7,845	\$ 8,980	\$ 9,823	\$ 11,920
Purchases of property and equipment, including internal-use software and website development, net	(4,893)	(4,684)	(4,607)	(4,424)	(4,589)
Principal repayments of capital lease obligations	(1,285)	(1,537)	(1,832)	(2,144)	(2,462)
Principal repayments of finance lease obligations	<u>(135)</u>	<u>(132)</u>	<u>(155)</u>	<u>(163)</u>	<u>(121)</u>
Free Cash Flow Less Lease Principal Repayments	<u>\$ 529</u>	<u>\$ 1,492</u>	<u>\$ 2,386</u>	<u>\$ 3,092</u>	<u>\$ 4,748</u>

Free Cash Flow Less Finance Lease Principal Repayments and Assets Acquired Under Capital Leases – TTM

\$MM	<u>Q4 '14</u>	<u>Q1 '15</u>	<u>Q2 '15</u>	<u>Q3 '15</u>	<u>Q4 '15</u>
Operating Cash Flow	\$ 6,842	\$ 7,845	\$ 8,980	\$ 9,823	\$ 11,920
Purchases of property and equipment, including internal-use software and website development, net	(4,893)	(4,684)	(4,607)	(4,424)	(4,589)
Property and equipment acquired under capital leases	(4,008)	(4,246)	(4,710)	(4,599)	(4,717)
Principal repayments of finance lease obligations	<u>(135)</u>	<u>(132)</u>	<u>(155)</u>	<u>(163)</u>	<u>(121)</u>
Free Cash Flow Less Finance Lease Principal Repayments and Assets Acquired Under Capital Leases	<u>\$ (2,194)</u>	<u>\$ (1,217)</u>	<u>\$ (492)</u>	<u>\$ 637</u>	<u>\$ 2,493</u>

Consolidated Segment Operating Income Reconciliation

\$MM	<u>Q4 '14</u>	<u>Q1 '15</u>	<u>Q2 '15</u>	<u>Q3 '15</u>	<u>Q4 '15</u>
Consolidated Segment Operating Income	\$ 1,038	\$ 706	\$ 1,075	\$ 993	\$ 1,750
Stock-Based Compensation	(408)	(407)	(563)	(544)	(606)
Other Operating Income (Expense), Net	<u>(39)</u>	<u>(44)</u>	<u>(48)</u>	<u>(43)</u>	<u>(36)</u>
GAAP Operating Income	<u>\$ 591</u>	<u>\$ 255</u>	<u>\$ 464</u>	<u>\$ 406</u>	<u>\$ 1,108</u>

Consolidated Segment Operating Income Reconciliation – TTM

\$MM	<u>Q4 '14</u>	<u>Q1 '15</u>	<u>Q2 '15</u>	<u>Q3 '15</u>	<u>Q4 '15</u>
Consolidated Segment Operating Income	\$ 1,808	\$ 2,012	\$ 2,682	\$ 3,811	\$ 4,523
Stock-Based Compensation	(1,497)	(1,582)	(1,754)	(1,921)	(2,119)
Other Operating Income (Expense), Net	<u>(133)</u>	<u>(143)</u>	<u>(163)</u>	<u>(175)</u>	<u>(171)</u>
GAAP Operating Income	<u>\$ 178</u>	<u>\$ 287</u>	<u>\$ 765</u>	<u>\$ 1,715</u>	<u>\$ 2,233</u>