

8 Appendix

8.1 Amazon's Balance Sheet

AMAZON COM INC

BALANCE_SHEET

Form Type: 10-K

ASSETS	2016	2017	2018	2019	2020
Current assets:					
Cash and cash equivalents	\$ 19,334	\$ 20,522	\$ 31,750	\$ 36,092	\$ 42,122
Marketable securities	6,647	10,464	9,500	18,929	42,274
Inventories	11,461	16,047	17,174	20,497	23,795
Accounts receivable, net and other	8,339	13,164	16,677	20,816	24,542
Total current assets	45,781	60,197	75,101	96,334	132,733
Property and equipment, net	29,114	48,866	61,797	72,705	113,114
Operating leases	-	-	-	25,141	37,553
Goodwill	3,784	13,350	14,548	14,754	15,017
Other assets	4,723	8,897	11,202	16,314	22,778
Total assets	\$ 83,402	\$ 131,310	\$ 162,648	\$ 225,248	\$ 321,195
LIABILITIES AND STOCKHOLDERS' EQUITY					
Current liabilities:					
Accounts payable	\$ 25,309	\$ 34,616	\$ 38,192	\$ 47,183	\$ 72,539
Accrued expenses and other	13,739	18,170	23,663	32,439	44,138

Unearned revenue	4,768	5,097	6,536	8,190	9,708
Total current liabilities	43,816	57,883	68,391	87,812	126,385
Long-term lease liabilities	-	-	9,650	39,791	52,573
Long-term debt	7,694	24,743	23,495	23,414	31,816
Other long-term liabilities	12,607	20,975	17,563	12,171	17,017
Commitments and contingencies (Note 7)					
Stockholders' equity:					
Preferred stock, \$0.01 par value:					
Authorized shares - 500					
Issued and outstanding shares - none	-	-	-	-	-
Common stock, \$0.01 par value:					
Authorized shares - 5,000					
Issued shares					
Outstanding shares	5	5	5	5	5
Treasury stock, at cost	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)
Additional paid-in capital	17,186	21,389	26,791	33,658	42,865
Accumulated other comprehensive loss	(985)	(484)	(1,035)	(986)	(180)
Retained earnings	4,916	8,636	19,625	31,220	52,551
Total stockholders' equity	19,285	27,709	43,549	62,060	93,404
Total liabilities and stockholders' equity	\$ 83,402	\$ 131,310	\$ 162,648	\$ 225,248	\$ 321,195

Source: Amazon Annual Reports (2020)

8.2 Amazon's Income Statement

	2016	2017	2018	2019	2020
Net product sales	\$ 94,665	\$ 118,573	\$ 141,915	\$ 160,408	\$ 215,915
Net service sales	41,322	59,293	90,972	120,114	170,149
Total net sales	135,987	177,866	232,887	280,522	386,064
Operating expenses:					
Cost of sales	88,265	111,934	139,156	165,536	233,307
Fulfillment	17,619	25,249	34,027	40,232	58,517
Technology and content	16,085	22,620	28,837	35,931	42,740
Marketing	7,233	10,069	13,814	18,878	22,008
General and administrative	2,432	3,674	4,336	5,203	6,668
Other operating expense (income), net	167	214	296	201	(75)
Total operating expenses	131,801	173,760	220,466	265,981	363,165
Operating income	4,186	4,106	12,421	14,541	22,899
Interest income	100	202	440	832	555
Interest expense	(484)	(848)	(1,417)	(1,600)	(1,647)
Other income (expense), net	90	346	(183)	203	2,371
Total non-operating income (expense)	(294)	(300)	(1,160)	(565)	1,279
Income before income taxes	3,892	3,806	11,261	13,976	24,178
Provision for income taxes	(1,425)	(769)	(1,197)	(2,374)	(2,863)
Equity-method investment activity, net of tax	(96)	(4)	9	(14)	16
Net income	\$ 2,371	\$ 3,033	\$ 10,073	\$ 11,588	\$ 21,331
Basic earnings per share	\$ 5.01	\$ 6.32	\$ 20.68	\$ 23.46	\$ 42.64
Diluted earnings per share	\$ 4.90	\$ 6.15	\$ 20.14	\$ 23.01	\$ 41.83

Source : Amazon Annual Reports (2020)