COMPANY ANALYSIS ON AMAZON

Company Analysis Report in partial fulfillment of the requirements for the award of the Degree of

BACHELOR OF COMMERCE

of

DAVANGERE UNIVERSITY

By

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DECLARATION

I hereby declare that the company analysis report entitled **"AMAZON"** submitted to the Department of Commerce, Davangere University, Davangere is a record of an original work done by me under the guidance of ***Mr. MOHAN KUMAR .M,*** Lecturer of Commerce, Associated with the Davangere University and this Company Analysis Report is submitted in the partial fulfillment for the award of Bachelor Degree in Commerce by Davangere University.

I also declare that, this Report is the outcome of my own efforts and that it has not been submitted to any other university or institute for the award of any Degree or Diploma or Certificate.

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CERTIFICATE OF ORIGINALITY

Date:

This is to certify that the company analysis report titled **"AMAZON"** is an original work of **Ms. SAHANA .H.B;** bearing University Register Number *U13SJ21C0001* and is being submitted in partial fulfillment for the award of the Bachelor Degree in Commerce of Davangere University. The report has not been submitted earlier either to this university/ Institution for the fulfillment of the requirement of a course of study.

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CHAPTER-1
INTRODUCTION

1.1 Introduction

Amazon.com, Inc. is an American multinational technology company focusing on e-commerce, cloud computing, online advertising, digital streaming, and artificial intelligence. It is considered one of the Big Five American technology companies, alongside Alphabet (parent company of Google), Apple, Meta (parent company of Facebook) and Microsoft.

Amazon was founded by Jeff Bezos from his garage in Bellevue, Washington, on July 5, 1994. Initially an online marketplace for books, it has expanded into a multitude of product categories, a strategy that has earned it the moniker *The Everything Store*. It has multiple subsidiaries including Amazon Web Services (cloud computing), Zoox (autonomous vehicles), Kuiper Systems (satellite Internet), and Amazon Lab126 (computer hardware R&D). Its other subsidiaries include Ring, Twitch, IMDb, and Whole Foods Market. Its acquisition of Whole Foods in August 2017 for US$13.4 billion substantially increased its footprint as a physical retailer.

Amazon has earned a reputation as a disruptor of well-established industries through technological innovation and "aggressive" reinvestment of profits into capital expenditures. As of 2023, it is the world's largest online retailer and marketplace, smart speaker provider, cloud computing service through AWS, live-streaming service through Twitch, and Internet company as measured by revenue and market share. In 2021, it surpassed Walmart as the world's largest retailer outside of China, driven in large part by its paid subscription plan, Amazon Prime, which has close to 200 million subscribers worldwide. It is the second-largest private employer in the United States.

As of October 2023 Amazon is the 12th most visited website in the world with 82% of its primary domains traffic coming from the United States.

Amazon also distributes a variety of downloadable and streaming content through its Amazon Prime Video, MGM+, Amazon Music, Twitch, and Audible units. It publishes books through its publishing arm, Amazon Publishing, film and television content through Amazon MGM Studios, including the Metro-Goldwyn-Mayer studio which acquired in

March 2022. It also produces consumer electronics—most notably, Kindle e-readers, Echo devices, Fire tablets, and Fire TVs. Amazon has been criticized for customer data collection practices, a toxic work culture, censorship, tax avoidance, and anti-competitive behavior.

1.2 History

1994–2009: early years

Amazon was founded on July 5, 1994, by Jeff Bezos, who chose the Seattle area for its abundance of technical talent, as Microsoft was in the area.

Amazon went public in May 1997. It began selling music and videos in 1998, and began international operations by acquiring online sellers of books in the United Kingdom and Germany. In the subsequent year, it initiated the sale of a diverse range of products, including music, video games, consumer electronics, home improvement items, software, games, and toys.

In 2002, it launched Amazon Web Services (AWS), which initially focused on providing APIs for web developers to build web applications on top of Amazon's ecommerce platform. In 2004, AWS was expanded to provide website popularity statistics and web crawler data from the Alexa Web Information Service. AWS later shifted toward providing enterprise services with Simple Storage Service (S3) in 2006, and Elastic Compute Cloud (EC2) in 2008, allowing companies to rent data storage and computing power from Amazon. In 2006, Amazon also launched the *Fulfillment by Amazon* program, which allowed individuals and small companies (called "third-party sellers") to sell products through Amazon's warehouses and fulfillment infrastructure.

2010–present: growth

Amazon purchased the Whole Foods Market supermarket chain in 2017. It is the leading e-retailer in the United States with approximately US$178 billion net sales in 2017. It has over 300 million active customer accounts globally.

Amazon saw large growth during the COVID-19 pandemic, hiring more than 100,000 staff in the United States and Canada. Some Amazon workers in the US, France, and Italy protested the company's decision to "run normal shifts" due to COVID-19's ease of spread in warehouses. In Spain, the company faced legal complaints over its policies, while a group of US Senators wrote an open letter to Bezos expressing concerns about workplace safety.

On February 2, 2021, Bezos announced that he would step down as CEO to become executive chair of Amazon's board. The transition officially took place on July 5, 2021, with former CEO of AWS Andy Jassy replacing him as CEO. In January 2023, Amazon cut over 18,000 jobs, primarily in consumer retail and its human resources division in an attempt to cut costs.

1.3 Nature of Business

Originally started as an online bookselling company, Amazon has morphed into an internet-based business enterprise that is largely focused on providing e-commerce, cloud computing, digital streaming and artificial intelligence (AI) services.

Following an Amazon-to-buyer sales approach, the company offers a monumental product range and inventory, enabling consumers to buy just about anything, including clothing, beauty supplies, gourmet food, jewelry, books, movies, electronics, pet supplies, furniture, toys, garden supplies and household goods.

Headquartered in Seattle, Amazon has individual websites, software development centers, customer service centers, data centers and fulfillment centers around the world.

1.4 Amazon Mission Statement

"Amazon is guided by four principles: customer obsession rather than competitor focus, passion for invention, commitment to operational excellence, and long-term thinking. Customer reviews, 1-Click shopping, personalized recommendations, Prime, Fulfillment by Amazon, AWS, Kindle Direct Publishing, Kindle, Fire tablets, Fire TV, Amazon Echo, and Alexa are some of the products and services pioneered by Amazon."

1.5 Amazon Vision Statement

Our vision is to be earth's most customer-centric company; to build a place where people can come to find and discover anything they might want to buy online.

1.6 Amazon Values

- Customer Obsession
- Ownership
- Invent and Simplify
- Learn and Be Curious
- Hire the Best
- The Highest Standards
- Think Big
- Bias for Action
- Earn Trust
- Deliver Results

1.7 Objectives

We aim to be Earth's most customer centric company. Our mission is to continually raise the bar of the customer experience by using the internet and technology to help consumers find, discover and buy anything, and empower businesses and content creators to maximise their success.

The main goal of Amazon is to focus on long-term growth by becoming the Earth’s most customer-centric company. In order to achive this goal, Amazon has undertake generic strategies and interactive strategy to provide the greatest convenience to customers, widest selection of products and services to customers and lowest price without compromising product quality and safety. These strategies are also supported by Amazon’s commitment to improve its foundation on innovation by investing heavily on technology and innovation as well as its R&D. As shown in Figure 1, Amazon has a lower cost structure as it is a online retail company which does not need a physical store to target the global market. Hence, it is able to provide low cost products that increase customers’ shopping experience. Consequently satisfied customers would tend to be returning customers and perform positive word of mouth that increases Amazon’s traffic. Thus, high demand of Amazon’s products would increase the amount of seller customer as well as product selection. As a result, increased product selection and customer convenience further contribute to customer experience.

1.8 Products and Services

Amazon.com is an e-commerce platform that sells many product lines, including media (books, movies, music, and software), apparel, baby products, consumer electronics, beauty products, gourmet food, groceries, health and personal care products, industrial & scientific supplies, kitchen items, jewelry, watches, lawn and garden items, musical instruments, sporting goods, tools, automotive items, toys and games, and farm suppliesand consulting services. Amazon websites are country-specific (for example, amazon.com for the US and amazon.fr for France), though some offer international shipping.

Visits to *amazon.com* grew from 615 million annual visitors in 2008, to more than 2 billion per month in 2022. The e-commerce platform is the 14th most visited website in the world. Results generated by Amazon's search engine are partly determined by promotional fees.

1.9 Area of Operation

Logistics

Amazon uses many different transportation services to deliver packages. Amazon-branded services include:

- Amazon Air, a cargo airline for bulk transport, with last-mile delivery handled either by Amazon Flex, Amazon Logistics, or the US Postal Service.
- Amazon Flex, a smartphone app that enables individuals to act as independent contractors, delivering packages to customers from personal vehicles without uniforms. Deliveries include one or two hours Prime Now, same or next day Amazon Fresh groceries, and standard Amazon.com orders, in addition to orders from local stores that contract with Amazon.
- Amazon Logistics, in which Amazon contracts with small businesses (which it calls "Delivery Service Partners") to perform deliveries to customers. Each business has a fleet of approximately 20–40 Amazon-branded vans, and employees of the contractors wear Amazon uniforms. As of December 2020, it operates in the United States, Canada, Italy, Germany, Spain, and the United Kingdom.
- Amazon Prime Air is an experimental drone delivery service that delivers packages via drones to Amazon Prime subscribers in select cities.

Amazon directly employs people to work at its warehouses, bulk distribution centers, staffed "Amazon Hub Locker+" locations, and delivery stations where drivers pick up packages. As of December 2020, it is not hiring delivery drivers as employees.

Rakuten Intelligence estimated that in 2020 in the United States, the proportion of last-mile deliveries was 56% by Amazon's directly contracted services (mostly in urban areas), 30% by the US Postal Service (mostly in rural areas), and 14% by UPS. In April 2021, Amazon reported to investors it had increased its in-house delivery capacity by 50% in the last 12 months (which included the first year of the COVID-19 pandemic in the United States).

Supply chain

Amazon first launched its distribution network in 1997 with two fulfillment centers in Seattle and New Castle, Delaware. Amazon has several types of distribution facilities consisting of cross-dock centers, fulfillment centers, sortation centers, delivery stations, Prime now hubs, and Prime air hubs. There are 75 fulfillment centers and 25 sortation centers with over 125,000 employees. Employees are responsible for five basic tasks: unpacking and inspecting incoming goods; placing goods in storage and recording their location; picking goods from their computer recorded locations to make up an individual shipment; sorting and packing orders; and shipping. A computer that records the location of goods and maps out routes for pickers plays a key role: employees carry hand-held computers which communicate with the central computer and monitor their rate of progress. Some warehouses are partially automated with systems built by Amazon Robotics.

In September 2006, Amazon launched a program called FBA (Fulfillment By Amazon) whereby it could handle storage, packing and distribution of products and services for small sellers.

1.10 Competitors

Online stores

Let’s start with an obvious group of competitors: online store owners (a.k.a. you). Ecommerce has taken off over the past few years, taking up 20% of total retail sales in the United States alone. Although Amazon is the largest consumer marketplace in the US, small business owners have one massive benefit: they remain nimble and unique. Online stores that sell unique, can't-get-anywhere-else products will always have an edge over the mass-produced goods you find on Amazon. Take TREEHOUSE kid & craft, for example.

The Georgia-based small business has a unique advantage over massive online selling sites like Amazon. It specializes in high-quality kids' toys, art, and books, stocking "unique, kindly-made products from around the world."

Rhiannon Taylor, founder of online boutique RT1home, suggests ecommerce entrepreneurs "design and manufacture your own products which Amazon cannot carry. If that's not an option, do your research and only offer a unique product that's not available on Amazon."

Sure, you probably can't compete with Amazon on price or shipping times. In terms of scale, size, and logistics, the ecommerce platform Amazon is nearly limitless. But you can outpace Amazon when it comes to unique products and personalized shopping experiences that keeps customers happy and coming back for more.

eBay

Another massive ecommerce platform that directly competes with Amazon is eBay. The online marketplace company, based in San Jose, California, was founded in 1995. eBay's revenue has steadily fallen in recent years but in 2022 it still totalled a whopping $9.89 billion. With eBay, sellers list products for sale and buyers find them in the marketplace. EBay sellers also offer products similar to those offered by sellers on Amazon. The big difference? EBay sellers can auction products or have a fixed rate. Amazon doesn't offer auction sales. Being essentially a big garage sale versus a general online marketplace gives eBay a unique position over Amazon.

Walmart

Moving closer to the discount department store concept, another great example of an Amazon competitor is Walmart. One of the oldest companies on this list, it was founded in 1962 by Sam Walton in Rogers, Arkansas.

Amazon and Walmart are two of the biggest retailers in the US and are always in competition. Walmart dominates the physical space, but Amazon leads online. Although Walmart has been around for 30 years longer, the two fight for the same customers now. The brands compete on everything from innovation to digital growth, logistics, and sustainability. Walmart saw a revenue of $573 billion in 2022, actually surpassing Amazon, which generated $502 billion in revenue.

Flipkart

If you live in a western country, you may have the idea that Amazon has a massive presence *everywhere,* but that's not the case. Flipkart was founded in 2007 and is one of India's leading online ecommerce sites. Walmart became its majority owner back in 2018. Flipkart's business model is very similar to Amazon's, with the exception of the Flipkart Plus SuperCoins reward scheme, which, unlike Amazon Prime, is earned, rather than paid for. Flipkart's revenue has been growing, with a reported 12% increase in 2021 from the previous year. As the Indian ecommerce market continues to strengthen, Flipkart is one of Amazon's biggest competitors in the region.

Target

Another company with a long history is Target, founded the same year as Walmart, in Minneapolis, Minnesota. Target describes itself as a "general merchandise retailer" and boasts that 75% of the US population lives within 10 miles of a Target retail store. Target reported $108 billion in revenue in 2022, with an overall compared sales growth rate of 12.7% compared to the previous year.

Target cannot compete with Walmart and Amazon—it's not large enough. But what Target has that other retailers don't is a loyal following. Target has become an incredibly convenient place to shop, and is even considered an acceptable date night by its customers.

Target joined the ranks of ecommerce companies by offering same-day delivery, order pickup, and drive-up pickup. With an increased focus on online sales, Target continues to slice away at Amazon's overall market share.

Alibaba Group

While we consider Amazon a behemoth in the US, in China there is the Alibaba Group. Founded in 1999 by Jack Ma (who has seen controversy for comments against the Chinese regulatory system and has since relieved control of the Ant Group), its main retail subsidiaries are AliExpress, Taobao, and Tmall.

Each subsidiary competes against Amazon in different ways. Taobao, a B2C (business to consumer) operation, for example, competes with Amazon on selling clothes, accessories, gadgets, and computer hardware at low prices.
Alibaba is one of the biggest competitors to Amazon Web Services, with cloud computing bringing in a revenue of $11.7 billion in 2022.

Collectively, the Alibaba Group saw revenue of approximately $134 billion in 2021 and $131 billion in revenue for 12 months ending September 30, 2022. There's a reason the Alibaba Group continues to be the top Chinese ecommerce business.

Otto

Otto, one of Europe's biggest ecommerce companies, was founded in 1949 in Hamburg, Germany. As the oldest company on this list, its products were originally ordered by mail and then telephone before the company moved into online shopping in 1995.

While it is considered a one-stop shop for electronics (like Apple and Microsoft), fashion, and sports gear, its biggest market (particularly in Germany) is in furniture and home furnishings.

In the 2021/2022 financial year, the Otto Group generated revenue of approximately €16.1 billion.

JD

The next competitor on our list is JD (JingDong), also known by its URL, JD.com. It's another Chinese ecommerce sales website, founded in Beijing in 1998.

Beyond being a competitor to Amazon, it's also a direct competitor of the above-mentioned Tmall, both being Chinese B2C ecommerce companies).

What makes JD a little different from Amazon is the ability to buy items in bulk (similar to Costco), as well as its dominating logistics infrastructure in China. As a result, JD.com enjoyed $34.2 billion in revenue in the third quarter of 2022.

Netflix

Taking a step away from physical products, we turn to Netflix, the biggest competitor of Amazon Prime Video. The video-on-demand service, started in 1997 when founders Reed Hastings and Marc Randolph mailed themselves a DVD in Scotts Valley, California, is widely considered one of the most popular subscription services in the world.

Since then, the company has seen continued overall growth, culminating in $8 billion in revenue in the third quarter of 2022. Popular among its nearly 208 million subscribers is its original content, which it pumps out at an average rate of just over one original title a day.
While many rising competitors in the video streaming space have cut into its US market share, it still retains a hefty 20%.

Rakuten

Moving back into the ecommerce space, another big player is top Japanese ecommerce company Rakuten, founded in 1997 in Tokyo.

However, to call Rakuten *just* an ecommerce company would be a mistake—its ecosystem includes a streaming service (Rakuten TV), banking and payments services, telecoms, even health and life insurance, making it one of the most diverse ecommerce competitors on the list.

Rakuten has a significantly different business model in terms of its retail strategy. It uses a cash-back system to encourage customers to do their shopping through Rakuten instead of directly with brands.

This model (as well as its enterprising ecosystem) has earned Rakuten double-digit growth, up 13.5% year-over-year (YoY), coming to a total of 456.5 billion yen for the second quarter of 2022.

1.11 Awards and Achievements

Since day one we have strived to be the Earth's most customer-centric company. We're honored to be recognised for the work we do on behalf of our customers, employees, and communities around the world. Here are some recent awards we've received.

- Customers
    - #1 MBLM Brand Intimacy Rankings and Brand Intimacy COVID Rankings in Retail, 2020
    - #1 BrandZ Most Valuable Global Brand, 2019-2020
    - #2 Brand Finance Global 500: World's Most Valuable Brand, 2021—Ranked in the top 10, ten years running.
    - #1 Forbes 50 Most Engaged Companies, 2017
    - #1 Most Trustworthy Company of the Fortune 100, 2016
    - #2 Interbrand Best Global Brand, 2020
    - #2 Fortune World's Most Admired Companies, 2017-2021
    - #3 The Axios Harris Poll 100, 2020—Ranked in the top 10, twelve years running.
    - #3 Boston Consulting Group's Most Innovative Companies, 2020
    - #4 Forbes World's Most Valuable Brands, 2019-2020
    - #5 Fast Company World's Most Innovative Companies, 2017-2018
    - #5 YouGov Best Global Brands, 2020
    - Marketplace Innovator of the Year Disability:IN Inclusion Award, 2019

- **Employees**
    - #1 Morning Consult Most Admired Employers, 2018
    - #2 Forbes World's Best Employers, 2020
    - #2 YouGov BrandIndex "Where Women Want to Work," 2018
    - #3 YouGov BrandIndex Workforce Rankings, 2019
    - #3 Business Today's India's Coolest Workplaces Survey 2021.

Lists and accolades

- The Economic Times Best Workplaces for Women, 2021
- Hired Brand Health Report, World's Most Desirable Employers, 2020
- AnitaB Top Companies for Women Technologists, 2020 participant

- Careers and the Disabled Magazine Top 50 Employers, 2020
- Fast Company's Best Workplaces for Innovators, 2019-2020
- Perfect score on Human Rights Campaign Foundation Corporate Equality Index, 2018-2021
- Disability Equality Index Best Places to Work for Disability Inclusion, 2018-2020
- Named Best for Vets by Military Times and VETS Indexes, 2018, 2019
- Comparably list of Best Companies for Professional Development, 2018
- Secretary of Defense Employer Support Freedom Award, 2018
- Hiring our Heroes Robinson Post-9/11 Veteran Employment Award, 2018
- NAACP Equity, Inclusion and Empowerment Index, 2018

1.12 Infrastructure Facilities

The AWS Global Cloud Infrastructure is the most secure, extensive, and reliable cloud platform, offering over 200 fully featured services from data centers globally. Whether you need to deploy your application workloads across the globe in a single click, or you want to build and deploy specific applications closer to your end-users with single-digit millisecond latency, AWS provides you the cloud infrastructure where and when you need it.

With millions of active customers and tens of thousands of partners globally, AWS has the largest and most dynamic ecosystem. Customers across virtually every industry and of every size, including start-ups, enterprises, and public sector organizations, are running every imaginable use case on AWS.

AWS is the longest-running Gartner CIPS Magic Quadrant Leader

Customers are increasingly choosing AWS to host their cloud-based infrastructure and realize increased performance, security, reliability, and scale wherever they go.

For the 12th year in a row, AWS is evaluated as a Leader in the 2022 Gartner Magic Quadrant for Cloud Infrastructure and Platform Services, placed highest in Ability to Execute axis of measurement among the top 8 vendors named in the report.

Benefits

Security

Security at AWS starts with our core infrastructure. Custom-built for the cloud and designed to meet the most stringent security requirements in the world, our infrastructure is monitored 24/7 to help ensure the confidentiality, integrity, and availability of your data. All data flowing across the AWS global network that interconnects our datacenters and Regions is automatically encrypted at the physical layer before it leaves our secured facilities. You can build on the most secure global infrastructure, knowing you always control your data, including the ability to encrypt it, move it, and manage retention at any time.

Availability

AWS delivers the highest network availability of any cloud provider. Each region is fully isolated and comprised of multiple AZs, which are fully isolated partitions of our infrastructure. To better isolate any issues and achieve high availability, you can partition applications across multiple AZs in the same region. In addition, AWS control planes and the AWS management console are distributed across regions, and include regional API endpoints, which are designed to operate securely for at least 24 hours if isolated from the global control plane functions without requiring customers to access the region or its API endpoints via external networks during any isolation.

Performance

The AWS Global Infrastructure is built for performance. AWS Regions offer low latency, low packet loss, and high overall network quality. This is achieved with a fully redundant 400 GbE fiber network backbone, often providing many terabits of capacity between Regions. AWS Local Zones and AWS Wavelength, with our telco providers, provide performance for applications that require single-digit millisecond latencies by delivering AWS infrastructure and services closer to end-users and 5G connected devices. Whatever your application needs, you can quickly spin up resources as you need them, deploying hundreds or even thousands of servers in minutes.

Scalability

The AWS Global Infrastructure enables companies to be extremely flexible and take advantage of the conceptually infinite scalability of the cloud. Customers used to over provision to ensure they had enough capacity to handle their business operations at the peak level of activity. Now, they can provision the amount of resources that they actually need, knowing they can instantly scale up or down along with the needs of their business, which also reduces cost and improves the customer's ability to meet their user's demands. Companies can quickly spin up resources as they need them, deploying hundreds or even thousands of servers in minutes.

Flexibility

The AWS Global Infrastructure gives you the flexibility of choosing how and where you want to run your workloads, and when you do you are using the same network, control plane, API's, and AWS services. If you would like to run your applications globally you can choose from any of the AWS Regions and AZs. If you need to run your applications with single-digit millisecond latencies to mobile devices and end-users you can choose AWS Local Zones or AWS Wavelength. Or if you would like to run your applications on-premises you can choose AWS Outposts. If you are in a public sector organization or highly regulated industry, you can read our plans to launch the AWS European Sovereign Cloud.

Global Footprint

AWS has the largest global infrastructure footprint of any provider, and this footprint is constantly increasing at a significant rate. When deploying your applications and workloads to the cloud, you have the flexibility in selecting a technology infrastructure that is closest to your primary target of users. You can run your workloads on the cloud that delivers the best support for the broadest set of applications, even those with the highest throughput and lowest latency requirements. And If your data lives off this planet, you can use AWS Ground Station, which provides satellite antennas in close proximity to AWS infrastructure Regions.

1.13 Strategic Perspective Plan

Amazon's generic strategy is **cost leadership in a broad market segmentation**. This is also known as a Type 1 Strategy. A type one strategy is when a company has a large market and it services a varied socioeconomic background

CHAPTER-2

FINANCIAL AND MARKET ANALYSIS

2.1. Introduction of Balance Sheet:

In financial accounting, a balance sheet or statement of financial position is a summary of the financial balances of a sole proprietorship, a business partnership, a corporation or other business organization, such as an LLC or LLP. Assets, liabilities and ownership equity are listed as a specific date, such as the end of its financial year. a balance sheet or often described as a "snapshot of a company's financial condition". Of the three basic financial statements, the balance sheet is the only statement which applies to a single point in time of a business calendar year.

A standard company balance sheet has three parts: assets, liabilities and ownership equity. The main categories of assets are usually listed first and typically in order of liquidity.

Assets are followed by the liabilities. The difference between the assets and the liabilities is known as equity or the net assets or the net worth or capital of the company and according to the accounting equation, net worth must equal assets minus, liabilities.

Another way to look at the balance sheet equation is that total assets equals liabilities plus owner's equity. Looking at the equation in this way shows how assets were financed: either by borrowing money (liability) or by using the owner's money (owner's or shareholders' equity). Balance sheets are usually presented with assets in one section and liabilities and net worth in the other section with the two sections "balancing".

A business operating entirely in cash can measure its profits by withdrawing the entire Company balance at the end of the period, plus any cash in hand. However, many business are not paid immediately; they build up inventories of goods and they acquire buildings and equipment. In other words: businesses have assets and so they cannot, even if they want to, immediately turn these into cash at the end of each period. Often, these businesses owe money to suppliers and to tax authorities, and the proprietors do not withdraw all their original capital and profits at the end of each period. In other words businesses also have liabilities.

Table No. 2.1

Balance Sheet of Amazon

(Rs. in Millions)

Particulars	2020-21	2021-22	2022-23
Assets			
Current Assets			
Cash and cash equivalents	20522	31750	36092
Marketable Securities	10464	9500	18929
Inventories	16047	17174	2047
Accounts receivable, net and other	13164	16677	20816
Total current assets	60197	**75101**	**96334**
Property and equipment, net	48866	61797	72705
Operating leases	0	0	25141
Good Will	13350	14548	14754
Other assets	8897	11202	16314
Total assets	**131310**	**162648**	**225248**
Liabilities and Stock holder's equity			
Current Liabilities			
Accounts payable	34616	38192	47183
Accrued expenses and others	18170	23663	32439
unearned revenue	5097	6536	8190
Total Current Liabilities	**57883**	**68391**	**87812**
Long term lease liabilities	0	9650	39791
Long term debt	24743	23495	23414
Other long term liabilities	20975	17563	12171
Stockholder's equity			
outstanding shares	5	5	5
treasury stock at cost	(1837)	(1837)	(1837)
Additional paid in capital	21389	26791	33658
Accumulated other comprehensive income (loss)	(484)	(1035)	(996)
Retained earnings	8636	19625	31220
Total Stockholder's equity	27709	43549	62060

Total Liabilities and stockholder's equity	**131310**	**162648**	**225248**

Source: Annual Report

2.2 Profit and Loss Account

Table No. 2.2

Profit and Loss Account

(Rs. In Millions)

Particulars	**2020-21**	**2021-22**	**2022-23**
Net Product Sales	118573	141915	160408
Net service sales	59293	90972	120114
Total Net Sales	**177866**	**232887**	**280522**
Operating Expenses			
Cost of Sales	111934	139156	165536
Fulfillment	25249	34027	40232
Technology and content	22620	28837	35931
Marketing	10069	13814	18878
General and administrative	3674	4336	5203
Other Operating expense (income), net	214	296	201
Total Operating Expenses	**173760**	**220466**	**265981**
Operating income	4106	12421	14541
Interest income	202	440	832
Interest expense	(848)	(1417)	(1600)
Other income (expense), net	346	(183)	203
Total non operating income (expense)	(300)	(1160)	(565)
Income before income taxes	**3806**	**11261**	**13976**
Provision for income taxes	(769)	(1197)	(2374)
Equity method investment activity, net of tax	(4)	9	(14)
Net Income	**3033**	**10073**	**11588**

Source: Annual Report

Introduction of Ratio Analysis:

Ratio analysis isn't just comparing different numbers from the balance sheet, income statement and cash flow statement. It's comparing the number against previous years, other companies, the industry or even the economy in general. Ratios looks at the relationships between individual values and relate them to how a company has performed in the post, and how it might perform in the future.

As integral aspect of fundamental analysis performing what many would call "ration analysis". This involves calculating a number of different industry standard ratios and comparing them to various benchmarks. The benchmarks can be the ratio of other competitors, industry average ratios, or industry "rules-of-thumb". There's no set procedure for performing ratio analysis because it all depends on the type of company you're analyzing-certain industries have industry specific ratios. Regardless, this article will give you an overview of some of the standard ratios and what they may tell us about a company.

Meaning of Ratio:

In mathematics, a ratio is a relationship between two numbers of the same kind (e.g., objects, persons, students, spoonfuls, units of whatever identical dimension), expressed as "a to b" or a:b, sometimes expressed arithmetically as a dimensionless quotient of the two that explicitly indicates how many times the first number contains the second (not necessarily an integer).

In general, a ratio is a way of concisely showing the relationship between two quantities of something. The most formal way of stating a ratio is by separating the two quantities with a colon (:) although sometimes a division sign (/) is used in place of the colon. Thus, where there is a ratio of 5:2 between apples and oranges, for each five apples, there are two oranges. A ratio is defined as "the relationship between two or more things and an indicated quotient of the two mathematical expansions".

A. **Current Ratio:**

Current ratio may be defined as the ratio of current assets to current liabilities. Current ratio indicates the liquidity or the short term solvency of the Companying concern. In other words it indicates the ability of a concern to meet its current liabilities. This ratio is a measure of the working capital available in a concern at any time.

$$\textbf{Current Ratio} = \frac{\textbf{current Asset (CA)}}{\textbf{Current Liability (CL)}}$$

Current assets means cash are those assets convertible or expected to be converted into cash within a year and current liabilities are those liabilities to be paid off within the same time. Current assets normally includes cash in hand, cash at Company, Bills Receivable, Sundry debtors, inventories (stock), readily marketable securities advances granted to staff, prepaid expenses, accrued income etc.. Current liabilities include items such as bills payable, sundry creditors, Company overdraft, cash credit, short term income tax, proposed dividend, any position of long term loans falling due and payment in the current year out of current assets.

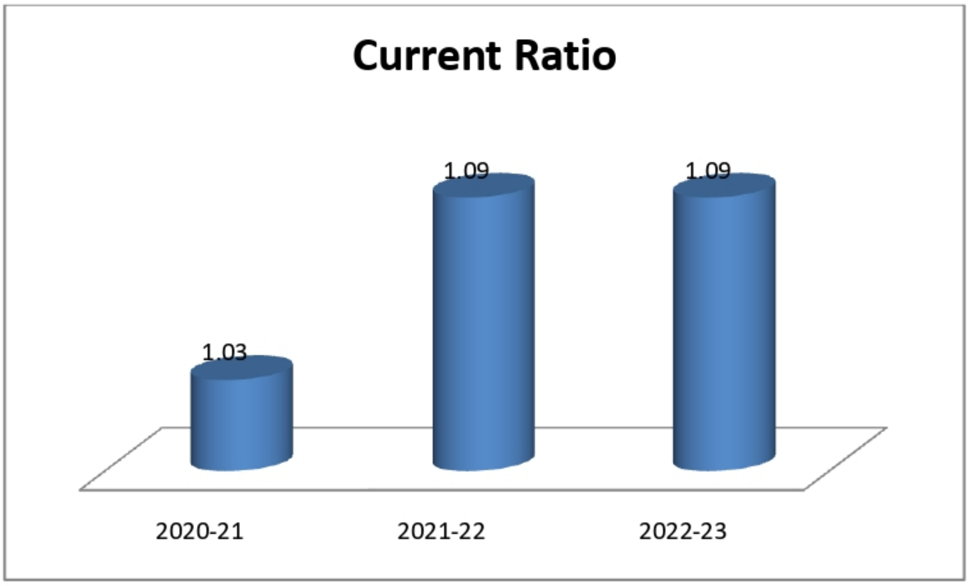
Table No.2.3

Current Ratio

(Rs. in Millions)

Year	Current Asset	Current Liabilities	Current Ratio
2020-21	60197	57883	1.03
2021-22	75101	68391	1.09
2022-23	96334	87812	1.09

Graph No. 2.1



Interpretation:

The standard current ratio is 2:1. However in case of Amazon is varying between 1.03 to 1.09 in last 3 years. That means in the year in the year 2020-21 it is 1.03, but in the year 2021-22 it increases to 1.09 and 2022-23 also it increases to 1.09. Therefore it shows the bad financial position of the Company.

B. Liquidity/Quick/Acid test ratio:

Current ratio does not measure accurately the liquid or short term solvency of a concern. It is because current asset include item such as stock and prepaid expenses which are not easily realizable. So liquid ratio has been evolved to determine the liquidity of a Companying sector. The quick ratio is also known as acid test ratio because it affords the real test of the liquidity of Companying. This ratio is calculated by comparing the liquid asset with liquid liability.

Quick assets includes all current assets except inventories (stock) and prepaid expenses. Inventories are excluded as they are not sufficiently liquid. Prepaid expenses are excluded as they are not realizable in cash. Company overdraft and cash credit are excluded from the list of quick liabilities because in most of the cases they are a permanent form of arrangement and continue for more than a year. Some authors do not make any distinction between current liabilities and quick liabilities.

Quick ratio can be expressed as follows:

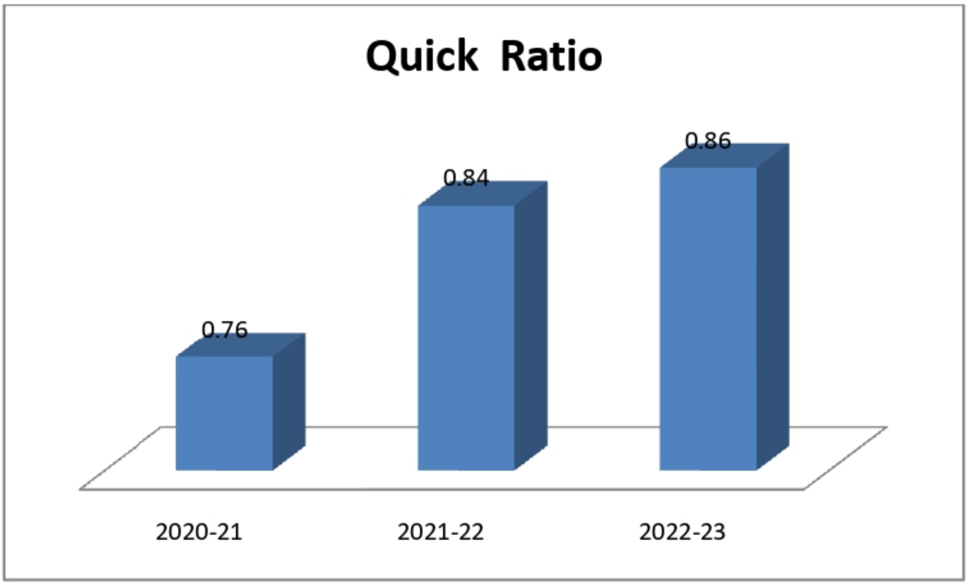
$$\textbf{Quick Ratio} = \frac{\textbf{Quick Asset}}{\textbf{Quick Liability}}$$

Table No.2.4

Quick Ratio

Year	Quick Asset	Quick Liabilities	Quick Ratio
2020-21	44150	57883	0.76
2021-22	57927	68391	0.84
2022-23	75837	87812	0.86

Graph No. 2.2



Interpretation:

The standard quick ratio is 1:1. However in case of Amazon is varying between 00.76 to 0.84 in last 3 years. That means in the year 2020-21 it is 0.76, but in the year 2021-22 it decreases to 0.84 and 2022-23 it increases to 0.86. Therefore, it shows the bad liquid position of the Company.

C. Debt-Equity Ratio:

This is ratio which express the relationship between debt and equity. Debt generally refers to long term liabilities. Some authors consider debt was short term as well as long term liabilities. Equity means owners fund, it consists of capital, reserves and profits. If these are fixations assets they should be deducted from owner fund.

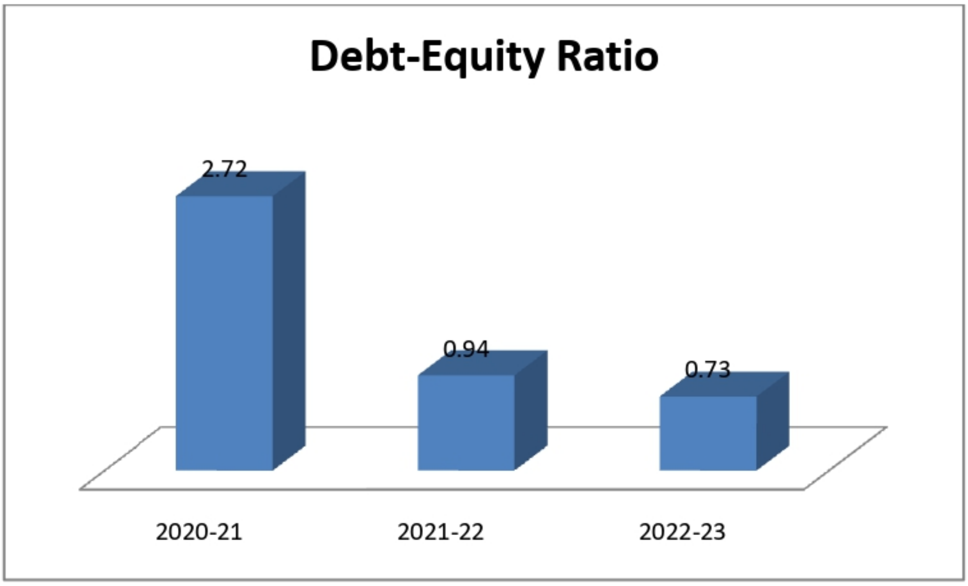
$$\textbf{Debt-Equity Ratio} = \frac{\textbf{Debt}}{\textbf{Equity}}$$

Table No.2.5

Debt-Equity Ratio

Year	Debt	Equity	Debt-Equity Ratio
2020-21	75376	27709	2.72
2021-22	50708	43549	0.94
2022-23	45718	62060	0.73

Graph No. 2.3



Interpretation:

The debt-equity of the corporation is reducing every year. It is the good sign for the Companying. In the year 2020-21 it is 2.72, in the year 2021-22 it is 0.94 and in the year 2022-23 it is 0.73.

D. Proprietor Ratio or Networth Ratio:

It is the ratio which expresses the relationship between network or equity and total assets. Net worth or equity means the excess of total assets over total liabilities. In other words it means the where fund or proprietors fund.

Total assets refer to all realizable assets. They also include intangible assets like patent rights. Copy rights and trade marks if they can be realize. However they do not include good.

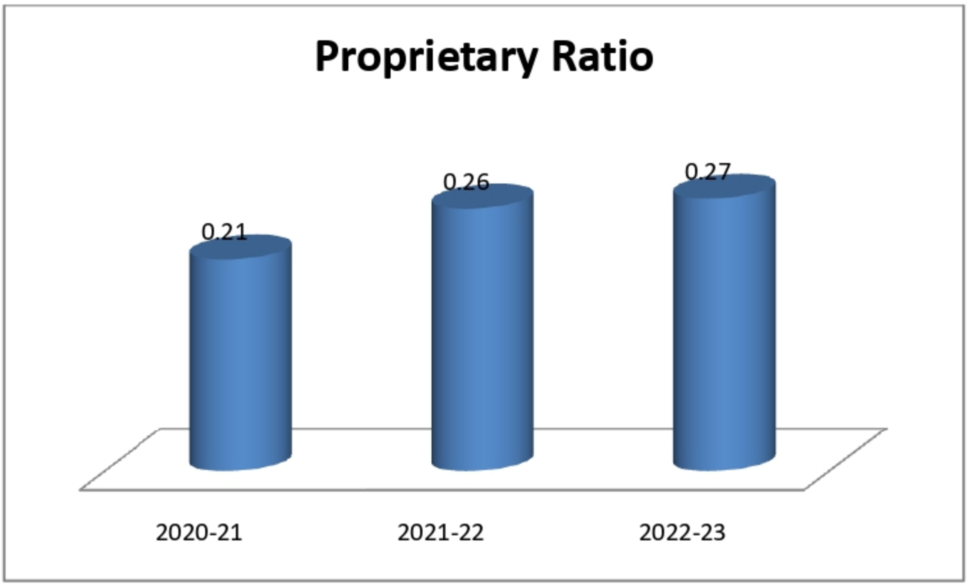
This ratio indicates the proportion between shareholders fund and borrowed fund. It also indicated the relative risk of the owners and creditors of Companying.

Table No.2.6

Proprietary Ratio

Year	Net worth	Total Assets	Proprietary Ratio
2020-21	27709	131310	0.21
2021-22	43549	162648	0.26
2022-23	62060	225248	0.27

Graph No. 2.4



Interpretation:

The ratio of 0.5:1 is considered as an ideal proprietary ratio. The proprietary ratio of Amazon is less than the ideal ratio therefore the financial is weak. That is in the year 2020-21 it is 0.21, in the year 2021-22 it is 0.26 and in the year 2022-23 it is 0.27.

E. Return on Capital Employed / Over All Profitability Ratio:

It is the ratio between return on capital employed and capital employed means operating profit or net profit before deducting interest on long term loans, deposits, debentures and taxes. Capital employed refers to the total long term funds employed in the business. Return on capital employed indicates the earning power of capital employed. It is the best method for measuring the overall efficiency or performance of a business.

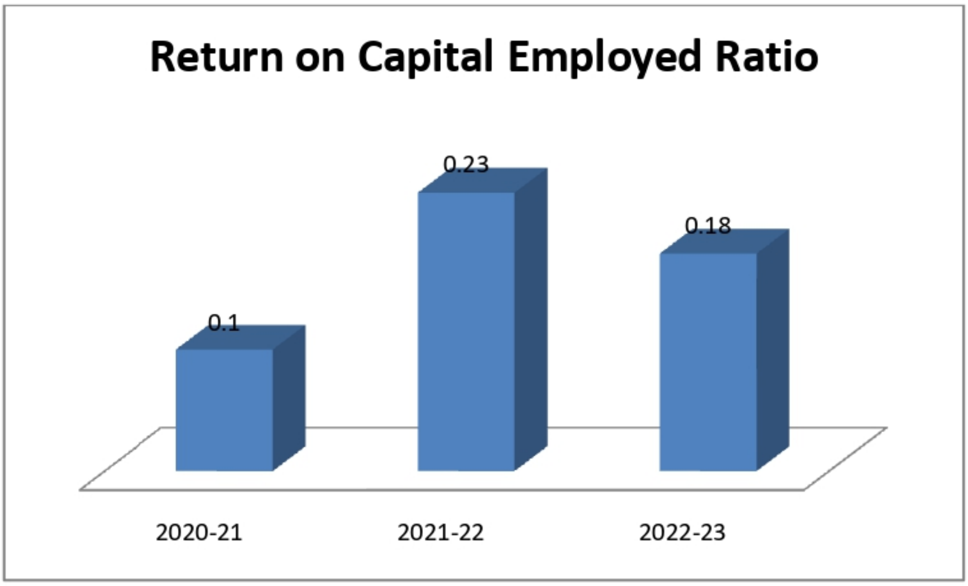
$$\textbf{Return on Capital Employed Ratio} = \frac{\text{Net Profit}}{\text{Capital Employed}}$$

Table No.2.7

Return on Capital Employed Ratio

Year	Net Profit	Capital Employed	Return on Capital Employed Ratio
2020-21	3033	27709	0.10
2021-22	10073	43549	0.23
2022-23	11588	62060	0.18

Graph No. 2.5



Interpretation:

The return on Capital Employed indicates the earning power of capital employed, with the help of this ratio it is possible to measure the overall efficiency or performance of the Company. This can be clear with the help of above table and chart i.e., in case of 2020-21 it increases to 0.10, in the year 2021-22 it increases to 0.23 and in the year it increases to 0.18. Hence it shows the efficiency of the Company is normal.

F. Net Profit Ratio

It is calculated by dividing the net profit by the net sales. This ratio is the overall measure of firms profitability. High ratio indicates the profit concern is good & low ratio indicates that profitability of the concern is poor.

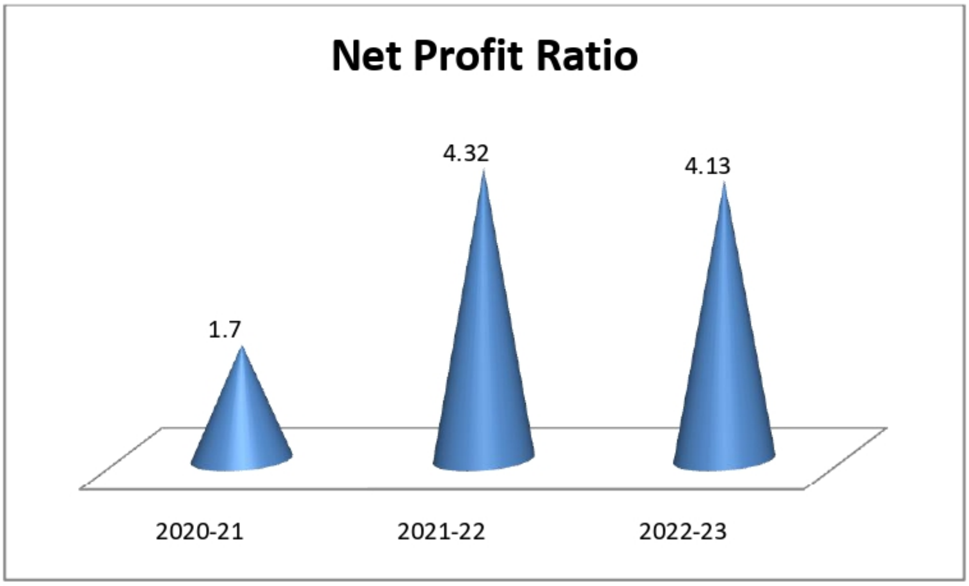
$$\textbf{Net Profit Ratio} = \frac{\textbf{Net Profit}}{\textbf{Revenue from Operation}} \textbf{ x 100}$$

Table No.2.8

Net Profit Ratio

Year	Net Profit	Revenue from Operation	x	Net Profit Ratio
2020-21	3033	177866	X100	1.70
2021-22	10073	232887	X100	4.32
2022-23	11588	280522	X100	4.13

Graph No. 2.6



Interpretation:

From the above chart we find out the analysis of net profit ratio for the past 3years are 1.70%, 4.32% and 4.13% in the year 2020-21, 2021-22 and 2022-23 respectively. This can shows that there is no ideal ratio, but it should achieve high ratio. Here the Company indicates the low rate of profit performance of the firm in achieving the more sales and profit.

G. Total Assets Turnover Ratio:

This ratio expresses the relationship between total assets and turnover or sales. Total assets mean all current and fixed assets. This ratio indicates the efficiency or inefficiency in the uses of total resources.

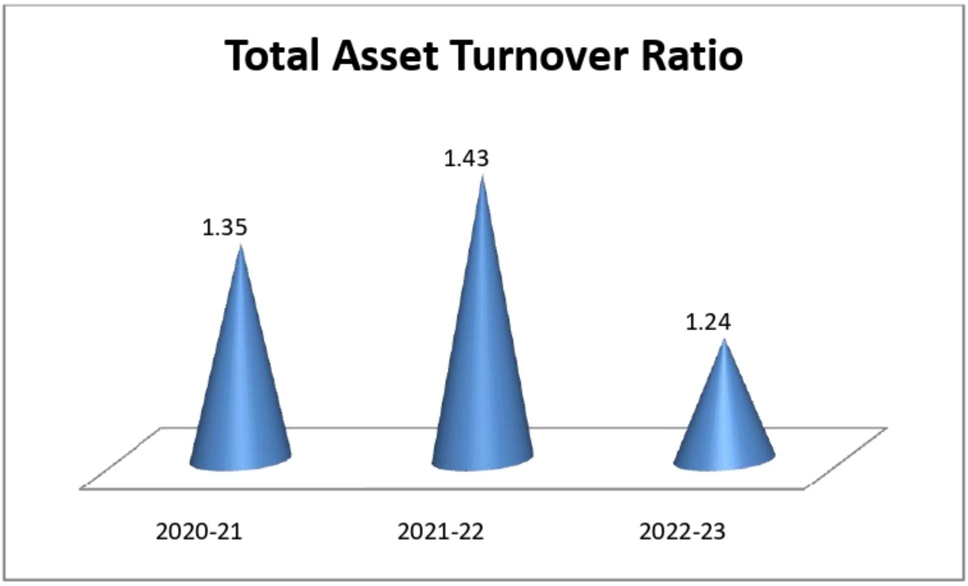
$$\textbf{Total Asset Turnover Ratio} = \frac{\textbf{Net Sales}}{\textbf{Total Asset}}$$

Table No.2.9

Total Asset Turnover Ratio

Year	Net Sales	Total Asset	Total Asset Turnover Ratio
2020-21	177866	131310	1.35
2021-22	232887	162648	1.43
2022-23	280522	225248	1.24

Graph No. 2.7



Interpretation:

From the above chart we find out the analysis of total asset turnover ratio is in the in the year and 2020-21 it is 1.35, in the year 2021-22 it is 1.43 and in the year 2022-23 it is 01.24. From the above analysis we can know that the Company is n achieving the low growth in 2020-21. It is moving towards its achievement in the year 2021-22 but in the year 2022-23 it decreased.

CHAPTER-3

MANAGEMENT AND LEADERSHIP

3.1 Leadership Team

Jeffrey P. BezosExecutive Chair

Jeff Bezos founded Amazon.com in 1994. Amazon's mission is to be Earth's most customer-centric company. Amazon offers low prices and fast delivery on millions of items, provides thousands of movies and TV shows through Prime Video, designs and builds the bestselling Kindle, Fire and Echo devices and Alexa voice recognition service, and empowers companies and governments in over 190 countries around the world with the leading cloud computing infrastructure through Amazon Web Services. Bezos is also the founder of aerospace company Blue Origin, which is working to lower the cost and increase the safety of spaceflight, and he is owner of the Washington Post. Bezos has launched two philanthropic organizations. The Bezos Earth Fund helps fund nonprofits preserving and protecting the natural world, and The Bezos Day One Fund provides grants to nonprofits to help homeless families and is creating a network of preschools in low-income communities. Bezos graduated summa cum laude, Phi Beta Kappa in electrical engineering and computer science from Princeton University in 1986, and was named TIME Magazine's Person of the Year in 1999.

Andy JassyPresident and Chief Executive Officer

Andy Jassy is President and CEO of Amazon.com and also serves on the Board of Directors. He founded and led Amazon Web Services (AWS) from its inception and served as its CEO from April 2016 until July 2021. He joined Amazon in 1997 and, prior to founding AWS, held various leadership roles across the company, including both business-to-business and business-to-consumer. He serves on the Trust of the American Academy of Arts and Sciences, on the Board of Trustees for Rainier Scholars, and as Chair of Rainier Prep's Board of Directors. He has an AB from Harvard University and an MBA from Harvard Business School.

Brian T. OlsavskySenior Vice President and Chief Financial Officer

Mr. Olsavsky joined Amazon.com in April 2002. As CFO of Amazon.com, he oversees the company's overall financial activities, including controllership, tax, treasury, analysis, investor relations, internal audit and financial operations. Prior to becoming Senior Vice President and CFO in June 2015, he served as Vice President, Finance and CFO for the Global Consumer Business. In his role as Vice President, Finance and CFO for the Global Consumer Business, Mr. Olsavsky had oversight and responsibility for the finance team supporting Amazon.com websites, merchant services, and fulfillment operations and subsidiaries. From 2007 to 2010, Mr. Olsavsky was Vice President, Finance for Amazon's North America retail business unit and acquisitions, and from 2002 to 2007 Mr. Olsavsky led the finance departments for Amazon's Worldwide Operations organization. Prior to joining

Amazon.com, Mr. Olsavsky spent seven years at Fisher Scientific, where he held a variety of financial and business management roles, and a total of eight years at BF Goodrich and Union Carbide, where he held a variety of financial and operational roles. Mr. Olsavsky received a BS in Mechanical Engineering from Penn State and an MBA in Finance from Carnegie Mellon University.

Douglas J. HerringtonChief Executive Officer, Worldwide Amazon Stores

Doug Herrington has served as CEO of Worldwide Amazon Stores since July 2022. In this role, he leads numerous businesses, including Amazon's online and mobile shopping experiences worldwide, global operations and fulfillment, Prime, Amazon Grocery, Amazon Business, Selling Partner Services, and Amazon Health Services. He joined Amazon in 2005 to launch the Amazon consumables business and was named senior vice president of North America Consumer in 2015. Doug is passionate about building and innovating. He led teams that invented services such as Subscribe and Save, Amazon Fresh, Amazon Business, Alexa Shopping, and Buy with Prime. Before joining Amazon, he was the founder and CEO of KeepMedia and previously served on the executive team at online grocery retailer Webvan. Doug received a BA in economics from Princeton University and holds an MBA from Harvard Business School.

Shelley L. ReynoldsVice President, Worldwide Controller

Shelley Reynolds joined Amazon in February 2006 as Vice President of Finance and Controller. In April 2007, she was promoted to Vice President, Worldwide Controller and

Principal Accounting Officer. In her role, she oversees Amazon's accounting function, leading the team that touches every geography in which the company operates. Prior to joining Amazon, Ms. Reynolds spent 19 years at Deloitte & Touche LLP, serving as partner from 1998 to 2006. At Deloitte, Ms. Reynolds specialized in matters related to mergers & acquisitions and the Securities and Exchange Commission, serving multiple publicly traded multi-national corporations from a broad range of industries. Ms. Reynolds received her undergraduate degree from the University of Washington Foster School of Business, where she currently serves on the advisory board.

Adam N. SelipskyChief Executive Officer, Amazon Web Services

Adam Selipsky is the CEO of Amazon Web Services (AWS), the world's most comprehensive and broadly adopted cloud. He also leads Worldwide Sustainability for Amazon, overseeing efforts to scale and drive Amazon's adoption of renewable energy, path to net-zero carbon emissions, and other company-wide initiatives. Having previously led AWS Marketing, Sales, and Support from its infancy, Selipsky was instrumental in launching and growing AWS from a startup into a multi-billion-dollar business. In 2016, Selipsky left to become president and CEO of data visualization pioneer Tableau Software, where he led the company through its acquisition by Salesforce in what was the third-largest software industry acquisition at the time, before returning to AWS in 2021. Selipsky is a member of the World Economic Forum Information, Technology, and Communications governors, and serves on the Harvard Business School Dean's Advisory Board. He has an AB in government from Harvard University and an MBA from Harvard Business School.

David A. ZapolskySenior Vice President, Global Public Policy & General Counsel

David Zapolsky joined Amazon.com in November 1999 as Associate General Counsel for Litigation and Regulatory matters and was promoted to Vice President in April 2002. He became Vice President, General Counsel and Secretary in September 2012, and Senior Vice President, General Counsel and Secretary in May 2014. He currently oversees the company's legal, policy, compliance, and regulatory affairs and serves as Amazon's corporate secretary. Prior to joining Amazon.com, David was a partner at the Seattle offices of Dorsey & Whitney and Bogle & Gates. Before moving to Seattle from New York City in 1994, he served as an Assistant District Attorney in the Brooklyn District Attorney's Office and later practiced law at Wachtell Lipton Rosen & Katz. He received his undergraduate degree in music from Columbia University and a J.D. with honors from the University of California, Berkeley.

Keith B. AlexanderChair of IronNet, Inc.

General (Ret.) Alexander has been a director since September 2020. Gen. Alexander was the Chief Executive Officer and President of IronNet, Inc., a cybersecurity technology company he founded, from 2014 to July 2023, where he has also served as the Chair since 2014. Gen. Alexander served as the Commander of U.S. Cyber Command from May 2010 to March 2014 and was Director of the National Security Agency and Chief of the Central Security Service from August 2005 to March 2014. Gen. Alexander served as a director of CSRA, Inc. from November 2015 to April 2018.

Edith W. CooperCo-Founder of Medley and Former EVP of Goldman Sachs

Edith W. Cooper has been a director since September 2021. Ms. Cooper is a co-founder of Medley, a membership-based community for personal and professional growth that launched in September 2020. In addition, Ms. Cooper served as Executive Vice President, Global Head of Human Capital Management of Goldman Sachs Group, Inc. from March 2008 to December 2017. Previously at Goldman Sachs, Ms. Cooper led various client franchise businesses for the firm.

Ms. Cooper has served as a director of PepsiCo, Inc. since September 2021, a director of MSD Acquisition Corp. since March 2021, a director of EQT AB from October 2018 to June 2022, a director of Etsy, Inc. from April 2018 to September 2021, and a director of Slack Technologies, Inc. from January 2018 to July 2021. Ms. Cooper has also served as a trustee of the Museum of Modern Art since 2017, as a member of the Museum Council of the Smithsonian National Museum of African American History and Culture since 2018, and as a trustee of Mount Sinai Health Systems, Institute for Health Equity Research, an organization dedicated to addressing longstanding disparities in health and health care, since 2017.

Jamie S. GorelickPartner with Wilmer Cutler Pickering Hale and Dorr LLP

Jamie S. Gorelick has been a director since February 2012. Ms. Gorelick has been a partner with the law firm Wilmer Cutler Pickering Hale and Dorr LLP since July 2003. She has held numerous positions in the U.S. government, serving as Deputy Attorney General of the United States, General Counsel of the Department of Defense, Assistant to the Secretary of Energy, and a member of the bipartisan National Commission on Terrorist Threats Upon the United States.

Ms. Gorelick has served as a director of VeriSign, Inc. since January 2015, a director of United Technologies Corporation from February 2000 to December 2014, and a director of Schlumberger Limited from April 2002 to June 2010. Ms. Gorelick has also served as Chair of the Urban Institute, the United States' leading research organization dedicated to developing evidence-based insights that improve people's lives and strengthen communities, since 2014 and as a director since 2004. She was one of the founding supporters and a long-time board member of the Washington Legal Clinic for the Homeless and served on the board of the National Women's Law Center.

Daniel P. HuttenlocherDean of MIT Schwarzman College of Computing

Daniel P. Huttenlocher has been a director since September 2016. Mr. Huttenlocher has been the Dean of MIT Schwarzman College of Computing since August 2019. He served as Dean and Vice Provost, Cornell Tech at Cornell University from 2012 to July 2019 and worked for Cornell University from 1988 to 2012 in various positions.

Mr. Huttenlocher has served as a director of Corning Incorporated since February 2015. Mr. Huttenlocher also served on the board of the John D. and Catherine T. MacArthur Foundation from 2010 to 2022, including as its chair from 2018 to 2022.

3.2 Corporate Governance and Decision Making Process

I. Responsibility of the Board

The Board of Directors is responsible for the control and direction of the Company. It represents and is accountable only to shareowners. The Board's primary purpose is to build long-term shareowner value.

II. Board Composition

The Board believes that there should at all times be a majority of independent directors on the Board. The Board also believes it is appropriate that the Chief Executive Officer serve as a director. An independent director is a person that meets the definition of independent under applicable Nasdaq requirements and does not have any other relationship with Amazon.com which, in the opinion of the Board, would interfere with the exercise of independent judgment in carrying out director responsibilities.

III. Board Membership

Selection of Candidates for Board Membership

The full Board, on the recommendation of the Nominating and Corporate Governance Committee, nominates candidates for election to the Board. In selecting candidates for recommendation to the Board, the Nominating and Corporate Governance Committee annually reviews the tenure, performance, and contributions of existing Board members to the extent they are candidates for re-election, and considers all aspects of each candidate's qualifications and skills in the context of the needs of the Company at that point in time with a view to creating a Board with a diversity of experience and perspectives, including diversity with respect to race, gender, geography, and areas of expertise. Accordingly, the Nominating and Corporate Governance Committee includes, and has any search firm that it engages include, women, individuals from underrepresented racial/ethnic groups, and individuals who identify as LGBTQ+ in the pool from which the Committee selects director candidates. Among the qualifications and skills of a candidate considered important by the Nominating and Corporate Governance Committee are a commitment to representing the long-term interests of the shareowners; customer experience skills; internet savvy; an inquisitive and objective perspective; the willingness to take appropriate risks; leadership ability; human capital management; personal and professional ethics, integrity and values; practical wisdom and sound judgment; international business experience; and business and professional experience in fields such as retail, operations, technology, finance/accounting, product development, intellectual property, law, multimedia entertainment and marketing.

Lead Director

The independent directors, on the recommendation of the Nominating and Corporate Governance Committee, will appoint an independent director to serve as lead director. The lead director is elected for a two year term, unless he or she no longer serves as a director, and may not serve more than two consecutive terms. The lead director (i) presides at the executive sessions of independent directors, (ii) chairs Board meetings in the Chair's absence, (iii) works with management and the independent directors to approve the agendas, schedules and materials for Board meetings, and (iv) is available to engage directly with major shareowners where appropriate.

Directors Who Change Their Present Job Responsibility

The Board believes that directors who retire or change from the position they held when they came on the Board should not necessarily leave the Board. The Nominating and Corporate Governance Committee will, however, review the continued appropriateness of service under the circumstances, including a review of the ability of such director to give independent advice to Amazon.com and to fully meet the responsibilities of a director. Each director will immediately inform the Chairman of the Nominating and Corporate Governance Committee of any new position. The Board believes that directors who are also employees of Amazon.com should retire from the Board at the same time they relinquish their corporate officer title, unless the Board requests that such director continue.

Stock Ownership

Each non-employee director shall hold Company shares equal to at least three times the director's annual compensation, as measured by the number of shares scheduled to vest annually, on a pro rata basis, under the director's most recent restricted stock unit award. This ownership level shall be achieved by the latest of January 1, 2015, the fifth anniversary of a director's initial election to the Board, and three years of vesting under the director's most recent restricted stock unit award. The Nominating and Corporate Governance Committee may make exceptions for individual directors based on financial hardship.

Priority of Board Duties

`Each Board member will ensure that other existing and planned future commitments, including employment responsibilities and service on the boards of directors of other entities, do not materially interfere with the member's service as a director. Each director is expected to make reasonable efforts to attend Board meetings, meetings of Committees of which such director is a member, and the Annual Meeting of Shareholders.

IV. Code of Business Conduct and Ethics

Directors must abide by the relevant provisions of the Company's Code of Business Conduct and Ethics.

V. Executive Performance and Succession; Executive and Board Compensation

Executive Performance and Succession

The Board will review its own performance and the performance of the CEO and will set goals at least annually. The Board and the Leadership Development and Compensation Committee are responsible for succession planning, which will be reviewed at least annually, and will include CEO succession in the ordinary course, CEO succession in the event of an emergency and succession for other key senior management positions. Each year, as part of its succession planning process, the Board and the Leadership Development and Compensation Committee review the experience, skills and competencies of potential successors, including in light of the Company's customer-centric mission and business strategy.

Executive Compensation

The independent directors consult together privately (without the presence of the CEO or any other employee director) on an informal basis periodically to review the compensation and performance of the CEO and the other executive officers. The Leadership Development and Compensation Committee conducts, and reviews with the outside directors, a periodic evaluation regarding the overall compensation of all executive officers.

Board Compensation

Changes in Board compensation, if any, should come at the recommendation of the Nominating and Corporate Governance Committee and will require approval of the Board.

VI. Executive Session

The independent directors of the Board shall meet periodically in executive session.

VI. Committees

The current committees of the Board are the Audit Committee, the Leadership Development and Compensation Committee and the Nominating and Corporate Governance Committee. The committees keep the Board informed of their actions and provide assistance to the Board in fulfilling their oversight responsibility to the shareowners. All members of each committee will be directors whom the Board determines are independent as provided in Section II above, with members of each committee meeting any additional Nasdaq and SEC independence requirements.

VII. Shareowner Communications

Shareowners may contact the Board regarding bona fide issues or questions about the Company by sending an email to shareholder-board-communications@amazon.com or a letter to Shareholder-Board Communications c/o Secretary, Amazon.com, Inc., P.O. Box 81226, Seattle, WA 98108-1226. The Secretary periodically will forward such communications or a summary to the Board.

VIII. Director Election and Resignation

The Board will nominate for election or re-election as director, and will appoint to fill vacancies and new directorships, only candidates who agree to tender irrevocable resignations that will be effective upon (i) the failure to receive a sufficient number of votes for re-election at any shareowner meeting at which they face re-election and (ii) Board acceptance of such resignation.

If an incumbent director fails to receive the required vote for re-election, the Nominating and Corporate Governance Committee will determine whether the Board should accept the director's resignation and will submit such recommendation for prompt consideration by the Board. The Board expects the director whose resignation is under consideration to abstain from participating in any decision regarding that resignation. The Nominating and Corporate Governance Committee and the Board may consider any factors they deem relevant in deciding whether to accept a director's resignation.

Evaluation of Disclosure Controls and Procedures

We carried out an evaluation required by the Securities Exchange Act of 1934 (the "1934 Act"), under the supervision and with the participation of our principal executive officer and principal financial officer, of the effectiveness of the design and operation of our disclosure controls and procedures, as defined in Rule 13a-15(e) of the 1934 Act, as of December 31, 2022. Based on this evaluation, our principal executive officer and principal financial officer concluded that, as of December 31, 2022, our disclosure controls and procedures were effective to provide reasonable assurance that information required to be disclosed by us in the reports that we file or submit under the 1934 Act is recorded, processed, summarized, and reported within the time periods specified in the SEC's rules and forms and to provide reasonable assurance that such information is accumulated and communicated to our management, including our principal executive officer and principal financial officer, as appropriate to allow timely decisions regarding required disclosure.

Management's Report on Internal Control over Financial Reporting

Management is responsible for establishing and maintaining adequate internal control over financial reporting, as defined in Rule 13a-15(f) of the 1934 Act. Management has assessed the effectiveness of our internal control over financial reporting as of December 31, 2022 based on criteria established in Internal Control Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission. As a result of this assessment, management concluded that, as of December 31, 2022, our internal control over financial reporting was effective in providing reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. Ernst & Young has independently assessed the effectiveness of our internal control over financial reporting and its report is included below.

Changes in Internal Control Over Financial Reporting

There were no changes in our internal control over financial reporting during the quarter ended December 31, 2022 that materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

Limitations on Controls

Our disclosure controls and procedures and internal control over financial reporting are designed to provide reasonable assurance of achieving their objectives as specified above. Management does not expect, however, that our disclosure controls and procedures or our internal control over financial reporting will prevent or detect all error and fraud. Any control system, no matter how well designed and operated, is based upon certain assumptions and can provide only reasonable, not absolute, assurance that its objectives will be met. Further, no evaluation of controls can provide absolute assurance that misstatements due to error or fraud will not occur or that all control issues and instances of fraud, if any, within the Company have been detected.

Opinion on Internal Control Over Financial Reporting

We have audited Amazon.com, Inc.'s internal control over financial reporting as of December 31, 2022, based on criteriaestablished in Internal Control Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) (the COSO criteria). In our opinion, Amazon.com, Inc. (the Company) maintained, in all material respects, effective internal control over financial reporting as of December 31, 2022, based on the COSO criteria. We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the consolidated balance sheets of the Company as of December 31, 2022 and 2021, and the related consolidated statements of operations, comprehensive income (loss), stockholders' equity, and cash flows for each of the three years in the period ended December 31, 2022 and the related notes and our report dated February 2, 2023 expressed an unqualified opinion thereon.

Basis for Opinion

The Company's management is responsible for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting included in the accompanying Management's Report on Internal Control over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audit in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects.

Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

Definition and Limitations of Internal Control Over Financial Reporting

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements. Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Directors, Executive Officers, and Corporate Governance

Information regarding our Executive Officers required by Item 10 of Part III is set forth in Item 1 of Part I "Business

Information About Our Executive Officers.” Information required by Item 10 of Part III regarding our Directors and any material changes to the process by which security holders may recommend nominees to the Board of Directors is included in our Proxy Statement relating to our 2023 Annual Meeting of Shareholders, and is incorporated herein by reference. Information relating to our Code of Business Conduct and Ethics and, to the extent applicable, compliance with Section 16(a) of the 1934 Act is set forth in our Proxy Statement relating to our 2023 Annual Meeting of Shareholders and is incorporated herein by reference. To the extent permissible under Nasdaq rules, we intend to disclose amendments to our Code of Business Conduct and Ethics, as well as waivers of the provisions thereof, on our investor relations website under the heading “Corporate Governance” at amazon.com/ir.

CHAPTER-4

SWOT ANALYSIS

Amazon is a household name and a global giant in the e-commerce and technology industries. Founded by Jeff Bezos in 1994, the company has come a long way from its humble beginnings as an online bookstore to becoming one of the world's largest and most influential companies. Amazon is a big player in the business world. It has a market capitalization of more than $1 trillion and does business in many countries around the world. Understanding the **Amazon SWOT analysis** can provide valuable insight into the company's current position and potential future trajectory.

No company is immune to challenges and opportunities, and businesses need to conduct a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to identify and address both internal and external factors that may impact their success.

Whether you are a business owner looking to learn from Amazon's success or an investor considering Amazon's stock, this SWOT analysis is an essential tool for understanding the company's strengths and weaknesses and how they may be impacted by opportunities and threats in the future.

4.1 Amazon Strengths

1. Strong brand recognition and reputation

Consumers' familiarity with both Amazon's logo and name attests to the company's excellent brand recognition and reputation. The company's history in the market and successful advertising campaigns are both contributing factors to its current position of dominance. Amazon has established itself as a trusted and reliable brand in the eyes of consumers through its customer-centric approach, which includes a focus on providing excellent customer service and a wide range of convenient delivery options.

The value of strong brand recognition and reputation for a company cannot be overstated. When consumers are familiar with a brand and have positive associations with it, they are more likely to consider purchasing products or services from that company. This can be particularly important in the competitive world of e-commerce, where consumers have many options to choose from. A strong brand can also help a company to differentiate itself from its competitors and can be a valuable asset in attracting and retaining customers. In Amazon's case, its strong brand recognition and reputation have played a significant role in the company's success and have helped it to become one of the most influential companies in the world.

2. Diverse product offerings

Amazon's ability to appeal to a broad variety of customers and address the demands of those customers is a major asset of the company. The company offers a broad variety of products, such as clothing, books, electronics, household goods, etc. This diverse product offering has played a significant role in the company's success, as it has helped the company capture a significant share of the e-commerce market and remain competitive in the face of changing consumer preferences and market trends.

Amazon's partnerships and collaborations with other businesses are the primary reason for the company's continued success in providing such a wide selection of products. The company has formed partnerships with numerous brands and manufacturers, which allows it to offer a wide range of products to its customers. Amazon has also leveraged its technology and data capabilities to identify and respond to changing consumer preferences, which has allowed the company to adapt its product offerings to meet the needs of its customers. This combination of partnerships and data-driven decision-making has helped Amazon remain a leader in the e-commerce industry and maintain its diverse product offering.

3. Well-established distribution network

Amazon's extensive distribution network is a key competitive advantage, allowing the corporation to quickly and affordably ship items to consumers all over the globe. To store and transport items to clients quickly and affordably, the corporation has set up a global network of fulfillment centers, distribution centers, and sorting facilities. In addition to its facilities, Amazon also utilizes a variety of delivery options, including its fleet of delivery vehicles and partnerships with third-party delivery companies, to ensure that products are delivered to customers in a timely and convenient manner.

Amazon's use of technology and data has been critical to the success of its distribution network. The company has invested heavily in technology and data analytics to optimize its fulfillment and delivery operations and to continuously improve its efficiency and effectiveness. This includes the use of advanced algorithms to predict demand and optimize inventory management, as well as the use of robotics and automation in fulfillment centers. These efforts have allowed Amazon to maintain a well-established distribution network that can efficiently deliver products to customers all over the world, which has played a significant role in the company's success.

4. Cutting-edge technology

One of the key ways that Amazon has leveraged cutting-edge technology is through its use of data analytics and artificial intelligence (AI). The company has invested heavily in data analytics and AI to optimize its operations and improve its customer experience. For example, the company uses data analytics to predict demand and optimize inventory management, as well as to personalize recommendations and advertisements for customers. The company has also implemented AI-powered chatbots and virtual assistants to improve customer service and support.

In addition to data analytics and AI, Amazon has also leveraged cutting-edge technology in other areas of its business. The company has implemented advanced robotics and automation in its fulfillment centers to improve efficiency and accuracy. It has developed a wide range of innovative products and services, such as its Amazon Web Services (AWS) cloud computing platform and its Amazon Prime streaming service. These efforts have helped Amazon to remain at the forefront of technological innovation and have played a significant role in the company's success.

5. Strong financial performance

Amazon's strong financial performance is a significant strength for the company, as it demonstrates the company's ability to generate profits and grow its business. Revenue and profits have continually increased year after year, and the corporation has reported solid financial performance. This strong financial performance can be attributed to several factors, including the company's diverse product offerings, well-established distribution network, and cutting-edge technology.

The company has a healthy balance sheet, with substantial cash reserves and low debt levels to complement its healthy revenue and profit streams. This financial stability gives the company the flexibility to make strategic investments and acquisitions and weather economic downturns and other challenges. This financial strength has helped Amazon to remain a leader in the e-commerce and technology industries and has played a significant role in the company's success.

6. Large customer base

Among the top reasons for Amazon's success is the sheer variety of goods it sells. The company's success in the e-commerce sector may be attributed in large part to the breadth of its product selection, which has allowed it to attract and retain customers from a variety of demographics. In addition, Amazon's strong brand recognition and reputation, as well as its customer-centric approach, have helped the company attract and retain customers.

Another factor that has contributed to Amazon's large customer base is the company's strong distribution network, which allows the company to efficiently deliver products to customers all over the world. This convenience and reliability have helped the company attract and retain customers. Amazon's large customer base has played a significant role in the company's success and has helped the company become a leader in the e-commerce industry.

7. Wide range of services, including e-commerce, cloud computing, and streaming media

Through its Amazon Web Services (AWS) subsidiary, which provides a variety of cloud computing offerings to companies and organizations all over the world, Amazon has been able to broaden its services beyond e-commerce. AWS has become a leader in the cloud computing industry and has helped Amazon diversify its revenue streams and reduce its reliance on the e-commerce business.

Amazon Prime is an example of the company's expansion outside its core cloud computing business. This service offers a wide range of movies, TV shows, and other content to subscribers, and it has become a major player in the streaming media industry. These efforts have helped Amazon diversify its revenue streams and have played a significant role in the company's success.

8. Strong partnerships and collaborations

Amazon's ability to form and sustain productive relationships and collaborations with a diverse spectrum of businesses and organizations is indicative of this strength. Amazon's supplier and vendor relationships are among the most notable examples of the company's successful use of partnership and collaboration. The firm has partnered with many different brands and manufacturers to provide its clients with a vast range of products. These collaborations have allowed Amazon to diversify its product catalog and lessen its dependence on any one source.

Amazon has not only built ties with vendors and suppliers, but also with businesses and organizations across many other sectors. For example, the company has formed partnerships with transportation and logistics companies to improve its delivery capabilities, and it has collaborated with healthcare organizations to develop innovative healthcare solutions. These partnerships and collaborations have helped Amazon expand its business and have played a significant role in the company's success.

9. Global presence with operations in numerous countries

Amazon has shown its robustness by successfully expanding its operations to a worldwide scale. Amazon's e-commerce platform is one of the main reasons for the firm's worldwide success. It enables the company to reach consumers in every corner of the globe. Because of its worldwide presence, Amazon has cornered a sizable portion of the online retail market and established itself as a front-runner in the sector.

In addition to its e-commerce operations, Amazon has also established a presence in various countries around the world through its other business ventures, such as its Amazon Web Services (AWS) division and its Prime streaming service. These efforts have helped the company diversify its revenue streams and expand its global presence.

4.2 Amazon Weaknesses

1. Dependence on third-party sellers

Amazon relies on third-party sellers to provide a large portion of its product offerings, which can create certain risks for the company. One of the main risks associated with this reliance is the potential for fraud or low-quality products to be sold on the platform. If customers have negative experiences with these products, it could damage Amazon's reputation and lead to lost sales.

Additionally, Amazon's reliance on third-party sellers can also create challenges in terms of product control and customer satisfaction. While Amazon sets certain guidelines for sellers, it does not have complete control over the products that are sold on its platform. This can lead to issues with product quality, availability, and delivery, which can impact the customer experience. Ensuring that third-party sellers meet Amazon's standards and provide high-quality products is essential to maintaining customer trust and satisfaction.

2. Data security concerns

Ensuring the security of customer data is essential for any company that handles sensitive information, and Amazon is no exception. The company handles a large amount of customer data, including personal and financial information, which can make it a target for cyberattacks. If this data were to be compromised, it could lead to significant issues for Amazon and its customers, including identity theft and financial losses.

To address these data security concerns, Amazon has implemented various measures, including encryption and secure servers, to protect customer data. However, the risk of cyberattacks is constantly evolving, and Amazon must remain vigilant in its efforts to protect customer data. Failure to do so could lead to lost customer trust and potentially damaging consequences for the company.

3. A business model that is easy to copy

One potential weakness for Amazon is that its business model is easily imitable. As a leader in the online retail market, Amazon has developed a successful formula for selling products online, which includes a wide range of products, fast shipping, and a convenient customer experience. However, other companies can easily replicate this model and compete with Amazon in the market.

This lack of uniqueness can make it more difficult for Amazon to differentiate itself from competitors and maintain its market position. It also means that the company must continually innovate and evolve its business model to stay ahead of the competition.

4. Regulatory issues

Amazon has faced regulatory scrutiny in various markets, which can create risks and challenges for the company. Some of the main regulatory issues that Amazon has encountered include concerns about its business practices and potential antitrust violations.

For example, Amazon has faced criticism for its treatment of third-party sellers on its platform and allegations that it has used its data to gain an unfair advantage in the marketplace. The company has also been accused of engaging in anticompetitive practices, such as using its dominance in the online retail market to squeeze out smaller competitors.

These regulatory issues can result in costly legal battles and damage to the company's reputation, which can impact its profitability and growth. Amazon must navigate these regulatory challenges to maintain compliance and avoid negative consequences.

5. Limited customer loyalty

While Amazon has a large customer base, some customers may be more loyal to specific brands or products than the Amazon platform itself. This limited customer loyalty can be a weakness for the company, as it may be more difficult to retain these customers if they have other options available to them.

One potential consequence of limited customer loyalty is that customers may be more likely to switch to competitors if they feel that they are not receiving the best value or service from Amazon. This could lead to lost sales and decreased market share for the company. Additionally, limited customer loyalty may make it more difficult for Amazon to expand into new markets, as it may face greater competition from established brands that have a stronger customer base.

6. Limited product control

As a marketplace, Amazon does not have complete control over the products that are sold on its platform. While the company sets certain guidelines for third-party sellers, it cannot guarantee the quality or availability of all products listed on its site. This limited product control can create challenges for Amazon in terms of customer satisfaction and product safety.

For example, if customers purchase low-quality or defective products from third-party sellers on Amazon, it can lead to negative reviews and lost sales for the company.

Additionally, if products sold on Amazon do not meet safety standards, it could lead to customer injuries and legal liability for the company. Ensuring that all products sold on its platform meet quality and safety standards is essential for Amazon to maintain customer trust and satisfaction.

4.3 Amazon Opportunities

1. Expansion into emerging markets

Expanding into new markets is a key opportunity for Amazon to increase its customer base and revenue. This can involve entering new geographic regions, both domestically and internationally, as well as expanding into new product categories or customer segments.
For example, Amazon can target markets where it has limited or no presence, such as certain countries in Asia or South America.

Expanding into new markets can help Amazon diversify its revenue streams and reduce its dependence on specific markets or products. It also presents the opportunity to capture a larger share of the overall retail market and increase its competitiveness. To successfully expand into new markets, Amazon must carefully evaluate the potential risks and rewards of each market and develop strategies that are tailored to the unique needs and preferences of those customers.

2. Expanding physical stores

Expanding its physical store presence is an opportunity for Amazon to reach new customers and create a tangible shopping experience. While the company has a limited number of physical stores compared to other retailers, it has been experimenting with various formats, such as its Amazon Go stores, which offer a convenient and innovative shopping experience.

Expanding its physical store presence can also help Amazon better compete with traditional retailers and capture a larger share of the overall retail market. This can be particularly beneficial in markets where e-commerce penetration is lower, as it allows Amazon to reach customers who may not be comfortable shopping online.

To successfully expand its physical store presence, Amazon must carefully evaluate the potential risks and rewards of each market and develop strategies that are tailored to the unique needs and preferences of those customers. This may involve adapting its store formats, offering a wide range of products and services, and leveraging technology to enhance the customer experience

3. Investment in new ventures

Investing in new ventures is an opportunity for Amazon to diversify its revenue streams and drive growth. This can involve investing in or acquiring companies in complementary industries, such as cloud computing, advertising, or healthcare, to expand their capabilities and reach.

Investing in new ventures can also allow Amazon to take advantage of emerging trends and technologies, such as artificial intelligence or the Internet of Things, to create new products and services. This can help the company stay ahead of the competition and maintain its position as an industry leader.

4. Planned Entry into Crypto

One of the main ways that Amazon plans to enter the cryptocurrency market is by offering cryptocurrency payment options for its products and services. This would allow customers to use cryptocurrencies, such as Bitcoin and Ethereum, to purchase products on the Amazon platform.

Offering cryptocurrency payment options could help Amazon attract new customers who are interested in using cryptocurrencies for online payments. It could also help the company capture a larger share of the e-commerce market as more consumers begin to use cryptocurrencies for online payments.

5. More acquisitions

Acquiring complementary companies is an opportunity for Amazon to diversify its product offerings, expand its capabilities, and drive growth. This can involve acquiring companies in related industries, such as e-commerce, technology, or logistics, to create synergies and leverage the strengths of those companies.

Acquiring complementary companies can also help Amazon enter new markets and customer segments, as well as bring new talent and expertise into the company. This is particularly valuable in fast-changing industries, where staying ahead of the competition requires continuous innovation and adaptation.

4.4 Amazon Threat

1. Intense competition

Amazon faces intense competition from both online and offline retailers like eBay and Walmart, which can impact its market share and profitability. Competitors can range from small startups to large, well-established companies, and they can offer similar products and services at competitive prices. To succeed in this competitive environment, Amazon must continually innovate and evolve its business model to maintain its competitive advantage and attract customers.

2. Regulatory issues

Regulatory issues are a potential threat for Amazon, as the company has faced regulatory scrutiny in various markets. This can create risks and challenges for the company, as it may be required to make changes to its business practices or pay fines or other penalties. Regulatory issues can also damage the company’s reputation and impact its ability to operate in certain markets.

3. Cybersecurity threats

As a company that handles a large amount of customer data, Amazon is vulnerable to cybersecurity threats, which can create risks and challenges for the company. Cyberattacks can result in the compromise of sensitive customer information, such as personal and financial data, which can lead to lost customer trust and potential legal liabilities. To protect against cybersecurity threats, Amazon must invest in robust security measures and continually monitor and update its systems to stay ahead of evolving threats.

4. Economic recessions

This is a threat to Amazon, as it can impact consumer spending and result in decreased sales and profitability for the company. During times of economic uncertainty, consumers may be more hesitant to make non-essential purchases, which could negatively impact Amazon’s sales. Additionally, economic downturns can also lead to increased competition as companies try to maintain market share, which could further impact Amazon’s profitability.

5. Natural disasters

Natural disasters, such as hurricanes or earthquakes, can pose a threat to Amazon’s operations and supply chain. These disasters can disrupt the company’s ability to fulfill orders, as well as damage its warehouses, transportation networks, and other infrastructure. This can lead to delays in delivery and customer dissatisfaction, which can impact Amazon’s sales and profitability. To mitigate this threat, Amazon must have contingency plans in place to handle natural disasters and ensure that its operations and supply chain are as resilient as possible.

CHAPTER-5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Findings

- The base value of current ratio is 1.03 and the current year ratio is 1.09.
- The base value of quick ratio is 0.76 and the current year ratio is 0.86.
- The base value of debt equity ratio is 2.72 and the current year ratio is 0.73.
- The base value of proprietary ratio is 0.21 and the current year ratio is 0.27.
- The base value of return on capital employed ratio is 0.10 and the current year ratio is 0.18.
- The base value of net profit ratio is 1.70 and the current value of net profit ratio is 4.13.
- The base value of total asset turnover ratio is 1.35 and the current year ratio is 1.24.

5.2. Suggestions

- The company current ratio is increasing year to year but it is not standard ratio. So, the company should maintain standard ratio of current ratio.
- The quick ratio of the company also not as standard ratio. So, the company should maintain standard ratio of quick ratio. Because to maintain liquidity position of the company.
- The debt equity ratio of the Company is reducing year to year, which is threatening to Company. Hence, Company should maintain debt equity ratio according to the standard norms.
- The capital employed ratio has been maintained according to the standard format, but it is to be maintained consistently.
- The proprietary ratio maintained by Company is satisfactory. But the performance decreased by year to year. Company need to increase its proprietary ratio for the better performance.

5.3 Conclusion

Amazon is a company with a strong presence in the online retail market. Its strengths include a wide range of products, a strong brand reputation, and a large customer base. To sum up, Amazon has been the top online retailer due to how they operate their strategy efficiently. Ever since the move to online, Amazon has seen consistent increases year by year. However, the low net income and the increased liability is alarming to many. But I believe that is due to Amazon's commitment to investing in long-term projects and acquiring big enterprises. More expenses come when there are more obligations and responsibilities, but in the long term, Amazon can make up for the expected losses. There is no denying the progress Amazon has made, with the new project plans ahead and new manufacture production they are creating, Amazon has shown no sign of slowing down.

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