EXHIBIT 3

WikipediA

List of Amazon locations

This is a list of locations in which the American corporation <u>Amazon.com</u> does business.

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Amazon's Day 1 building in Seattle, Washington

Headquarters

Amazon's global headquarters are in more than 40 owned and leased buildings spread across Seattle's adjacent South Lake Union, Denny Triangle, and Downtown neighborhoods. The first 14 buildings Amazon occupied in South Lake Union were developed primarily by Vulcan, Inc. from 2008 onward, the first 11 of which were acquired from Vulcan in 2012 at a cost of \$1.16 billion. The company was previously headquartered in rented space within the Pacific Medical Center, located in the city's Beacon Hill neighborhood, from 1998 to 2011. [3][4]

Amazon is currently building a new four tower, four low-rise, complex in Seattle's <u>Denny Triangle</u> neighborhood to serve as the primary headquarters, though it will retain many of the earlier purchased buildings to house its more than 45,000 corporate employees in the Seattle area.^[5] The plan for the new



Amazon's former headquarters in the Pacific Medical Center building in Beacon Hill, Seattle

campus, designed by <u>NBBJ</u> and named "Rufus 2.0" after a dog who was part of the company in its early days, ^{[6][7]} was approved by the city of Seattle in 2012 and construction began the year after. ^{[8][9]} The first of the towers, nicknamed Doppler, opened on December 14, 2015. ^{[10][11]}

The European headquarters are in Luxembourg's capital, Luxembourg City. [12]

On November 13, 2018, Amazon announced they would divide their planned <u>HQ2</u> between <u>New York City</u> and <u>Northern Virginia</u>. On February 14, 2019, Amazon announced they canceled their plan for the HQ2 location in New York City. Amazon is also in the process of building a retail hub of operations center in Nashville, Tennessee.

Software development centers

While much of Amazon's software development occurs in Seattle, the company employs software developers in centers across the globe. Some of these sites are run by an Amazon subsidiary called A2Z Development.^[14]

- North America
 - United States
 - Austin, TX^[15]
 - Cambridge, MA^[16]
 - Cupertino, CA
 - Detroit, MI^[17]
 - Gurnee, IL
 - Herndon, VA^[18]
 - Irvine, CA^[19]
 - Minneapolis, MN^[20]
 - New York, NY
 - Pittsburgh, PA^[21]
 - San Francisco, CA
 - San Luis Obispo, CA^[22]
 - Seattle, WA
 - Tempe, AZ
 - Canada
 - Vancouver, BC^[23]
 - Toronto, ON^[24]
- Central America
 - Costa Rica
- Europe
 - Austria
 - Graz [25]
 - Germany
 - Berlin
 - Dresden^[26]
 - Ireland
 - Dublin [27]
 - Poland
 - Gdańsk^[28]
 - Spain
 - Madrid^[29]
 - United Kingdom
 - Cambridge^[30]
 - Edinburgh^[31]
 - London
- Africa
 - South Africa
 - Cape Town^[32]

Customer service centers

Africa

- South Africa
 - Cape Town^[33]
- Europe
 - United Kingdom
 - Edinburgh^[34]
 - Ireland
 - Cork^[35]
- Central America
 - Costa Rica
 - San Jose
- South America
 - Colombia
 - Bogotá^[36]



Customer Service Center in Huntington, West Virginia

Retail

Below is a list of Amazon's retail locations, as of October 2018. Most of the stores are located inside of the United States, but Whole Foods also operates stores in Canada and the United Kingdom.

- Whole Foods Market (479)
- 365 by Whole Foods Market (10)
- Amazon Books (17)
- Amazon Go (5 open, 2 under construction)
- Amazon 4-Star (3) a collection of new and trending items from Amazon.com that are rated four stars or higher^{[37][38][39]}
- Amazon Pop-Up (81) small kiosks which sell Amazon devices such as Echo speakers, Kindle e-readers, Fire tablets, and Fire TV devices, usually housed in malls^{[40][41]}

Pick-up points

In addition to <u>Amazon Lockers</u>, Amazon has around 30 staffed pick-up points in the United States and over 800 independent ones in India. The US locations have large sets of Amazon Lockers and an area for customers to make returns.^[42] The India locations are in existing retailers and have customers wait in for a store employee to retrieve their package.^[43] The company also operates 33 <u>Treasure Trucks</u> in the United States and <u>United Kingdom</u>, which serve as pick-up points for one deal per day that customers can order using the Amazon app.

Fulfillment and warehousing

Amazon Fulfillment centers are large and each has hundreds of employees, sometimes thousands. 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. A picker may walk 10 or more miles a day.

In the newer fulfillment centers, items are stored on pods and brought to pickers by robots (Amazon Robotics). In the United Kingdom initial staffing was provided by Randstad Holding and other temporary employment agencies. In the United States, many workers are hired as Amazon employees and granted shares of stock or sign-on bonuses, while others are offered temporary seasonal positions. "When we have permanent positions available, we look to the top performing temporary associates to fill them," said an Amazon spokesperson. [44] Development of a high level of automation is anticipated in the future following Amazon's 2012 acquisition of Kiva Systems, a warehouse automation company.

Amazon Fulfillment centers can also provide warehousing and order-fulfillment for third-party sellers, for an extra fee. [45] Third-party sellers can use Fulfillment by Amazon (FBA) to ship for other platforms as well, such as eBay or their own websites. [46]

Listing by state

Fulfillment centers are located in the following cities and are often named after an International Air Transport Association airport code.

North America



DSD1 San Diego (Rancho Bernardo)



Amazon.es warehouse in San Fernando de Henares, Madrid, Spain)

- United States (Fulfillment Center Codes)^[47]
 - Alabama
 - Bessemer (BSM1)
 - Mobile (MOB1)
 - Theodore (MOB5)
 - Arizona
 - Phoenix (PHX3, PHX6, PHX7, PHX8, TUS1)
 - Goodyear (PHX5)
 - Tolleson (PHX9)
 - Tucson (TUS2, opening 2019)^[48]
 - California
 - Bakersfield (2019)^[49]
 - Beaumont (2019)^[50]
 - Carlsbad (DSD2)
 - Eastvale (SNA6, SNA9, LGB3)
 - Fresno (FAT1)
 - Irvine (DLA9)
 - Moreno Valley^[47] (ONT6)
 - National City (DSD3)
 - Newark^[47] (OAK5)
 - Patterson (OAK3)
 - Redding, California (AMZ2)
 - Redlands^[47] (ONT9, LGB4)
 - Rialto (SNA4, LGB8, LGB7 Opening in 2019)
 - Riverside (LGB6)
 - Sacramento (SMF1)
 - San Bernardino (ONT2, ONT5, SNA7, SNA8)
 - San Diego (Rancho Bernardo) (DSD1)
 - Stockton^[47] (SMF3)
 - Tracy (OAK4, SJC7, OAK6)
 - Vacaville (SMF5)
 - Colorado
 - Aurora (DEN2, DEN5)
 - Thornton (DEN3)
 - Connecticut
 - Wallingford (BDL5)
 - Windsor (BDL2)
 - North Haven (BDL3 Opening in 2109)
 - Delaware
 - New Castle (PHL1)
 - Middletown^[51] (PHL7, PHL9)
 - Florida
 - Orlando^[47] (MCO1)
 - Davenport^[47] (MCO5)
 - Opa-Locka^[47] (MIA1)
 - Doral^[47] (Miami) (MIA5)
 - Sunrise^[47](2018) (DMI4)
 - Ruskin (TPA1)
 - Lakeland (TPA2)
 - Jacksonville (JAX2, JAX3, JAX5)

Georgia

- Braselton^[52] (MGE1)
- Jefferson^[52] (MGE3)
- East Point^[47] (ATL6)
- Lithia Springs^[47] (ATL8)
- Union City^[47] (ATL7)
- Macon (early 2019)^[53]

Illinois

- Joliet^[47] (MDW2, MDW4)
- Romeoville (MDW6)
- Edwardsville (STL4, STL6, STL7)
- Monee (MDW7)
- Waukegan (MDW8)
- Aurora (MDW9)
- Crest Hill (MDW5)

Indiana

- Whitestown (IND1, XUSE)
- Plainfield (IND2, IND3, IND5)
- Indianapolis^[47] (IND4)
- Jeffersonville (SDF8)

Kansas

- Kansas City^[47] (MKC6)
- Lenexa^[47] (MCI5)
- Edgerton (MKC4)^[54]

Kentucky

- Campbellsville (SDF1)
- Louisville (SDF2)
- Shepherdsville^[47] (SDF4, SDF6, SDF9)
- Hebron (CVG1, CVG2, CVG3, CVG5, CVG7, CVG9)
- Lexington (LEX1, LEX2)

Maryland

- Baltimore^{[55][56]} (BWI2, BWI5)
- North East (MDT2)^[57]
- Sparrows Point (DCA1)

Massachusetts

- Everett^[47] (BOS6)
- Fall River^[47] (BOS7)
- Stoughton^[47] (BOS5)

Michigan

- Livonia^[47] (DET1)
- Romulus^[47] (DTW1)
- Brownstown Township^[47] (DTW5)
- Shelby Township (DET2)

Minnesota

- Shakopee^[47] (MSP1, MSP5)
- Mississippi
 - Marshall County (May 2019)^[58]

- Missouri
 - Hazelwood (STL5)
 - St. Peters (May 2019)^[59]
- Nevada
 - North Las Vegas (LAS2)(LAS6)
 - Fernley^[47] (*closed*) (RNO1)
 - Reno^[47] (RNO4)
- New Hampshire
 - Nashua (BOS1)
- New Jersey
 - Florence (ABE8)
 - Swedesboro^[47] (ACY5)
 - Robbinsville^[60] (EWR4)
 - Avenel (EWR5, EWR6/7)
 - Carteret (EWR9, LGA7/8)
 - Teterboro (EWR8)
 - Elizabeth (DEW2)
 - Moonachie (DEW1)
 - West Deptford (ACY1)
 - Cranbury (TEB6)
 - Logan (TEB3)
 - Edison (LGA9)
 - Burlington (2019)^[61]
- New York
 - Lancaster (BUF5)
 - Staten Island (JFK8)
- North Carolina
 - Charlotte (CLT2)
 - Concord^[47] (CLT5)
 - Durham (RDU5)
 - Garner Construction expected to be completed Fall 2019 [62]
 - Kannapolis (CLT3)
 - Kernersville (2019)^[63]
- Ohio
 - Columbus (CMH1, CMH2)
 - North Randall
 - Euclid (2019)^[64]
 - Monroe (2019)^[65]
 - West Jefferson (2019)^[66]
- Oklahoma
 - Oklahoma City (OKC5, DOK1, DOK2)
 - Tulsa (2019)^[67]
- Oregon
 - Hillsboro (PDX5)
 - Troutdale (PDX9)
 - Portland (PDX6) (2019)
 - Salem (PDX7) (2019)

- Pennsylvania
 - Breinigsville^[47] (ABE2, ABE3)
 - Easton (ABE4)
 - Harrisburg^[47] (ABE5)
 - Hazleton (AVP1)
 - Gouldsboro (AVP2/3)
 - Carlisle (MDT1, PHL4, PHL6, PHL9, XUSC)
 - Lewisberry (PHL5)
 - Pittsburgh (PIT5)
 - Pittston (AVP6)
- South Carolina
 - West Columbia (CAE1, CAE3)
 - Spartanburg (GSP1)
- Tennessee
 - Chattanooga (CHA1)
 - Charleston (CHA2)
 - Lebanon (BNA1, BNA2)
 - Memphis (MEM1)
 - Murfreesboro (BNA3)
 - Nashville (BNA5)
- Texas
 - Coppell (DFW6, FTW2, FTW6)
 - Dallas (FTW1)
 - Fort Worth^[47] (DFW7, FTW3, FTW4)
 - Wilmer (DAL9)
 - Humble (HOU1)
 - Schertz (SAT1)
 - Irving (DFW8)
 - Houston (HOU2)
 - Brookshire (HOU3)
 - San Marcos (SAT2)^[68]
- Utah
 - Salt Lake City (SLC1)
- Virginia
 - Petersburg (RIC1)
 - Chester (RIC2, RIC3)
 - Clear Brook (BWI4)
 - Ashland (RIC5, RIC9)
- Washington
 - Sumner^{[69][70]} (BFI1, BFI7)
 - DuPont (BFI3)
 - Kent^[47] (BFI4, BFI5, BFI6)
 - Bellevue (SEA8)
 - Spokane (GEG1) Opening Late 2019 [71]
 - Everett (DSE4)
- Wisconsin
 - Kenosha^[72] (MKE1, MKE5)
 - Oak Creek (2020)^[73]

Canada

- Alberta
 - Balza^[74] (YYC1)
 - Leduc County (YEG1), planned for 2020 opening^[75]
- British Columbia
 - Annacis Island a part of Delta^[76] (YVR2)
 - New Westminster (YVR3)
 - Tsawwassen, under construction^[77]
- Ontario
 - Brampton (YYZ3, YYZ4)
 - Caledon, under construction^[78]
 - Mississauga (YYZ1)
 - Milton (YYZ2)
 - Ottawa (YOW1), under construction^[79]
- Mexico
 - Cuautitlán Izcalli, State of Mexico^[47] (MEX1)

- Europe
 - United Kingdom, as of 2019, 20 in operation
 - England
 - Rugeley (BHX1)
 - Coalville (BHX2)
 - Daventry (BHX3)
 - Coventry (BHX4)
 - Rugby (BHX5) (Opens 2019)
 - Bristol (BRS1) (Opens 2019)
 - Peterborough (EUK5)
 - Doncaster (LBA1, LBA2, LBA3)
 - Tilbury (LCY2)
 - Ridgmont, Milton Keynes (LTN1)
 - Hemel Hempstead (LTN2)
 - Dunstable (LTN4)
 - Manchester (MAN1)
 - Warrington (MAN2)
 - Bolton (MAN3)
 - Darlington (MME1) (Opens 2019/20)
 - Scotland
 - Dunfermline (EDI4)
 - Gourock (GLA1)
 - Wales
 - Crymlyn Burrows, Swansea (CWL1)^{[80][81][82]}
 - France
 - Boigny-sur-Bionne (2000)
 - Saran (2007) (ORY1)
 - Montélimar (2010) (MRS1)
 - Sevrey (2012) (LYS1)
 - Lauwin-Planque (2013) (LIL1)
 - Germany
 - Bad Hersfeld (1996 and 2010) (FRA1, FRA3) (Hessen)
 - Leipzig (2006) (LEJ1) (Saxony)
 - Werne (2010 and 2017) (EDE4, EDE5, DTM1) (North Rhine-Westphalia)
 - Rheinberg (2011) (DUS2) (North Rhine-Westphalia)
 - Graben (2011) (MUC3) (Bavaria)
 - Koblenz (2012) (CGN1) (Rhineland-Palatinate)
 - Pforzheim (2012) (STR1) (Baden-Württemberg)
 - Brieselang (2013) (BER3) (Brandenburg)
 - Dortmund (2017) (DTM2) (North Rhine-Westphalia)
 - Winsen (Luhe) (2017) (HAM2) (Lower Saxony)
 - Poland
 - Poznan (2014) (POZ1)
 - Wroclaw (2014 and 2015) (WRO1, WRO2, WRO3, WRO4)
 - Szczecin Kołbaskowo (2017) (SZZ1)
 - Katowice Sosnowiec (2017) (KTW1)

- Italy
 - Castel San Giovanni (2011 and 2013) (Emilia-Romagna)
 (MXP5)^[83]
 - Avigliana (2016) (Piemonte)
 - Passo Corese (2017) (Lazio) (FCO1)
 - Vercelli (2017) (Piemonte) (MXP3)
 - Milano (2017) (Lombardia)
 - Origgio (2017) (Lombardia)
 - Casirate d'Adda (2018) (Lombardia) (under construction)
- Slovakia
 - Bratislava (2011)^[84]
 - Sered (2017) (BTS2)
- Czech Republic
 - Prague (2015) (PRG2) (2013-2018) (PRG1)
- Spain
 - San Fernando de Henares (Madrid) (MAD4)
 - Illescas (Toledo, Castilla-La Mancha)^[85]
 - El Prat (Barcelona, Catalonia) (BCN1)
 - Martorelles (Barcelona, Catalonia)

- Asia
 - Japan
 - Ichikawa
 - Yachiyo
 - Chiba
 - Sakai
 - Daito
 - Osaka
 - Kawagoe
 - Saitama
 - China
 - Guangzhou
 - Suzhou
 - Beijing
 - Chengdu
 - Tianjin
 - Shanghai
 - Harbin
 - Shenyang
 - Jinan
 - Nanning
 - Xi'an
 - Xiamen
 - India
 - Mumbai
 - Bangalore (2014)
 - Hyderabad
 - Chennai (MAA4) (MAA5)
 - Ahmedabad
 - Jaipur
 - Gurgaon
 - Pune (2015)
 - Delhi
 - Kolkata
 - Israel
 - Modi'in (2018) [86]
- Oceania
 - Australia
 - Dandenong South (MEL1)
 - Moorebank (BWU1)
- South America
 - Brazil
 - Cajamar [87]

Other

- Audible.com (subsidiary) Headquarters at 1 Washington Park in Newark, New Jersey.
- Zappos.com Headquarters in Las Vegas.
- Woot Headquarters in Carrollton, Texas.

Closed fulfillment, warehousing and customer service locations

These US distribution centers have been closed: SDC Seattle Distribution Center, located in Georgetown, just south of downtown Seattle; Red Rock, Nevada; Chambersburg, Pennsylvania; Munster, Indiana; and McDonough, Georgia. [88][89][90] From 2000^[91] until February 2001, there was an Amazon customer service based in The Hague, Netherlands. [92][93]

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