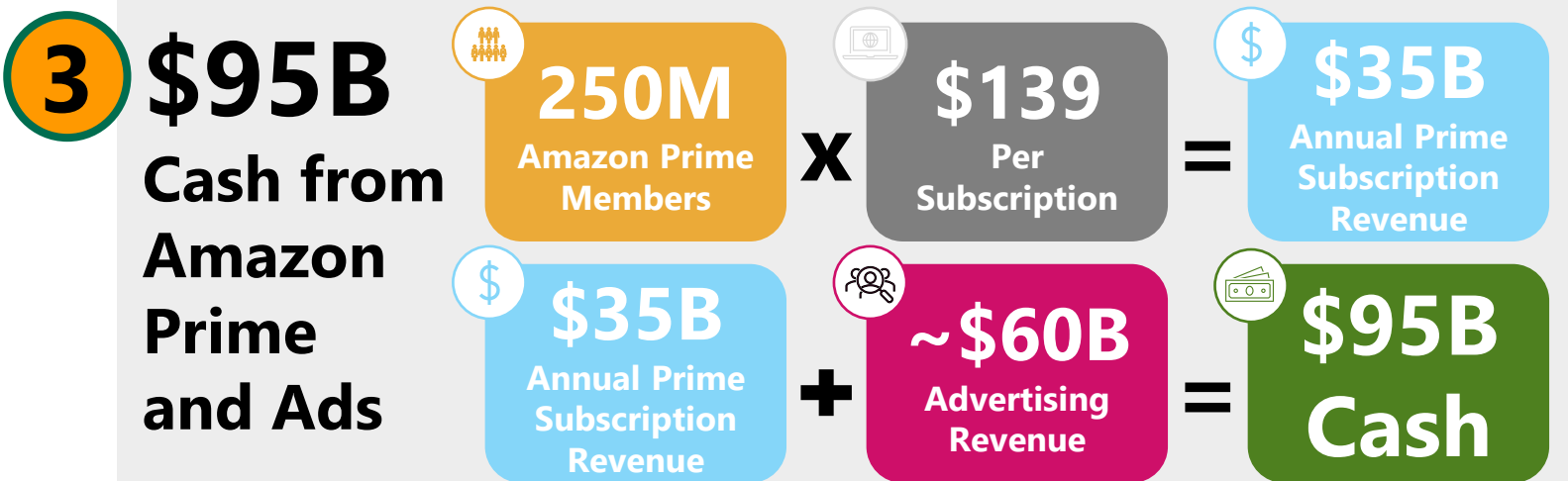
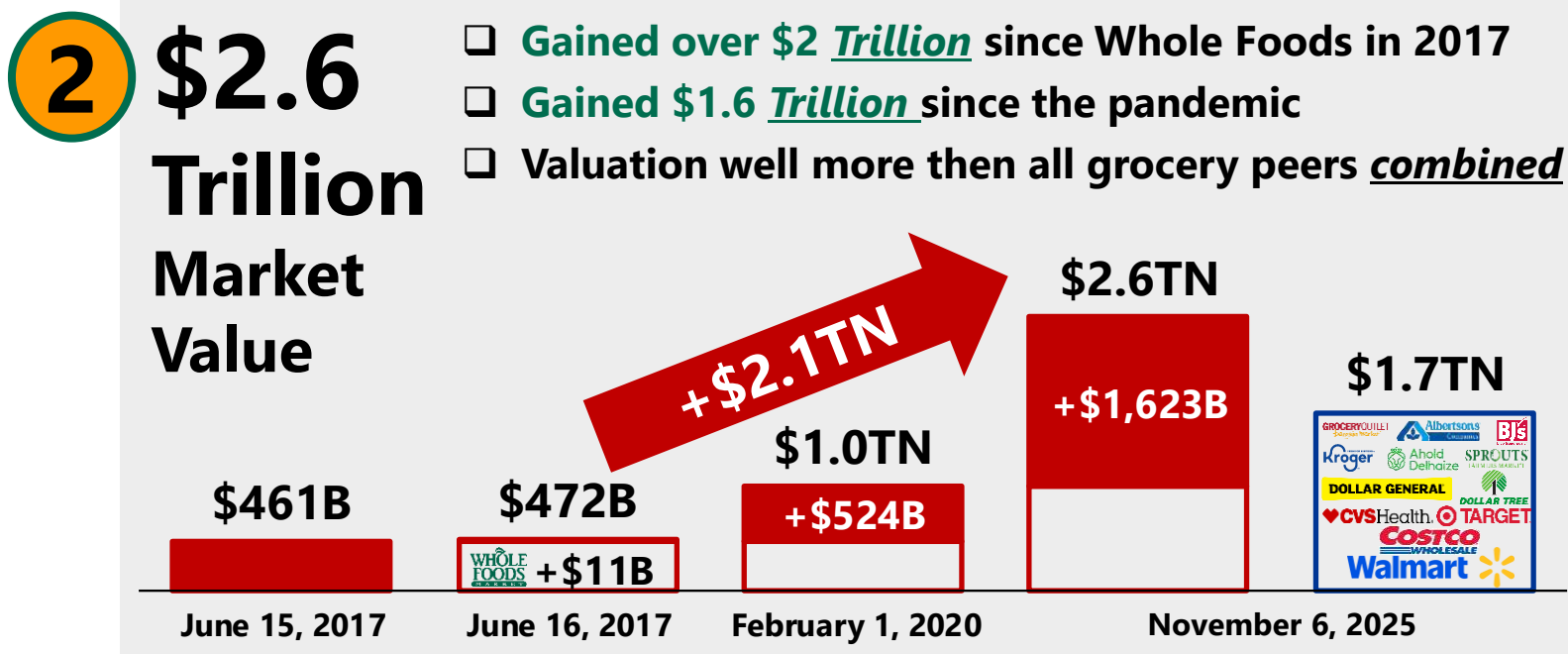


5 MORE THINGS YOU MIGHT NOT KNOW

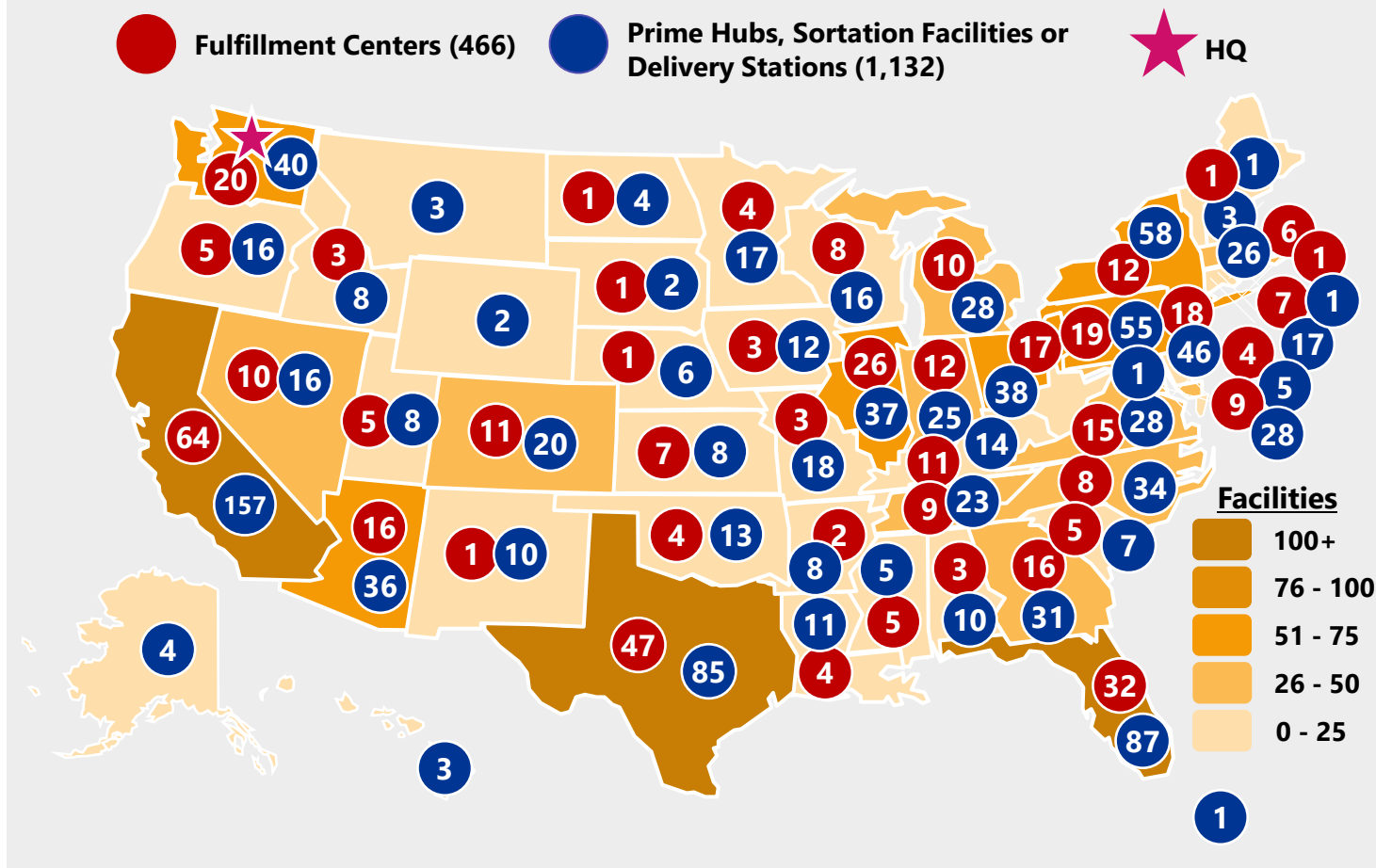
By Scott Moses

November 2025



4 470M+ Fulfillment Square Feet

- 466 Fulfillment Centers
- 1,132 Hubs and Sorting Facilities
- 40x fulfillment sq ft growth in last 15 years
- 500,000 employees could be replaced by automation in coming years ⁽¹⁾



5 2,300 Cities and towns across the U.S. will have same-day fresh food delivery by year-end ⁽²⁾

"I'm very bullish about grocery. I think some folks don't realize how large a grocery business Amazon has today... [Excluding] Whole Foods Market and Amazon Fresh, [Amazon] did over \$100 billion in gross sales in our grocery business in 2024"

– Andy Jassy, CEO – Q&A with Shareholders (05.22.2025)

Source: Industry research & Solomon estimates, as of November 2025.

(1) <https://www.nytimes.com/2025/10/21/technology/inside-amazons-plans-to-replace-workers-with-robots.html>

(2) <https://www.aboutamazon.com/news/retail/grocery-delivery-amazon-same-day-store>