



Small Business Empowerment Report

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Introduction

Since 2000, Amazon and independent sellers have been transforming retail together, building a partnership that delivers exceptional selection, competitive prices, and fast delivery to customers while creating thriving businesses that generate millions of jobs across the country. Hundreds of millions of customers discover and purchase from independent sellers in Amazon's global store. Small businesses leverage innovative capabilities once available only to the largest brands—many at no additional cost. It's a privilege to be part of their journey, and we're proud that today, more than 60% of sales in Amazon's store come from independent sellers, most of which are small and medium-sized businesses. As they grow both in and beyond Amazon's store, we provide tools and capabilities that scale with them, supporting their success wherever they choose to sell.

The success of US small businesses translates directly into economic opportunity across America, from small towns to major cities in all 50 states, Washington, DC, and Puerto Rico. In 2025, independent sellers employed over 2 million people in the US to support their Amazon-related businesses. In addition, more than 75,000 independent sellers surpassed \$1 million in sales, demonstrating remarkable growth and resilience. Independent sellers thrived in 2025, and their success reflects the unique ingenuity and determination that have always defined American small businesses. Mark Aramli, CEO and founder of the sleep technology company BedJet, is among the many sellers who exemplify this ripple effect. His company's growth enabled the Aramli Foundation to contribute more than \$2.6 million to local charities in Newport, Rhode Island, since 2020, turning business success into lasting community support.

For decades, Amazon has invested in innovation on behalf of small businesses.

We've used advanced machine learning to continually improve the seller experience—from streamlining operations and optimizing fulfillment to surfacing products customers love. Recently, we've helped pioneer a new frontier with agentic AI capabilities. Unlike earlier machine learning that recognized patterns and made predictions, agentic AI systems can reason, plan, and, with permission, take actions on behalf of sellers. Amazon's AI capabilities surface personalized insights and recommendations, helping sellers accelerate their growth and manage their businesses more efficiently. The impact is tangible: sellers save time and money every day, enabling them to reinvest in what drives their businesses forward—creating new products, expanding their teams, and strengthening connections to local communities.

We are humbled and proud to partner with independent sellers as we continue to write the next chapter of the greatest story in the history of the retail industry—reimagining what's possible when entrepreneurship meets innovation. We are inspired by them, we learn from them, and we celebrate them. The success stories in this report show how sellers build their brands, increase sales, leverage powerful tools to drive their businesses, and make a meaningful impact in their local communities. The future of small business has never held more promise, and as we like to say, it's still Day 1—and we're just getting started.

Thank you,

Mary Beth

Mary Beth Westmoreland
Vice President
Worldwide Selling Partner Experience, Amazon



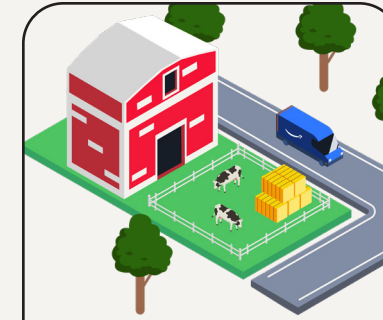
At a glance

Selling in Amazon's store

More than 60% of sales in Amazon's store come from independent sellers—most of which are small and medium-sized businesses.



Independent sellers have access to free education through Seller University, including articles, videos, webinars, and case study learning formats across **35 topic areas and 21 languages.**



Amazon is investing **over \$4 billion** to expand its rural delivery network, with a focus on small towns across the US, allowing independent sellers to bring even faster delivery to millions of customers in less densely populated areas.

Independent sellers in the US averaged

more than \$375,000 in annual sales

in Amazon's store in 2025.



Over 11,000 US-based independent sellers

grew their sales by more than 10X in 2025.



More than 75,000 independent sellers

surpassed \$1 million in sales in 2025.



US-based independent sellers

exported more than 580 million items globally in 2025.

Independent sellers are adopting the AI-powered Seller Assistant quickly—there are already **more than 230,000 monthly users.**



California, Florida, Texas, New York, and New Jersey had the most new independent sellers in 2025.

The states with the largest number of independent sellers in rural areas and small towns: **Wisconsin, New York, Texas, Michigan, and Iowa.**

In 2025, **independent sellers employed over**

2M people in the US to support their Amazon-related businesses.

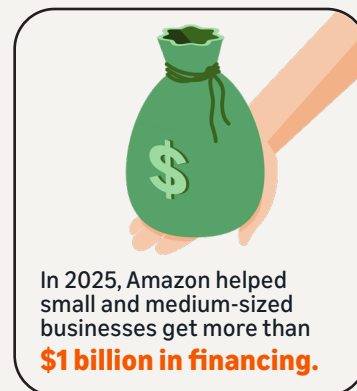
Independent sellers **save up to 25%** on domestic freight using the Amazon Partner Carrier program compared to alternatives.



There are Amazon independent sellers in **all 50 states, Washington, DC, and Puerto Rico.**

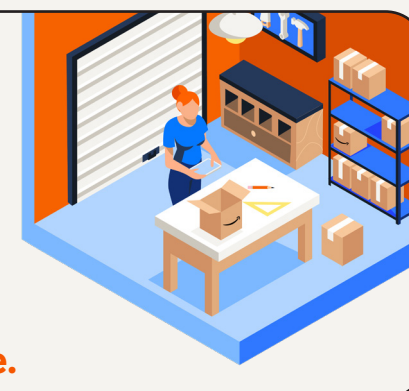


In 2025, Amazon helped small and medium-sized businesses get more than **\$1 billion in financing.**



Independent sellers in the US

sold more than 4.6 billion items in Amazon's store in 2025—that's more than **8,900 per minute.**

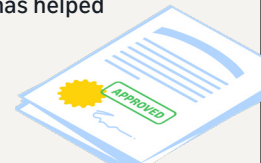


Independent sellers accept the recommended actions of the AI-powered Seller Assistant **over 90% of the time.**



Amazon's Intellectual Property Accelerator has helped

more than 33,000 brands obtain trademark protection through a network of trusted IP law firms.





Heavy-duty, built right here in America, selling to the world

AI seller tools multiply time by 20 for GEN-Y Hitch, transforming small-town manufacturer into global brand.

Nappanee, Indiana | Walk into GEN-Y Hitch's headquarters in Nappanee, Indiana, and the whole story is visible at once. Raw North American steel comes in one end of the building, finished towing hitches, ramps, and running boards go out the other. Robotic arms work alongside dozens of craftsmen from the surrounding Amish community, many of them neighbors of founder Carl Borkholder, who grew up two miles down the road. Twelve years ago, none of this existed. There was a garage, a welder, and a pile of hitches that kept causing problems.

Borkholder owned a tree service company, and every morning his crews arrived to find that the specific hitch size they needed that day was already on someone else's truck. That frustration gave him an idea. A welder by trade, Borkholder stacked a set of receiver tubes and welded them into something that had never existed before: an adjustable, lockable, multi-ball hitch built from American steel that could handle loads of up to 20,000 pounds, nearly double anything you could buy at the store. He wasn't thinking about building a company. He was thinking about solving his problem. He did both.

Nappanee contractors saw the hitch and started asking for one, then three, then more, and his thinking shifted. One night, Borkholder and his wife sat at the kitchen table and made the decision to sell the tree service business and "go all in." His wife took a full-time job to support the family while he built the business from the ground up.

For a first-time manufacturer without industry connections, selling in Amazon's store removed a barrier that would have otherwise taken years to clear. Getting merchandise on a retail shelf meant convincing corporate buyers at national chains, a process, Borkholder explained, "that gets measured in months, meetings, and costly slotting fees." Listing his products in Amazon's store meant doing it himself, that week, from Nappanee.

Borkholder was able to immediately ship his products to Amazon warehouses, choosing Fulfillment by Amazon to handle the packing, shipping, returns, and customer service on his behalf. For GEN-Y Hitch, it meant products sitting closer to customers across the country and arriving quickly. He adopted Multi-Channel Fulfillment to handle orders from GEN-Y Hitch's website and other sales channels through Amazon's fulfillment network—delivering fast, reliable service wherever customers shop. With Amazon, Borkholder also had the freedom to self-fulfill any product at any time, giving his team the flexibility to ship directly from Nappanee the same day an order came in.



Carl Borkholder, founder and CEO of GEN-Y Hitch, in Nappanee, Indiana.

"We had no dealer presence, no wholesale distributors. But we had a great product, and we had Amazon."

Carl Borkholder, Founder & CEO
GEN-Y Hitch

As his consumer sales grew, Amazon Business opened the door to business buyers like fleet operators, contractors, and commercial purchasers. These were the customers Borkholder had built his first hitch for and now, with Amazon Business, Borkholder was able to offer them quantity discounts, bulk ordering, and 24/7 access through a channel they already trusted. Buyers who once had to call a distributor could now place an order before breakfast, from any job site, at any hour. It meant a welder in Nappanee could reach a contractor in Phoenix or a fleet manager in Calgary as easy as a neighbor down the road.

In 2025, GEN-Y Hitch posted its best year ever in Amazon's store with more than \$5 million in revenue, up 35% year over year. That same year, GEN-Y Hitch hired Ryan Cramer to manage their Amazon channel full-time. The timing was right. Amazon's new AI-powered seller tools were redefining what one person could do.

The executive team tracks the milestones—the first \$10,000 day, the first \$20,000 day, the first \$100,000 day. “Those days kept stacking up,” Cramer said.

Cramer manages hundreds of SKUs, oversees inventory across fulfillment centers on both coasts, and handles listings, advertising, and international expansion. He does it nimbly, with Amazon's AI tools working for him in the background. “Amazon's AI tools take my time and multiply it by 20,” Cramer said.

The goal, as Cramer described it, is replication at speed. Every process that works for one SKU needs to work for hundreds, and eventually thousands, without the wheels coming off. Amazon's generative AI listing tools made one of the most time-consuming parts of launching products in the Amazon store almost effortless. What once meant filling out sprawling spreadsheets for every product attribute and variation, a process that took 30 to 45 minutes per listing, now takes under five minutes.

“I remember saying to my business partner, ‘If we could sell one hitch a day, we would have it made.’ Today, we build and ship thousands a day.”

Carl Borkholder, Founder & CEO
GEN-Y Hitch

Once the product is live, Amazon's AI-powered Seller Assistant monitors sales velocity and flags concerns before they become problems. For advertising, Cramer turns to Creative Studio as a force multiplier. From a single photograph, the tool generates the full visual suite, 3D renderings, lifestyle images, and a product video, in minutes. Then, with the Build International Listings tool, Cramer pushes that same product into Canada, Mexico, and Brazil. With a single toggle, listings are automatically translated into local languages. A product that once would have taken weeks to research, build, photograph, and launch globally now moves from idea to international shelf in a fraction of the time.



That pipeline is about to get even faster. Cramer said his team is planning to develop new products at a pace that wasn't possible before, and Product Opportunity Explorer is central to that. The tool surfaces trends in searches, purchases, reviews, and pricing, pulling back the data on his product category to show what customers want next.

“We've really redefined what it means to be a small business in a small community,” said Donna Schmucker, GEN-Y Hitch's marketing director. “Humble beginnings, and yet we're selling across the world.”



Ryan Cramer, Amazon channel manager, and Donna Schmucker, marketing director of GEN-Y Hitch, in Nappanee, Indiana.

“It's not just about saving time and money. Amazon is listening to seller feedback and building the tools we need to be successful.”

Ryan Cramer, Amazon Channel Manager
GEN-Y Hitch

Their product is made entirely in America, said Borkholder, and he is deliberate about it. GEN-Y Hitch sources North American steel, manufactures every item in Nappanee, and tests every product before it ships, he explained. “Made in America means heavy duty, built right,” Borkholder said. The company holds between 70 and 80 patents, each one protecting an innovation designed and built in the US. For Borkholder, domestic manufacturing isn't a marketing position. It's a standard.

That standard runs straight through to his workforce. The 60 people who work at GEN-Y Hitch are largely local, Amish craftsmen from down the road—families Borkholder has known his whole life. He built the headquarters around them, polling employees on what they wanted most in a workplace and delivering on the answers, including an on-site daycare facility and gym. When a local RV and garage door manufacturer was at risk of closing last year, he acquired the business rather than let those 100 jobs disappear from the community. “It's surreal,” Borkholder said. “Of all people, me doing this? I completed eighth grade. And now there are 160 people across two companies depending on us to make the right decisions. I embrace that. I love that grind.”

Each year, the company divides a charitable budget among its leaders, who direct funds to local food pantries, high school meal programs, and neighbors in need. “This community has done a lot for me personally,” he said. “It's only right we do a lot for it.”

Borkholder's target is \$1 billion in revenue within the next five to seven years, and he's clear about who his partner is in getting there. “Amazon will be a big part of how we get there,” he said. “I know we can reach \$50, maybe \$100 million just in Amazon's store.” For a founder who started in a garage and once thought one hitch a day would be enough, the ambition is striking. But for Borkholder, it fits. “I think God wants us to dream bigger than a lot of us do,” he said. “And with Amazon behind you, bigger starts to look a lot more possible.”

Supporting small businesses through every stage of growth

Every great business begins with a problem that demands solving—and an entrepreneur who sees an opportunity and decides to do something about it. Armed with conviction and a dream, they take that first step, often from their garage or kitchen table, transforming their sketches into products and vision into reality. And in today’s fast-moving world, where customers expect to be able to shop wherever they are with real-time delivery, the complexity of getting started can feel overwhelming. Building on more than 25 years of partnership with entrepreneurs, Amazon provides infrastructure, insights, AI-powered tools, services, and support to help start and build thriving businesses—supporting sellers wherever they choose to sell. Together, these resources level the playing field and support small businesses from idea to first sale and on to global scale.

A great place for small businesses to get started

For new entrepreneurs, the earliest days can be the most fragile—when uncertainty is highest and missteps can derail momentum before it begins. In 2025, Amazon introduced a redesigned onboarding experience tailored to sellers’ unique business needs and experience levels, helping them focus on the right actions early and avoid common missteps. Through this new experience, we saw more sellers completing important steps and reaching their first sale sooner.

Amazon’s redesigned onboarding experience helped new sellers generate

more than \$18 billion in sales in 2025.



To help sellers even more, we introduced an onboarding assistant, which is an AI-powered guide that answers questions, explains requirements, and guides sellers through the process as they work. It provides new sellers with answers to real questions and guidance that prevents small businesses from getting stuck or stalled.

We also published a new product launch guide to help sellers reach bestseller status using Amazon tools already at their fingertips—from powerful customer insights and simpler launches to faster feedback and the ability to scale winners while minimizing losses.

Seller University

Seller University is a free educational resource designed to empower independent sellers to create successful businesses. Sellers can learn how to list, price, fulfill, and advertise with Amazon, or explore advanced topics to take their selling to the next level. With videos and downloadable guides that span across 35 topic areas in 21 languages, sellers can stay up to date on tools, processes, and opportunities. They can also participate in live trainings to get their questions answered in real time. Amazon uses advanced analytics to identify the critical success factors for driving seller growth and builds Seller University content around these insights—ensuring sellers receive guidance on what matters most for their business success.

Helping small businesses connect with customers

Compelling product listings are key to capturing customer attention, which is critical as sellers look to expand their product offerings and grow their businesses. **Amazon’s generative AI listing tools** help sellers scale their content creation efficiently. Built on Amazon Bedrock, our listings capabilities draw on insights from hundreds of millions of customers shopping across the store. These enhanced tools enable sellers to create more compelling product listings faster than ever before, including being able to create multiple listings at once. Sellers can also enhance their existing listings to improve how customers discover their products.

Product listings with gen AI

With Amazon’s listing creation tool, independent sellers can create high-quality product listings by describing their products in just a few words, uploading an image, or providing a URL from their existing website. The tool generates titles, bullet points, and descriptions using customer insights and shopping data that resonate with customers.

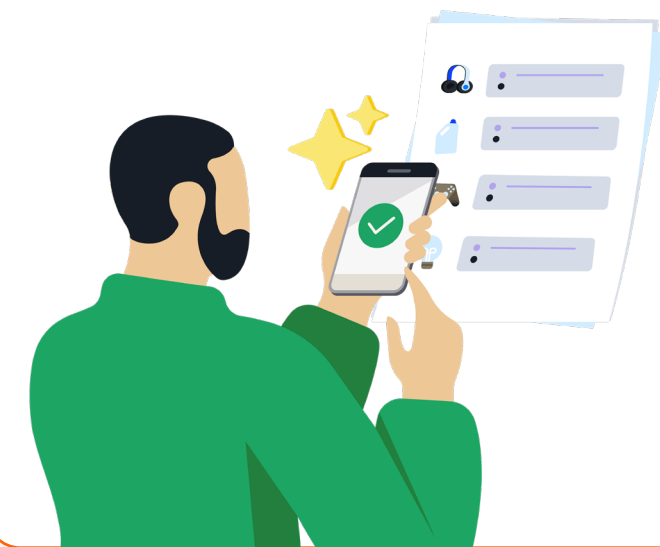


“When you have over a thousand listings, saving a couple minutes per listing means what would take weeks to do manually was completed in hours. We used gen AI listing tools to redo our entire catalog a few months before Christmas, and we had a great holiday season.”

Michael Gore, Co-owner
C&M Personal Gifts
Woodland Hills, California

In 2025, independent sellers created

more than 12 million sales-ready listings using gen AI.



Enhance My Listing

Keeping product listings current helps customers find what they're looking for, but updating hundreds of existing listings traditionally requires substantial effort. Enhance My Listing continuously analyzes and improves sellers' live listings. The tool generates relevant recommendations for product titles, attributes, descriptions, and other details—sharing what Amazon learns from customer shopping behavior to help sellers optimize their listings. Sellers can review, customize, or accept or decline suggestions with a click, keeping them in control while benefiting from Amazon's customer insights to boost their sales potential.



“With Fulfillment by Amazon, we can ship a large amount of product. Amazon allows us to utilize their people like they're part of our team—they handle all those individual orders. Over the years, it's saved us a ton of energy, a ton of time. Time's money.”

Mark McGarity, Vice President (right)
M-Clip
Savannah, Georgia

Pictured with Ron McGarity,
President & Founder (left)

Faster delivery on behalf of small businesses

Customers love fast delivery. Promising fast shipment times has a direct impact on sales for independent sellers. Regardless of their zip code—from a small town in Montana to a major city like New York to an island like Hawaii—sellers can reach customers nationally and globally with world-class speed using the **Fulfillment by Amazon (FBA)** logistics network. FBA handles storage, picking, packing, shipping, and customer service at global scale—freeing sellers to focus on their business and create products customers love. For entrepreneurs just starting out, Amazon helps reduce the time needed and financial risk involved with launching new products. Through the **FBA New Selection Program**, sellers launching new products can receive rebates on sales, pay no monthly storage fees, and liquidate products at no cost within 180 days if they don't perform as expected. In addition, Amazon is investing over \$4 billion to expand its rural delivery network, with a focus on small towns across the US, allowing independent sellers to bring even faster delivery to millions of customers in less densely populated areas. At a time where many logistics providers are backing away from serving rural customers because of cost to serve, we are stepping up our investment to make their lives easier and better.

Fulfillment by Amazon

For almost 20 years, FBA has helped independent sellers save time, reduce costs, and grow their businesses. FBA is a program that lets sellers outsource order fulfillment to Amazon and offer customers free, two-day shipping through Prime, enabling them to offload operational burdens and focus on scaling their businesses and creating new products. Amazon launched more than 20 AI-powered FBA tools for sellers in 2025, including

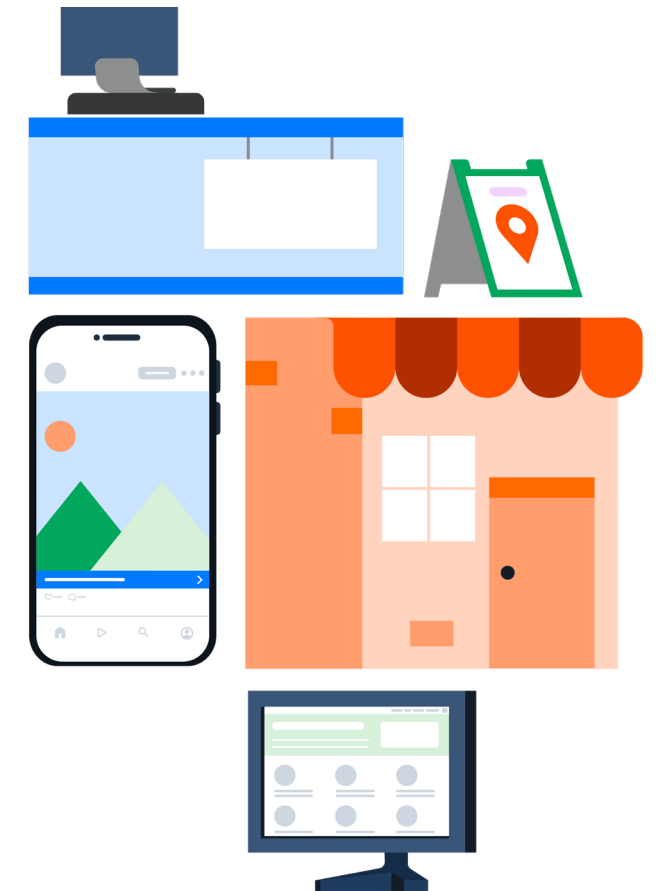
AI Packaging Recommendations that use multimodal analysis of weight, dimensions, and materials for optimal unit-packaging and shipment-packing to save sellers money on shipping.

Amazon Multi-Channel Fulfillment

Amazon Multi-Channel Fulfillment (MCF) enables independent sellers to fulfill customer orders from their own websites, social media channels, and other online stores using Amazon's global fulfillment network. Operating in 11 countries, MCF handles storage, picking, packing, and shipping for off-Amazon orders, helping sellers deliver fast, reliable experiences to customers no matter where they shop. By using MCF alongside Fulfillment by Amazon (FBA), sellers can operate from a single, shared pool of inventory, scaling up or down based on demand across their sales channels. This approach helps simplify operations and improve efficiency. Sellers using both services have improved inventory turnover by an average of 12%. Sellers have also reported a nearly 19% increase in sales, on average, after adding MCF to their off-Amazon channels. Amazon's continued innovation in MCF has helped hundreds of thousands of sellers grow and scale their businesses across multiple channels.

Over 95%

of independent sellers in Amazon's store also sell their products in other retail channels.



“For us, it's much easier to load up a big pallet of product and ship that to an Amazon fulfillment center and let them handle the individual orders than it is for us to be sending out each order and packing it individually.”

Tim Schafer, Co-founder (left)
Schafer Art Studio
Beaverton, Oregon

Pictured with Paige Schafer, Co-founder (right)

Unlocking the power of advertising for small businesses

For small businesses, creating compelling advertising often means learning new skills or hiring an agency to create content that tells their brand story. Investments can add up to thousands of dollars and weeks of time for just one campaign—resources that could be spent expanding their reach or growing their business. Amazon’s AI creative solutions remove this barrier by putting new tools directly into sellers’ hands, enabling them to create professional-quality images and videos in a matter of hours with just a few clicks. Small business owners with no prior advertising experience can now build the kind of brand presence typically more accessible to larger brands.

Over 60% of products promoted in campaigns using Video Generator had never been advertised before

on Sponsored Brand Video placements—giving independent sellers creative capabilities that were previously out of reach.



“[Amazon’s AI creative solutions] gave us scalable storytelling. We extended our holiday campaign without a full reshoot, creating multiple seasonal versions and testing different brand angles to see what resonates. What would normally take weeks of back and forth with external editors now happens in minutes, giving us more ‘shots on goal’ without sacrificing brand quality.”

Nati Mazor, CEO
REED
Detroit, Michigan

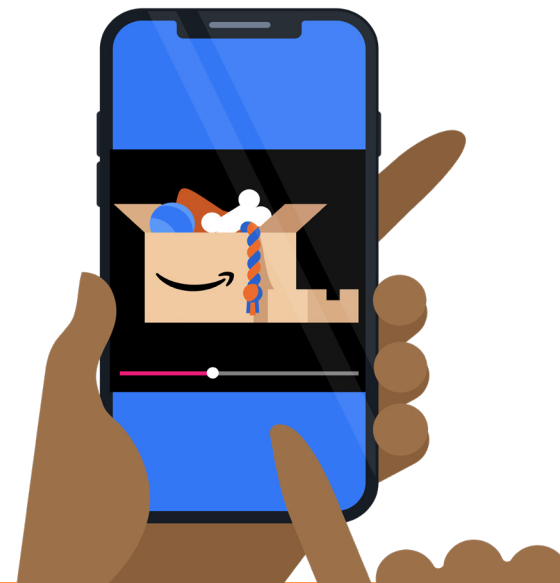
Creating advertising content with AI

Amazon’s AI creative solutions empower independent sellers to efficiently scale the creative development of advertising and marketing assets, helping them engage shoppers with their brand voice and messaging. For sellers who advertise in Amazon’s store, **Creative Studio** provides professional-quality capabilities—lifestyle images with a single click, professional video ads from static product images, and ready-to-run audio ads. A key feature is **Creative Agent**, a conversational AI-powered partner that sellers can chat with to jump-start their creative process. Creative Agent leverages Amazon’s retail intelligence and brand signals while reducing production timelines and costs—conducting product and audience research, brainstorming ideas, developing creative concepts in storyboard format, and producing full-funnel campaigns including display and video ads.

Advertisers who began using

Sponsored Brands Video generation had over 12% more sales on average

within just 1 month of adoption.



“What used to require hours of research or paying thousands of dollars to trend consultants just to get a best guess now happens in minutes, and it’s on steroids. Product Opportunity Explorer gives you first-party data, straight from Amazon. We’re not relying on estimates anymore. We know the data is real, and I am using it to grow my business.”

Mohamad Sam, Owner
purifyou
Houston, Texas

Supporting small businesses with data-driven insights and capital to grow

For sellers looking to grow, two critical questions emerge: What should I sell, and how do I fund it? Traditionally, answering these questions meant expensive market research, risky inventory bets, and limited access to capital. Amazon addresses these barriers by providing sellers with data-driven market intelligence and financing options that remove the guesswork and fuel growth.

Product Opportunity Explorer

Product Opportunity Explorer helps independent sellers identify unmet demand and new growth opportunities. With this tool, sellers can analyze trends in customer searches, purchases, reviews, pricing, and more. With new AI capabilities, the tool analyzes billions of customer interactions—searches, clicks, and purchases—while considering their existing portfolio to deliver clear recommendations on similar but unique products. Sellers can see which features matter most, where demand is trending, and what customers expect to pay right away—insights that once required weeks of research.

With one of its capabilities, Unmet Demand Insights, sellers can see where customer needs aren't being met. For example, identifying that customers searching for cooling beach chairs want specific features like ventilated fabric, sun canopies, and solar-powered fans.



In 2025,
Amazon helped

US-based small businesses get more than \$1 billion in financing.

Capital to grow can make all the difference for a small business. **Amazon's lending and financing solutions** provide access to capital at rates and terms typically unavailable to small businesses through conventional banking channels, removing a critical barrier to their growth.

Independent sellers who receive loans through

Amazon Lending's third-party providers typically have funds available within 24 hours.



Amazon Lending

Through Amazon Lending, Amazon connects eligible sellers with trusted third-party providers to get financing so they can invest in what matters most for their businesses. Through invitations to eligible sellers, Amazon connects them with trusted third-party financing providers offering term loans, merchant cash advances, and lines of credit—often with no credit check required and in a range of financing options with flexible repayment terms. Sellers can apply through a streamlined process, receive decisions quickly (sometimes in seconds), and access funds within days of approval. With financing tailored to their business needs, sellers can free up cash flow, plan with confidence, and grow on their own terms.

Helping small businesses protect their brands

Amazon helps brand owners protect their intellectual property through **Amazon Brand Registry**. This free program provides sellers with a suite of additional selling benefits and protection tools, regardless of whether they sell in the Amazon store. Brand Registry includes tools like **IP Accelerator**, which connects brands with Amazon-vetted legal service providers. Through this program, brands get competitive rates, trademark their brand name and logo, and enroll faster in Brand Registry. **Amazon Patent Evaluation Express** allows brands to request evaluations for disputes of US utility patents and track the decision process. The process saves patent owners hundreds of thousands of dollars compared to a typical US patent lawsuit, and the evaluation and decision conclude in around 30 days compared to more than two years to reach trial in federal district courts.



Amazon's Intellectual Property Accelerator has helped

more than 33,000 brands obtain trademark protection through a network of trusted IP law firms.



"Amazon understands what small businesses need. Cash flow is everything. We have to order inventory months in advance, and getting that capital quickly makes all the difference. A loan through a bank can take weeks to months, where this was a matter of days. Access to financing through Amazon Lending is what allows sellers to reach their goals."

Ryan Flanagan, Founder
Hatching Time
New Castle, Delaware



Veteran mom turns \$10 a day into a million-dollar chocolate business

After years of guessing with grocery stores, Thereasa Black found a partner that showed her exactly what was working, what wasn't, and what to build next.

Leonardtown, Maryland | Thereasa Black had a product people loved and a business that wasn't giving her the returns she needed.

She rented a space at a commercial kitchen in Chantilly, Virginia, and was selling date-sweetened chocolate bars at farmers markets. The bars had just a handful of ingredients—cocoa powder, cocoa butter, and dates, with zero added sugar. Customers were telling her they loved her product. Getting into grocery stores felt like the next best step, and she did it. But the model was hard to scale. Pricing had to account for layers of margin before a chocolate bar ever reached a shelf. She had limited visibility into what was working and no easy way to course-correct when something wasn't.

Black was a single mother running a bootstrapped business, and she needed a channel that could grow with her. With no partners and no one to call for advice, she went to a Veteran EDGE conference to learn. Amazon was there, meeting with veteran entrepreneurs and hosting discussions on how to use Amazon Ads to grow. A fellow veteran who was thriving in Amazon's store told her she was leaving money on the table. "He said, 'It's worth it. You're not just putting money in, it actually comes back to you tenfold.'" She went home and started simply by investing \$10 a day into Amazon Ads.

The impact was dramatic. Sales climbed 3,000% in a matter of months. "Amazon gave me the data I needed to make the right decisions to grow my business," she said. Amazon handed her a full picture of what her customers are looking for and what they are willing to spend—visibility she never had before. She used gen AI-powered A+ Content to tell Bon AppéSweet's story the way a shelf never could, explaining the ingredients, the mission, the woman behind the bars, and built a brand page that converted browsers into buyers. She discovered that customers were searching for flavors she hadn't even listed yet, so she added them. She ran A/B tests on keywords and watched her rankings climb. Every improvement moved the needle, and for the first time, she could see exactly why.

"Amazon lets you track everything you are doing and shows you how you are growing over time. You cannot see how a small tweak changes something in a grocery store. With Amazon, I can."

Thereasa Black, Founder & CEO
Bon AppéSweet

Black uses Fulfillment by Amazon. It allows her to send products directly to Amazon, where they pick, pack, and ship orders, as well as handle customer service and returns. In the Amazon store, she sets her pricing with full visibility into fees and fulfillment costs, earning stronger per-unit margins that she does in other sales channels.



Bon AppéSweet founder and CEO Thereasa Black in Leonardtown, Maryland.

"I make more per chocolate bar in the Amazon store than anywhere else."

Thereasa Black, Founder & CEO
Bon AppéSweet

Now, as she looks to scale further, Amazon's AI seller tools are helping her level up the business. Creative Studio is giving Black a new kind of creative partner. The AI-powered tool generates professional-quality lifestyle images, product renderings, and video assets from a single photograph in minutes. Black had always done her own design work in Photoshop, and Creative Studio expands what she can produce without expanding her budget. "The AI generator creates images that would have normally taken me hours to just get close to the same quality," she said. "With the new tools, I don't have to do it all alone anymore."

With a few clicks, the canvas experience in Seller Central generates a personalized visual workspace that adapts in real time, bringing together her sales data, customer behavior, and Amazon's broader intelligence to surface insights and recommended



Bon AppéSweet chocolatier Elizabeth Lawrence in Leonardtown, Maryland.

actions tailored to her business. Through prompts, she can work directly with Seller Assistant to analyze performance trends, explore growth opportunities, and plan her next move. She can see which product characteristics buyers are searching for most and use that intelligence to make smarter decisions about where she spends.

She sees it as a genuine partnership. "I truly believe Amazon wants to see sellers succeed," she said. "So they give you all the tools that you need in order to do that." That's what made it different from every retail relationship she'd had before. With Amazon, she knew exactly what she was working with. The fees were visible. The costs were consistent. The data was hers. "I feel like I have the most control. It's predictable. You know exactly how much it's going to cost, and it's the same every time."

That control and predictability allowed her to build something bigger than a business. Bon AppéSweet now employs seven people in Leonardtown, Maryland, nearly all of them mothers and most of them single mothers. When a child is sick, they stay home. When school runs a two-hour delay, they come in late. "I understand what it is to have children and need flexibility," Black said. "It's nice to be able to do that for people."

Black spent years as a surface warfare officer in the US Navy before leaving active duty to pursue law. She earned her law degree while pregnant and raising her daughter. She had just passed the bar and was ready to start her career when the reserves called: she was being deployed overseas for a year, leaving behind a two-year-old daughter. That time away changed her entire outlook.

"I knew if I came home and worked as an attorney, I'd be working 80-hour weeks," Black said. "I would get 30 minutes with her in the morning, 30 minutes at night. I couldn't do it." So in 2018, while she was overseas, she started planning a different future, pitching business



Bon AppéSweet founder and CEO Thereasa Black (right) pictured with her daughter (left) in Leonardtown, Maryland.

ideas to fellow servicemembers every night at dinner until she found the one. She came home with a promise to both her daughter and herself that she would find a career that allowed her to be the mom she wanted. Bon AppéSweet was that promise realized.

In 2026, Bon AppéSweet surpassed \$1 million in annual sales, less than three years after Black first put \$10 a day into Amazon Ads. Her five-year goal is \$10 million, and Amazon is the engine she's counting on to get there. Because of the flexibility gained by being an entrepreneur, Black is able to pick her daughter up from school every afternoon. When the school hosts an event, Black can volunteer.

The kids in her daughter's class all know her name. They have family movie night every Friday and momma-daughter day every Sunday. She said she's able to wear three hats: Mom, CEO, and boss, and Amazon helps her do that.

"Bon AppéSweet is a beacon for every mom, every single parent, every woman, every Black woman, every veteran that dreams can come true," Black said. "Don't let anybody else write your story for you. It's your story to write."

Thereasa Black, Founder & CEO
Bon AppéSweet

Saving time and money through innovation

Time and money are precious resources for any business owner—every hour spent on day-to-day tasks is time away from innovation, and every dollar spent on overhead is a dollar that isn't fueling growth. Amazon's newest AI-powered tools help independent sellers automate tasks that would otherwise require specialized knowledge, significant time, or substantial capital, allowing them to stay focused on what truly matters: serving customers, developing products, and growing their businesses. Through their partnership with Amazon, small business owners leverage best-in-class capabilities and economies of scale that would be challenging to achieve on their own.

Creating professional content in minutes, not weeks

Creating relevant and helpful product listings often means specialized work, multiple revisions, and significant time investment. Generative AI reduces this operational burden—automatically creating professional-quality enhanced content that reduces production time from weeks to minutes.

Gen AI-powered A+ Content

A+ Content is a tool that helps independent sellers showcase their products and share their brand's story on product detail pages by adding videos, enhanced images, customized text placements, shoppable comparison charts, and more. These elements help shoppers make more informed purchase decisions—creating a consistent brand experience at a key point



“A+ Content’s A/B testing tools [Manage Your Experiments] let us test various product imagery and ads, then come back with data showing which performs better with real probability. The consumer insights from Amazon’s data help us make better product decisions and improvements, understanding why customers buy, what else is in their basket, and how they’re getting to our pages.”

David Simnick, Co-founder & CEO (left)
Soapbox
Washington, DC

Pictured with Daniel Doll, President & COO (right)

in the customer journey. Now equipped with gen AI capabilities and the ability to test A+ Content using the Manage Your Experiments tool, sellers can create enhanced content more efficiently and identify which versions resonate most with customers—helping reduce content creation time and optimize performance.

Streamlining fulfillment from factory to customer

Managing inventory across global supply chains traditionally meant coordinating with overseas manufacturers, navigating international freight and customs, managing warehousing costs, and ensuring fast delivery—each requiring specialized expertise, significant capital, time, and complex logistics. For small businesses, getting these decisions right is critical. Knowing where to store inventory, how much to stock, and how to position products to meet customer demand can make the difference between growth and stagnation. For 20 years, **Fulfillment by Amazon (FBA)** has been transforming the last phase of that journey by continually speeding up the path a package takes from fulfillment center to the customer's doorstep.

With **Supply Chain by Amazon**, sellers can leverage sophisticated tools that optimize the entire journey—from manufacturer to customer—using advanced forecasting, automated inventory placement, and intelligent distribution across Amazon's network to ensure products are in the right place at the right time. Small businesses also need flexibility in their supply chain, so Supply Chain by Amazon offers multiple options based on their specific needs. These turn-key solutions leverage Amazon's deep logistics expertise to take complexity out of managing the supply chain for US small businesses.

For sellers ready to expand further, **Amazon Global Selling** removes traditional barriers to selling worldwide. Sellers can list products

across Amazon's stores in 130 countries and regions, reaching hundreds of millions of international customers without navigating complex regulations, currency conversions, or international logistics on their own.

Supply Chain by Amazon now provides sellers with a

30-day credit on their international shipping bill, allowing for a much-improved cash flow cycle for small businesses.



Supply Chain by Amazon

Since launching FBA in 2006, Amazon has helped independent sellers manage the final stage of their supply chain—getting products from fulfillment centers to customers quickly and reliably. Now, new innovations have expanded this support into Supply Chain by Amazon—a complete end-to-end solution that helps small businesses with the entire process, from beginning to end.



“Amazon Warehousing and Distribution helps us manage inventory more efficiently and ensure we don’t run out of stock, which helps us manage our costs.”

Mayra Luz Colón, Founder & CEO
 Healthy Rican
 Buffalo, New York

Supply Chain by Amazon is a set of supply chain services that provides sellers with a complete, automated solution for moving products from manufacturing locations to customer doorsteps around the world. Amazon picks up inventory from manufacturing facilities, guides it through freight services and customs, handles long-term warehousing and storage, manages multi-channel distribution, and then automates replenishment to fulfillment centers—where it can service customer orders in Amazon’s store or wherever a seller sells their products. With this capability, sellers can meet customer demand faster while reducing stockouts and excess inventory.

A number of programs support critical stages of Supply Chain by Amazon, helping sellers efficiently move and manage inventory across the network:

The **Amazon Partner Carrier program** provides seamless and scalable domestic inbound shipping options to get inventory into Amazon’s US fulfillment and distribution networks—saving sellers time and effort. Sellers get competitive, pre-negotiated rates and national coverage from the same trusted carrier network that Amazon uses, with the ability to select their preferred partner carrier.

Amazon Global Logistics is a door-to-door ocean and air freight transportation program that enables sellers to ship inventory directly from manufacturers to FBA and Amazon Warehousing and Distribution (AWD) with reduced landed costs and competitive rates.

Amazon Warehousing and Distribution is a low-cost bulk storage solution that distributes seller inventory to the Amazon store and non-Amazon sales channels. AWD pricing covers FBA inbound placement, so there is no separate charge for this service. AWD’s auto-replenishment capability ensures seller FBA inventory is kept in stock and optimally placed for fast order delivery.

Simplifying the day-to-day experience of running a small business

When it comes to running a business, the weight of daily responsibilities can keep even the savviest entrepreneurs in operator mode. Responding to customer inquiries, managing inventory to avoid stockouts, monitoring account health, and optimizing listings to reach the right customers—these are just a few of the tasks small business owners handle every day. With agentic AI, small business owners have access to the expertise they need help with for multi-step tasks, freeing up time to focus on growth, strategy, and creative vision.

Independent sellers

save up to 25% on domestic freight

using the Amazon Partner Carrier program compared to alternatives.





“Seller Assistant is like having a business expert at your fingertips. I can ask ‘How many units will I sell this week?’ Or get advice on product improvements, and it comes up with solid answers. It saves me time from researching and gives me the information I need right when I need it.”

Christine Krogue, Founder & CEO (left)
Smart Sheep
Kaysville, Utah

Pictured with John Krogue, Co-founder (right)

Seller Assistant

Seller Assistant is an AI-powered business partner that proactively looks out for and assists independent sellers across every aspect of how they sell in Amazon’s store. With deep knowledge about selling and shopping, as well as sellers’ specific business needs and goals, Seller Assistant provides tailored insights and recommendations, and with permission from the seller, takes action on their behalf. As an expert in inventory optimization, advertising strategy, compliance, and more, Seller Assistant saves independent sellers time and money.

Introducing the canvas experience

Developing insights from the wealth of data available to them can be time-consuming for independent sellers. For the first time, sellers can generate personalized visual workspaces that adapt in real time—bringing together relevant data, insights, and recommended actions tailored to their unique business goals. The canvas works together with Seller Assistant and is built on Seller Assistant’s agentic architecture. Sellers can interact with these workspaces and refine what they see—whether analyzing inventory levels, exploring customer traffic trends, testing scenarios for peak selling periods, or diving deeper into growth opportunities. The canvas responds and provides exactly what they need to make confident, data-driven decisions.

For example, sellers can ask Seller Assistant,

Independent sellers accept the recommended actions of Seller Assistant

over 90% of the time,



saving them time and effort.

“Can you analyze my sales performance?” or “How are my products performing?” A canvas is then generated as comprehensive dashboards and strategies that bring together sales data, customer traffic, trends over time, and actionable recommendations in one view. What makes this experience unique is its flexibility. Sellers can dig deeper into any insight, asking follow-up questions, or requesting different perspectives on their data, and the canvas instantly adapts—creating new visualizations, diving deeper into data, and surfacing new insights tailored to what a seller is asking. The seller is always in complete control, with the power of AI working alongside them to explore possibilities they might not have considered.

With Seller Assistant and the canvas experience, sellers can take a more proactive and personalized approach to managing their business. Sellers can easily move from “What should I do?” to “Help me understand the tradeoffs” to “Execute this plan”—all in a single workspace.

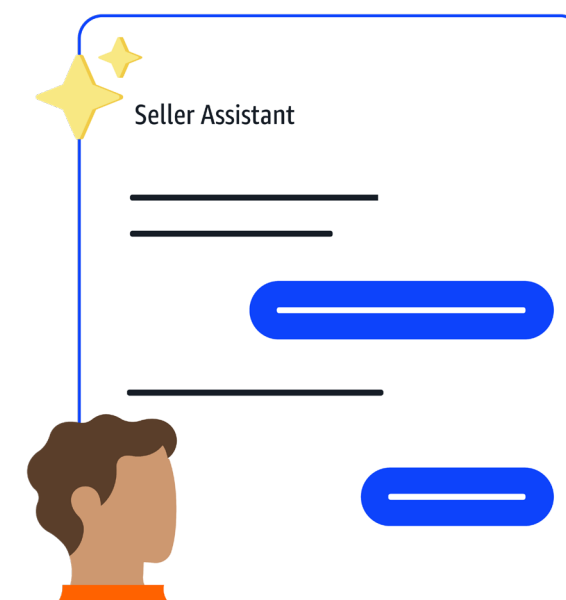
Intelligent inventory and Fulfillment by Amazon optimization

Inventory management requires sellers to analyze multiple data points, predict future demand, and make the best decisions for their business—precisely where agentic AI can excel. Seller Assistant now actively monitors inventory levels, alerting sellers to actions they can take to optimize costs and drive growth. For example, when reviewing Fulfillment by Amazon inventory, sellers receive proactive alerts about slow-moving products before storage fees accumulate, along with specific recommendations, such as which items to keep as-is and which to discount or remove. To help sellers stay ahead, Seller Assistant analyzes demand patterns and prepares shipment recommendations, reducing both excess inventory costs and out-of-stock situations.

These are just a few examples of how agentic AI tools are reshaping how sellers manage and grow their business in Amazon’s store.

Independent sellers are adopting

the AI-powered Seller Assistant quickly—there are already



more than 230,000 monthly users.



Los Angeles couple builds “life-changing” business powered by Amazon

Donie and Kyle Yamamoto put Amazon’s seller tools to work so they could put their time into building a multimillion-dollar pet supplement brand.

Los Angeles, California | “Amazon gave us what we needed to build a business without getting buried by one.” That’s how Kyle Yamamoto describes what selling with Amazon has meant for Vital Pet Life, the top-selling pet supplement company he and his wife Donie run out of their Los Angeles home. They spend their days on product development, sourcing, and earning product certifications that nobody else in their industry has. Amazon’s seller tools streamline everything else, from warehousing and shipping to building product pages, identifying new opportunities, and expanding into new countries.

Vital Pet Life started when the Yamamotos discovered that salmon oil cleared up their rescue dog Tuxedo’s skin condition, but the only options on shelves were either overpriced or oversized, and quality couldn’t be guaranteed. Donie saw the opportunity. With a no-interest credit card and a mission to bring high-quality pet supplements to families at a price they could actually afford, Vital Pet Life was born. Within a few months, they had a bestseller badge. Within a year, they realized they had a business that could pay their bills.

The Yamamotos put their trust in Fulfillment by Amazon (FBA) to handle Vital Pet Life’s day-to-day order fulfillment, freeing them to focus on the parts of the business that they said “drive real value.” FBA stores their inventory, handles packing and shipping, and manages customer service and returns. Donie and Kyle spend the time and money saved on developing better products, building relations with suppliers, and raising the bar on quality.

“With Amazon, we get to enjoy the happy part of running a business, like research, discovery, innovation. The seller tools free us up to focus on building the business of our dreams.”

Kyle Yamamoto, Co-founder
Vital Pet Life

In those first three or four years, when the business was growing faster than cash flow could keep up, Amazon Lending solutions gave them the capital to keep funding inventory orders and stay in stock. Together, they removed the ceiling on what Donie and Kyle could build.

The clearest proof of what that time made possible is their ORIVO origin certification. Vital Pet Life is the first pet brand in North America to verify every batch of fish oil against the exact species and geographic origin on the label. The process is expensive and time-consuming. Their products also carry ASC and MSC certifications for responsibly sourced seafood. Donie said FBA gave them the bandwidth to commit to it because they weren’t spending that time on warehousing and shipping.



Co-founder Donie Yamamoto prepares a meal for her dogs with Vital Pet Life products in Los Angeles, California.



Jean Martin (left) and Tuxedo (right) enjoy their meals with Vital Pet Life salmon oil in Los Angeles, California.

Amazon’s gen AI-powered A+ Content tools gave them a way to make sure every customer who finds them in Amazon’s store understands what those certifications mean and why they matter. They built rich product detail pages that tell the full story of their sourcing, testing, and origin verification, giving customers the same clarity Donie and Kyle expect when they shop for their own dog, Tuxedo.

Building at scale, said Kyle, is something that Amazon continues to reimagine. Kyle described the new AI-powered Seller Assistant like a business partner “who already knows the numbers.” Kyle uses the tool to research subscription performance while flagging long-term storage fees, and surface data he’d previously only reviewed at a glance. The answers that used to require manual digging to find now come in seconds. It’s also how he gets up to speed on tools and features he hasn’t fully explored yet. “Seller Assistant is very helpful. It’s my first resource for data analysis and knowledge on tools and features available to us,” he said.

Amazon’s AI-powered Product Opportunity Explorer gave the Yamamotos a way to make strategic decisions about their product line without months of manual research. Kyle used it to size up categories and gauge where demand was going unmet. “We’re trying to add another million dollars, not ten thousand,” he said. The tool surfaced probiotic supplements as an opportunity, and when they attended VMX, the biggest vet trade show in the country, they were hearing the same thing from veterinarians about hip and joint. They launched both probiotic and hip and joint supplements in Amazon’s store, using AI-powered listing tools to build out new product pages in a fraction of the time it would have taken to create them from scratch.

“With Amazon handling the logistics and operations, my only worry is keeping up with demand. The business side is like pushing a button.”

Kyle Yamamoto, Co-founder
Vital Pet Life

Expanding into Canada turned out to be simpler than the Yamamotos expected, they said. Amazon’s Build International Listings tool transferred their entire catalog over. With FBA fulfillment already in place, the only real change, as Kyle put it, was swapping product photos to show French-English labels.

The Yamamotos are projecting to double revenue in Canada this year. This spring, Vital Pet Life launches in big box retail in the US. Amazon’s seller tools keep building, and so does what Donie and Kyle can do with them. When Kyle is asked to sum up his experience with Amazon, he doesn’t talk about revenue or growth. He called it “life-changing.”

“I am a consumer myself. When I buy something for our dogs, I want to know exactly what’s in it and why it works. A+ Content lets us give every customer that same answer. That’s how you build trust at scale.”

Donie Yamamoto, Co-founder
Vital Pet Life



Vital Pet Life co-founder Kyle Yamamoto with his dogs, Jean Martin (left) and Tuxedo (right) in Los Angeles, California.

From success to impact: how independent sellers enrich our communities

When independent sellers succeed, the impact extends far beyond their businesses. Sellers invest in their teams through training programs, competitive wages, and career advancement opportunities—creating pathways for employees to develop new skills and build long-term careers as their businesses grow. In addition to creating valuable jobs, independent sellers lease warehouse space, open physical storefronts, and support the organizations that strengthen their neighborhoods.

In 2025, independent sellers

employed over



people in the US

to support their Amazon-related businesses.



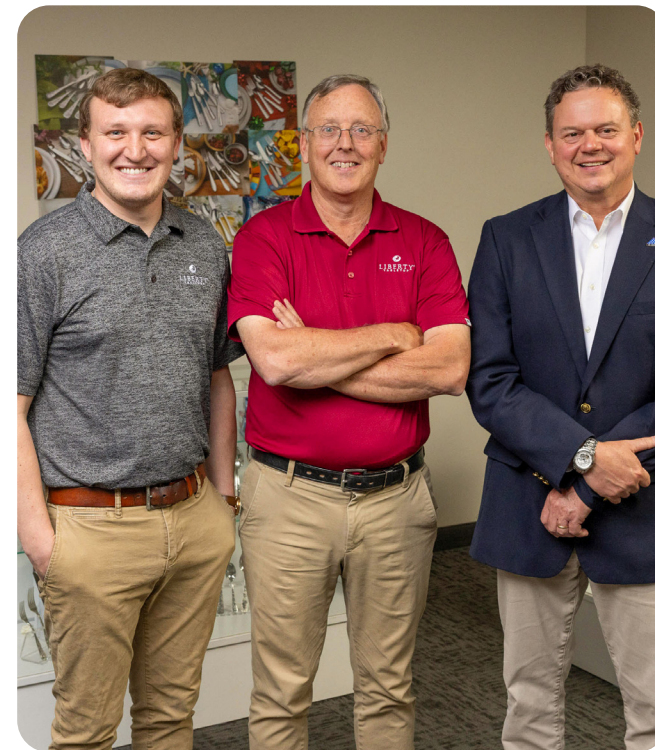
“Our entire Plant Therapy mission has been to positively impact as many lives as possible, and Amazon 100% powers that mission. It’s a one-to-one relationship between what we sell in the Amazon store and what we are able to give back. That’s the flywheel in action—the faster it spins, the more lives we touch, the more money flows back into our community.”

Chris Jones, Founder
Plant Therapy
Twin Falls, Idaho

The impact is particularly meaningful in rural and small-town America, where the success of a small business can transform a community. When sellers can reach customers everywhere without leaving home, jobs remain in their communities, wages are spent nearby, and facilities are built where people already live.

Sellers in Your Community

Through Sellers in Your Community (SIYC), Amazon connects small and medium-sized businesses with meaningful opportunities to share their entrepreneurial journeys and expertise within their local communities. By facilitating speaking engagements, networking events, and visibility with local organizations and elected officials, Amazon helps position participating business owners as the community leaders they truly are.

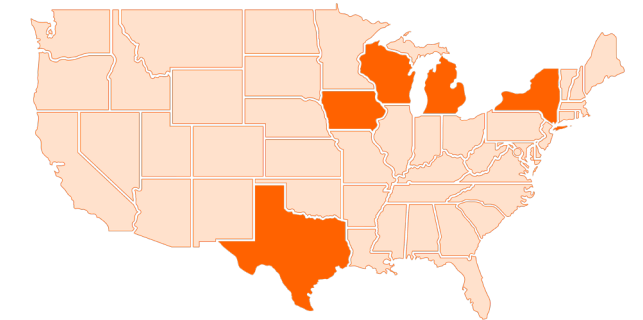


“As a small business, we don’t always have the resources to be able to advocate for ourselves. Being able to partner with Amazon’s [SIYC] advocacy team has been huge, to be able to get our story out so that people understand our challenges.”

Will Owens, Sales & Marketing Manager (left)
Liberty Tabletop
Sherrill, New York

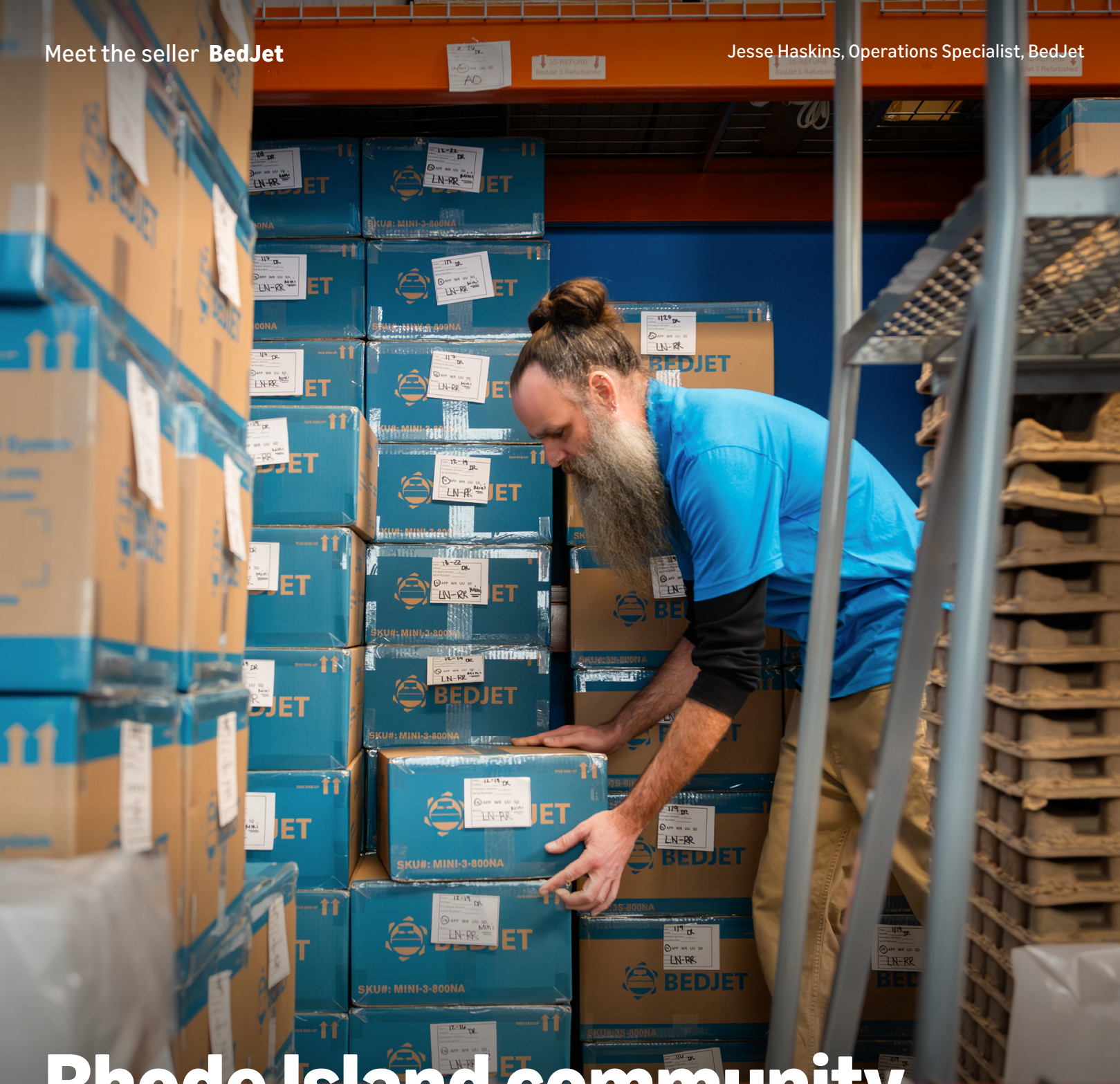
Pictured with Greg Owens,
Co-founder & CEO (center), and Matt
Roberts, Co-founder & COO (right)

The states with the largest number of independent sellers in rural areas and small towns:



Wisconsin, New York, Texas, Michigan, and Iowa.

SIYC sellers are deeply embedded in their communities, serving on local boards, sponsoring local organizations like Little League baseball teams, hiring local employees, and establishing foundations or nonprofits supported by their successful businesses. Many SIYC sellers also use these community platforms to showcase the products they’ve built from the ground up, giving local audiences a firsthand look at the innovation and craftsmanship behind the brands available in Amazon’s store. Amazon’s program creates pathways for these entrepreneurs to mentor aspiring small business owners, speak at local events about the importance of small businesses, and connect with community organizations investing in small business growth. By bridging the gap between independent sellers and local stakeholders, SIYC amplifies the voices of entrepreneurs who are not just building businesses but also building better communities.



Rhode Island community receives millions as **BedJet** founder scales with Amazon

Former NASA engineer Mark Aramli built a leading sleep technology company in Newport. Then he contributed more than \$2.6 million back into his community.

Newport, Rhode Island | When the pandemic hit Newport, Rhode Island, Mark Aramli knew he had to give back. BedJet, the sleep technology company he founded there, was thriving. The city he loved was not. Restaurant workers lost shifts. Hotels sat empty. The seasonal economy that Newport depends on had simply stopped. “We realized we were doing very well during a time when a lot of people were suffering,” said Aramli. “And the right thing to do was to give back.”

That decision became the Aramli Foundation. Since 2020, BedJet profits have funded more than \$2.6 million in grants and endowments directed to local charities focused on food security, shelter, mental health, and education for underprivileged families and children who the foundation describes as simply needing “a lift.” Nearly every dollar has stayed in the community surrounding BedJet’s Newport headquarters. The whole company has stood behind it, volunteering together at food kitchens and showing up for the organizations they support.

None of it, explained Aramli, would exist without an invention, a Kickstarter, and Amazon.

Aramli’s first job out of engineering school was working for the company that designed and built spacesuits for NASA, where he helped support the climate systems that kept astronauts comfortable in the most hostile environment in the universe. As a chronic hot sleeper, he wondered why beds couldn’t have a climate system of their own. He held onto that idea for more than a decade, then in 2013, he built the first prototype on his kitchen table cobbling together parts from a broken hand dryer and electronic parts ordered from Amazon.

To get the company off the ground, Aramli emptied his life savings, maxed out his credit cards, and mortgaged his house and his mother’s house. A successful Kickstarter campaign in 2015 gave him the runway to

start shipping. The same year, he built his own website and launched in Amazon’s store. Amazon, he said, had “a better cost of customer acquisition than any other sales channel.”

“Amazon is a great place for new companies to launch a product and reach new customers at scale, cost effectively.”

Mark Aramli, CEO & Founder
BedJet

Sellers in Amazon’s store can choose how they fulfill orders, and for Aramli that choice mattered. He started with Fulfilled by Merchant (FBM), which allowed his team to manage inventory and ship directly from his own warehouse. Later, he added Fulfillment by Amazon (FBA), which lets him outsource order fulfillment to Amazon and offer his customers free, two-day shipping through Prime. A hybrid of the two turned out to be the right fit, using FBA for his highest-volume products and FBM for lower-volume accessories, balancing the pros of each. “We found that to be of tremendous value in terms of getting products to the customer quickly and making our logistics as a growing company much easier,” he said. Gen AI-powered A+ Content and his Brand Store page on Amazon became his storytelling tools, a place to show customers who BedJet is, at scale.



Mark Aramli, CEO and founder of BedJet, pictured with Shelly Shaw, digital marketing director, in Newport, Rhode Island.

Participating in Prime Day through exclusive deals is an integrated lever he can use to bring customers to their Amazon store. Aramli said they've been "spectacular for the business," exposing his company to "millions of eyeballs who wouldn't normally be exposed to our brand." As a result, BedJet has grown more than 20% annually for ten consecutive years, shipping over 360,000 units to bedrooms in 40 countries and developing a cult following along the way. The entire USA gymnastics team slept with BedJets at the Paris Olympics, and doctors who work with patients going through menopause say it does more for night sweats and hot flashes than any of their prescription drugs can.

"Many customers these days want to know more about your company and the other products you have to offer. Amazon's Brand Store gives us a place to share that information with our customers."

Mark Aramli, CEO & Founder
BedJet

Back in Newport, BedJet continues to change lives. Most people in the town know the Aramli family, and they know BedJet's headquarters. It's the first building visitors see when entering the island. Nearby, they're constructing a new dedicated 10,000-square-foot facility. The company employs dozens of local Newport residents, each of whom holds equity in the company. Aramli has built a business whose success belongs to the entire team, and that success directly impacts the community.

"We're not just selling a product to make money. We're now selling a product that actually improves people's lives."

Mark Aramli, CEO & Founder
BedJet

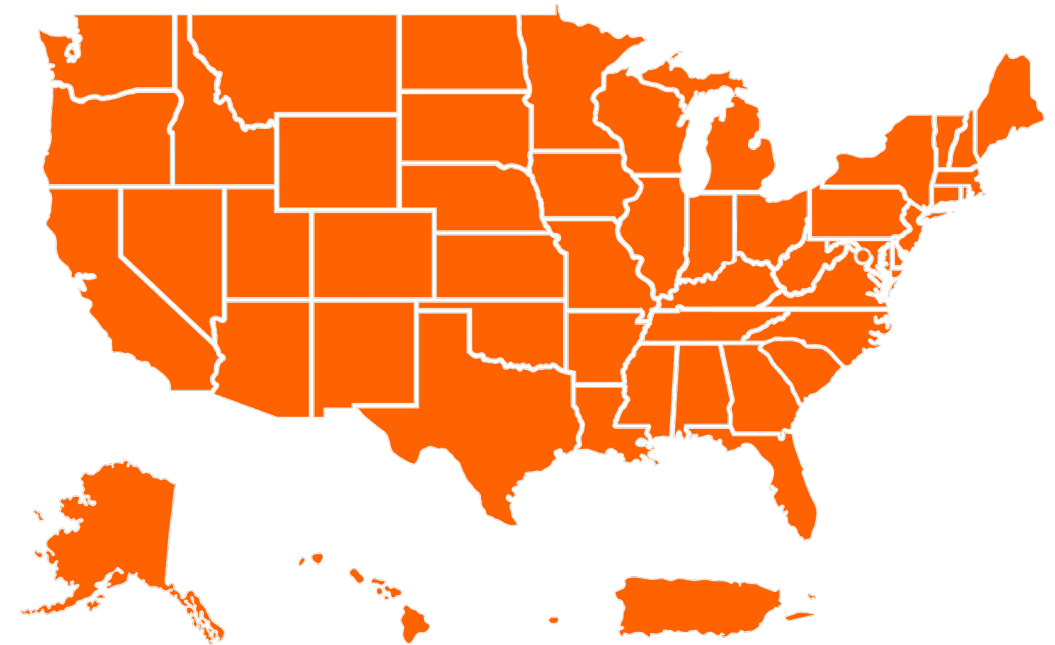


Mark Aramli, CEO and founder, BedJet in Newport, Rhode Island.

"One of the things I'm most proud about BedJet," Aramli said, "has been our ability to help families with children in our local community with basic human needs. There is a tremendous satisfaction that comes with creating a product that then creates a profitable growing company. But there's an even bigger satisfaction with being able to take a piece of those profit streams and direct them to people who need them more than anyone else."

Sellers in your state

From small towns to major cities across all 50 states, Washington, DC, and Puerto Rico, independent sellers are making a real impact in the places they call home.



For stories about independent sellers near you, scan the QR code or visit:

sellingpartners.aboutamazon.com/map



amazon

The image shows the Amazon logo in white on a dark blue background. The logo consists of the word "amazon" in a lowercase, sans-serif font, with a curved arrow underneath it that starts under the 'a' and ends under the 'n', pointing to the right.