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Concord, CA 94519
August 31, 2021

Brett Pletcher
EVP, Corporate Affairs, General Counsel and Corporate Secretary
Gilead Sciences, Inc.
333 Lakeside Drive
Foster City, California 94404
(via email Brett.Pletcher@gilead.com, Amy.Kim@gilead.com,
investor_relations@gilead.com & post mail)

Re: Proposal to 2022 Stockholders Meeting

Dear Secretary:

Enclosed please find my stockholder proposal for inclusion in our company's proxy materials for the 2022 annual meeting of stockholders and a letter confirming my shares. I will continuously hold these shares through the 2022 annual meeting of stockholders.

The SEC and most honest companies receive shareholder proposals via designated email accounts for many years. Gilead Sciences continuously refuses to accept proposals via email for the purpose to deny shareholders' right to submit proposals. I submitted a proposal to Gilead Sciences' 2020 stockholders meeting on November 13, 2019 via email, regular post mail and certified mail. My email was received by Gilead Sciences, and the USPS records show that my certified mail was delivered to Gilead Sciences on Nov. 15, 2019 (<https://cpri.tripod.com/cpr2019/Track-certified-to-Gilead.pdf>). However, you denied these facts and offered a false "courtesy" to consider my proposal for the 2021 annual meeting.

I encourage Gilead Sciences to honestly engage with shareholders on important policy issues. I am available in person to meet you and via teleconference between 10am – 5pm Monday-Friday at 925-643-5034 or anytime at zhao.cpri@gmail.com from today to December 15, 2021 and beyond.

Yours truly,



Jing Zhao

Enclosure: stockholder proposal, letter of shares

Stockholder Proposal on Board Structure Reform

Resolved: stockholders recommend that Gilead Sciences, Inc. (the Company) reform the board structure to include one member of board of directors from the Company's non-management employees.

Supporting Statement

There is a new trend pushing for non-management employee representation on boards, such as shareholder proposals to Amazon to include workers on board. "Appointing workers' representatives to company boards may be an idea whose time has come," says Harvard Business Review, and a study found that employee representation on boards generated a 25% spike in productivity and increased wages.¹ This is a common practice in Europe. Under the latest revised UK Corporate Governance Code and amended corporate regulations, boards must engage with employees and the wider workforce to enhance the employee voices in the boardroom.²

American corporate board structure needs reform now. For example, America's ballooning executive compensation is neither responsible for the society nor sustainable for the economy. There is no rational methodology to decide the executive compensation, particularly when there is no employee representation on boards. The executive compensation and pay ratios of big European and British companies are much less than that of big American companies. Our Company's CEO pay ratio was 169 to 1 in 2019 and 76 to 1 in 2020; 16.4% and 12.9% voted against the Company's proposals on executive compensation at the 2020 and 2021 shareholders meetings.

It is time for American executives as citizens to take the social responsibility on their own initiative rather than to be forced by the public and the government. The board has the flexibility to design guidelines to select a candidate for the new board nominee from non-management employees.

¹ <https://www.govenda.com/blog/employee-representation-on-boards/>

² <https://www.pinsentmasons.com/out-law/analysis/corporate-governance-employee-voice-workplace-reporting>