

1745 Copperleaf Ct
Concord, CA 94519
September 22, 2023

Corporate Secretary

Amazon.com, Inc.

410 Terry Avenue North

Seattle, Washington 98109

via post mail & email to David A. Zapolsky zapolsky@amazon.com, Mark Hoffman markhoff@amazon.com,
Sarah Oxford sooxford@amazon.com

Re: Proposal to 2024 Stockholders Meeting

Dear Secretary:

Enclosed please find my stockholder proposal for inclusion in our company's proxy materials for the 2024 annual meeting of stockholders and a letter confirming my shares. I will continuously hold these shares through the 2024 annual meeting of stockholders.

The SEC and many companies have had email accounts to receive shareholder proposals for many years. I would request that Amazon provide an email account to officially receive proposals from stockholders for fast and secure communications.

I encourage Amazon to engage with shareholders on important public policy issues. I am available between 9am – 5pm Monday-Friday from today to December 24, 2022 and beyond. My email is zhao.cpri@gmail.com.

Yours truly,

A handwritten signature in black ink that reads "Jing Zhao". The signature is written in a cursive, flowing style.

Jing Zhao

Enclosure: Stockholder proposal

Letter of shares

Stockholder Proposal on Establishing a Public Policy Committee

Resolved: stockholders recommend that the Board of Amazon.com, Inc. establish a Public Policy Committee.

Supporting Statement

Amazon needs a Public Policy Committee to assist the Board to oversee public policy issues including human rights, corporate social responsibility, diversity, equity, inclusion, climate pledge, renewable energy, net-zero carbon shipment, vendor chain management, charitable giving, political activities and expenditures, governmental regulations, international relations, unionization and other public issues that affect Amazon's operations, performance, public reputation, and shareholders' value. Many public policy issues have been voted at our previous shareholders meetings, many more public policy issues will come because Amazon does not have a Public Policy Committee.

The corporate governance is like a social contract between the public (including shareholders, employees, users and the general public) and the corporate board: the public gives the board a free hand to run the corporate business so there is no companywide union in Amazon, there is no employee representation on board, and the board is nominated and elected without any competition (the number of candidates is the same number of board seats). Particularly for Amazon, the board needs further efforts prevent from abusing the public trust.

About 7% of the companies in the S&P 500 had a separate board committee responsible for public policy. Considering Amazon's giant size and complex operations of business worldwide, even if there are only 0.7% of the companies in the S&P 500 having a public policy committee, Amazon must be one of them.