

1745 Copperleaf Ct
Concord, CA 94519
October 20, 2020

Corporate Secretary
Amazon.com, Inc.
410 Terry Avenue North
Seattle, Washington 98109

(via mail & email Mark Hoffman markhoff@amazon.com, Sarah Oxford
soxford@amazon.com)

Re: Proposal to 2021 Stockholders Meeting

Dear Secretary:

Enclosed please find my stockholder proposal for inclusion in our company's proxy materials for the 2021 annual meeting of stockholders and a letter confirming my shares. I will continuously hold these shares through the 2021 annual meeting of stockholders.

I would request that you provide an email to officially receive proposals from stockholders.

Should you have any questions, please contact me at zhao.cpri@gmail.com or 1-925-643-5034.

Yours truly,



Jing Zhao

Enclosure: Stockholder proposal
Letter of shares

Stockholder Proposal on Board of Directors Reform

Resolved: stockholders recommend that Amazon.com, Inc. (our company) reform the board of directors to include at least one non-executive employee representative.

Supporting Statement

Since the 2020 worldwide pandemic crisis, the world, and particularly the United States, has changed dramatically. It is time for American executives as citizens to take the social responsibility on their own initiative rather than to be forced to do so by the public, such as United States Senator Elizabeth Warren's plan "transforming large American companies by letting their workers elect at least 40% of the company's board members to give them a powerful voice in decisions about wages."

For example, according to Notice of 2020 Annual Meeting of Shareholders (p. 60, p.65), in 2019 our company SVP pay ratio is amazingly higher than 2000 to 1 (\$57,796,939 to \$28,848), jumping from 361 to 1 (10,399,662 to \$28,836) in 2018. Big European and Japanese company executive pay ratios are less than 20 to 1. No wonder protestors rallied outside CEO's Beverly Hills home to call for higher pay for Amazon warehouse workers and higher taxes on wealthy Americans (CBS News October 5, 2020 "Amazon workers rally outside Jeff Bezos' home to demand change.") It is not sustainable for our company.

The Company's board of directors has the flexibility to implement this proposal, including to set the criteria and process to nominate at least one non-executive employee representative.