

**Amazon.com, Inc.**  
**2020 Annual Shareholder Meeting Q&A**  
**May 27, 2020**

Below are answers to questions we received during Amazon.com, Inc.'s 2020 Annual Meeting of Shareholders that were submitted in accordance with the Annual Meeting Rules of Procedure and were not addressed at the Annual Meeting. Responses to questions addressed during the Annual Meeting are available on the Annual Meeting replay, which can be accessed by visiting our investor relations website at <https://ir.aboutamazon.com/events>. We have grouped or summarized similar or otherwise related questions and have provided a consolidated response. In some cases, we have also revised questions for clarity, corrected typographical errors, removed inappropriate language, and removed names of individuals. All responses are provided as of June 1, 2020, unless otherwise noted.

**1. What is Amazon's response to COVID-19, including related investments in getting products to customers and keeping employees safe?**

Jay Carney, Senior Vice President of Global Corporate Affairs, provided a presentation on our COVID-19 response efforts at [47:03 of the Annual Meeting](#). Jeff Bezos, founder and CEO, addressed our COVID-19 response at [58:00 and 1:00:38 of the Annual Meeting](#). Visit [Amazon's Day One Blog](#) to read more about our focus on safety, pay, benefits, and job creation during COVID-19.

**2. Can you summarize the impact of COVID-19 on your operations in France?**

As we did in countries around the world, we implemented more than 150 new processes in March to provide a safe working environment for our employees. In April, we temporarily suspended activity in our French fulfillment centers following an ambiguous court order in a case brought by a number of unions alleging insufficient coordination with French works councils in implementing the new safety processes. However, customers in France continued to be able to order from a selection of millions of products from third-party sellers and our global fulfillment network. Our sort centers and delivery stations in France remained open to support the delivery of these items to customers locally. In early May our employees returned to our French fulfillment centers.

**3. How is the Amazon Board overseeing employee health and safety and human capital issues in light of COVID-19?**

Amazon's Board and Board committees have been actively involved in our COVID-19 response. Jay Carney addressed this question at [52:18 of the Annual Meeting](#). Jeff Bezos responded to this question at [1:01:38 of the Annual Meeting](#).

**4. What can you share about Amazon's Board and executive compensation and has it changed in light of COVID-19?**

Refer to the Compensation of Directors section beginning on page 16 of [Amazon's 2020 Proxy Statement](#) for more information regarding director compensation, and Item 3 on page 21 of [Amazon's 2020 Proxy Statement](#) for more information on the advisory vote to approve executive compensation, which passed with more than 97% approval. Refer also to the discussion of our executive compensation in the Compensation Discussion and Analysis portion of our proxy statement beginning on page 54 of [Amazon's 2020 Proxy Statement](#).

**5. What are Amazon's sustainability efforts and related reporting?**

We are using our scale and ability to innovate quickly to slow the effects of climate change and protect the planet. Kara Hurst, Vice President of Worldwide Sustainability, provided a presentation on our sustainability efforts at [52:33 of the Annual Meeting](#). Jeff Bezos responded to this question at [1:06:50 of the Annual Meeting](#). Visit the [Amazon Sustainability website](#) to read more about The Climate Pledge, our commitment to sustainability, and our other sustainability programs.

**6. How is Amazon reducing packaging and cardboard box waste?**

Our sustainable packaging initiatives reduce waste and make it easier for customers to take products out of their packages. Since 2015, initiatives like Frustration-Free Packaging have eliminated more than 810,000 tons of packaging materials—more than 1.4 billion shipping boxes—by promoting easy-to-open, recyclable packaging, and shipping products in their own packages without additional shipping boxes. Kara Hurst provided a presentation on our sustainability efforts at [52:33 of the Annual Meeting](#). Learn more about our sustainable packaging initiatives [here](#) and [here](#).

**7. Will AWS continue working with oil and gas companies?**

Yes. We believe the energy industry should have access to the same technologies as other industries. We will continue to provide cloud services to companies in the energy industry to make their legacy businesses less carbon intensive and help them accelerate development of renewable energy businesses. We support sustainability programs for our own business, and work with partners to reduce their demand for carbon fuel sources. Learn more about our positions [here](#).

**8. Does Amazon retaliate against employees for reporting and speaking out about working conditions?**

No. Jeff Bezos responded to this question at [1:03:21 of the Annual Meeting](#).

**9. Amazon has a unique workplace culture – what is Amazon doing to maintain its culture and reputation?**

Jeff Bezos responded to this question at [1:08:42 of the Annual Meeting](#). Visit the [Amazon Day One Blog](#) to read more about Amazon’s workplace culture.

**10. Do increased delivery speeds for packages affect workplace safety for employees in Amazon’s operations network?**

No. Faster delivery speeds for customers do not change individual performance expectations for associates in our fulfillment or delivery operations. We have built capabilities to run multiple pick cycles each day in our fulfillment centers to support one-day delivery. We’ve been building our fulfillment network for over 20 years, allowing us to create a world-class customer experience powered by incredible employees who work in a positive, safe environment in our facilities. We have strategically grown our network to include fulfillment centers, package sortation centers, delivery stations, and air hubs all to be closer to our customers. This enables Amazon to deliver orders faster and more efficiently—not by working harder or longer, but by working smarter based on decades of process improvement and innovation.

**11. Has Amazon considered splitting its stock or declaring a dividend?**

We have not declared or paid cash dividends on our common stock, and we have not announced any plans to split our stock. Learn about past stock splits on our [Investor Relations website](#).

**12. Can you share more information on how many people attended the meeting, if you will hold a meeting next year, when you closed the polls for voting and published results, and whether a replay is available?**

We conducted a virtual online Annual Meeting this year, and the meeting followed the same agenda and legal procedures as previous years. The virtual format enabled our shareholders to participate from any geographic location with Internet connectivity. While there were no shareholders physically present at the meeting this year, it was our most well attended meeting ever, with more than 1,000 shareholders participating. We believe this is an important step to enhancing accessibility to our Annual Meeting for all of our shareholders and reducing the carbon footprint of our activities, and it was particularly important for our shareholders, employees, and community this year in light of evolving public health and safety considerations posed by the potential spread of COVID-19. A replay of the meeting is available for a limited period of time on our [Investor Relations website](#). Voting results are available [here](#). Refer to the Proxy Voting and Participating in the Annual Meeting sections on pages 2 and 3 of [Amazon’s 2020 Proxy Statement](#) for more information on how shares may be voted.

**13. How does Amazon prevent products like Ring, Rekognition, and the Neighbors App from contributing to human rights violations, including privacy rights and racial discrimination?**

Refer to Item 6 beginning on page 26 of [Amazon's 2020 Proxy Statement](#) for our answer to this question.

**14. How is Amazon thinking about antitrust and increasing government scrutiny?**

We understand that with success comes scrutiny, and our job is to build a company that passes that scrutiny with flying colors. We face intense competition in every segment in which we operate, and we love that competition because it makes us serve customers better. Amazon's retail business competes in the worldwide market for retail sales. Our competitors include all the other online and brick and mortar stores that people shop at every day. Amazon represents less than 4% of U.S. retail. According to the U.S. Census Bureau, only about 10% of U.S. retail sales occur online. The vast majority of U.S. retail sales—90%—still occur in physical stores. Jeff Bezos provided additional information on this question at [1:00:12 of the Annual Meeting](#).

**15. Should Amazon pay more taxes?**

We pay all taxes that we are required to pay. We outline our job creation activities, tax profile, and significant investments in communities across the [U.S. here](#). Like most governments that encourage economic investment by companies, the U.S. Congress has written a tax code that incentivizes the type of job creation, capital investment, development of technology, and employee ownership that Amazon actively pursues because these are critical drivers of a prosperous economy. We follow all applicable federal and state tax laws, and our U.S. taxes are a reflection of our continued investments, compensation of our employees, and the current tax rules. Information about our job creation, tax contributions, and broader economic impact in the [U.K. is here](#) and in [France is here](#).

**16. What is the status of Amazon's use of drones for delivery?**

We set out to achieve a big goal—fulfilling customer orders in 30 minutes or less. There are no shortcuts when you're creating a solution that is both safe and scalable, and we have made incredible progress on both fronts. We are continuing to develop the technology to make our goal of delivering packages by drones in 30 minutes or less a reality. Our team is working hard to bring this next-level delivery innovation to Amazon customers, safely and soon.

**17. Would Amazon consider buying American-built vans versus buying foreign vans?**

We purchase both American- and foreign-built vehicles. As part of our commitment to The Climate Pledge, we've ordered 100,000 new electric delivery vans from Rivian—a U.S.-based electric vehicle manufacturer. Amazon aims to have 10,000 of Rivian's new electric vans on the road as early as 2022, and all 100,000 vehicles on the road by 2030.

**18. Can you provide more information on Amazon's use of contractors as Amazon delivery drivers?**

We continue to use a variety of carriers to get packages to customers including UPS, USPS, [Amazon Flex](#), and our [Delivery Service Partners](#). Amazon's Delivery Service Partner program empowers entrepreneurs to build their own small businesses delivering Amazon packages in local communities. Each DSP owner recruits and hires its own delivery associates who are employed directly by them. Since launching the program in 2018, Amazon has empowered more than 800 small business owners across the U.S., who have provided jobs for more than 75,000 drivers. Visit the [Amazon Logistics webpage](#) to learn more.

**19. What are the plans for Project Kuiper and how do you foresee this enhancing Amazon's core business?**

Project Kuiper is an initiative to launch a constellation of Low Earth Orbit satellites that will provide low-latency, high-speed broadband connectivity to unserved and underserved communities around the world. This is a long-term project to use Amazon's scale to bring access to reliable, affordable broadband to tens of millions of people, and we look forward to partnering on this initiative with others that share this common vision. Our application is currently pending before the Federal Communications Commission.

**20. Are you still committed to books? What new innovative programs do you plan to introduce to support readers and publishers?**

Absolutely. Over 25 years after Jeff Bezos founded the company, we continue to innovate on the reading experience so customers can access a never-ending bookshelf across physical books, e-books, audiobooks, comics, and more. We believe books should be accessible, regardless of ability, and have [created and provided services](#) that are inclusive to all readers. With a wide range of tools and resources available to customers—from [Amazon Crossing](#), [Kindle Direct Publishing \(KDP\)](#), [Amazon Book Review](#), [Amazon Charts](#), reading subscription services like Prime Reading and [Kindle Unlimited](#), personalized recommendations, plus more—customers are only one click away from their next great read.

**21. How many sites does Amazon operate today? How many facilities does Amazon expect to operate in the U.S. in the near future?**

Amazon’s global fulfillment network has approximately 250 million square feet of space where associates pick, pack, and ship customer orders. In North America, we have over 500 sites, including more than 110 fulfillment and sort centers across more than 40 U.S. states, in addition to our network of 18 Tech Hubs and headquarters in the Puget Sound Region (WA) and Arlington (VA). We have over 590,000 employees in the U.S., 115,000 in Europe, and 95,000 in Asia. Visit the [Investing in the U.S. webpage](#) to learn more about Amazon in a specific state.

**22. How do you see the future of the Amazon Go stores in light of COVID-19?**

In the current environment, the safety of our employees, customers, and community continues to be our top priority and we have taken many additional steps to implement enhanced protective health and safety measures across all of our physical stores. Visit the [Amazon Day One Blog](#) to read about how Amazon is working to protect our employees and our customers in our stores. We currently have 25 Amazon Go stores and have confirmed an additional new store coming soon to Seattle. Earlier this year, Amazon also launched Amazon Go Grocery in Seattle, the first grocery store to offer Just Walk Out Shopping with everything you’d want from a neighborhood grocery store.

**23. What is the latest update on HQ2, and will work-from-home changes impact space needed in Washington and Virginia?**

We are proceeding as planned with HQ2. Last spring, we opened our first leased office spaces and began hiring for our second headquarters in Arlington. Today, we have more than 700 employees in Arlington, with hundreds of open roles on [amazon.jobs](#). We have continued to hire and virtually on-board new employees throughout the COVID-19 health crisis. Construction on our first phase of new HQ2 development began in January. When complete in 2023, it will feature two LEED Platinum buildings, a significant amount of new neighborhood retail, a daycare center, 2.5 acres of new and renovated public open space, over half a mile of new protected bike lanes, and a 700-person meeting center that will be shared with Arlington community groups. For more information on Amazon’s Arlington headquarters, visit [amazon.com/nova](#).

**24. How is the Amazon/JP Morgan/Berkshire Hathaway healthcare initiative going?**

We see the Haven partnership as a long-term commitment to making health care much better for all of us. Haven is pursuing a number of common-sense fixes, as well as innovative approaches, to address issues like making primary care easier to access, insurance benefits simpler to understand and easier to use, and prescription drugs more affordable. Haven is also looking at new ways to use data and technology to make the overall health care system better. Learn more at <https://havenhealthcare.com>.

*The answers provided above to the shareholder questions received in connection with the Annual Meeting include forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical or current facts made in this document are forward-looking. We use words such as anticipates, believes, expects, future, intends, and similar expressions to identify forward-looking statements. Forward-looking statements reflect management's expectations as of June 1, 2020 and are inherently uncertain. Actual results could differ materially for a variety of reasons. Risks and uncertainties that could cause our actual results to differ significantly from management's expectations are described in our filings with the Securities and Exchange Commission, including our most recent Annual Report on Form 10-K and subsequent filings. Amazon assumes no obligation and does not intend to update its responses above.*