Amazon.com, Inc.
2023 Annual Shareholder Meeting Q&A
May 24, 2023

Below are answers to questions we received during Amazon.com, Inc.'s 2023 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, and removed names of individuals. All responses are provided as of June 7, 2023, unless otherwise noted.

1. **What can you share about the compensation of Amazon's Board and executive compensation as well as pay and benefits for Amazon employees generally? Why do some employees no longer receive RSU grants?**
   Refer to the Compensation of Directors section beginning on page 17 of Amazon's 2023 Proxy Statement for more information regarding director compensation, and Item 3 beginning on page 22 of Amazon's 2023 Proxy Statement for more information on the advisory vote to approve executive compensation, which was approved at the Annual Meeting. Refer also to the discussion of our executive compensation in the Compensation Discussion and Analysis section beginning on page 89 of Amazon's 2023 Proxy Statement. Visit About Amazon to read about our starting employee pay and our comprehensive benefits that begin on day one for regular full-time employees, including health care coverage, paid parental leave, ways to save for the future, full college tuition for operations employees and other resources to improve health and well-being. At Amazon, most employees have the ability to become owners of the company through the granting and vesting of Restricted Stock Units (RSUs). Some employees no longer receive RSU grants because we've heard from our hourly fulfillment and customer service employees that they prefer the predictability and immediacy of cash to RSUs.

2. **How do you determine who is on your Board of Directors, and what are their qualifications?**
   Our Board of Directors were reelected by shareholders at the Annual Meeting. In evaluating the nominees for the Board, the Board and the Nominating and Corporate Governance Committee took into account the qualities they seek for directors, and the directors' individual qualifications, skills, and background that enable the directors to effectively and productively contribute to the Board's oversight of Amazon, along with their past and ongoing effectiveness on the Board. Board members' background and qualifications and information on their nominations can be found on pages 3-9 and 16 of Amazon's 2023 Proxy Statement.

3. **Has Amazon considered declaring a dividend?**
   We have not declared or paid cash dividends on our common stock.

4. **Does Amazon have a share repurchase program and when does it buy back shares?**
   In March 2022, the Board of Directors authorized a program to repurchase up to $10.0 billion of our common stock, with no fixed expiration, which replaced the previous $5.0 billion stock repurchase authorization, approved by the Board of Directors in February 2016. We repurchased 46.2 million shares of our common stock for $6.0 billion in 2022 under these programs. There were no repurchases of common stock in 2020 or 2021. As of December 31, 2022, we have $6.1 billion remaining under the repurchase program.

5. **Why does Amazon get involved in and take positions on political, policy, and societal issues, and does that involvement affect Amazon's businesses?**
   Amazon works to use our scale for good to advance policies on certain issues that we think are relevant to our customers, employees, and communities where we operate. You can read more about our policy positions here.

6. **What is the status of Project Kuiper?**

We continue investing in Project Kuiper, a system that will increase high-speed, low-latency broadband access through a constellation of more than 3,200 satellites in low-Earth orbit. There are hundreds of millions of people in the world who don't have the type of connectivity that allows them to leverage the internet and technology as they could, and we see that as a very significant opportunity to change what's possible for so many people in so many places. Project Kuiper plans to launch two prototype missions to test the end-to-end communications network this year, and we plan to be in beta with commercial customers in 2024.

7. **What steps is Amazon taking to reduce fraudulent activities, including return schemes and counterfeit items?**
   We work hard to build a great shopping experience, and that includes a seamless returns policy. To protect our selling partners, our store, and the experience for all customers, we take action against those who knowingly and purposefully violate our policies. In 2022, Amazon invested more than $1.2 billion and had more than 15,000 people – including machine learning scientists, software developers, expert investigators, and more – dedicated to protecting customers, brands, selling partners, and our store from counterfeit, fraud and other forms of abuse. Our innovations are deterring bad actors from creating selling accounts, the number of valid notices of infringement filed by brands in Brand Registry decreased more than 35%, and Amazon's Counterfeit Crimes Unit sued or referred for investigation more than 1,300 criminals in the U.S., UK, EU, and China. Read more in our new Brand Protection Report.

8. **What is Amazon's general attitude toward unions, freedom of association, and collective bargaining?**
   Our employees have the choice of whether or not to join a union. They always have. As a company, we don't think unions are the best answer for our employees. Our focus remains on working directly with our team to continue making Amazon a great place to work. We also address this topic in our response to Item 16—Shareholder Proposal Requesting Additional Reporting on Freedom of Association starting on page 64 of Amazon's 2023 Proxy Statement.

9. **What is the latest on Amazon's investment in Rivian?**
   We are excited about our collaboration with Rivian and by the achievements Rivian has made. Our teams have worked together from sketch to design to scaling and deploying our electric delivery vehicles. In 2022, we launched the vehicles and brought the fleet to more than 3,000. The vehicles are on the road now making deliveries—since our broader rollout of the vehicles in July 2022, Rivian vans have delivered more than 75 million packages to customers.

10. **What is Amazon doing in AI, and are there any concerns about AI government regulation?**
    We've been using Machine Learning and Artificial Intelligence at Amazon for 25-plus years, and it's deeply embedded into every business in which we operate. It's in the personal recommendations you see in our e-commerce business, the pick paths that our associates use in our fulfillment centers, it's in Prime Air and our drones, it's in our Go stores and it's in Alexa. It's a big part of our heritage and we're investing in it—including generative AI and all of its possibilities--as a big part of our future. It has a lot of potential and we expect to be a leader. CEO Andy Jassy addressed Artificial Intelligence at 1:00:48 of our Annual Meeting. While companies like Amazon will always be at the forefront of progress on AI, we firmly believe governments should help determine what role AI should play in our societies, our economies, and our lives. We support governments' efforts to adopt effective regulatory frameworks that protect civil rights while allowing for continued innovation and practical application of AI. We encourage governments to apply existing laws where possible and create new risk-based regulations to ensure AI is used responsibly where there are gaps.

11. **What is the status of HQ2 construction in Arlington, Virginia?**
    In May, we officially opened our Metropolitan Park campus in Arlington, Virginia, and we've already hired more than 8,000 employees who will be joining us there. Since Met Park will have space to accommodate more than 14,000 employees, we've decided to shift the groundbreaking of PenPlace, the second phase of HQ2, out a bit. Our second headquarters has always been a multi-year project, and we remain committed to Arlington, Virginia, and the greater Capital Region. We're investing in affordable housing, funding computer science education in

schools across the region, and supporting dozens of local nonprofits. Our plan to bring 25,000 corporate and tech jobs to HQ2 remains unchanged.

12. **Are you making any progress on safety in your fulfillment centers?**
Nothing is more important than the safety and well-being of our teams. Our goal is the be the safest workplace within our industries of general warehousing and couriers and express delivery services. We're pleased to say that we've made meaningful and measurable progress over the last four years, but we know there's more to do. From 2019 to 2022, we saw our recordable incident rate improve by almost 24%, and from 2021 to 2022, we improved our recordable incident rate by 11%. From 2019 to 2022, we improved our lost time incident rate by 53%. We have invested $1 billion in safety initiatives since 2019, and in 2023 we're investing another $550 million. We've deployed more than 750,000 mobile robots since 2012, allowing us to explore new and enhanced safety advancements, and we've invested in our trailer fleet, reducing collision rates in our U.S. Delivery Service Partner network by 35%. You can read more about our safety journey in our Delivered With Care 2022 safety report.

13. **Why doesn't Amazon break out investments like Alexa, Kuiper, and Zoox in financial statements?**
Under GAAP and SEC rules, we are not required to separately disclose the investments we are making in Alexa, Kuiper and Zoox.

14. **What is Amazon's strategy with physical stores?**
We're excited about the opportunity to continue to build a great physical retail business and a multi-channel customer experience. We're focusing on different store formats—big endeavors like our Amazon Fresh and Whole Foods Market grocery stores, Amazon Go, and Amazon Style. Whole Foods Market continues to grow, and we feel good about the profitability trajectory there. We have a roadmap for the next several years, and we're going to continue to invent and be insurgent. Investing in retail is a big priority.

15. **What is Amazon's relationship with China? Are there concerns about suppliers using child labor?**
We don't have a big retail business in China, as we moved away from our marketplace there a few years ago. We have an AWS business in China that is continuing to do well. And we have partnerships with Chinese companies that sell in our marketplaces around the world. Amazon does not tolerate the use of child labor anywhere. More information can be found in Amazon's Supply Chain Standards.

16. **Can you talk about Amazon's Environmental, Social, and Corporate Governance efforts and work in underserved communities?**
Amazon continues to make progress to become a more sustainable business with the goal of reaching net-zero carbon by 2040 as part of The Climate Pledge, and we work side by side with nonprofits and community partners around the world to build strong and inclusive communities, especially in the places where our employees and their families live and work. From long-term programs that provide access to computer science education to initiatives that address "right now needs" like natural disasters, our programs support communities in a range of ways. Refer to Amazon's annual Sustainability Report for more information about how we support our customers, our employees, our planet, and our communities.

17. **What are we doing to ensure the success of sellers in the Black Business Accelerator program?**
Amazon's Black Business Accelerator (BBA) is dedicated to helping build sustainable growth for Black-owned businesses by explicitly targeting barriers to access, opportunity, and advancement. Refer to our Black Business Accelerator website for more information.

18. **Why are you shutting down AmazonSmile?**
We launched AmazonSmile in 2013 with the goal of making it easier for customers to support their favorite charities. But after almost a decade of running the program in the U.S., UK, and Germany, we learned that with so many eligible organizations—more than 1 million globally—our ability to have an impact was often spread too thin. Even though we've donated a half billion dollars to charities through AmazonSmile, last year the average

donation to individual charities was less than $230. We decided to pursue and invest in other areas where we can make a big impact.

19. **Where can I find the results of the votes in the Annual Shareholder Meeting? How much time is allowed, if any, for people to vote after the last proposal is presented? How many shareholders attended the meeting?**
The results of votes during the Annual Shareholder Meeting can be found on Amazon's Investor Relations website, under SEC filings. We addressed the closing of polls for voting at 1:45 of the Annual Meeting. Approximately 350 shareholders attended the meeting.

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 7, 2023 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.