



November 2019

AMAZON.COM 401(k) PLAN

QUALIFIED DEFAULT INVESTMENT ALTERNATIVE NOTICE FOR THE 2020 PLAN YEAR

IRS regulations require that plan sponsors provide 401(k) plan participants with notices regarding the plan's default investment feature. This notice describes your rights and responsibilities in connection with this feature. No action is required by you at this time unless you would like to make changes to your elections in the Amazon.com 401(k) Plan ("Plan").

Direct your investments

You may direct the investment of your contributions, including employer matching contributions, to one or more of the Plan's available investment funds, which include a broad range of investment alternatives, intended to allow you to achieve a diversified portfolio. All investing is subject to risk, including possible loss of principal. Diversification does not ensure a profit or protect against a loss in a declining market.

The Plan's default fund

The Plan designates a default fund where your contributions, including employer matching contributions, will be invested if you have not made an alternative investment election. The default fund is the Vanguard® Target Retirement Trust Select with the target-date closest to the year in which you will reach age 65. Enclosed is a fund fact sheet that includes information about the default fund and its investment objectives, fees and expenses, and risk and return characteristics.

Investments in the Target Retirement Trust Select series are subject to the risks of their underlying funds. The year in the trust name refers to the approximate year (the target date) when an investor in the trust would retire and leave the workforce (which is assumed to be the year in which the investor will attain age 65). The trust will gradually shift its emphasis from more aggressive investments to more conservative ones based on its target date. An investment in a Target Retirement Trust Select is not guaranteed at any time, including on or after the target date.

Change your investments

You can redirect your future contributions, including employer matching contributions, and change the way your Plan account balance is invested at any time, subject to each investment fund's trading restrictions and any purchase fees (if applicable). If you make an exchange out of the default fund, you may not put money back into the same investment fund online or by phone within 30 days; however, you can always make an exchange via U.S. mail.

For more information about directing the investment of your Plan account, please refer to the Plan's Summary Plan Description. For help determining an appropriate investment mix based on your investment goals, risk tolerance, and time horizon, contact the Plan's recordkeeper using the instructions below.

Connect with the Plan's service provider

The Plan's service provider will change from Vanguard to Fidelity Investments® in January 2020. You will have until 1 p.m. PST on Thursday, January 2, 2020 to contact Vanguard (see instructions below) to make changes to your current investment elections. For more information about any investment fund (including investment objectives, risks, charges, and expenses) or to obtain a prospectus, please refer to the instructions below.

The prospectus contains important information about the investment fund. Read and consider the prospectus information carefully before you invest. You can also download Vanguard fund prospectuses at **vanguard.com**.

- Online. Go to **vanguard.com** for 24-hour access to financial-planning tools and information. Once you've enrolled, you can register for immediate secure online account access at **vanguard.com/register**. You will need your plan number: 093958.
- By phone. Call Vanguard's 24-hour interactive VOICE® Network at **1-800-523-1188**. To use VOICE, you will need a personal identification number (PIN).
- With personal assistance. Vanguard associates are available to assist you at **1-800-523-1188** Monday through Friday from 8:30 a.m. to 9 p.m., Eastern Time.

After the blackout period ends during the week of January 12, 2020, you will need to contact Fidelity to make changes to your investment elections, for more information about any investment fund, or to obtain a prospectus. Please refer to the *Transition Brochure* for details, including Fidelity's contact information and the ways you can access your Plan account via Fidelity.

Sincerely,

Zappos.com, Inc.

Tax implications: You will be responsible for paying any applicable federal, state, local, or foreign taxes on a distribution or withdrawal. Early withdrawals may be subject to a 10% federal penalty tax. To the extent required by law, the Plan's service provider will make the appropriate withholding for tax purposes.

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