

October 16, 2017

Mr. Jeff Bezos
Founder and CEO
Amazon.com
410 Terry Avenue
North Seattle, WA 98109

Dear Jeff and Amazon Team:

New York is the premier headquarters city for global companies. It is where traditional and new economies are converging, most dramatically in the retail and advertising industries. It is the clear choice for Amazon's second headquarters.

Amazon has already recognized the New York advantage with your decisions to locate several important business operations here. Establishing HQ2 in the city would complete Amazon's transition from West Coast disruptor to mainstream leader in direct-to-consumer commerce.

New York Metro is the world's largest and most diverse regional economy. It has the country's biggest concentration of discerning and demanding customers and clients. It offers co-location with companies that are industry leaders in financial and professional services, media and entertainment, fashion and retail, health and life sciences, education, design and development. It features unparalleled diversity of industry talent and institutional resources, all of which would enhance Amazon's prodigious strengths and generate new opportunities to learn, grow, and partner.

New York City and its surrounding communities represent a rapidly evolving ecosystem, with a broad spectrum of life style choices and prices, an excellent and affordable public transportation system, and an amazing array of cultural and recreational amenities.

New York will challenge your company and its people to be more productive, outward looking and forward thinking than ever.

A few facts about what makes New York best-suited for HQ2:

- 5.8 million residents with a bachelor's degree or better in the metropolitan region –80% more than Los Angeles, 5 times more than Seattle, 7 times more than Denver and 3.5 times more than Boston
- 100 great universities that awarded 18,000+ post-secondary STEM degrees in 2016
- 2.3 million residents with graduate or professional degrees – more than the combined populations of Boston, Denver and Atlanta
- R&D spending by major academic institutions of \$2.9 billion in 2016, complemented by over \$1.6 billion in NIH grants

- 45% of New York's workforce is foreign born, reflecting the city's attraction to top global talent
- 47 Fortune 500 headquarters across multiple industries – more than any other city
- The largest and most comprehensive air transport system in the U.S., serving over 350,000 passengers a day
- 97% of the city's population lives within a quarter mile of public transit and 82% live within a 10-minute walk from a park

In New York, you will find a community of super-achievers who hail from every country in the world. That is the reason we are here and it is what makes this the logical place for Amazon's HQ2. We hope you agree.

Sincerely,

Lee S. Ainslie, III, Managing Partner, Maverick Capital
Candace K. Beinecke, Senior Partner, Hughes Hubbard & Reed LLP
William H. Berkman, Managing Partner, Associated Partners, LP
Michael W. Blair, Presiding Partner, Debevoise & Plimpton LLP
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Barry Diller, Chairman & Senior Executive, Expedia, Inc. and Chairman & Senior Executive, IAC
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