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Jeffrey P. Bezos
Founder and Chief Executive Officer
Amazon.com, Inc.
410 Terry Avenue North
Seattle, Washington 98109-5210

Dear Mr. Bezos:

Congratulations on Amazon's continued success! The Delaware business community was thrilled to learn of your planned expansion and eager to share with you the benefits of doing business here. As leader of the largest private employer in the State of Delaware, I encourage you to consider locating Amazon's HQ2 in the First State. A great place to do business, Delaware's exceptional commitment to innovation, its generous corporate tax structure and our highly accessible central East Coast location make our state ideal for Amazon's expansion.

Our size is our strength – as a small state, Delaware fosters collaborations and partnerships across business boundaries and takes creative, non-traditional approaches to doing things differently.

Christiana Care is Delaware's largest health system and is a nationally recognized clinical teaching and research enterprise, serving the region since 1890. With a workforce of 11,500, Christiana Care operates 4 campuses and more than 60 outpatient sites serving more than 1 million people annually. Christiana Care ranks at the top in volume among leading U.S. health care systems, with only 20 hospitals having more admissions.

Christiana Care is a national center for excellence in cardiology, cancer and women's health services. Our full range of health services includes preventive medicine, community health, home health, rehabilitation, renowned cancer care, a primary and specialty care physician network and outpatient services in Delaware, Maryland, New Jersey and Pennsylvania. We offer 13 highly competitive, robust residency programs and leadership in medical, nursing and allied health education. Christiana Care is home to the only Level I trauma center for adults and children

between Philadelphia and Baltimore and serves the community as a Comprehensive Stroke Center. With a level III neonatal intensive care unit, Christiana Care is the only delivering hospital in Delaware offering this level of care to the most critically ill newborns.

Among the health system's recognitions are the preeminent Human Rights Campaign's Leader in LGBTQ Healthcare Equality, rankings as No. 1 in Delaware and No. 3 in the region, respectively, by U.S. News & World Report, and consecutive Everest Awards for highest performance and fastest long-term improvement by Truven Health Analytics.

A Prime Location to Do Business

As you already know from your fulfillment centers in New Castle and Middletown, our region has one of the most cost-effective business environments among major U.S. metropolitan areas. Delaware offers a generous corporate tax structure and no sales tax. Delaware is the legal home of more than one million business entities, including more than 66 percent of all publicly traded companies in the United States, and 66 percent of the Fortune 500. Delaware is also home to the international headquarters for DuPont and the U.S. headquarters of AstraZeneca. Additionally, Bank of America and Chase operate financial centers here. With a concentration of international corporate leaders and jurists, Wilmington is an internationally known center for corporate law.

Delaware is in the middle of it all, centrally located among Philadelphia, Baltimore, Washington, D.C., and New York City. As part of the Greater Philadelphia region, Delaware is a gateway to the global market place, with unparalleled infrastructure – including air, rail, water, highway, and fiber-optic – that allows easy access and distribution to your national and global customers. As part of the Northeast Corridor, Delawareans can take advantage of Amtrak rail service and be in Philadelphia in minutes, Baltimore in under an hour and Washington, D.C. and New York City in less than two hours. Delaware is a multimodal transportation hub with easy access to I-95, the Port of Wilmington, and our own regional airport in addition to being moments away from Philadelphia International Airport and other major roadways and waterways. In fact, Philadelphia International Airport is more accessible from Delaware than from Philadelphia.

Downtown Wilmington is a burgeoning innovation and tech hub with entrepreneur-focused shared office spaces including The Mill, coIN Loft and 1313 Innovation in the Hercules Plaza Building; the Delaware Innovation Space, a partnership among DuPont, University of Delaware, the state and NextFab, a network of membership-based makerspaces; Tech2gether, an annual Wilmington-based conference for entrepreneurs and start-ups; and Delaware Innovation Week.

With HQ2 in Delaware, you will have area access to more than 6 million residents within minutes' drive of Wilmington and a workforce of 3.1 million to draw your top talent. The area is rich in millennial growth, health, education and tech.

Investment in Innovation and Vision

Christiana Care serves as a prime example of the talented, innovative culture that Amazon will find in Delaware. We have been named Most Wired in 2017 and 2016 by the American Hospital Association. This year we launched Christiana Care's Health & Technology Innovation Center on our Wilmington Hospital campus to develop and test tools to provide better health care at lower cost in collaboration with established and emerging tech partners in the area.

In an era when hospitals and health systems are leaving their communities or being purchased by out-of-town conglomerates, Christiana Care continues to invest in and grow in Delaware and the region. In 2014, we completed the \$210 million transformation of our Wilmington campus, expanding Wilmington Hospital to create a 1 million-square-foot, state-of-the-science medical center.

In 2012, we launched Carelink CareNow, Christiana Care's unique care coordination platform that uses predictive technology to identify at-risk patients and focus attention on medical and socio-behavioral issues before they escalate. The program integrates real-time information about hospital admissions, doctor visits, lab results – even patients' daily vital checks that they perform at home – to coordinate their care. Now with more than 100,000 program members, Carelink CareNow has earned national attention, including the John M. Eisenberg Patient Safety and Quality Award.

Delaware is also home to the first operational Health Information Exchange in the United States, the Delaware Health Information Network (DHIN). DHIN, a non-profit public private partnership, is on the vanguard of the innovative and secure use of big data to improve patient care. Since going live in 2007, DHIN has transmitted more than 65 million clinical records on two million unique patients, to facilitate communication, improve patient care and maintain a comprehensive community health record. DHIN creates efficiencies by serving as a central repository and transmitter of clinical results—including general laboratory results, microbiology and pathology results, radiology images, transcriptions and admission, discharge and transfer (ADT) summaries. DHIN receives data from all of Delaware's acute care hospitals, nearly 100 percent of all Delaware physician practices, nearly all Delaware labs and imaging centers, urgent care centers and walk-in clinics, a growing number of Delaware ambulatory facilities, and two out-of-state Health Information Exchanges.

Mr. Jeffrey Bezos

10/10/2017

Page 4

Excellent Quality of Life

Amazon leaders and staff will have everything they need right here in Delaware for an energizing, productive work life and a robust, well-rounded personal and family life in a community with excellent health care, education and culture at every turn. You will find the benefits of working and living in Delaware equally valuable to recruitment and retention.

Our employees appreciate that the cost of living in Delaware is lower than in many major metropolitan regions, with low property tax rates and housing costs -- and shopping in Delaware is tax-free.

We are nestled in the historic Brandywine Valley, the artistic home and inspiration for American artists including Howard Pyle and the Wyeths who have defined the American landscape for generations. Delawareans enjoy world-renowned museums, theaters, 20 state parks, and clean, family friendly beaches for a lifestyle that is culturally rich -- and wonderfully healthy.

As a Delaware business leader and Wilmington resident, I see a highly successful, forward-thinking, energizing home for Amazon HQ2 right here.

Thank you for your consideration. I would be glad to speak with you or a member of your team about the benefits of being headquartered in Delaware, and I hope we can welcome you and your Amazon HQ2 colleagues to the First State.

Sincerely yours,

A handwritten signature in black ink that reads "Janice E. Nevin MD". The signature is written in a cursive, flowing style.

Janice E. Nevin, M.D., MPH
President and CEO