



STATE OF DELAWARE  
**OFFICE OF THE GOVERNOR**

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GOVERNOR

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October 10, 2017

Mr. Jeff Bezos, CEO  
Amazon.com, Inc.  
1200 12<sup>th</sup> Avenue South, Suite 1200  
Seattle, WA 98144-2734

Dear Mr. Bezos:

For the last 20 years, you have strived to operate Amazon as a Day 1 company. Through times of unparalleled growth, you have maintained a culture of innovation, strategic decision-making, and long-term focus that has made Amazon a worldwide leader on the cutting edge of how technology is shaping our lives.

“How do you fend off Day 2? What are the techniques and tactics? How do you keep the vitality of Day 1, even inside a large organization?” These questions, posed in your most recent letter to Amazon shareholders, frame clearly the challenges that companies, as well as cities and states across the country, face every day as they strive to grow and succeed in a rapidly changing global economy.

The answer is not simple. But, like you, I recognize that we must remain focused on and driven by the needs of customers. As Governor of the State of Delaware, my customers are the Delawareans and businesses that call our state home, and expect me to make Delaware an even more special place to live, work, and play.

There is no other place where Amazon’s HQ2 would make a bigger difference on its local community than Delaware. And we have the infrastructure, resources, and assets to make that decision possible.

In the following pages, you will find a detailed proposal that meets or exceeds all of the needs Amazon outlined in its RFP, while giving you options and the flexibility to grow and adapt as your customers demand.

Highlights include:

- **Capacity:** Delaware is able to offer both urban and suburban sites large enough to accommodate Amazon’s entire growth projection, as well as an additional location with 500,000 square feet of turn-key office space that could include room to grow.
- **Infrastructure:** Delaware’s prime location in the heart of the Mid-Atlantic corridor gives us unparalleled access to our region and the world. Interstates I-95 and I-495 run just minutes from either site. The Philadelphia International Airport is closer to Delaware’s sites than most places in

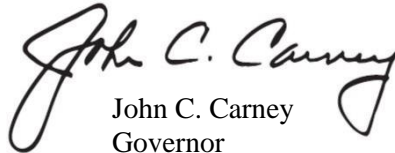
Philadelphia. And regional rail, Amtrak, bus service, bike trails, and more would provide easy access to your headquarters.

- **Technology:** Delaware ranks among the best in the country for fast, reliable Internet connectivity, and we're poised to continue this trend to meet the technology needs of jobs in an innovation based economy.
- **Quality of Life:** Delaware's history, beautiful natural resources, vibrant arts scene and entertainment options are second to none, and they're available in communities with a cost of living that is a fraction of our surrounding states.

Delaware has been with Amazon since the beginning. We're proud to have been the state that Amazon chose to incorporate in in May 1996. And we have a long history of working together to build Amazon's first Delaware fulfillment center in New Castle and the most recent center in Middletown, which has helped transform the town into a job creator for thousands of Delawareans.

We can make this partnership even stronger. I believe that Delaware is the ideal location for Amazon's HQ2, and I look forward to the opportunity to discuss this possibility with you in even more detail. Thank you for your time and thoughtful consideration of our proposal.

Sincerely,

A handwritten signature in black ink that reads "John C. Carney". The signature is fluid and cursive, with a large initial "J" and a stylized "C".

John C. Carney  
Governor  
State of Delaware